

# Franklin Hampshire Regional Employment Board, Inc.

One Arch Place

Greenfield, MA 01301

Patricia H. Crosby

Executive Director

[www.franklinhampshirereb.org](http://www.franklinhampshirereb.org)

## Request for Proposals

RFP # 2016-2

### One Stop Career Center

### Operations/Service

### Provider

Issued: 8/2/16

Proposals Due: 10/19/16

4:00 P.M.

FY 2018

**July 1, 2017 to June 30,  
2018**

Contract renewable through June 30<sup>th</sup>, 2021 pending satisfactory performance and funding availability.

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**To Provide One- Stop Career Center Operations/Services for  
Adults, Dislocated Workers, & Youth for the Franklin  
Hampshire Regional Employment Board Workforce Area,  
Utilizing Workforce Innovation and Opportunity Act (WIOA)  
Funding**



Franklin Hampshire Regional Employment Board, Inc.  
Request for Proposal Number 2016-2: One Stop Operations & WIOA Adult,  
Dislocated Worker, and Youth Services

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##### Acronyms

DCS	MA Department of Career Services
FH	Franklin Hampshire workforce region
FHREB	Franklin Hampshire Regional Employment Board
LEOs	Lead Elected Officials (for workforce region)
MOSES	Massachusetts One Stop Employment System (the MIS/database for public employment services in MA)
MOU	Memorandum of Understanding
OSCC	One Stop Career Center
REB	Regional Employment Board
WDA	Workforce Development Area
WDB	Workforce Development Board (new WIOA terminology but same entity as REB))
WIOA	Workforce Innovation and Opportunity Act

**Franklin Hampshire Regional Employment Board, Inc.**  
**Request for Proposal Number 2016-2: One Stop Career Center Operations & WIOA Adult, Dislocated Worker, & Youth Services**

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**Funding:** Workforce Innovation and Opportunity Act (WIOA) 2014  
**Service Area:** Franklin and Hampshire Counties and the four North Quabbin towns of Athol, Royalston, Petersham, and Phillipston  
**Target Groups:** Disadvantaged Adults, Dislocated Workers, and Youth

**RFP Release Date:** Week of August 2<sup>nd</sup>, 2016  
**Bidders Conference:** Friday, August 19<sup>th</sup>, 2016 10:00am  
Franklin Hampshire REB  
Second Floor  
One Arch Place  
Greenfield, MA 01301

**Published Responses to Written & Bidders**

**Conference questions:** Friday, August 26<sup>th</sup>, 2016  
at [www.franklinhampshirereb.org](http://www.franklinhampshirereb.org)

**Mandatory Letter of Intent to Bid:** Friday, September 2<sup>nd</sup>, 2016  
**Proposals Due:** by 4:00 pm, Wednesday, October 19<sup>th</sup>, 2016  
**Recommendation to REB:** December 8<sup>th</sup>, 2016  
**Award Notification Date:** December 9<sup>th</sup>, 2016  
**Appeal Period If Needed:** December, 2016 – February, 2017  
**Anticipated Contract Start Date:** July 1<sup>st</sup>, 2017

*The dates above are subject to change.*

## **Part I**

### **Introduction**

#### **Purpose & Application Requirements**

The Franklin Hampshire Regional Employment Board (FHREB) serving Franklin and Hampshire Counties and four North Quabbin towns is seeking proposals from experienced organizations to provide Workforce Innovation and Opportunity Act (WIOA) services to include career center operations/services to adults, dislocated workers, and youth within the fifty-community FH Workforce Development Area (WDA). The provision of these services is to be funded by WIOA, Title I, Public Law 113-128, which began July 1, 2015 and is authorized as workforce law at the federal level through September 2020.

All WIOA funded services must be delivered in accordance with WIOA rules and regulations, guidance from US Department of Labor, the Commonwealth of Massachusetts and policies set forth by the Franklin Hampshire Regional Employment Board. Services must, at minimum, include WIOA and reference to related shared partner services, and must be delivered in an integrated model.

A copy of the WIOA regulations is available at <HTTPS://www.doleta.gov/WIOA/>

Workforce development organizations with or without previous experience as a contractor are encouraged to submit proposals. Proposals from organizations that can thoroughly demonstrate their knowledge and experience in addressing the needs of an area similar to Franklin Hampshire--in terms of demographic, economic, and other relevant factors--will be well-received. Services offered shall be delivered through a One Stop Delivery system that provides access to citizens across the FH WDA, while still maintaining a goal of operational efficiency and cost effectiveness.

### **Disclaimer**

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and implemented on July 1, 2015. This request for proposals, and bids submitted by proposers to this request, and any final contracts negotiated with the successful bidder as a result of this proposal is subject to final laws and regulations and may be changed at any time in order to come into compliance with those laws and regulations.

As the Franklin Hampshire Regional Employment Board continues to develop and refine its REB system, policies and procedures, or regulatory changes occur from time to time, bidding organizations may be requested to modify program design or the delivery of services. Should a request for a change in program design or service occur, staff of the FHREB will assist bidding organizations or service providers in the redesign to ensure consistency with Board policies and regulatory requirements.

Any significant changes made to this request for proposals will be posted on the REB website. [www.franklinhampshirereb.org](http://www.franklinhampshirereb.org)

### **Eligible Contractor**

The One-Stop Lead Operator/Service Provider may:

1. Be a single entity (public, private, or non-profit) or part of a consortium of entities. A consortium of entities must include a minimum of three of the MA Core Program Partners: (WIOA Title I, Wagner Peyser/Employment Service, Adult Education and Literacy; Vocational Rehabilitation (MRC/MCB); Senior Community Service Employment Program (SCSEP) and Temporary Assistance for Needy Families (TANF)) in addition to the Lead Operator/Service Provider. The FHREB will take the lead role in developing

Memoranda of Understanding with these entities, but the bidder must reflect its degree of understanding and experience with these partners.

The types of entities that are eligible to be a One-Stop Lead Operator/Service provider include:

1. An Institution of Higher Education;
2. An Employment Service State Agency established under Wagner Peyser;
3. A Community Based Organization, nonprofit organization, or workforce intermediary;
4. A private for-profit entity;
5. A Government Agency; (i.e.: Municipality)
6. A Local Board, with approval of Local Chief Elected Official and Governor;
7. Another interested organization or entity capable of carrying out the duties of the one-stop lead operator/service provider; may include but not limited to: Chambers of Commerce, Business Organizations or Labor Organizations;
8. Non-traditional public secondary schools such as a night school, adult school, or an area Career and Technical Education School.

**NOTE:** Elementary schools and Secondary Schools are **not** eligible to be selected as the One-Stop Lead Operator/Service Provider.

Entities that are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency are not eligible to respond to this RFP or to receive a contract.

Respondents must disclose and rectify any and all outstanding monitoring and/or audit concerns from any of the respondent's other contracts prior to receiving a contract resulting from this RFP. Additionally, respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals.

Respondents are expected to have the technical competence, knowledge and expertise in management and administration, the professional staff, and the management systems to accomplish the scope of work and the goals and objectives stated in this RFP, and must meet high standards of public service and fiduciary responsibility. Respondents are responsible for being knowledgeable of all laws, regulations, rules, and policies of the specific funding sources involved and applying them in developing the RFP response.

#### **Contact Information for Technical Assistance Questions:**

The point of contact for information on this Request for Proposal is:

Franklin Hampshire Regional Employment Board, Inc.  
One Arch Place  
Greenfield, MA 01301  
info@fhreb.org

During the proposal process, the email identified above is the contact for any inquiries or information relating to this RFP. All questions concerning this RFP, the application process, or programmatic issues should be submitted by email to [info@fhreb.org](mailto:info@fhreb.org). The REB or staff cannot assist proposers with actual preparation of their proposal. During the period of time between the publication date of the RFP and the deadline to submit technical RFP questions the FHREB will only respond to technical questions about the RFP submitted by email. All RFP technical assistance questions will be answered and posted on the REB website [www.franklinhampshirereb.org](http://www.franklinhampshirereb.org). All attenders of the **Bidders Conference** will be notified by email when bidders conference questions concerning RFP technical assistance are answered and posted on the website. No phone inquiries will be accepted.

### **Bidders Conference and Mandatory Letter of Intent to Bid**

The Bidders Conference will take place **Friday, August 19<sup>th</sup> at 10am** at the Franklin Hampshire REB office: One Arch Place, 2<sup>nd</sup> Floor, Greenfield, MA 01301. The answers to technical questions raised in the Bidders Conference will be posted on the REB website by C.O.B. Friday, August 26<sup>th</sup>, 2016. Please be aware that no hard copy RFP materials will be available. All are available online.

A **mandatory Letter of Intent to Bid** is due Friday, September 2<sup>nd</sup>, 2016. (See Form on following page.) Send to [info@fhreb.org](mailto:info@fhreb.org) with Return Receipt requested.

### **Type of Contract**

Proposers must propose a cost reimbursement contract. A cost reimbursement contract is one that establishes an estimate of total costs for the purpose of obligating funds and a ceiling that the proposer may not exceed (except at contractor's risk) unless the awarding party agrees to amend the contract to provide additional funds. A line item budget shall be based on all legitimate costs to be incurred by the proposer in carrying out the services. The proposer is reimbursed for actual expenses according to the approved line item budget.

### **Contract Terms**

The initial contract term is one year beginning July 1, 2017 and ending June 30, 2018. The FHREB seeks a provider with whom it can annually renew this contract an additional three years, through June 30<sup>th</sup>, 2021, pending satisfactory performance and funding availability.

### **Proposal Due Date and Format**

All proposals must be submitted no later than **4:00 p.m. on Wednesday, October 19, 2016.**

**Franklin Hampshire WIOA One-STOP SERVICES**

**MANDATORY**

**INTENT TO BID FORM**

Email with Return Receipt request to [info@fhreb.org](mailto:info@fhreb.org)

by Friday, September 2, 2016

Our organization intends to submit a proposal in response to the Request for Proposals RFP 2016-2 for One Stop Career Center Operations/Service Provider.

Name of Organization: \_\_\_\_\_

Contact person \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

Email address: \_\_\_\_\_

Website: \_\_\_\_\_

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Date

The Proposal Narrative (see Part II of this RFP), **excluding** the budget pages and attachments, should be no more than 25 pages in length, in 11 or 12 pt. font, and can be single-spaced. Shorter, succinct narratives are encouraged.

One (1) original response to this RFP and seven (7) paper copies of the narrative and selected attachments (see Submission Forms, Part III) should be submitted, as well as one (1) electronic copy in .pdf and Excel format as appropriate via a USB flashdrive. Responses should be submitted in a sealed envelope, clearly marked on the outside as **FHREB One Stop Career Center Operator/Provider: Proposal for Services** to:

**Franklin Hampshire Regional Employment Board, Inc.**  
**One Arch Place**  
**Greenfield MA 01301**  
**Attention: Patricia H. Crosby, Executive Director**

Late proposals, regardless of delivery, will not be considered.

**Estimated WIOA Funds Available for Contract: \$870,000**

**Explanation of Estimate of Funds Available for Contracting**

Estimated FY18 WIOA Allocations: \$1,400,000

Disadvantaged Adult:	\$350,000
Dislocated Worker:	\$450,000
WIOA Youth:	\$600,000

The REB plans to bid out approximately \$350,000 of the WIOA Youth Allocation to a youth service provider in FY18. Bidders should also be aware that \$160,000 - \$180,000 in WIOA, One Stop or other workforce-system funds will be needed to support:

- core WIOA administration/program functions of the FHREB and
- financial oversight and management functions of the Lead Elected Officials' WIOA Administrative/Fiscal Entity.

This leaves an estimated \$870,000 for the One Stop Operator/Service Provider contract.

All amounts are estimates for planning purposes and are subject to change.

WIOA funds for One Stop Career Center Services may be supplemented by approximately \$396,000 in Federal Wagner Peyser allocations through the MA Division of Career Services and \$140,000 in MA One Stop Career Center funds. Wagner Peyser funds support business and general job seekers services provided by state staff housed at the Career Center. The state One Stop funding is flexible funding to fill in gaps in services and improve performance. These and other fund sources are not part of the procurement but do represent resources the One Stop Operator/Provider may be able to draw upon to provide

comprehensive One Stop services, in addition to competitive grants and any resources provided by other workforce partners.

### **Resources for Potential Transition Between Vendors**

Please note that, should a new center operator be chosen, the successful bidder is encouraged to plan access to non-awarded financial resources as the successful bidder may receive a reduced amount in the first year in order that the REB satisfy any remaining payouts for terminated staff, and/or terminating existing REB budget obligations such as rent/office space, utilities, telephones /communications, information technology support, cleaning, and printing costs, via program, administrative or partner funds. Financial terms will be negotiated with the successful bidder including whether the bidder intends to utilize existing staff, space, equipment, IT and/or other resources, supplies, etc.

### **Fiscal Entity**

Regardless of which entity is selected to provide One Stop Career Center services/operations for the FH workforce region, the fiscal entity will remain the Franklin Hampshire Employment & Training Consortium (FHETC). FHETC is the administrative entity established by the Lead Elected Officials (LEOs) of the FH workforce region, (the Mayors of the City of Greenfield and the City of Northampton), to administer and manage on behalf of all 50 municipalities WIOA and related funding. FHETC has the state-certified financial management systems the state requires for any WIOA-related funding that flows through the region. Bidders should be aware that sufficient funds to staff and equip the administrative entity to perform its functions will need to be reserved in workforce allocations in any given year.

### **Right to Modify RFP**

The FHREB reserves the right to withdraw all or any part of this RFP at any time without prior notice and to modify the RFP process and timeline as is deemed necessary.

### **Selection Process**

Proposals will be evaluated by members of an FHREB Review Committee. This committee will consist of representative REB members, staff, and partners with appropriate expertise to conduct such proposal evaluations. Names of the members of the Review Committee will become public information.

The proposal criteria provide a guideline for proposers and reviewers; however, the final decision for the contract award rests solely with the REB, with the agreement of the LEOs.

The Proposal Review Committee will meet to discuss the proposals and develop recommendations. Upon conclusion of the review process, the Proposal Review Committee will develop a recommendation for the FHREB to review and select the proposer during the Board meeting scheduled for October 6th or December 8th, 2016. With the LEOs' agreement, the Board will empower the Executive Committee to authorize the fiscal agent to assist the REB in entering into contract negotiations.

### **General Procurement Statements and RFP Limitations**

- 1) The FHREB is an Equal Opportunity Employer and encourages competition at all levels. Any interested and qualified proposer is encouraged to submit a bid.
- 2) Prospective proposers should inform the FHREB if the specifications or other proposal requirements are faulty, unnecessary, or inhibit competition. If the FHREB agrees with the proposer, an amendment will be issued.
- 3) All prospective proposers must adhere to the Office of Management and Budget (OMB) uniform circular requirements.
- 4) Bidders must comply with federal regulations and procurement policies relating to the calculation and use of profits as defined in the Uniform Guidance at 2CFR Chapter II, and other applicable regulations and policies.
- 5) Bidders must be able to certify that they that they are in "good standing" with the Commonwealth, i.e., that all tax liabilities have been met. The fastest and easiest way to obtain a Certificate is online through [MassTaxConnect](#).
- 6) All proposals in response to the RFP become the property of the FHREB. 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.
- 7) This Request for Proposals does not commit the FHREB to fund any proposals submitted before execution of a contract.
- 8) The FHREB reserves the right to accept or reject any or all proposals received or to negotiate terms of the proposal with a qualified proposer.
- 9) The FHREB reserves the right to correct any error(s) and/or make changes to this solicitation as deemed necessary, and to cancel or reissue this RFP in part or in its entirety.
- 10) The FHREB 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.
- 11) The FHREB 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. Misrepresentation of the proposer's ability to perform may result in cancellation.

- 12)** No contracts will be awarded as a result of this RFP without approval of the FHREB and the Lead Elected Officials of the FH Workforce Area. The FHREB reserves the right to withdraw from negotiations at any time before a contract is executed.
- 13)** Funding availability is subject to change for subsequent program years. 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 FHREB for disposition and may or may not be available for subsequent, if any, contract year expenditures.
- 14)** Additional funds received by the FHREB may be contracted by expanding existing programs and contracts, or by consideration of proposals not initially funded under this RFP, if such proposals were rated in the competitive range. These decisions shall be at the discretion of the FHREB.
- 15)** The FHREB may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of the FHREB, the services proposed are not needed, or the costs are higher than the FHREB finds reasonable, or if past management concerns lead the FHREB to believe that the proposer has undertaken more services than it can successfully handle.
- 16)** A contract with the selected proposer may be withheld, at the FHREB'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 FHREB may withdraw award of a contract if the resolution is not satisfactory to the FHREB.
- 17)** Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a service provider fails to meet expenditure, customer, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from the federal or state governments.

## Background

### Highlights of the Workforce Innovation and Opportunity Act – July 22, 2014

The Workforce Innovation and Opportunity Act supersedes the Workforce Investment Act (WIA) of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act and the Rehabilitation Act of 1973.

The Workforce Innovation and Opportunity Act (WIOA) will help job seekers and workers access employment, education, training and support services to succeed in the labor market and match employers with skilled workers they need to compete in the global economy. When Congress passed WIOA in 2014, it was the first legislative reform of the public workforce system in more than 15 years. In doing so, Congress reaffirmed the role of the One Stop Career Center system, the cornerstone of the public workforce investment system, and brought together and enhanced several key employment, education and training programs. Individuals in the FH WDA turn to these programs to obtain good jobs and a pathway to middle class status

**Proposers are strongly encouraged to follow the Department of Labor’s WIOA resource page for WIOA information and latest updates: [www.doleta.gov/wioa/](http://www.doleta.gov/wioa/)**

### Overview of the Franklin Hampshire Regional Employment Board

The Franklin Hampshire Regional Employment Board has provided oversight for local workforce services under various names (FH Private Industry Council, etc.) since 1983. Lead Elected Officials (LEOs) for the FH Workforce Development Area, acting on behalf of the fifty member communities, are the Mayors of the City of Greenfield and the City of Northampton, respectively, and work in partnership with the FHREB to set policy for the region. The Franklin Hampshire Regional Employment Board is appointed by the LEOs to serve as an oversight and policy making body for federally-funded employment and training programs and workforce development services in the Franklin Hampshire workforce area.

The Franklin Hampshire Regional Employment Board is currently a 24 member board comprised of business leaders, representatives from education, economic development, human services, labor and community based organizations. The Board has professional staff in place to carry out the business of the Board, including business and community partnership development, strategic planning, pilot program development in priority industry areas, youth initiatives, and oversight of workforce development funding and services provided through the One Stop system.

The Franklin Hampshire Regional Employment Board continually seeks to improve the workforce and the quality of life in the Franklin/Hampshire/North Quabbin region and to be the leader for workforce development services in the area.

The Franklin Hampshire Regional Employment Board adopted the following Mission and Core Values Statements in its 2013-2018 Strategic Plan:

**Mission:** "To shape, nurture and sustain a regional workforce development system that promotes the economic well-being of business and workers."

**Core Values:**

LIFELONG LEARNING - Fostering continuous access to education and training opportunities for all helps individuals and businesses to thrive.

COLLABORATION - Intentional, deliberate cooperation among public and private sector partners leverages community assets and leads to innovative programs and efficient use of resources.

REGIONAL SOLUTIONS - Broad-based leadership and participation generates creative, strategic responses to employment needs that span our workforce investment area and have a powerful and lasting impact.

A synopsis of the FHREB Strategic Plan is available at [www.franklinhampshirereb.org](http://www.franklinhampshirereb.org)

**Franklin Hampshire Regional Employment Board Roles and Responsibilities**

The Board is responsible for the workforce development system throughout the FH WDA. This system must serve the needs of employers, job and training seekers, adults and youth, with a special emphasis on job seekers with barriers to employment. The system must provide reliable and valid information so customers can make informed decisions about training and employment; connect customers to other service providers in the system and the community; help customers access diverse funding sources for training; and provide quality job matching services for the job seekers and employers.

The Board has the responsibility to oversee and evaluate the One Stop Career Center system and business services integration throughout the local workforce development area. As such, the Board is committed to the highest quality services and achievement of performance standards through outstanding customer satisfaction and continuous improvement. WDB members and staff will be available to provide the successful proposer the guidance needed to achieve the highest level of performance combined with outstanding customer satisfaction.

For more information about the responsibilities of workforce boards, go to: [www.doleta.gov/wioa/](http://www.doleta.gov/wioa/)

These roles and responsibilities may be refined and changed as the WIOA regulations and procedures are changed by the US Department of Labor. State policy and requirements are created and implemented throughout the State's workforce development system and local direction and procedures are adopted or revised by the Board.

The REB has 501(c)(3) designation and may solicit grants from other sources in order to address the needs in the region that may not be addressed the Workforce Innovation and Opportunity Act. The successful proposer will be required to collaborate with these grants as needed.

### **Important Considerations**

All proposers shall consider:

- In the event a new One Stop location or locations are formed, the successful proposer must be willing to work with the Board to ensure that services to the community will not lapse substantially during the transition and excellence in services is maintained.
- The Franklin Hampshire Regional Employment Board reserves the right to cancel or modify this request for proposal or the scope of funding of an approved WIOA program to any extent necessary to ensure compliance with state and/or federal guidelines. This may occur at any time prior to/or during implementation of the WIOA program for FY2018 or any applicable extensions. Therefore, all successful proposers must demonstrate the capability and agree, in advance, to modify their program design to comply with the new regulations and/or changes to available funds.
- The Franklin Hampshire Workforce Development Area comprises fifty communities over a 1400 square mile rural region with limited public transportation. Proposers must submit a plan which describes how they will afford some variety of access to employment services for citizens from all parts of the region.
- Enacted on November 7, 2002, the Jobs for Veterans Act of 2002 (Public Law 107-288) has the overall objective of “revising and improving employment, training and placement services furnished to veterans”. One provision of the Act requires workforce development programs funded in whole or in part by the US Department of Labor to provide priority of service to veterans and under certain circumstances, spouses of veterans. The Workforce Innovation and Opportunity Act of 2014 and Wagner-Peyser (among other program partners) are subject to this law.
- Interview Rights to Jobs Created: Should the One Stop Operator/Provider change as a result of this procurement, it is the intention of the Board to create as little disruption as possible for staff and customers. The successful proposer for WIOA One-Stop Operator must agree to interview all incumbent WIOA/local program operations staff who apply for employment with the new provider. Incumbent 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 FHREB shall carefully oversee the process to ensure that there is no loss of service or reduction of quality. The FHREB will expect to see a good faith effort made by the

proposer to hire staff that may be dislocated by a change in One Stop operator, as well as a good faith effort to hire individuals from the FHREB workforce region.

- Any proposer with whom the Workforce Development Board (WDB) 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, the Code of Federal Regulations - Uniform Guidance, as well as the Workforce Innovation and Opportunity Act and all other applicable federal and state laws and regulations.
- Selected service providers will be expected to continue services with currently enrolled adult/dislocated worker/youth participants under WIOA. Guidance will be forthcoming regarding transition procedures for currently enrolled participants.

### **One-Stop Operator and MA OSCC Quality Standards**

Under WIOA, the Franklin Hampshire Regional Employment Board with the agreement of the Mayors must procure a One-Stop Operator/Provider of WIOA Services every four years. Designation for a four-year period will help to ensure a consistent level of quality in the services provided in the REB region. The Board will utilize criteria and quality standards for the purpose of holding Operators accountable for one-stop centers operations they oversee.

The Franklin Hampshire Regional Employment Board strives to establish a quality-driven, comprehensive system of workforce development services that benefit all individuals in the region who wish to take advantage of them. This can be accomplished through a systemic approach in the development of one-stop operator quality standards and measures of excellence that can be flexibly applied.

The REB will have a written agreement in place with the one-stop operator. The written agreement provides a basis for accountability, clarity of roles and responsibilities and promotes inclusion of partners and integration of services. Consistent with the principles of universal access, customer choice, increased accountability and strong private sector involvement the designation process will also advance quality improvement methods, customer satisfaction measures and staff development.

In accordance with statewide standards developed by the MA Department of Career Services in collaboration with the sixteen workforce boards in Massachusetts, **One-Stop Operator Quality Standards** include but are not limited to:

1. Cost Effectiveness
2. Integrated Services
3. Performance Measurement

4. Demand-Driven Philosophy
5. Maximizing Access for Jobseekers and Business
6. Effective leadership and management

Sample Criteria and Metrics for meeting these standards are contained in the Informational Attachments. Your answers to the Questions in Part II. (Proposal Narrative) should reflect an awareness of and responsiveness to these standards.

### **REB Labor Market Information**

Labor market information for the REB can be found in the Labor Market section of the REB website at [www.franklinhamshirereb.org](http://www.franklinhamshirereb.org)

### **One Stop Career Centers**

The One Stop Career Center system brings together a wide variety of Federal, State and local program partners, integrates the provision of their services and provides a full-range of assistance to job seekers and employers all under one roof.

The following is only a sampling of the many services One Stop Career Centers provide:

- Job-search and job-placement assistance
- Free access to computers, internet, fax machines and printers for job search purposes
- Access to job listings
- Labor market information
- Comprehensive assessment of job skills, abilities, aptitudes and needs for eligible customers
- Career counseling
- Workshops on topics such as developing resumes, job search skills, interviewing skills, etc.
- Case management
- Pre-vocational services
- Information on Unemployment Insurance
- Referrals to training, education and related supportive services
- Outreach and recruitment for business
- Employer Services

Services are driven by business priority and job seeker need and focus on staff-guided customer choice. Staff-guided customer choice requires that staff be well-informed and up-to-date on priority industry areas identified by the REB and play a strong role in guiding job seekers toward training the REB has designed or strongly supports to meet that employer demand.

Currently the FHREB has 2 full-service Career Centers—one in Greenfield, one in Northampton—and a satellite office with part-time hours in Orange.

- Franklin Hampshire Career Center  
One Arch Place  
Greenfield, MA 01301
- Franklin Hampshire Career Center  
178 Industrial Boulevard, Suite 1  
Northampton, Ma 01060
- Franklin Hampshire Career Center  
131 West Main Street, Suite 2, 2<sup>nd</sup> Floor  
Orange, Massachusetts 01364

Bidders can propose to keep this structure or propose an alternative delivery system, keeping in mind the goal of the FHREB and its LEOs to offer services through a One Stop Delivery system that provides access to citizens across the FH WDA, while still maintaining a goal of operational efficiency and cost effectiveness.

### **Career Pathways**

Under WIOA, the REB in coordination with service providers and partners will continue to lead efforts in the area to develop and implement career pathways by aligning the employment, training, education and supportive services that are needed by adults and dislocated workers to gain employment and pursue advancement. Initiatives have been developed to identify needs of businesses within identified sectors and occupations. Efforts include enhancing communication, coordination, and collaboration among employers, educational partners, economic development entities, and service providers to develop and implement strategies for aligning the needs of business and workers.

WIOA Sec. 3 (7) describes Career Pathway – The term “career pathway” means a combination of rigorous and high-quality education, training, and other services that:

- a. Aligns with skill needs of industries in the economy of the state or regional economy involved;
- b. Prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
- c. Includes counseling to support an individual in achieving the individual’s education and career goals;
- d. Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;

- e. Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- f. Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- g. Helps an individual enter or advance within a specific occupation or occupational cluster.

### **Mandated Partners**

Under WIOA, and/or included in the Massachusetts Combined State Plan, are the following required One Stop delivery system partners (Section 121 (b)(1):

- WIOA Title I Adult, Dislocated Workers, & Youth Programs (Core Partner)
- WIOA Title II Adult Education and Literacy programs (Core Partner)
- WIOA Title III Wagner-Peyser Employment Services (Core Partner)
- WIOA Title IV Vocational Rehabilitation Programs Act programs (Core Partner), including the MA Rehabilitation Commission and the MA Commission for the Blind;
- WIOA Title V Older Americans Act, as represented by the Senior Employment Community Services Program (SCSEP) services in the region (Core Partner)
- The MA Department of Unemployment Assistance (Core Partner)
- The MA Department of Transitional Assistance (Core Partner)

*Note: Core programs will have to measure effectiveness in serving employers and will report on common performance indicators which includes how many job seekers entered and retained employment, their median wages, whether they attained credentials, and their measurable skill gains.*

Proposers to this RFP will need to adhere to the general expectation that the outreach and recruitment functions associated with delivery of any activities being proposed will need to be coordinated with mandatory partners as outlined in WIOA.

## **Scope of Work**

The REB is seeking service providers that employ vision, innovation, accountability, and efficient and effective utilization of resources in workforce development programming with customers. In the interest of establishing a seamless delivery of services for all prospective customers and in keeping with both the spirit of the WIOA legislation as it pertains to the participation of all mandatory partner agencies and programs, it is essential that all partners operate in the most effective and integrated manner as possible.

Proposers will be expected to deliver WIOA services within the context of a unified workforce system where Career Center/s serve as a hub for workforce efforts within their community, offering services to both job seekers and employers.

WIOA-funded staff will work within an integrated One Stop Career Center Team to coordinate and deliver all aspects of career services including greeting customers, intensive career advising, identifying fund sources for training, workshop organization, hiring events, and other center services including WIOA-funded business services. All staff should be fully cross-trained to fulfill any “career services” role within a center dependent on need and traffic flow.

Proposers are expected to assist in workforce system building activities with REB partners, the education community and other organizations. Activities should include, but are not limited to, partnerships with schools and colleges to provide workforce information and resources, assisting with career fairs, hosting workshops, and support of Career Pathways. Proposals should incorporate activities that demonstrate the proposer’s ability to successfully engage and contribute to the development of the local workforce system.

### **One Stop Career Center Operations**

WIOA requires workforce boards to procure the operator of one-stop centers. The primary role of the One Stop Operator is to ensure that services provided through the centers meet the needs of customers (business and job seeker) in an efficient and effective manner. It is critical that one-stop operations are unified with the delivery of WIOA services, including WIOA-mandated and non-mandated partner organizations, for the sake of all interested job seekers and businesses. In addition, the One Stop Operator provides management and coordination of the partnership of agencies that comprises the One Stop Career Center system.

The primary goal for the Workforce Development Board is to create a seamless system of partners among workforce development, economic development, business, and community agencies in order to meet the needs of businesses and job seekers in the REB region. The Operator will work closely with the Board and staff to effectively implement an integrated workforce system for businesses and job seekers.

- The Operator shall ensure that One Stop Career Center/s deliver quality and timely career services on a daily basis;
- The Operator shall ensure that One Stop Career Center/s provide information and access to training services;
- The Operator shall ensure that One Stop Career Center/s provide information and access to programs and activities carried out by REB partners as described in the Memorandum of Understanding between the local REB and the local elected officials;
- The Operator shall provide coordination and access to the labor market data, information, and analysis and all job search, placement, recruitment, and other labor exchange services authorized by Wagner-Peyser which are mandated to co-locate within the REB Career Centers; and
- The Operator shall ensure that all center services and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines.

It is expected that the successful proposer will work in close partnership with the REB staff to provide guidance and leadership to the REB system to achieve the following outcomes:

- Deliver a high-quality, consistent set of services to job seekers and business customers;
- Ensure a mix of services that allow the system to serve a diverse customer base;
- Coordinate services and funding to support customer access to and success in postsecondary education;
- Support job seekers and workers to progress toward economic self-sufficiency;
- Promote business- and industry-sector and employer-driven skilled development strategies;
- Maintain and consistently improve the integration of services and service providers within REB; and
- Ensure high levels of accountability, cost-efficiency, and innovation to maximize resources and customer satisfaction.

The Operator is responsible for implementing and managing the One Stop system under policies and guidelines established by the REB; the Lead Elected Officials, the MA Department of Career Services (DCS), and the federal government. The Operator is responsible for coordinating with the REB to ensure system-wide standards are achieved, and utilize continuous quality improvement assessment tools to document positive change and to systemize standards and their usage across the system.

The Operator is responsible for promoting and facilitating integration of service delivery in the system. Examples of services to be provided under this work component include the following:

- Coordination and improvement of career services;
- Coordinating with local rapid response teams and activities;
- Assisting in the marketing of the REB Career Centers;
- Coordinating communication between functional teams and offices;
- Coordination of resource room, staffing schedules, and regular staff meetings;
- Coordinating staff competency training; and
- Coordinating and integrating business services among partners.

The Operator shall be required to support the professional development of its full or partially funded staff through attendance at DCS-related professional development training opportunities and DCS-announced service provider meetings.

### **Clarifying Partner Expectations**

The One Stop Operator selected through this procurement will coordinate the services offered by the required and additional workforce partners according to the requirements of WIOA.

Each One Stop Career Center is expected to hold or participate in partner meetings regularly to encourage communication among partners, leverage resources, discuss effectiveness of the One Stop Centers, and create strategies to more effectively serve all customers.

The One Stop Operator in conjunction with REB staff will be expected to negotiate with the partners to develop and maintain resource sharing agreements. Each resource sharing agreement will detail the following:

1. Services provided and coordinated through the One Stop System;
2. Funding of shared services and infrastructure costs; and
3. Referral methods between partners and the One Stop operator(s).

Partners will make a commitment to support the following:

- A strong coordinated approach designed to serve the customer, simplifying bureaucratic systems;
- Bringing funded and in-kind resources;
- Providing staff to be supervised (functionally) by the managing entity or providing an electronic linkage in lieu of a staff presence;
- Sharing in the cost of One Stop Career Center operations (as agreed);
- Sharing in the goals and operation of the One Stop Career Center;
- and supporting the One Stop Career Center mission, goals, and business plan.

## One Stop Career Services for Job Seekers

**The new WIOA legislation changes to service delivery make the previous sequence of core, intensive and training services obsolete.** Instead, Career and Training services are provided through the One Stop Career Centers.

Career Services are described as:

- Eligibility Determination for funding and services
- Outreach, intake and orientation to the information and other services available through the One Stop Career Centers;
- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- Job search and placement assistance and, in appropriate cases, career counseling, including information on in-demand industry sectors and occupations and nontraditional employment; appropriate recruitment and other business services on behalf of employers;
- Referrals to and coordination of activities with partner programs and services;
- Workforce and labor market employment statistics information, which includes job vacancy listings, job skills necessary for job openings; and information on local occupations in demand and the earnings, skill requirements and opportunities for advancement within those career pathways;
- Direction on use of the One Stop website , Mass Jobquest, MassCIS, and other on-line resources to help with career guidance, labor market information, and training guidance
- Performance information and program cost information on eligible providers of training;
- Information in formats that are usable by and understandable to customers regarding how the local area is performing on the local performance accountability measures;
- Information in formats that are usable by and understandable to customers relating to the availability of supportive services or assistance provided by partners;
- Referrals to supportive services or other needed assistance;
- Information and assistance regarding filing claims for unemployment assistance;
- Information and assistance regarding establishing eligibility for financial aid assistance for training and education programs.

Other career services that may be needed for eligible customers to obtain or retain employment consist of:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include diagnostic testing and use of

- other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives;
  - Group counseling;
  - Individual counseling;
  - Career planning;
  - Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized training;
  - Internships and work experiences that are linked to careers;
  - Workforce preparation activities;
  - Financial literacy;
  - Out-of-area job search assistance and relocation assistance;
  - Referral to English language acquisition and integrated education and training programs; and
  - Follow-up services, including counseling regarding the workplace for customers in WIOA activities authorized under this subtitle who are placed in unsubsidized employment for not less than 12 months after the first day of the employment as appropriate.

Each customer should receive an orientation of available services, including all partner services and any other pertinent resources to ensure successful return to employment. The orientation shall include a complete overview of the processes and procedures for gaining maximum benefits from engagement with the One Stop Career Center. Orientations can be conducted in individual or group settings, depending on demand and the need for center efficiency. Group orientations may be center or program specific and shall be included in a master calendar and published on a monthly basis for the public through the Career Center website (currently [www.fhcc-onestop.com](http://www.fhcc-onestop.com)).

WIOA consistently emphasizes the need for services targeted to persons with disabilities and individuals with barriers to employment, including individuals who receive public assistance or are otherwise low income and/or basic skills deficient. Outreach, marketing efforts, and services shall include efforts to encourage the use of the One Stop system to groups that need employment and training services to become more skilled and employable in the path to financial self-sufficiency.

WIOA Sec. 3 (24) defines an “individual with a barrier to employment” as a member of one or more of the following populations:

- a. Displaced Homemakers

- b. Low-Income Individuals
- c. Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in Section 166
- d. Individuals with disabilities, including youth who are individuals with disabilities
- e. Older individuals
- f. Ex-Offenders
- g. Homeless Individuals (as defined in Section 41403(6) of the Violence against Women Act of 1994 (42 U.S.C. 14043e-2(6)), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)).
- h. Youth who are in or have aged out of the foster care system
- i. Individuals who are English language learners and individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- j. Eligible migrant and seasonal farm workers, as defined in Section 167(i)
- k. Individuals within 2 years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.)
- l. Single parents (including single pregnant women)
- m. Long term unemployed individuals
- n. Such other groups as the Governor involved determines to have barriers to employment

## **Training Services**

Upon completion of orientation and assessments, customers may be deemed appropriate for training services if the customer is unlikely to obtain or retain self-sufficient employment. Training programs should focus on in-demand industry sectors or occupations in demand in the area, or an area to where the customer is willing to relocate.

Occupational skills training should be provided through individual training accounts from an approved training provider. All customers interested in receiving postsecondary education/training in an institution of higher education must apply for a Pell Grant, and if awarded, the Pell Grant funds are to be applied to the cost of training prior to use of WIOA funding.

Training Services are described as:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Incumbent worker training (as authorized by the Board);
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;

- Entrepreneurial training where it is likely to result in a job and income that meets WIOA goals within the required time period
- Transitional jobs;
- Job readiness training provided in combination with other training services such as occupational skills training;
- Adult education and literacy activities including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with other training services and
- Customized training conducted with a commitment by an employer or group of employees to employ an individual upon successful completion of the training.

All customers who receive training services must be determined eligible for WIOA funding.

Regional policy will be developed regarding determining eligibility of training services based on priority of service in WIOA.

**Selected service providers will be expected to continue services with currently enrolled adult/dislocated worker/youth participants under WIOA. Guidance will be forthcoming regarding transition procedures for currently enrolled participants.**

### **Program Requirements**

**Eligibility Verification/Validation/Documentation:** The selected proposer will be required to provide all aspects of documentation and tracking of services. Since WIOA does away with the core, intensive and training sequence, the proposer will need to insure that each customer is eligible to receive WIOA-funded services prior to obligating or paying any expenses on a customer's behalf. The proposer shall be responsible for determining, verifying, and certifying WIOA eligibility for each adult or dislocated worker customer by obtaining acceptable records/documents to verify each required eligibility item. Verification documents and other necessary paperwork must be maintained to the greatest extent possible by the One Stop Career center. Validation requirements remain the same as for FY 2016.

Documentation of services, referrals, progress, activities, and follow-up will be entered into MOSES, the MA Management Information System for Workforce Development Services. Documentation should provide information related to successes and barriers related to the completion of the service plan along with potential next steps of services.

**Assessments:** Assessment involves gathering information, appraising, analyzing, and using it to assist participants. Assessments of the skill levels and service needs of adults and dislocated workers may include diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals. The goal of an assessment is to identify skills, strengths, and deficiencies, and attitudes relating to vocational training, basic education, and employment. Assessments may be used for career

discovery and specific job applications. It forms the basis for career services by measuring academic development, workplace skills, interests, job seeking and retention skills, financial situation, work readiness, employment and family barriers, and ability to learn to do work tasks.

A thorough assessment of a customer should identify whether or not a customer has:

- Adequate basic education, skills, and work background for their choice of WIOA services or employment opportunities.
- Required occupational tasks and any skills the participants must develop to achieve their employment goals.
- Realistic job seeking skills and the work maturity (attitude) to get and keep a job.
- Sources of additional support needed for success and the agencies that can provide this support.

The selected proposer shall provide assessment services including assessment of basic skills, abilities, interests, evaluation of work history, evaluation of support service needs and other assessment instruments that might be of value in assisting the customer. All assessment processes and tools must be approved by the MA Department of Career Services and the REB prior to implementation and must be applied in a consistent and equitable manner. The Proposer will select appropriate assessment tools to use.

**Individual Employment Plans:** Each adult/dislocated worker customer enrolled into WIOA services will have an individualized employment plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives. Employment plans should be flexible and responsive to the individual needs of each customer as they move through needed career services and/or training services, keeping in mind that employment is the ultimate goal for all customers. The IEP should be reviewed and updated as needed. Each plan will identify educational goals, pre-employment steps, selected learning objectives, training and work based learning (when provided) and any other preparation for unsubsidized employment. The plan will set clear and realistic goals for educational advancement, entry into employment in a targeted industry, and any continued learning and development, as needed.

**Case Management:** Case management is the provision of a customer-centered approach in the delivery of services, designed to:

- prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary WIOA activities and supportive services, using, where feasible, computer-based technologies; and
- provide job and career counseling during program participation and after job placement.

The selected proposer will be required to provide experienced Case Managers to meet the needs of the active and follow-up WIOA customer caseload. Case Management should be provided to ensure all customers are successful.

Case Management strategies should include, but are not limited to:

- Regularly scheduled contact must be maintained with all customers. The frequency of the contact is based on an assessment of the customer's needs as they move through the process. At a minimum, monthly contact must be made with each customer. More frequent contact may be needed in certain circumstances and encouraged.
- Use of the IEP benchmarks to measure progress such as increasing TABE, Work Keys, or College entrance exam scores, finding unsubsidized employment, attaining occupational and work readiness skills, attaining a high school diploma or HiSET, occupational license, certificate, or degree, etc.
- Support and intervention in time of crisis, assistance in the development and implementation of a crisis plan.
- Monthly case notes entered into MOSES (the state performance management system for One Stop services) in a timely manner. Case note summaries should detail contacts per customer, missed appointments and attempts to contact the customer, career services provided to the customer, progress, barriers, interventions, and successes of the customer, etc.
- Provision of linkages, referrals, coordination of services and resources that support the achievement of customers individualized goals (IEP).
- Collaboration with other service providers, training providers, businesses, and community agencies.
- Building soft skills and job retention skills in each participant is a REB priority.
- Follow-up services will be provided to all customers.

Case Managers should have a detailed and working knowledge of other community services, community resources, and cultivate a wide network of contacts. Where progress is slow or in reverse, case managers should be pro-active in identifying the problem and solving it before the participant quits without achieving a recordable positive outcome.

**Employment and Training Services:** WIOA legislation speaks to **priority of services** relative to the provision of employment and training services. As referenced in the WIOA legislation "priority shall be given to recipients of public assistance, other low income individuals, and customers who are basic skills deficient for receipt of career services, and training services."

**Performance Measures:** All eligible adults/dislocated/youth workers who receive WIOA services and exit services during FY2018 will be measured against USDOL Common Measures for Adults and Dislocated Workers.

The REB may also request locally tracked outcomes and set local measures.

## **One Stop Career Center Youth Services**

WIOA Youth services are competitively procured by the FHREB through a youth service vendor, currently on a bi-annual basis and by calendar year. In FY18, a contract will already be in place for CY2017 WIOA Youth Services, renewable for at least one additional year, through December 2018.

It is currently the responsibility of the selected One Stop Career Center Operator to oversee, monitor, and provide guidance and assistance in successfully implementing that contract. Such assistance is described as "WIOA Youth Framework Services" and currently includes youth eligibility record-keeping and MOSES data entry for enrolled youth. In addition the One Stop Operator ensures that contracted WIOA Youth Services are well-integrated into One Stop Career Center services that mandated partners and the general public know about these services, and that the process for referring and enrolling youth into these services is clear and transparent. In addition, the OSCC Operator should ensure that WIOA Youth Services are well-coordinated with other youth programming available through the One Stop, the FHREB, and community partners. The One Stop Operator must have a representative on the FHREB's Youth Career Connections Council and must ensure adequate participation on the Council by WIOA Youth vendor staff.

## **One Stop Career Center Employer Services**

Serving the needs of employers is a principle focus for WIOA and the REB, as employers are a primary customer with the continuing need of finding and hiring candidates. One Stop Business Services are primarily funded by federal Wagner Peyser Employment Service funds allocated through the state. However, the One Stop Operator/Service Provider will oversee these services and act as the functional on-site supervisor for Wagner Peyser staff, including the Operations Manager and Business Service Team. Moreover, the One Stop Operator must ensure that WIOA staff interact and coordinate with Business Service staff so that job seekers fully benefit from the time and resources dedicated to Business Services. The business service delivery system will be highly coordinated to avoid confusion by the business community and improve the quality of every business service. Employer service staff play a major role in understanding the needs of employers and in communicating those needs to WIOA staff and the broader workforce system.

WIOA emphasizes Sector Partnerships as a key method to engage businesses in the design of workforce services, including education available through public schools, colleges, and universities with the goal that education agencies and career centers understand and deliver training, education, credentials and guidance to provide defined Career Pathways into targeted industry sectors. These sectors must also be aligned with economic and business development efforts to maximize effectiveness. WIOA and Business Service staff are expected to contribute to efforts developing and supporting these Sector Partnership efforts.

In addition to working strategically to align the workforce system with employer needs, staff shall also ensure coordination and quality of a suite of fundamental services. All REB Career Centers shall offer a broad range of integrated services that are provided at no cost to all employers to support economic and workforce development efforts. Staff who provide employer services should be fully integrated into the customer flow of employers and job seekers.

The successful proposer will be responsible for coordinating delivery of the following employer services with partner staff:

- Interviewing activities held at the REB Career Center;
- Access to labor market and related information through REB website.
- Information regarding workplace accommodations for persons with disabilities;
- Information and referral to business start-up, retention, and expansion services;
- Information and referral to sources for developing customized training programs;
- Information on career preparation activities and career pathways;
- Information, development and coordination of work based learning opportunities including: Work Experiences, On-The-Job Training contracts, and apprenticeships.
- Information and development of incumbent worker training;
- State and/or federally generated information on tax credits for new hires;
- State and/or federal program information on federal bonding;
- Access to information and services through the REB Career Center and online;
- Avenues to place job openings as well as access to REB.gov;
- Referrals of well-qualified REB customers;
- Staff-assisted employee pre-screening;
- Basic job matching of résumés and applications;
- Preliminary basic skills and other assessments;
- Industry specific job fairs;
- Individual and group recruitments;
- Relevant business seminars and information sessions;
- Development and coordination of job orders;
- Coordination with Rapid Response activities;
- Identification of needs and solutions;
- Coordination with other business-serving organizations;
- Keying of business services in the MOSES system; and
- Other REB approved business services, as applicable.

Certain services may be offered for a fee to businesses. Services that may be offered include the following:

- Employee background checks;
- Applicant pre-interview;
- Screening, drug testing;
- In-depth assessment and testing of potential candidates;
- Locating and procuring sites for the interviewing process;

- Business-specific job fairs; and
- Outreach and marketing services for small businesses and entrepreneurs.

The REB must approve all fee-based services. All revenue generated from fee-based services must be handled in accordance with WIOA regulations and the appropriate federal circulars regarding program income. The service provider may not charge for services already funded by WIOA or Wagner Peyser.

**Rapid Response Services:** Rapid Response Services, as mandated by USDOL, are services delivered to businesses and employees of companies that are experiencing downsizing through layoffs or closure and may have also been impacted by a Worker Adjustment & Retraining Notification (WARN) issued by the Commonwealth of Massachusetts. The selected WIOA proposer will be expected to assist in coordinating with these outreach teams, members of which are currently co-located in the FH One Stop Center.

## **One Stop Career Center Reporting**

### **Monthly and Quarterly Reports**

It is expected that routine monthly and quarterly written programmatic reports will be developed to include WIOA Common Measures, career services, career center traffic, business services, caseload management and other key performance indicators. The REB will work closely with selected proposer to design and administer these reports.

### **Financial Reports**

Financial reports and invoices for reimbursement will be prepared and submitted to the REB office and Fiscal Entity on a regular basis. Details will be articulated in the agreement with the selected Service Provider and the executed contract. They will include the following:

- Monthly or Quarterly Invoices by fund source to include budget amounts by line item, expenditures by line item, year to date expenses by line item, and accrued expenses.
- Summary and detailed accounting reports by fund source generated from your organization's general ledger that matches the invoices submitted for reimbursement.

### **Performance Measures**

In addition to serving a proposed number of job seekers each year, achievement of measurable Performance Outcomes is a critical expectation of the WIOA Adult, Dislocated Worker, and Youth Work Development Service Providers, who are accountable for the 15 WIOA measures listed below. A 16th measure, a WIOA measure for "Effectiveness in Serving Employers," is in development.

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

One Stop Operators are responsible for ensuring that WIOA service providers and all co-located partners are engaged in a continuous improvement process leading to attainment of their annual service and performance goals, which will in turn lead to meeting federally-required Performance Outcome Measures. Operators are also required to conduct regular job seeker and employer satisfaction surveys, and to seek testimonials from One Stop users.

Below are the performance goals required of the current One Stop Operator in FY15 and the rate at which they achieved those goals. Each local workforce board is responsible for negotiating these goals with the State. The goals below are provided as information and as a baseline for the purpose of this request for proposals.

**Franklin Hampshire  
FY'15 Final WIA Performance Measures**

<b>Performance Measure</b>	<b>Goal</b>	<b>Actual</b>	<b>%of Goal</b>
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**Adult**

<b>Enter Employ. Rate</b>	<b>83%</b>	<b>86%</b>	<b>103%</b>
<b>Employ. Retention Rate</b>	<b>90%</b>	<b>78%</b>	<b>86%</b>
<b>6 Mo. Avg. Earnings</b>	<b>\$11,000</b>	<b>\$8,716</b>	<b>79%</b>

**Dislocated Worker**

<b>Enter Employ. Rate</b>	<b>85%</b>	<b>88%</b>	<b>103%</b>
<b>Employ. Retention Rate</b>	<b>92%</b>	<b>89%</b>	<b>97%</b>
<b>6 Mo Avg. Earnings</b>	<b>\$17,500</b>	<b>\$14,995</b>	<b>86%</b>

**Youth**

<b>Enter Employ./Educ.</b>	<b>80%</b>	<b>93%</b>	<b>116%</b>
<b>Attain Cred./Certificate</b>	<b>65%</b>	<b>77%</b>	<b>119%</b>
<b>Literacy/Numeracy Gain</b>	<b>30%</b>	<b>50%</b>	<b>167%</b>

Note: The U.S. Department of Labor defines meeting goal as 80% of the goal.

<http://www.mass.gov/massworkforce/ccpr/fy-2015/>

The performance goals are subject to change.

Employment goals are measured using Unemployment Insurance Wage Records systems, and customer satisfaction goals are measured by sampling.

The proposer will be responsible for capturing all credentials and entering them into the state performance management system, MOSES, as well in-program skills gains as required.

In the event that the State and/or the Franklin Hampshire Regional Employment Board sets additional goals to indicate the success of the system or centers, the successful proposer will be required to meet those goals and/or measures as well.

## **Fiscal and Administrative Management**

While overall Fiscal and Administrative Management of WIOA funds will continue to be the responsibility of the Lead Elected Officials' dedicated Administrative Entity for WIOA Funds, the WIOA One Stop Operator/Service Provider must be fully cognizant of and in compliance with all relevant federal regulations.

A number of changes to the federal OMB circulars took place on December 19, 2014. New Uniform guidance was issued in 2 CFR Part 200 and 2 CFR Part 2900. The Employment and Training Administration issued TEGL 15-14 that gives guidance on this reform. In summary, 2 CFR 200 and 2 CFR 2900 replaces the following: A-103 & A-89, A-87, A-133 & A-50, A-110, A-21, A-110 and A-122.

**Internal Financial Management:** All proposers are required to conduct internal financial management reviews. The purpose is to provide adequate internal controls and ensure compliance with the following areas related to WIOA funds and services:

- Provisions of the Workforce Investment and Opportunity Act and its regulations;
- Provisions of the WIOA Contract;
- Applicable state and workforce development board policies;
- Accepted financial management and accounting practices; and
- Compliance with 2 CFR 200

Internal financial management procedures shall be sufficient to prevent fraud and abuse. Internal financial management procedures must also ensure that auditable and otherwise adequate records are maintained which support all expenditures of WIOA funds and confirm adherence to policies regarding allowable costs and allocations of cost to proper cost categories. It is necessary to assure that accounting records are supported by source documentation for each transaction. In addition, records should be traceable to documentation and maintained in such a manner as to provide a complete and accurate audit trail during any internal or external examination.

If applicable, the proposer will provide a copy of the organization's Cost Allocation Plan. For-profit organizations will need to provide any proposed profit within the budget document.

**Internal Program Management:** Contractors are required to establish internal program management procedures to assure compliance with contract requirements, delivery of high-quality services to eligible adults and dislocated workers, and achievement of planned outcomes. Internal program management procedures must also ensure that auditable and otherwise adequate records are maintained to support the eligibility of all WIOA customers and confirm adherence to specific requirements and time limitations.

Internal financial management procedures shall be sufficient to prevent fraud and abuse. Internal financial management procedures must also ensure that auditable and otherwise adequate records are maintained which support all expenditures of WIOA funds and confirm adherence to policies regarding allowable costs and allocations of cost to proper cost categories. The WIOA contractor shall document all internal financial compliance reviews.

**Audit Submission:** As a recipient of WIOA funds, proposers must have an annual financial and compliance audit performed. The audits must be conducted in accordance with auditing standards set forth under the Single Audit Act Amendment of 1996 and revised OMB Circular 2 CFR part 200, subpart F. for institutions of higher education, hospitals and other non-profit organizations and at 29 CFR 97.26 for units of state and local government. This requirement will be met by providing the REB with a copy of the annual audit according to OMB Circular 2 CFR part 200, subpart F. For all for profit businesses, proposers must have an annual financial and compliance audit performed under Generally Accepted Accounting Standards by an independent auditor. A copy of the audit will be forwarded to the REB. The audit should be submitted within 30 days after the completion of the audit, but no later than six months after the end of the audit period.

**Monitoring Procedures:** In accordance with WIOA Contract Monitoring and Audit Procedures and the WIOA regulations (20 CFR, Part 652, et al and 20 CFR 667.410), WIOA contracted staff must cooperate with any monitoring, inspection, audit, or investigation of activities related to WIOA contracts. These activities may be conducted by the MA - DCS, USDOL, the REB or their designated representatives. This cooperation includes access to, examination of, and/or photocopying of books, records, files, documents, property or equipment related to all aspects of WIOA-funded activities under this contractual agreement.

The REB and the WIOA Administrative Entity have developed a systematic monitoring system for evaluating the quality and effectiveness of services. Monitoring is the quality control system whereby the REB gathers and analyzes information to detect problems, identify strengths and weaknesses, and propose improvements to the services. Monitoring activities are conducted periodically to determine whether services are in compliance with contractual agreements, REB policies, WIOA regulations, and REB requirements.

**Records Retention:** The following records and documents must be maintained for WIOA-funded customers and employees. They must be available for monitoring and review by the REB and must be retained, subject to audit, for five (5) years following the final audit of the contract. If any aspect of the program is under investigation or in the process of audit resolution and/or debt collection, the WIOA Staff is required to retain records after the five (5) year period and until the final audit resolution of all disallowed and/or questioned costs are paid or accepted as allowable. Please see below for a listing:

- General ledger or equivalent;
- Cash receipts and cash disbursements journals/reports or equivalent;

- Bank statement, reconciliation, deposit slips and canceled checks for each bank account through which WIOA funds were received or disbursed;
- All contracts with the REB including all amendments;
- All financial reports and documentation supporting requests for reimbursement;
- Payroll records including Individual Earnings Record, Employee Withholding Authorization (W-4), FICA reporting forms, federal and state withholding, Unemployment taxes, Employee Personnel Files, Time Records and Employee Time/Salary Allocation plans;
- Invoices and/or supporting data for non-payroll disbursements; and
- Customers' records including participant data forms, verification/documentation items, assessments tests and results, the Individualized Employment Strategy and documentation of outcomes.
- Any other financial records or documents that are related to the contracted funds as requested by the REB.

**Program Income Requirement:** USDOL requires that all income generated under any WIOA contract shall be reported and used to further program objectives. Any organizations proposing program income must provide a set of measurable deliverables. Program income is required to be spent prior to use of WIOA funds.

**For Profit:** Proposers proposing for profit contracts must provide criteria/deliverables for profit and a schedule of payment as part of the budget narrative. All criteria proposed must be Specific, Measurable, Achievable, Realistic and Timely (SMART goals). Profit margins shall not exceed ten percent (10%) of the Contract. Criteria for Profit will be reviewed and included in negotiating final contracts.

**Authority to Re-Capture and Re-Distribute Funds:** The WDB has the authority to re-capture and re-distribute funds based on the following criteria not being met: staffing levels; enrollments; caseloads; spending levels.

**Property Management Requirements:** The proposer agrees to maintain careful accountability of all WIOA purchased non-expendable property (property with a life expectancy of one year or more and a unit cost of \$1,000.00 or more) and to maintain an inventory of all properties issued by the REB or subsequently acquired with WIOA funds. Acquisition of non-expendable property with a unit cost of \$1,000.00 (including taxes, shipping and handling costs) or more must be approved by REB staff, prior to the purchase. Any disposal of WIOA property must be according to applicable federal, state and local disposal procedures. Any revenues derived from the sale of property purchased with WIOA funds must be used in WIOA service delivery for the program(s) which funded the original purchase.

Any single piece of equipment that costs greater than \$5,000 and to be purchased with WIOA funds must be approved by the REB and the MA Department of Career Services, depending on cost.

The WIOA contractor will be responsible for maintaining an accurate inventory of all WIOA property in their possession. In the event property purchased with WIOA funds is stolen or destroyed by criminal act, the proposer will notify appropriate law enforcement officials immediately.

**Wage & Labor and Health & Standards;** Customers employed in work-related activities under WIOA must be compensated in accordance with applicable law, but not less than the higher of the rate specified in the Fair Labor Standards Act of 1938 or the applicable State minimum wage law. Health and safety standards under Federal and State law otherwise applicable to working conditions of employees are equally applicable to working conditions of WIOA customers engaged in work experience activities under WIA. Workers' compensation insurance coverage must be secured for WIOA customers in work experience.

## **PART II PROPOSAL NARRATIVE**

### **Introduction and Key Points of Emphasis**

The proposal narrative should give reviewers a clear picture of the proposed services and the capability of the proposer to deliver the proposed services. Answers should reflect:

- an understanding of the **Scope of Work** described in Part I and what it will take to implement that Scope of Work.
- an awareness of and responsiveness to the **MA One Stop Career Center Standards**, as referenced in Part I and included in the Informational Attachments.
- attention to the **Important Considerations** articulated in Part I.

Although sub-contracting is not expected, if it is your intention to sub-contract some services, you must identify the sub-contractor and their services in the narrative.

Proposers should follow the alphabetical and numerical sequence of the format described below. Provide enough detail to adequately respond to the questions or statements. The proposal narrative, **excluding** the budget pages and attachments, should be no more than 25 pages in length, in 11 or 12 pt. font, and can be single-spaced. Shorter, succinct narratives are encouraged.

In order to provide a clear picture of the program design, program activities/services, anticipated outcomes, and the proposer's capability of delivering the services, please address all of the following areas in order.

#### **A. Experience**

1. Please provide a description of your organization to include the following details:
  - State the legal name and status of the organization and the category of "Eligible Contractor" [see pages 6 & 7] under which it falls.
  - Briefly describe your organization's mission, history, and accomplishments. How do they align with this funding opportunity and its goals? Why is your organization in the best position to deliver an innovative One Stop delivery system?
  - Include number of years in operation, size of the organization, and the geographic distribution of the service delivery area.
  - How is the organization currently funded?
  - Describe the internal structure including management and supervisory staff positions to be used to operate this program in the REB service area.
2. Briefly describe your organization's financial and administrative experience in managing and accounting for multiple federal, state and local funding source in accordance with Generally Accepted Accounting Principles (GAAP); conducting self-monitoring for contract performance and compliance; and developing and implementing a continuous

improvement model. (There are opportunities in later sections to provide more detail on fiscal capacity.)

3. Describe past and current activities, programs, or contracts, administered and operated by the proposer that demonstrate the capability of the Proposer to do the following:
  - a) Serve as REB System Operator, including functional supervision of partner programs, facility, and personnel in the REB Career Centers;
  - b) Manage, administer and operate a workforce development program under WIOA to serve adults and dislocated workers and youth. Include specific data on outcomes achieved to demonstrate your ability to meet contractual performance standards for WIOA services or comparable programs.
  - c) If you have previously delivered WIA/WIOA services, or overseen delivery of WIA/WIOA contracts, please discuss performance data for the most recent two program years available and include the most recent program monitoring report in an attachment. Cite the page or reference number for the attachment in this narrative.
4. Describe your experience providing oversight of multi-organization staff teams and experience in developing and delivering technical assistance and capacity building with workforce staff and organizations.
5. Describe how your resources, professional contacts, knowledge of the labor market, and special expertise will help the REB to meet and exceed performance goals for the REB system.

## **B. One Stop Career Center Operations**

### **1. Delivery**

- a) Provide a brief summary highlighting your vision of FH Career Center Operations. How many Career Center sites are you envisioning? Where would you propose they be located, and why? Would they be full services sites or, if more than one, would one or more be a partial-service site?
- b) Include as well your vision of customer service. Summarize your target customers, recruitment, planned outcomes and/or goals for the FH Career Center/s.
- c) How does your organization foresee shared supervision in the Center/s between the proposer's staff and the Mandated Partner staff within the "functional supervision" model used to date?
- d) Job seeker and employer workshops are expected to be an integral "product" through our Career Center/s. Describe your process for insuring that a "healthy" mix of workshops is made available to meet the needs of customers on a regular basis. Describe any plans related to delivery, topics, and outreach.
- e) Describe your process for receiving job seeker customers and directing them to the appropriate services.

- f) What is your understanding of the concept of "staff-guided customer choice"? How might it differ from traditional One Stop practices and procedures?

## **2. Partnerships**

- a) The Career Center Operator, while not a formal member of the Regional Employment Board, will need to be a lead collaborator and contributor to REB meetings and initiatives. Describe your thoughts on how this may best be accomplished.
- b) Describe your organization's current level of partnership with each of the WIOA mandated partners in your area and how this may result in increased service delivery. Also identify partnerships with other organizations in the Franklin/Hampshire/North Quabbin region that are not specifically mandated by WIOA that may assist in goals of service delivery or system building activities. Describe any new partnerships that you will prioritize during the contract period.
- c) Describe instances, projects or collaborative relationships in which your organization has led or worked closely with one or more WIOA system partners or other workforce and economic development entities on cooperative workforce development projects, programs or initiatives. Include the role of your organization and outcomes.
- d) How will you work with partners to promote career pathways?

## **C. Adult/Dislocated Worker Services**

1. Describe your understanding of the populations to be served through WIOA Adult and Dislocated Workers programs. 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).
2. 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."
3. Discuss varying orientation techniques for the Center and the system as a whole. How will you ensure that people who come to the Center will know about the services and programs available? Discuss how these sessions may be coordinated with other partners in the One-Stop. Propose the content of customer orientation. Include where and how services will be delivered to meet the needs of the target population.

4. Use the Tables to below to project the number of Adults & Dislocated Workers you expect to be able to serve with the estimated funds available for FY18, key services, and projected outcomes. It is understood that this plan may need to be adjusted by the time of actual implementation in FY18, but use the chart to indicate service numbers and outcomes you believe can be achieved with the funds available. July 2017. **Note: An estimate of carry-over participants is included. All gray areas should be left as is.**

**DISADVANTAGED ADULTS**

		Estimated Carry-in from FY17	New in FY18	FY18 Total
Participants		10		
Program Exiters				
	Entered Employment			
	Exited for Other reasons			
Carry Out to FY19				
Entered Employment Rate at Exit				
Participants in Training				
Participants Obtaining Certificate/Credential				
Participants Needing Support Services				

**DISLOCATED WORKERS**

		Estimated Carry-in from FY17	New in FY18	FY18 Total
Participants		45		
Program Exiters				
	Entered Employment			
	Exited for Other reasons			
Carry Out to FY19				
Entered Employment Rate at Exit				
Participants in Training				
Participants Obtaining Certificate/Credential				
Participants Needing Support Services				

5. Describe your past experience and results delivering services in similar projects and/or to similar populations along with the outcomes. This should also include experience in coordinating services with other community entities and programs.
6. Describe your understanding of new emphases in WIOA (as compared to WIA) and how your service model has changed or will change to reflect the new requirements and expectations.

#### **D. Youth Services**

As described in the Scope of Work, the FHREB currently contracts with a youth service provider for WIOA Youth programming, with this contract overseen by the One Stop Operator. [See page 30 for detail.]

1. If your plan is to seek funds for and provide WIOA Youth Program "Framework" services as described, please describe how you see the relationship between the REB, the Career Center Operator and the Youth Vender in delivering those services. What services will be provided? By whom?
2. How will you provide guidance and assistance in implementing the contract? What is your understanding of the eligibility and data entry requirements?
3. How will WIOA youth services be integrated into the One Stop, including their connection with Mandated Partner programs?
4. Apart from the WIOA Youth contract, as One Stop Career Center Operator/Provider, how will you respond to youth who turn to the Career Center for assistance?

#### **E. Employer Services**

As described in the Scope of Work, the bulk of employer services are delivered through state staff funded by Wagner Peyser and co-located in the One Stop. However, this work must be well-coordinated with the work of WIOA and One Stop partners.

1. What is your past experience and results delivering employer services?
2. What particular strengths will your organization bring to the Employment Service component of the One Stop?
3. What is your vision of optimal integration of the WIOA Job Seeker and Wagner Peyser business services components?

4. How do you foresee coordinating business services with other One Stop partners, who have their own business outreach and engagement goals?
5. What is your vision of a "job-driven" One Stop system? How might it differ from traditional One Stop structures and practices?

## **F. Marketing & Public Relations**

1. Describe any ideas you have for marketing the One Stop delivery system to job seekers, employers and the public at large. With limited staff and training resources due to declining allocations, is a marketing and/or public relations plan needed, in your opinion? Why?
2. Assuming limited resources, what strategies would you use? How will you evaluate their effectiveness?

## **G. 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 contract. The provider will be accountable for the integrity of the data presented and responsible for ensuring that staff is appropriately trained in the use of these systems.

1. Explain your understanding of automated management systems and their connection to performance standards.
2. Explain how accountability and integrity will be assured throughout the system for this automation.
3. 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.
4. 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.
5. What assessment instruments will be used and how will assessment data be tracked?

## H. Facility Responsibilities

1. Describe your facilities plan for providing One Stop Career Center Services in the FH workforce region.
2. Describe your experience in managing a property with multiple tenants. How will you provide management of facilities, property and inventory for a One Stop Center?
3. Describe how you will ensure facility compliance with the Americans with Disabilities Act.
4. How will you develop a plan for assessing the best flow of traffic design, one that aligns with WIOA One Stop goals?

## I. Capacity

1. Describe resources your organization brings to the workforce system that will assist in the coordination and delivery of services and how the organization as a whole will support the work of staff and the programs.
2. Staffing Plan - Please describe (here and/or in an attached chart) your plan to staff the proposed services for the county/counties in which your organization is proposing. Please include the following details:
  - Describe how you will comply with the Right to Interview requirements described in the Important Considerations section on pages 16 & 17 in Part I.
  - Number of staff (indicate full time or part time) to include where staff will be housed. If staff will serve more than one center, please indicate this with the appropriate details regarding the locations, time at each center and schedule if known.
  - Job descriptions to include, job titles, job duties to be funded under this proposal and range of activities to be performed. Please use provided form.
  - Qualifications of key staff to be assigned on-site to this program including education, experience, and any specialized training or certifications specific to workforce service delivery. Attach resumes of existing staff who will play a key role in implementing your proposal for One Stop Career Center Operator/WIOA Service Provider. If your organization will need to hire staff as a result of being awarded a contract, please outline your plan to hire qualified staff.
  - Describe how you expect to provide on-going staff training to ensure your staff has access to the most current information, tools, and promising practices.
  - Describe how and when you will evaluate staff, and how you will encourage continuous improvement.

3. Administrative Capacity - What monitoring and evaluation of program operations are to be routinely carried out? Include any systems that may be used to track, capture, report, and draw conclusions from performance or outcomes in addition to the MOSES system.
4. Fiscal Management and Reporting Capacity
  - a) Provide a description of the 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?
  - b) Describe your organization's previous experience administering federal grants and previous funding received from a Massachusetts WF area. With regard to the required WIOA Youth Service sub-contract, do you have experience in managing subcontracts for services including monitoring of subcontractors? How do you ensure proper fiscal oversight and accountability of subcontractors?
  - c) What are the systems you have in place to ensure fiscal accountability, timely, and appropriate expenditure of WIOA funds?
  - d) How will you internally track both actual and projected obligations and encumbrances?
  - e) What is your ability to repay disallowed costs if such disallowances are identified in the monitoring or audit of the contract?
  - f) What is your capacity to track expenses down to the customer level either within their organization's accounting system or alternative tracking system or other proprietary software designed for that purpose?
  - g) WIOA funds are distributed through a process of draw downs from DOL and then from the State to the REB. Since this is a reimbursement process, the time from incurred expense to receipt of reimbursement may take 30 to 60 days. Describe your agency's fiscal capacity to operate under this projected timeline.
  - h) Provide a copy of the two most recent audit reports for the bidding entity as an attachment.
  - i) 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.

- j) Describe your 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.
- k) A Certificate of Insurance should be furnished with the proposal. In the event that a certificate of insurance cannot be furnished with the proposal, a letter from the bidder's insurance broker/company indicating that in the event the bidder is successful in obtaining this contract that the required insurance would be available for certification before the contract becomes effective. The Certification of Insurance Coverage should include:
  - i. Statutory workers compensation and employer's liability insurance;
  - ii. Comprehensive, all risks general liability coverage for personal injury and property damage
  - iii. Liability of not less than \$1 million for each occurrence and \$2 million annual aggregate;
  - iv. Comprehensive automobile bodily injury and property damage coverage liability of not less than \$1 million combined single unit.
  - v. Professional Liability Insurance in the amount of \$1 million each wrongful act/\$2 million aggregate.

#### **J. Relationship to the REB**

1. What is your understanding of the relationship between the One Stop Operator/Service Provider and REB members and executive staff?
2. When and how do Board members provide input on Career Center operations and services? When and how do REB Executive staff do the same?
3. Cite some examples of REB Board/Staff authority to guide, require and/or approve One Stop Operations/Services decisions and/or practices.
4. Cite some examples of decisions and practices more appropriately left to the discretion of the Career Center Operator/Service Provider.

#### **K. Budget.**

Prepare a budget for providing described services using the form provided. The budget form provided is for initial budget planning purposes only. Available funds are an estimate. The selected Operator/Provider will be required to work with the FHREB

and its fiscal agent to develop a more detailed budget for agreed upon costs as part of the contract negotiation process.

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.

Sub-contracting is not expected, but if the proposer intends to sub-contract some services, add a contractual line in the budget form, identify the Sub-Contractor in the Budget Narrative, and describe their services. You must also add to your Submission Forms a certification from the sub-contractor attesting to their agreement to the terms of the proposal. The REB—prior to contract execution--must provide approval of any sub-contracts.

On the Budget Narrative Form, 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.

For-profit proposals must include a narrative of your proposed profit along with the deliverables that must be met before profit will be reimbursed to your organization. The profit may not exceed 10% of the total project costs. Deliverables may be broken down into smaller increments of the total in order to receive a profit payment at predetermined achievement points. If you plan to do this, please provide the details in your narrative.

If the proposer proposes to use a direct cost allocation plan, describe in detail any proposed direct cost allocation plan to be utilized when costs are allocable to more than one program/funding source. Identify common costs to be included in the plan. Applicants must follow the guidelines established in the 2 CFR 200.

**Allowable Costs/Cost Principles** - All recipients and sub-recipients must follow the Federal allowable cost principles that apply to their kind of organizations. The DOL regulations at 2 CFR 200 identify the Federal principles for determining allowable costs which each kind of recipient and sub-recipient must follow.

Expenditures of WIOA funds are allowable only for those services/activities permitted by the WIOA guidelines or federal regulations. Allowable program services/activities include career and training services and supportive services.

In general, to be an allowable charge to WIOA, a cost must meet the following principles:

- Costs must be necessary and reasonable for the performance of the award.
- Costs must be allocable to the grant.
- Costs must be authorized and not prohibited under federal, state, or local laws or regulations.
- Costs must receive consistent treatment by the sub-recipient.
- Costs must be adequately documented.
- Costs must conform to federal exclusions and limitations.