



REGION 3

LEADERSHIP & PLANNING BOARD

Workforce Innovation and Opportunity Act (WIOA)

REQUEST FOR PROPOSALS for ONE-STOP OPERATOR (OSO)

for

Workforce Development Region 3

Release Date: November 1, 2017

Proposal Deadline: November 30, by 4:00 pm

Contract Period: January 1, 2018 to June 30, 2021

Central Minnesota Jobs and Training Services, Inc. Workforce Development Board
Career Solutions (formerly known Stearns-Benton Employment & Training Council)

Workforce Development Board

Attention: R3LPB Chair Heidi Peper, Vice Chair Rick Greene

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Part I: General Information

- Overview
- Purpose
- Background
- Scope of Services
- Role of One-Stop Operator

Part II: Proposal Requirements

- Eligible Respondents
- One-Stop Operator Eligibility
- One-Stop Operator Performance Evaluation
- Proposal Components

Part III: Proposal Submission Procedures

- General Submission Information
- Proposal Evaluation and Selection Process
- Funding Availability
- Contract Award and Period of Performance
- Conditions of RFP and Reserved Rights

Part IV: Other RFP Components to Consider

- Insurance
- Monitoring
- News Releases by Contractors
- Access to and Inspection of Work and Evaluation Process
- Contract Modifications
- Contract Provisions

Appendix A ▪ Cover Sheet Template

Appendix B ▪ Proposal Narrative Template

Appendix C ▪ Budget Narrative

Attachments

- Attachment A: Region 3 Map
- Attachment B: Local Workforce Development Area Map
- Attachment C: WorkForce Center Map
- Attachment D: TEGL 4-15: US Department of Labor—Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA)

Overview

The Region 3 Leadership and Planning Board (R3LPB) is soliciting proposals to identify an experienced organization or qualified consortium of One-Stop (WorkForce Center) partners to provide One-Stop Operator services for Minnesota's Workforce Development Planning Region 3 (Region 3) (see Region 3 Map: Attachment A) as required under the Workforce Innovation and Opportunity Act (WIOA). Workforce development-minded organizations, with successful past experience who can thoroughly demonstrate that they have the ability to provide the coordination of service delivery of required One-Stop partners and service providers required in this Request for Proposal (RFP), will be considered.

The expected contract awarded under this RFP solicitation will begin on **January 1, 2018, and end on June 30, 2021**, provided all negotiated performance criteria are successfully achieved during each annual review.

The R3LPB reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal, to award multiple contracts, or the contract in whole or in part as is deemed to be in the best interest of the R3LPB. The R3LPB reserves the right to negotiate with any Respondent after proposals are reviewed, if such action is deemed to be in the best interest of the R3LPB or Local Workforce Development Boards 5 and 17 (LWDBs). In addition, the R3LPB reserves the option to modify contracts on a year-to-year basis, as new federal guidelines and policies are established.

Furthermore, to ensure appropriate firewalls and avoid any conflict of interest during the One-Stop Operator procurement process, the R3LPB removes the WIOA Title I service providers from becoming a Respondent to the Region 3 RFP. The WIOA Title I service providers in Region 3 currently serve as the administrative entities and fiscal agents to the LWDBs that have oversight authority over the One-Stop centers. Therefore, the R3LPB establishes its authority to remove Title I service providers from responding to this RFP.

However, the R3LPB and its LWDBs require the reinstatement of the WIOA Title I partners to continue their service delivery in Region 3 and their partnership as a WIOA core partner under the WIOA service provider's Memorandum of Understanding (MOU) Agreement between the LWDBs and WIOA WorkForce Center (WFC) partners, regardless of what entity or Respondent is selected to be the One-Stop Operator. This requirement will be written into the contractual One-Stop Operator agreement/contract and adhered to by the WIOA MOU Service Provider's Partnership Agreement.

WIOA seeks to help jobseekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy. Congress passed WIOA in 2014 with bipartisan support, the first legislative reform of the public workforce system in more than 15 years. In doing so, Congress reaffirmed the role of the public Workforce Development System and brought together and enhanced several key employment, education, and training programs. The main goals of WIOA are to:

Align federal investments to support jobseekers and employers: At the state level, WIOA establishes a unified strategic planning process across core programs, which include adult, dislocated worker, and youth activities under Title I-B of WIOA; adult education and literacy activities under Title II; Wagner-Peyser Act employment service under Title III; and Vocational Rehabilitation Services, including State Services for the Blind, under Title IV of the Act. See Minnesota's Combined State Plan at www.gwdc.org.

Strengthen the governing bodies that establish state, regional, and local workforce development priorities: WIOA streamlines membership of business-led state and local workforce development boards. The Act emphasizes the role of boards in coordinating and aligning workforce programs and developing strategies to meet worker and employer needs.

Help employers find workers with the necessary skills: WIOA emphasizes engaging employers across the workforce system to align training with needed skills and match employers with qualified workers. The Act adds flexibility at the local level to provide incumbent worker training and transitional jobs as allowable activities and promotes work-based training. The law also emphasizes training that leads to industry-recognized post-secondary credentials.

Align goals and increase accountability and information for jobseekers and the public: WIOA aligns the performance indicators for core programs and adds new ones related to services to employers and post-secondary credential attainment. Performance goals must reflect economic conditions and customer characteristics. WIOA makes available data on training provider performance outcomes and third party evaluation of programs.

Respondents are strongly encouraged to follow the U.S. Department of Labor’s WIOA resource page for WIOA information and latest updates: www.doleta.gov/wioa

Purpose

The purpose of this solicitation is to establish a One-Stop Operator for Minnesota’s Workforce Development Planning Region 3 (see Region 3 Map: Attachment A) for its comprehensive WFC located in Monticello and St. Cloud, MN. Region 3 includes the counties of Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns, and Wright. Affiliate WFC sites located in Cambridge, Hutchinson, and Willmar will benefit from implementation of the primary goals, purpose, roles, and responsibilities outlined in the One-Stop Operator Agreement.

Under WIOA (TEGL 15-16), workforce development boards have authority of oversight and evaluation of One-Stop Center service delivery, which is an integral function of the local boards to ensure the One-Stop Operator’s compliance with the requirements of WIOA, performance reporting requirements, and the terms and conditions of the contract or agreement governing the One-Stop Operator are performed appropriately. Central Minnesota Jobs and Training Services, Inc. (CMJTS) (Monticello WFC) and Career Solutions (St. Cloud WFC), as the WIOA Title I service providers, are the administrative entities and fiscal agents for their respective LWDBs. Monitoring includes an attestation by the monitoring entity that it has examined compliance with the requirements of WIOA, the Uniform Guidance at 2 CFR part 200 and 2 CFR part 2900, and the terms and conditions of the contract/agreement with the One-Stop Operator.

Background

In 2016, the Governor of Minnesota designated six Workforce Development Planning Regions (WDPR) (see Attachment A), representing a combination of Minnesota’s 16 LWDBAs (see Attachment B), as defined in WIOA, and Minnesota’s Economic Development Regions, as defined in other federal law. The R3LPB serves two LWDBs in Planning Region 3: the Central Minnesota Jobs and Training Services, Inc. Workforce Development Board in LWDA 5 and the Career Solutions Workforce Development Board in LWDA 17.

The R3LPB's Mission, Vision, Values, and Guiding Principles include:

Vision

The R3LPB is committed to the establishment of regional strategies that are progressive, innovative, collaborative, and responsive to the needs of its communities within the 13-county region.

Mission

To improve the economic prosperity of business and jobseekers in Region 3 by collaborating with key stakeholders to provide successful solutions to workforce, education, and economic development needs.

Statement of Values

The R3LPB:

- Values trust, fairness, and integrity in all interactions
- Promotes opportunity for jobseekers to find gainful employment and for employers to find skilled labor
- Embraces diverse and immigrant populations and promotes hiring within the communities
- Establishes itself as the regional convener of workforce, education, and economic development
- Encourages stakeholder participation in finding solutions to workforce needs through analysis of regional labor market data and the cooperative development of regional service strategies

Guiding Principles for Assessment of Progress

- **Collaboration:** Establish the local and regional board(s) as the convener(s) of workforce development, education, and economic development in the region and local areas
- **Value Stakeholders:** Value stakeholders input, bring key stakeholders to the table in order to provide progressive, innovative, collaborative, and responsive solutions to regional issues and needs
- **Effective Communication:** Integrate information, sharing with LWDAs and key stakeholders
- **Promote Diversity:** Understand and respect individuals, increase staff hiring in diverse populations, promote diverse populations in the employer community, etc.
- **Ethical Decision Making:** Keep the clients, both jobseeker and employer, as the focal point of all decision making in the region and One-Stop Delivery System (or WorkForce Center System)
- **Partnerships:** Maintain and develop existing and new One-Stop partnerships that lead to the cooperative and coordinated delivery of unduplicated workforce development programs and services in the region (local areas); focused on quality customer service delivery to jobseekers and employers

Central Minnesota's Planning Region 3 consists of the following counties: Benton, Chisago, Isanti, Kanabec, Kandiyohi, Mille Lacs, Meeker, McLeod, Pine, Renville, Sherburne, Stearns, and Wright. It covers three economic development regions (EDR), 7E, 7W, and 6E, and LWDAs 5 and 17. St. Cloud, in Stearns County, is the only metropolitan area. Willmar, in Kandiyohi County, and Hutchinson, in McLeod County, are the region's micropolitan cities. Two workforce development boards are represented: Career Solutions Workforce Development Board (Career Solutions) and the Central Minnesota Jobs and Training Services, Inc. Workforce Development Board (CMJTS).

According to the Central Minnesota Regional profile compiled by Luke Greiner, DEED regional analyst, "Central Minnesota was home to just under 700,000 people in 2015," comprising 12.7% of the state's total population. Of the 13 counties in the region, only Renville County lost population from 2000 to 2015, with the other 12 seeing increases, including Wright and Sherburne, which were the second and third fastest growing counties in the state, respectively. In fact, seven of the 13 counties in the region were among the

15 fastest growing counties in the state since 2000, also including Chisago, Isanti, Stearns, Benton, and Mille Lacs. The largest counties in the region are Stearns and Wright, both located in EDR 7W.

Throughout the 13-county region, manufacturing and healthcare are the common in-demand sectors, followed by construction and transportation, natural resources and energy (agriculture), and professional and business services (information technology). The sectors of focus align with each of the LWDBs and the R3LPB. Healthcare and social assistance is the largest employing industry with 48,489 jobs. Manufacturing is a close second with 41,473 jobs. http://mn.gov/deed/assets/2016_rp_central_nov_tcm1045-133244.pdf

Structure of the WFCs in Region 3 include: (see Attachment C)

- St. Cloud WFC (comprehensive WFC): 1542 Northway Drive, St. Cloud, MN 56303
- Monticello WFC (comprehensive WFC): 406 East 7th Street, P.O. Box 720, Monticello, MN 55362
- Willmar WFC (affiliate WFC): 2200 23rd Street NE, Suite 2040, Willmar, MN 56201
- Hutchinson WFC (affiliate WFC): 2 Century Avenue SE, Hutchinson, MN 55350
- Cambridge WFC (affiliate WFC): 140 Buchanan Street, Suite 152, Cambridge, MN 55008
- Litchfield (specialized center): 114 North Holcombe Avenue, Suite 170, Litchfield, MN 55355
- Mora WFC (specialized center): 903 East Forest Avenue, Mora, MN 55051

WIOA partners in the Local Workforce Development System:

- Title I: Youth, Adult, Dislocated Worker Services
- Title II: Adult Education and Literacy Services
- Title III: Wagner-Peyser Services
- Title IV: Vocational Rehabilitation Services

Other Workforce Development System partners could include:

- TANF/MFIP (Temporary Assistance for Needy Families/Minnesota Family Investment Program)
- SNAP (Supplemental Nutrition Assistance Program)
- SCSEP (Senior Community Services Employment Program)
- UI (Unemployment Insurance)
- Veteran Services
- Other community partners

Scope of Services

Objective

The R3LPB is seeking to contract with One-Stop Operator provider(s) that employ vision, innovation, accountability, and efficient and effective utilization of resources in Region 3 WFCs. It is the goal of the R3LPB to ensure a state-of-the-art and coordinated workforce system that focuses on a fully integrated service delivery strategy, which guarantees that all customers flow seamlessly throughout. As customers are engaged across multiple entry points, their individual needs shall be identified and addressed, and they will be provided with access to programs, services, and navigation to supplementary supports. This service delivery model is a collective impact approach to help customers discover appropriate and client-centered services at a single location. This vision promotes cutting-edge practice and technology that fosters livable wages, sustainable employment, as well as offering career pathways for vulnerable populations.

Overview

The comprehensive services program model is designed to be an innovative and coordinated approach that focuses on a fully integrated service delivery strategy among a network of partners and ensures that customers flow seamlessly along a continuum of services. The comprehensive model combines WIOA core partners, MFIP/TANF, and Senior Community Service Employment Program (SCSEP), providing services with

a collective impact approach that enhances the customer experience and helps them discover appropriate and meaningful services at a single location. The single entity or One-Stop Operator Consortia of Service Provider(s) selected under this RFP will be expected to strengthen Region 3's workforce system by focusing on a fully-coordinated strategy, maintaining customer engagement, and ensuring their successful access to programs, services, and navigation to supplementary supports. The single entity or One-Stop Operator Consortia of Service Providers will be expected to work in conjunction with partner agencies to provide this holistic approach to customer service.

Role of the One-Stop Operator

The primary role of the One-Stop Operator is to ensure that services provided through Region 3's WorkForce Center System meet the needs of its customers (businesses and jobseekers) in an efficient and effective manner. It is critical that within the operations of the WFCs the delivery of programs and services and all new WFC MOU partnerships are unified. This includes WIOA-mandated and non-mandated partner organizations, community-based organizations, and service providers necessary for the success of all customers.

The One-Stop Operator will coordinate a system of partners among the partnership of agencies that comprise the Region 3 Workforce Development System. This includes close collaboration with WIOA Adult, Dislocated Worker, and Youth service providers, the Department of Employment and Economic Development (Job Service, Unemployment Insurance, Veterans Services, Vocational Rehabilitation Services, and State Services for the Blind), the Department of Human Services (MFIP/TANF, SNAP), Adult Basic Education, SCSEP, and other community partners specific to workforce development program service delivery.

The Roles of the One-Stop Operator

The WIOA Joint Final Rule: Chapter V, Part 678, Subpart D—§ 678.620 describes the role of the One-Stop Operator as:

At a minimum, the One-Stop Operator must coordinate the service delivery of required One-Stop partners and service providers. Local WDBs may establish additional roles of the One-Stop Operator, including, but not limited to: coordinating service providers across the One-Stop Delivery System, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites. The competition for a One-Stop Operator must clearly articulate the role of the One-Stop Operator.

One-Stop Operators May Not Perform the Following Functions

The One-Stop Operator may not perform the following functions: convene system stakeholders to assist in the development of the local plan; prepare and submit local plans (as required under sec. 107 of WIOA); be responsible for oversight of itself; manage or significantly participate in the competitive selection process for One-Stop Operators; select or terminate One-Stop Operators, career services, and youth providers; negotiate local performance accountability measures; or develop and submit a budget for activities of the WDB in the local area.

An entity serving as a One-Stop Operator, that also serves a different role within the One-Stop Delivery System, may perform some or all of these functions when it is acting in its other role—if it has established sufficient firewalls and conflict of interest policies and procedures. The policies and procedures must conform to the specifications in § 679.430 for demonstrating internal controls and preventing conflict of interest.

A Team Approach

The R3LPB is seeking a One-Stop Operator, single entity, or consortia (a minimum of three WIOA core partners), who can work well together to implement integrated service delivery within Region 3; can inspire others through change; lead change; demonstrate high levels of professionalism, integrity, and collaboration; and enhance and develop strong partnerships, as well as welcome new community partners (e.g., diverse populations, community-based organizations, and other workforce development community service providers) into the local Workforce Development System.

The One-Stop Operator will be charged with coordinating and guiding the WFC customer flow, the implementation of the integrated service model, convening regular meetings between the WFC MOU partners, evaluating customer needs, and collecting customer satisfaction data to continually refine and improve service strategies, and comply with all policies governing the operations of a One-Stop Center (e.g., ADA compliance, safety procedures, etc.).

By submitting a proposal for the One-Stop Operator RFP, the Respondent(s) agree to support the One-Stop Operator model and follow the design implementation set forth. The One-Stop Operator will be required to work with the WFC MOU partners to make recommendations to the LWDBs and, once approved, ensure all changes to service delivery are met by the WFC MOU partnership. Ultimately, the LWDBs will inform, guide, and direct the operations of the WorkForce Center System in Central Minnesota, in collaboration with the One-Stop Operator and WFC MOU partners.

In addition, the R3LPB and LWDBs highly support **WIOA's Vision for the One-Stop Delivery System** outlined in TEGL 4-15 and require Respondent(s) to follow its directives (see Attachment D). Please review these directives closely as they will be important to the MOU WFC partnership established in Region 3.

One-Stop Operator Roles and Responsibilities

The One-Stop Operator responsibilities:

- Create and maintain a welcoming WFC environment.
- Facilitate inclusive operating environment (welcoming businesses and other community groups for the benefit of WFC customers and program participants).
- Lead the process to ensure WFC resource and reception staff are trained and certified in the Reception and Resource Area Certification Program (RRACP) WFC and job searching competencies specific to the unique needs of each site.
- Convene regional WFC MOU service provider partner meetings; secure minutes for the LWDBs and the R3LPB.
- Lead and convene partners in the design, integration, and implementation of functional alignment service strategies and human-centered design, in cooperation with the WFC MOU partners, LWDBs, and the R3LPB.
- Champion the focus on customer flow and integration of services in the WFC(s); develop a customer flow chart of service delivery for the LWDBs and the R3LPB, with WFC MOU partner support.
- Create customer surveys that collect and evaluate customer needs and satisfaction data (quantitative and qualitative) to continually refine and improve service strategies, including exploring the implementation of a real-time customer feedback model.
- Coordinate a process to determine that services, including workshops, are meeting customer needs and the needs of the Region 3 labor market.
- Establish integrated service delivery of One-Stop Center staff around common services, primarily those for jobseekers and businesses, to enhance the WFC delivery system.
- Present data and action plans to the LWDBs on a quarterly basis.
- Comply with all policies governing the operations of a One-Stop Center, including ADA requirements, posters, safety requirements, etc.

- Work with the LWDBs to recruit additional community service providers and welcome them into the WFC system; sign the MOU partner agreement with the LWDBs and add them to the cost allocation plans (CAP).
- Maintain cleanliness and professionalism of resource areas.
- Address building/facility needs in the board-approved comprehensive centers.
- Promote the services available in the One-Stop Centers to the region and its communities.
- Other duties, as assigned, relevant to local needs.

Program Year January 1, 2018–June 30, 2019, the One-Stop Operator goals will include:

- With guidance from the LWDBs, develop an action plan—with the collaboration of the WFC MOU partners—for embracing the **Vision for the One-Stop Delivery System under WIOA** and ensuring that the **Characteristics of a High-Quality One-Stop Center** are carried out. (See Attachment D)
- Coordinate a process to determine that services, including workshops, are meeting customer needs and the needs of the Region 3 labor market.
- Support the movement to establish WFC partners as the “go-to” resource for workforce development in Central Minnesota, including business services.
- Work with the WFC MOU partners to improve the look and feel of WFCs, ensuring a human-centered design model. The goal of the LWDBs is that the design of WFCs in Central Minnesota adds value to the customer experience.
- Work with WFC MOU partners to establish a state-of-the-art WFC system that addresses customer flow and encourages a seamless referral process between WFC partner programs. Ensure positive customer experiences with measurable outcomes.
- Establish, post, and facilitate regional WFC MOU partner meetings. Report agenda and minutes to LWDBs in a timely manner.

Eligible Respondents

Eligible Respondents include governmental, educational, or not-for-profit organizations or agencies engaged in a public service. Private, for-profit organizations engaged in providing employment and training and educational opportunities for eligible adults may apply. Entities must be registered with the Minnesota Secretary of State to do business within the state of Minnesota. 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. Proposal reviews and awards are contingent upon Respondents being current on any loan, contractual, or tax obligation as due, or in compliance with any rule, regulation, or provision on existing or past contracts.

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 WIOA programs and services, and professionally trained staff, 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 WIOA.

One-Stop Operator Eligibility

All Respondents to the One-Stop Operator RFP must meet the criteria outlined in WIOA (Sec. 121.d) and the WIOA Notice of Proposed Rulemaking dated April 16, 2015, (WIOA NPRM) available at <http://www.doleta.gov/WIOA/NPRM.cfm>. One-Stop Operators may be a single entity (public, private, or nonprofit) or a consortium of entities (a minimum of 3 WIOA core partners). Eligible entities include higher education institutions, community-based organizations, for-profit entities, government agencies, and other interested organizations (such as a local chamber of commerce or other business organization, or a labor organization), of demonstrated effectiveness, that are capable of carrying out the duties of the One-Stop Operator, and that are located in the 13-county region or local area(s). If the consortium of entities is one of One-Stop partners, it must include a minimum of three of the One-Stop partners described in WIOA Sec. 121(b) (1). Elementary or secondary schools **are not eligible** to respond with a proposal as a One-Stop Operator, but nontraditional public secondary schools such as night schools, adult schools, or area career and technical education schools are eligible.

One-Stop Operator Performance Evaluation

Although the R3LPB and LWDBs will establish and evaluate system performance, it is critical that the selected One-Stop Operator demonstrate the capacity to carry-out the provisions of this RFP and ensure performance accountability and action plans are met on a timely basis. Mechanisms must be in place to demonstrate the ability to track goal outcomes, performance, and establish continuous quality improvement efforts established by the LWDBs. Successful responders will establish indicators and develop instruments and protocols for ongoing performance evaluation of the WFC system, in collaboration with the WFC MOU partners, required in this RFP. Selected Respondents will need to demonstrate their willingness and commitment to continuous improvement and quick implementation of recommendations.

Proposal Components

- Cover Page: Includes name, address, phone number, and contact information for the Authorized Representative of the Respondent or organization. If Respondent is a corporation, include incorporation history, as well as appropriate federal, state, and county tax ID numbers (see Appendix A).

All Respondents must provide responses in narrative format to each lettered item listed below.

Proposals must clearly demonstrate the Respondent's qualifications and ability to provide the outlined One-Stop Operator services, a working knowledge and an understanding of the WIOA core partner service providers (and their services), and WIOA regulations as outlined in sections A and B below (*Proposal Narrative*, see Appendix B), which together is limited to no more than ten (10) pages, including related attachments. Section C, *Budget Narrative* (see Appendix C) is limited to no more than five (5) pages. Brief proposals are welcome.

Responses to sections A and B below, Proposal Narrative, must comprise no more than ten (10) double-spaced pages (see Appendix B).

- A. **Respondent's Qualifications (30 points).** Provide a brief description and history of your organization's experience in delivering workforce development (WFD) programs and services, including its mission and vision statements:
- a. Indicate how long your organization has been providing WFD services.
 - b. Describe how offering the One-Stop Operator services, outlined in this RFP, will fit into your organization's mission.
 - c. Indicate the organization's ability to implement the WIOA and how the organization has adapted the new workforce legislation.
 - i. Monitoring system/program integrity.
 - d. Indicate how the organization(s) will implement and support the Governor of Minnesota's new inclusion directive for groups and individuals experiencing barriers to employment disparities, including veterans and eligible spouses, individuals with criminal history, women, LGBTQ, persons of color, immigrants, older workers, individuals with disabilities, youth, and high-need adults, including low-income individuals and individuals who are basic-skills deficient.
 - e. Service Area Coordination — Respondent(s) must have the capacity to support, deliver, and continuously improve workforce services in the WFCs within the 13-county Region 3 area.
 - i. Indicate how your organization(s) will foster collaboration and partnerships.
 - ii. Information sharing across a variety of partners and programs.
 - iii. Indicate where your organization is physically located within Region 3.If the organization does not have a physical presence within Region 3, please describe your plan to establish operations within Region 3, prior to July 1, 2017.
 - f. Describe how your organization expects to provide on-going staff training and development to ensure your staff has access to the most current information, tools, trends, and promising practices, and how this information will be disseminated to WFC MOU partners.

Discuss any other areas of experience you would like the review committee to know about as it relates to this RFP.

- B. **Approach (40 points*).** The successful Respondents of this RFP will be able to creatively and effectively coordinate the customer flow and provide a successful customer experience. Identifying the level of customer satisfaction is key to providing workforce services. Respondents must describe how they will provide services, always cognizant of the needs of the customer. Please respond to the following:

- a. Describe the steps that will be taken to maintain high customer satisfaction (e.g., collecting data both internal and externally) through direct methods or indirect methods (performance data).
 - i. Measuring customer satisfaction and staff morale and implementing changes as necessary.
- b. Show how this data will be used to make adjustments and measure the impact of improvements to customer experience in the WFC(s).
 - i. Evaluating customer needs and satisfaction.
- c. Indicate how you will ensure that high-quality integrated data gathered will inform decisions made by the LWDBs, policy makers, employers, and jobseekers.
- d. Provide examples of philosophy and knowledge around the idea of a “team approach,” in which not just one staff or partner in the WFC is involved in the success of the customer, but a team of staff/partners is brought together to provide all the necessary services required to ensure customer success.
 - i. Coordinating WFC partners and programs.
- e. Excellent customer service is the provision of a human-centered design approach in the delivery of services in the WFC. This human-centered design is an in-depth process analysis of understanding what the customer’s expectations and preferences are and organizing them into specific measureable results to increase value-added services to the customer.
 - i. Respondents must describe their knowledge and understanding of human-centered design and give examples of how they have used this approach to improve service delivery. (Additional consideration will be given to Respondents providing examples of successful implementation.)

*Up to five (5) additional bonus points will be awarded to proposals comprised of a consortium of three (3) or more mandated WIOA One-Stop partners. This must be evidenced through letters of commitment from each mandated partner that should be attached to the proposal response. Letters of commitment will **not** count toward the 10-page limit.

- C. **Budget Narrative (20 points**).** The time required to perform the duties outlined in this RFP can vary significantly from minimal monthly site coordination of each WFC to more time-intensive activities, such as participating in monthly partner and other meetings, to effectively coordinate WFC operations. Responses to Section C, Budget Narrative (see Appendix C), must comprise no more than five (5) pages, including any attached charts, tables, or spreadsheets.

- a. Please detail your organization’s staffing plan for the proposed services, including the following details. NOTE: If the Respondent is a consortium of partners, information on staffing must be included for each partner.
 - i. Staffing chart, including number of staff, status (full-time/part-time), location, and job function (e.g., fiscal, administration support, and marketing).
 - ii. If your organization will need to hire staff as a result of being awarded this contract, please outline your plan and timeline to hire qualified staff to deliver the One-Stop Operator services.

**Up to five (5) bonus points may be awarded to proposals that include the use of in-kind services and/or other funding that can be leveraged to execute the responsibilities outlined in this RFP. Such in-kind services and leveraged funds must be clearly detailed in the budget narrative.

General Submission Instructions

To be considered, entities must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the R3LPB will consider how well the Respondent has complied with these instructions and provided the required information. All proposals should clearly demonstrate the Respondent's qualifications and ability to provide the outlined One-Stop Operator services, a working knowledge and an understanding of the WIOA core partner service providers (and their services), and WIOA regulations. The R3LPB reserves the right to request clarifications from any Respondent regarding information in their proposals at any time prior to the official selection of the One-Stop Operator(s).

Formatting Requirements

To simplify the review process and obtain the maximum degree of comparison, each proposal shall be organized as follows:

- Font size: 12 point
- Font style: Times New Roman
- Line spacing: Double-spaced
- Other: Proposals should not be placed in binders or folders; use one staple or binder clip in the upper left-hand corner to secure all pages. Each section should be clearly marked. Respondents must provide 15 copies.

Submission Closing Date

Full proposals must be submitted by no later than 4:00 pm on Thursday, November 30, 2017. Proposals should be delivered to Central Minnesota Jobs and Training Services, Inc., 406 7th Street East, Monticello, MN 55362. No electronic submissions will be accepted.

Timeline Considerations

- Procurement method: Competitive RFP
- Request for Proposal released: November 1, 2017
- Proposal will remain open for: 30 days
- Due date/time of proposals: November 30, 2017, no later than 4:00 pm
- Date of proposal evaluation to R3LPB: December 15, 2017
- Contracts signed: December 29, 2017
- One-Stop Operator in place and begins its role: January 1, 2018

Proposal Evaluation and Selection Process

The R3LPB will be responsible for reviewing and scoring proposals. This board will be comprised of individuals who have no fiduciary interest in bidding for funding under this RFP.

The R3LPB will evaluate proposals as described in the following table:

Criterion	Weighted (Points)
Cover Page (1-page limit)	
Experience and Philosophy	30 points
Approach	40 points
Budget Narrative	20 points
Consortium of three (3) or more mandated WIOA One-Stop partners	5 points
In-kind services or leveraged funding to support One-Stop Operator responsibilities	5 points
TOTAL POINT VALUES	100 points

Upon receipt of the proposal, the RFP Review Committee will evaluate the responses and rank the Respondents. R3LPB reserves the right to waive any information and to reject all proposals in whole or in part.

Additional consideration will be given to Respondents that demonstrate and document leveraged resources for staff, leased space, and other operating costs in the Region 3 WFC system.

Funding Availability

The time required to perform the duties outlined in this RFP can vary significantly from minimal monthly site coordination of each WFC to more time-intensive activities, such as participating in monthly partner and other meetings, to effectively coordinate WFC operations.

Please submit budgets for the program year beginning January 1, 2018, and ending June 30, 2018 (a six-month period), including hours per week/month necessary to complete the established duties/goals of this period noted in the RFP. Include information on any in-kind services and leveraged funds where appropriate and applicable, including the source(s) of leveraged funds.

Estimated Budget Expense

Estimated Budget	
One Stop Operator	\$6,000

**This figure includes all expenses for staffing, including indirect (if applicable) and other operating costs (if applicable). The One-Stop Operator will support these efforts through in-kind services and leveraged funds.*

Note: This contract may be modified in accordance with changes to legislation, regulation, or yearly program allocations/funding sources used to provide delivery of these activities. Additional consideration will be given to entities or consortia of WIOA WFC core partners that can show the ability to leverage resources, such as staff, leased space, and other operational costs in the region's comprehensive WFCs, by using their organization/program funds to support the WIOA WFC system partnership model.

Contract Award and Period of Performance

The contract will be awarded by December 31, 2017, based on a program proposal, including personnel (how much time will be dedicated to the One-Stop Operator position and operating cost analysis/in-kind support).

The period of this contract shall be from January 1, 2018, through June 30, 2021. This contract may be renewed based on successful performance, upon agreement of both parties, for an additional four (4) one-year renewals.

Conditions of the RFP/Reserved Rights

The issuance of this RFP constitutes only an invitation to present proposals. The rights reserved by the R3LPB, which shall be exercised in its sole and absolute discretion, include without limitation, the right to:

- Supplement, amend, or otherwise modify or cancel any provisions set forth in this solicitation at any time.
- Accept or reject any non-responsive or untimely responses or to reject all responses to this RFP and/or seek new proposals.
- Disqualify any Respondent who submits an incomplete or inadequate response or is not responsive to the requirements of this RFP.
- Change or waive any provisions set forth in this RFP.
- Require additional information and/or oral presentation from one or more Respondents to supplement or to clarify the proposal submitted.
- Determine whether the Respondent's written or oral representations are true, accurate, and complete or whether the Respondent has adequately responded and has the necessary experience, including seeking and evaluating independent information on any Respondent.
- Verify representations in the response by visiting and examining any of the project sites referenced in the proposal submitted and to observe and inspect the operations at such sites.
- Negotiate any and all proposed terms, conditions, costs, staffing level, services/activities mix, and all other specifics.
- Request a) additional data, b) technical or cost revisions, or c) oral presentations in support of the written proposal.
- Conduct a pre-award review that may include, but is not limited to, a review of the Respondent's record-keeping procedures, management systems, and accounting and administrative systems.
- Change specifications and modify contracts as necessary to a) facilitate compliance with the legislation, regulations, and policy directives, b) manage funding, and c) meet the needs of the customers.
- End contract negotiations if acceptable progress, as determined by R3LPB, is not being made within a reasonable time frame.

Insurance

The Respondent will heretofore be referred to as the Contractor.

The Contractor shall, during the continuance of all work under the Contract provide the following:

- The Contractor will be responsible for its work and every part thereof, and for all materials, tools, equipment, appliances, and property of any and all description used in connection therewith whether owned by the contractor or by the LWDBs. The contractor assumes all risks of direct and indirect damage or injury to any person or property wherever located, resulting from any action, omission, commission, or operation under the contract, or in connection in any way whatsoever with the contracted work.
- The Contractor shall, during the continuance of all work under the Contract, provide the following:
 - a. Maintain statutory Worker's Compensation and Employer's Liability insurance in limits of not less than \$100,000 to protect the Contractor from any liability or damages for any injuries (including death and disability) to any and all of its employees, volunteers, or subcontractors, including any and all liability or damage which may arise by virtue of any statute or law.
 - b. The Contractor agrees to maintain Comprehensive General Liability insurance in the amount of \$1,000,000 per occurrence, to protect the contractor, its subcontractors, and the interest of the R3LPB/LWDBs, against any and all injuries to third parties, including bodily injury and personal injury, wherever located, resulting from any action or operation under the contract or in connection with contracted work.
 - c. The Contractor agrees to maintain owned, non-owned, and hired Automobile Liability insurance, in the amount of \$1,000,000 per occurrence, including property damage, covering all owned, non-owned borrowed, leased, or rented vehicles operated by the Contractor. In addition, all mobile equipment used by the Contractor in connection with the contracted work will be insured under either a standard automobile liability policy or a comprehensive general liability policy.
 - d. The Contractor agrees to maintain insurance in the amount of \$1,000,000 to cover each individual staff.
 - e. The Contractor agrees to maintain liability insurance in the amount of \$1,000,000 to cover its operations.
 - f. Liability insurance may be arranged by general liability and automobile liability policies for the full limits required or by a combination of underlying liability policies for lesser limits with the remaining limits provided by an excess or umbrella liability policy.

Hold-Harmless and Indemnification

Contractor shall indemnify, keep, and save harmless the R3LPB and LWDBs, its agents, officials, employees, and volunteers against claims of injuries, death, damage to property, patent claims, suits, liabilities, judgments, costs, and expenses, which may otherwise accrue against the R3LPB and LWDBs in consequence of the granting of a contract or which may otherwise result therefore, if it shall be determined that the act was caused through negligence or error, or omission of the Contractor or his or her employees, if any; and the Contractor shall, at his or her own expense, appear, defend, and pay all charges of attorneys and all costs and other expenses arising therefore or incurred in conjunction therewith; and if any judgment shall be rendered against the R3LPB and LWDBs in any such action, the Contractor shall, at his or her own expense, satisfy and discharge the same. Contractor expressly understands and agrees that any performance bond or insurance protection required by this contract, or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify, keep, and save harmless and defend the R3LPB and LWDBs as herein provided.

The Contractor will provide an original, signed Certificate of Insurance and such endorsements as prescribed herein, and shall have it filed with the R3LPB and LWDBs before any work is started.

- If the Contractor delivers services from a WFC-leased facility, the Contractor is required to carry personal property insurance on all equipment installed and maintained on the premises.
- No change, cancellation, or non-renewal shall be made in any insurance coverage without a 45-day written notice to the R3LPB and LWDBs. The Contractor shall furnish a new certificate prior to any change or cancellation date. The failure of the Contractor to deliver a new and valid certificate will result in suspension of all payments until the new certificate is furnished.
- Precaution shall be exercised at all times for the protection of persons (including employees) and property.

Monitoring

The R3LPB and LWDBs may institute such monitoring activities as are reasonably needed to ensure that this contract is performed in accordance with its provisions.

News Releases by Contractors

The R3LPB and LWDBs do not endorse the products or services of a contractor. News releases concerning any resultant contract from this solicitation will not be made by a contractor without the prior written approval of the R3LPB and LWDBs.

Access To and Inspection of Work and Evaluation Process

The R3LPB and LWDBs shall, at all reasonable times, have access to the work being performed under this agreement, wherever it may be in progress or preparation.

Contract Modifications

All contractors are ensuring, by signing the contract, that the negotiated services provided in this contract cannot be changed without the R3LPB and LWDBs approval and a modification to the contract. All requests for modification must be submitted to the R3LPB and LWDBs with written justification prior to implementation of any changes.

Contract Provisions

General Contract Conditions

Should a proposal be selected for funding, the Respondent/Contractor will then complete contract negotiations. For a contract to be executed, the Respondent/Contractor must meet certain requirements with the R3LPB and LWDBs:

- All programs must be operational on or prior to January 1, 2018.
- All contractors must have current fiscal and compliance audits as required by law.
- All contractors are required to be an Equal Employment Opportunity business (EEO).
- All contractors must provide a certificate of insurance for comprehensive general public liability insurance with combined single limit coverage of at least \$1,000,000 and Workers Compensation Insurance. A certificate of coverage may be submitted within thirty (30) days of award.
- All contractors are ensuring, by signing the contract, that adequate and qualified staff will be dedicated to the contracted program services.

REGION 3 LEADERSHIP AND PLANNING BOARD (R3LPB)

ONE-STOP OPERATOR PROPOSAL COVER SHEET

PROPOSER INFORMATION (Reference page 11, RFP)	
Proposer Name:	
Mailing Address:	
Website:	
Contact Person:	
Contact Person's Phone Number:	
Person's E-Mail Address:	
State Tax ID Number:	Federal ID Number:
Authorized Signature:	
Printed Name:	
Title:	Date:

Mandatory Disclosures: By submitting a proposal, each Proposer understands, represents, and acknowledges that:

- A. Their proposal has been developed by the Proposer independently and has been submitted without collusion with and without agreement, understanding, or planned common course of action with any other vendor or suppliers of materials, supplies, equipment, or services described in the Request for Proposals, designed to limit independent bidding or competition, and that the contents of the proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or agent of the Proposer.

- B. There is no conflict of interest. A conflict of interest exists if a Proposer has any interest that would actually conflict, or has the appearance of conflicting, in any manner or degree with the performance of work on the project. If there are potential conflicts, identify the public or private entities with whom your organization is currently, or have been, employed and which may be affected.

- C. It is not currently under suspension or debarment by the State of Minnesota, any other state or the federal government.

PROPOSAL NARRATIVE
ONE-STOP OPERATOR REQUEST FOR PROPOSALS

(limited to ten (10) double-spaced pages)

Experience and Philosophy (30 points, reference page 11, section A, RFP) <i>Provide a brief description and history of your organization's experience in delivering workforce development (WFD) programs and services, including its mission and vision statements.</i>	
1.	Indicate how long your organization has been providing WFD services. <i>(insert response)</i>
2.	Describe how offering the One-Stop Operator services, outlined in this RFP, will fit into your organization's mission. <i>(insert response)</i>
3.	Indicate the organization's ability to implement the Workforce Innovations and Opportunity Act (WIOA) and how the organization has adapted the new workforce legislation. *Monitoring system/program integrity. <i>(insert response)</i>
4.	Indicate how the organization(s) will implement and support the Governor of Minnesota's new inclusion directive for groups and individuals experiencing barriers to employment disparities, including veterans and eligible spouses, individuals with criminal history, women, LGBTQ, persons of color, immigrants, older workers, individuals with disabilities, youth, and high-need adults including low-income individuals and individuals who are basic-skills deficient. <i>(insert response)</i>
5.	Indicate how your organization will foster collaboration and partnerships (see page 11e). <i>(insert response)</i>
6.	Information sharing across a variety of partners and programs. <i>(insert response)</i>
7.	Working on diverse/divergent issues or agendas to reach common outcomes. <i>(insert response)</i>
8.	Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, racial or ethnic minorities, dislocated workers, and/or young adults. <i>(insert response)</i>
9.	Describe how your organization expects to provide on-going staff training and development to ensure your staff has access to the most current information, tools, trends and promising

	practices, and how this information will be disseminated to WFC MOU partners. (insert response)
10.	Indicate where your organization is physically located, within Region 3. If the organization does not have a physical presence within Region 3, please describe your plan to establish operations within Region 3, prior to July 1, 2017. (insert response)
Include any other areas of experience you would like the review committee to know about as it relates to this RFP: (insert response)	
<p style="text-align: center;">Approach (40 points*, 30 points, reference pages 11 and 12, Section B, RFP) <i>The successful Respondents of this RFP will be able to creatively and effectively coordinate the customer flow and provide a successful customer experience. Describe how you will approach achieving a mutually beneficial relationship between the partner agencies, the R3LPB, and the One-Stop Operator in meeting the following key One-Stop Operator responsibilities.</i></p>	
1.	Measuring customer satisfaction and staff morale and implementing changes as necessary. Describe the steps that will be taken to maintain high customer satisfaction (e.g. collecting data both internal and externally) through direct methods or indirect methods (performance data). (insert response)
2.	Evaluating customer needs and satisfaction. Show how this data will be used to make adjustments and measure the impact of improvements to customer experience in the WFC(s). (insert response)
3.	Indicate how you will ensure that high-quality integrated data gathered will inform decisions made by the R3LPB, LWDBs, policy makers, employers, and jobseekers. (insert response)
4.	Provide examples of philosophy and knowledge around the idea of a “team approach”, in which not just one staff or partner in the WFC is involved in the success of the customer, but a team of staff/partners is brought together to provide all the necessary services required to ensure customer success. (insert response)
5.	Describe your knowledge and understanding of human-centered design and give examples of how you have used this approach to improve service delivery. (Additional consideration will be given to Respondents providing examples of successful implementation). (insert response)

***Up to five (5) additional** bonus points will be awarded to proposals comprised of a consortium of three (3) or more mandated WIOA One-Stop partners. This must be evidenced through letters of commitment from each mandated partner that should be attached to the proposal response. The letters of commitment will **not** count toward the 10-page limit.

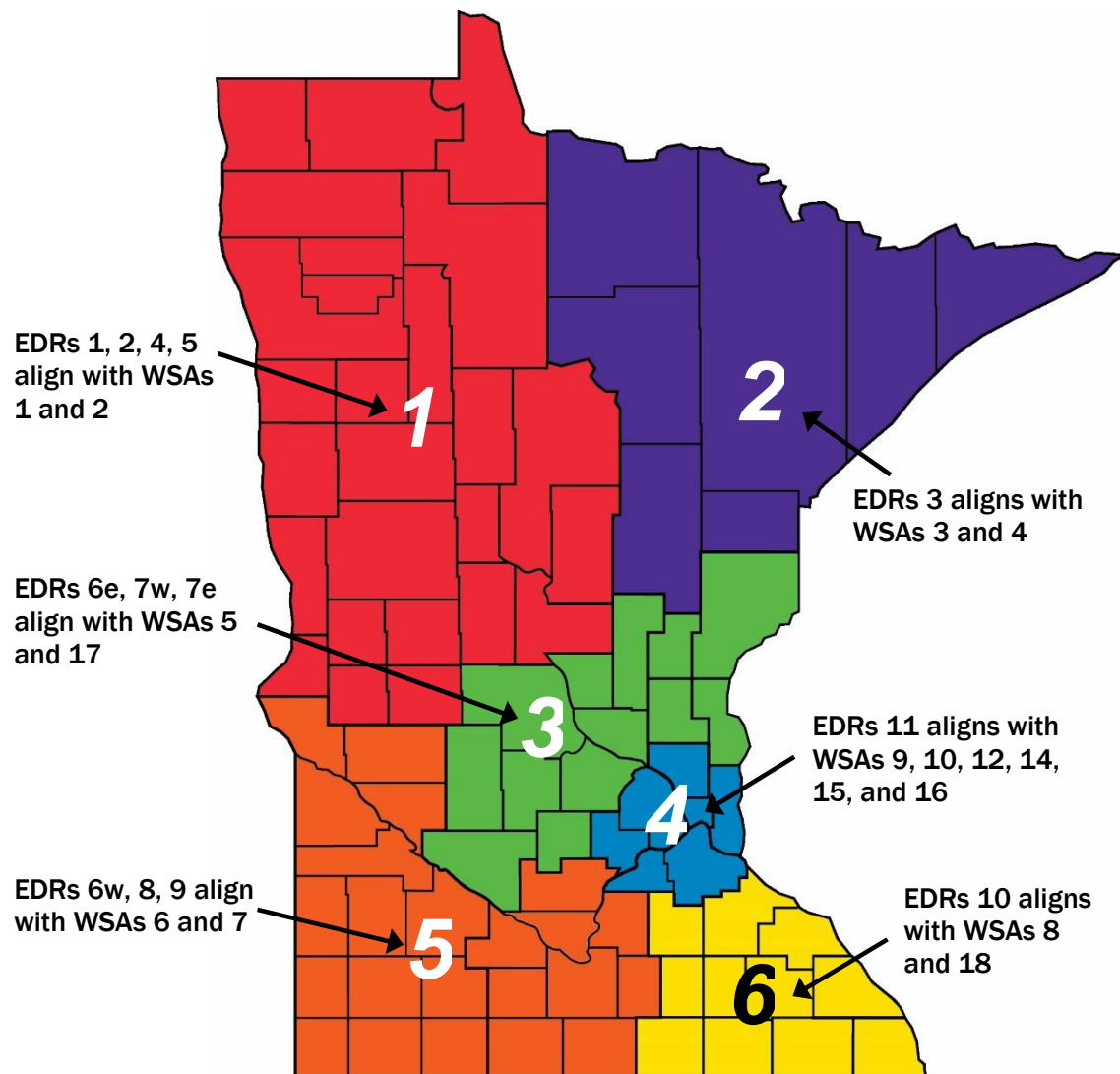
- ☐ Check if this proposal represents a consortium of three or more WIOA-required One-Stop Partners.
- ☐ Check if this proposal represents a partnership of other non-Workforce Center partners.

BUDGET NARRATIVE
ONE-STOP OPERATOR REQUEST FOR PROPOSALS

(limited to five (5) double-spaced pages)

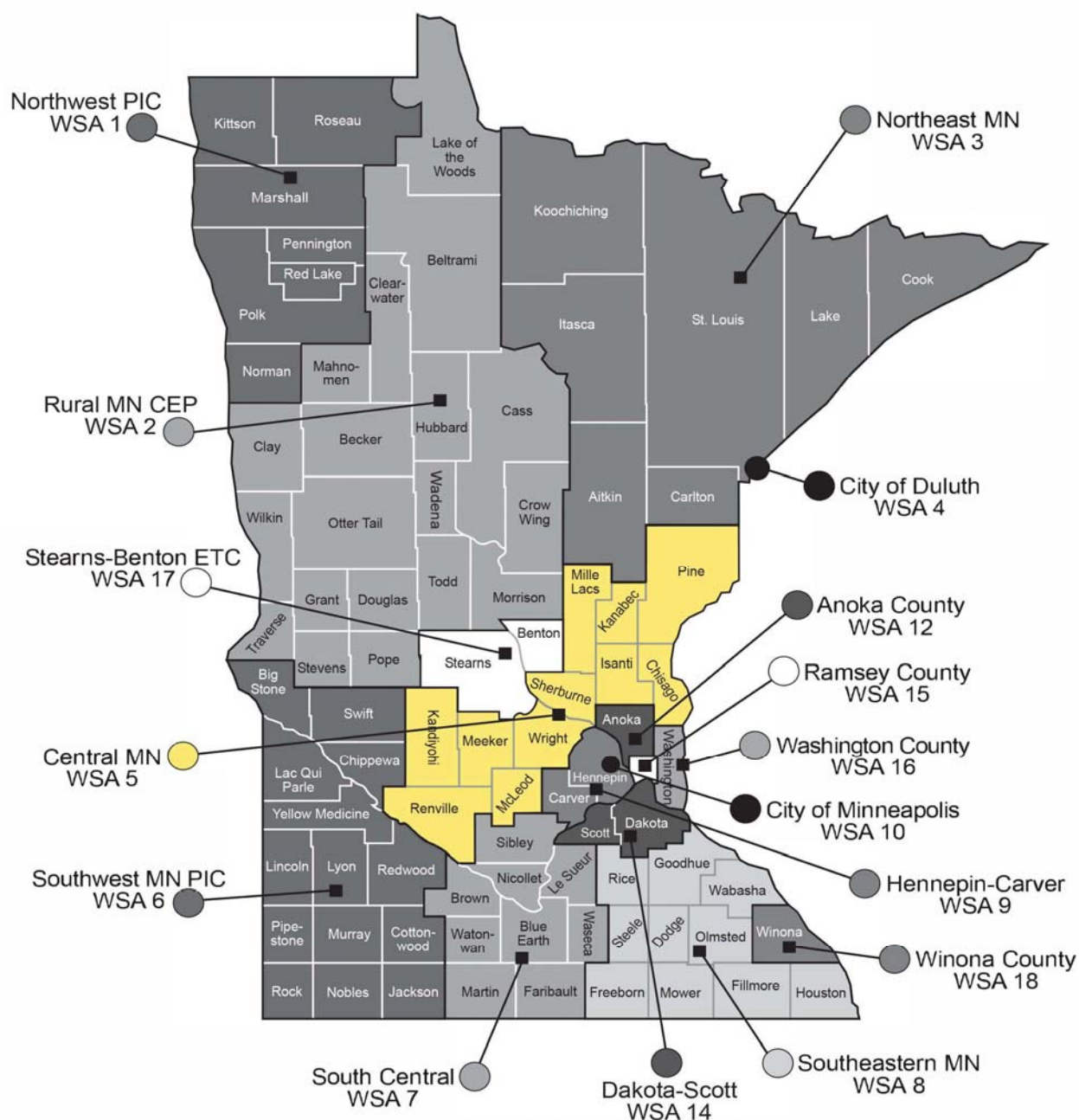
Narrative (20 points) <i>Please detail your organization's staffing plan for the proposed services, including the following details</i>		
1.	Monthly costs associated with coordinating system partners:	\$
	<i>(Insert detailed justification, including the use of any in-kind services or description of leveraged funds and include staffing chart, status (full-time/part-time), location, and job function (e.g., fiscal, administrative support, marketing.)</i>	
2.	Monthly Workforce Center (physical) site coordination costs:	\$
	<i>(Insert detailed justification, including the use of any in-kind services or description of leveraged funds and include staffing chart, status (full-time/part-time), location, and job function (e.g., fiscal, administrative support, marketing.)</i>	
3.	Annual additional or miscellaneous costs (supplies, travel, etc.)	\$
	<i>(Insert detailed justification, including the use of any in-kind services or description of leveraged funds.)</i>	
TOTAL PROPOSED ANNUAL BUDGET		\$
<p>*Up to five (5) additional bonus points may be awarded to proposals that include the use of in-kind services and/or other funding that can be leveraged to execute the responsibilities outlined in this RFP.</p> <p><input type="checkbox"/> Check if this proposal includes significant in-kind services or leveraged funding to support the One-Stop Operator responsibilities. Such in-kind services and leveraged funds must be clearly detailed in the budget narrative above.</p>		

Minnesota's Regional Planning Areas



Minnesota

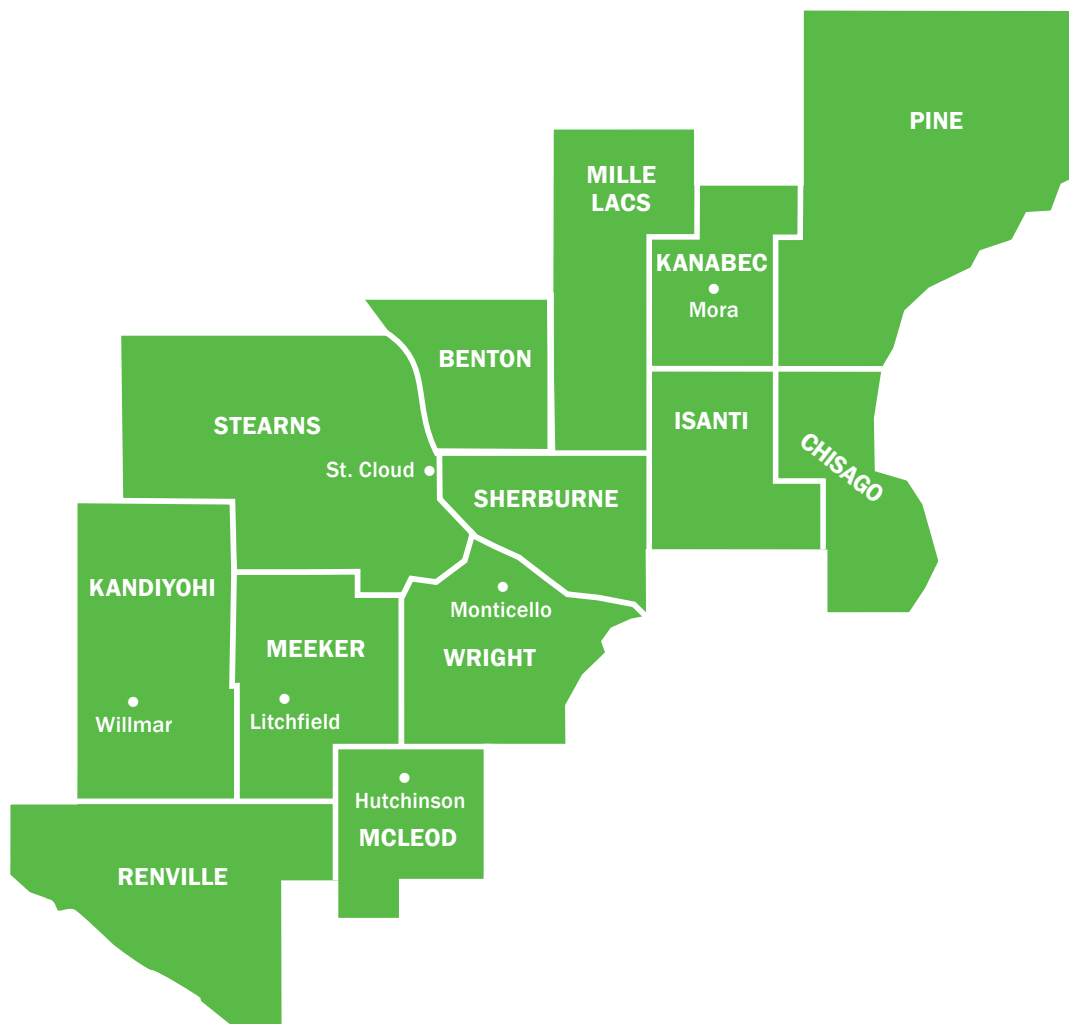
Local Workforce Development Areas





REGION 3 LEADERSHIP & PLANNING BOARD


REGIONAL PLANNING AREA 3 WorkForce Centers



EMPLOYMENT AND TRAINING ADMINISTRATION ADVISORY SYSTEM U.S. DEPARTMENT OF LABOR Washington, D.C. 20210	CLASSIFICATION VISION FOR THE ONE-STOP SYSTEM
	CORRESPONDENCE SYMBOL ETA OWI
	DATE August 13, 2015

ADVISORY: **TRAINING AND EMPLOYMENT GUIDANCE LETTER WIOA NO: 4-15**
OPERATING GUIDANCE for the WORKFORCE INNOVATION AND
OPPORTUNITY ACT (WIOA or Opportunity Act)

TO: STATE AND LOCAL STAKEHOLDERS IN THE WORKFORCE
INNOVATION AND OPPORTUNITY ACT
STATE WORKFORCE ADMINISTRATORS
STATE WORKFORCE LIAISONS
STATE AND LOCAL WORKFORCE BOARD CHAIRS AND DIRECTORS
AMERICAN JOB CENTER DIRECTORS
SECTION 166 INDIAN AND NATIVE AMERICAN GRANTEEES

FROM: PORTIA WU 
Assistant Secretary

SUBJECT: Vision for the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA)

- Purpose.** This Training and Employment Guidance Letter (TEGL) lays out the vision for the one-stop delivery system under the Workforce Innovation and Opportunity Act (WIOA) and links to key technical assistance resources to support states and local areas as they integrate this vision into their one-stop delivery system (<http://www.doleta.gov/wioa>). This guidance is also being issued by the Department of Education's Office of Career, Technical, and Adult Education and Office of Special Education and Rehabilitation Services. It was developed in collaboration with these agencies, as well as the Department of Health and Human Services, Administration for Children and Families. The Employment and Training Administration (ETA) will soon issue additional guidance to other programs administered by DOL that covers governance, operational, and service delivery topics related to the one-stop delivery system.

WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA supersedes titles I and II of the Workforce Investment Act of 1998 (WIA), and amends the Wagner-Peyser Act and the Rehabilitation Act of 1973.

RESCISSIONS None	EXPIRATION DATE Continuing
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The Departments of Labor and Education published a set of proposed regulations for implementing WIOA through the posting of five Notice of Proposed Rulemaking (NPRMs) documents. These NPRMs were open for public comment until June 15, 2015, and thousands of comments were received by both Departments. The Federal agencies will review, analyze, consider, and respond to the comments received. The Final WIOA rules will be issued in 2016.

In order to continue implementation prior to the final rule, a series of WIOA Operating Guidance documents are being issued in the form of Training and Employment Guidance Letters (TEGLs). These Operating Guidance documents on WIOA will inform the workforce system on how to begin the important planning and organizational work necessary to comply with the WIOA statutory requirements. The Operating Guidance TEGLs will provide a framework for program activities until the regulations are finalized. This TEGL is one in a series of WIOA Operating Guidance.

2. **References.** See Attachment.

3. **Background.** The vision for the one-stop delivery system contained in this TEGL reflects the long-standing and ongoing work of dedicated workforce professionals around the country to align a wide range of publicly- and privately-funded education, employment, and training programs while also providing high-quality customer service to job seekers, workers, and businesses through the one-stop delivery system.

The creation of one-stop centers (currently branded as American Job Centers) was a cornerstone of WIA when it passed in 1998. In the years between the passage of WIA and WIOA—and longer for those communities that piloted one-stop centers under the Job Training Partnership Act of 1982—the workforce system has tested a variety of approaches to maximize the benefits of one-stop centers to its direct customers and their communities. In the last 10 years, technological advancements have opened up new avenues of service delivery, and the increased availability of evidence-based models has strengthened our shared understanding of the best of these approaches. In addition, the Obama Administration worked intensively with federal agencies in 2013 and 2014 to reform federal employment, education, and training programs to create a more integrated, job-driven service delivery system. A job-driven service delivery system is one that results in linking our nation's diverse talent with employers and businesses. As a result of this work, one-stop centers continue to be a valued community resource, known both locally and nationally as an important source of assistance for those looking for work or workers, and those looking for opportunities to grow their careers.

WIOA recognizes the value of the one-stop delivery system, and provides the workforce system with important tools to enhance the quality of its one-stop centers. The law strengthens the ability of States, regions, and local areas to align investments in workforce, education, and economic development to regional in-demand jobs. It also places greater emphasis on achieving results for job seekers, workers, and businesses. Finally, it reinforces the partnerships and strategies necessary for one-stop centers to provide job seekers and workers with the high-quality career services, education and training, and the supportive services they need to obtain good jobs and stay employed; and to help businesses find skilled

workers and access other supports, including education and training for their current workforce.

Since the one-stop delivery system was established, technology has made lasting changes to our economy and society. Mobile workers and businesses with regional and national footprints that cross municipal borders are much more common. For that reason, there is an increased customer demand for consistent, high-quality education, employment, and training services across the country. The passage of WIOA supports the workforce system in meeting that demand, and the adoption of a national vision for the one-stop delivery system and its one-stop centers is an important first step in that work.

4. **Vision for the One-Stop Centers under WIOA.** The publicly funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This is accomplished by providing all customers access to high-quality one-stop centers that connect them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused one-stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. The one-stop delivery system includes six core programs (Title I adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program), as well as other required and optional partners identified in WIOA¹. Through the one-stop centers, these partner programs and their service providers

¹ In addition to the core programs, required partners include the Senior Community Service Employment Program; job counseling, training, and placement services for veterans authorized under chapter 41 of title 38; career and technical postsecondary education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006; Trade Adjustment Assistance Programs; employment and training activities carried out under the Community Services Block Grant; U.S. Department of Housing and Urban Development (HUD) employment and training programs; Unemployment Compensation programs; programs authorized under the Second Chance Act of 2007, Section 212 (reintegration of ex-offenders); and programs authorized under the Social Security Act Title IV, Part A (TANF), unless the Governor determines that TANF is not a required partner.

Optional partners may include, with the approval of the local board and chief elected officials, the U.S. Social Security Administration (SSA) employment and training program (i.e. Ticket to Work programs); Supplemental Nutrition and Assistance Program (SNAP) employment and training programs; the Vocational Rehabilitation Client Assistance Program; National and Community Service Act Programs; and other employment, education or training programs such as those operated by libraries or in the private sector.

ensure that businesses and job seekers—a shared client base across the multiple programs identified above—have access to information and services that lead to positive employment outcomes. Under WIOA, one-stop centers and their partners:

- provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations;
- ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

The management of the one-stop delivery system is the shared responsibility of States, local boards, elected officials, the core WIOA partners, other required partners, and one-stop center operators. The Departments encourage all of these entities to integrate the characteristics below into their work, including developing state, regional, and local strategic plans; establishing one-stop center certification criteria; examining the state, regional, and local footprint of one-stop centers; conducting competitions for selecting one-stop center operators; developing local Memoranda of Understanding (MOUs); updating other one-stop center policies and procedures; and operating and delivering services through the one-stop centers.

5. **Characteristics of a High-Quality One-Stop Center.** The characteristics identified below, consistent with the purpose and authorized scope of each of the programs, are designed to reflect elements that the Departments believe contribute to a high-quality one-stop delivery system. They demonstrate the spirit and intent of WIOA, and the Departments believe they will strengthen the successful integration and implementation of partner programs in one-stop centers. For clarity and readability the characteristics have been grouped into three functional categories: (a) Customer Service; (b) Innovation and Service Design; and (c) Systems Integration and High-Quality Staffing.

- a. **One-Stop Centers Provide Excellent Customer Service to Job Seekers, Workers and Businesses.** Meeting the needs of job seekers, workers and businesses is important in developing thriving communities where all citizens succeed and businesses prosper. High-quality one-stop centers:

- **Reflect a welcoming environment to all customer groups who are served by the one-stop centers.** All one-stop center staff are courteous, polite, responsive, and helpful to job seekers, businesses, and others who visit the one-stop centers, either in person or by telephone or e-mail. Moreover, one-stop center staff are sensitive to the unique needs of individuals with disabilities and are prepared to provide necessary accommodations.

- **Develop, offer, and deliver quality business services** that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, one-stop center staff identify and have a clear understanding of industry skill needs, identify appropriate strategies for assisting employers, and coordinate business services activities across one-stop center partner programs, as appropriate. This includes the incorporation of an integrated and aligned business services strategy among one-stop center partners to present a unified voice for the one-stop center in its communications with employers. Additionally, one-stop centers use the forthcoming performance measure(s) on effectiveness in serving employers to support continuous improvement of these services.
 - **Improve the skills of job seeker and worker customers.** One-stop centers offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, and other strategies that enable customers, including those with disabilities, to compete successfully in today's global economy. They provide businesses with access to the quantity and quality of talent they need and support upskill/backfill strategies that expand job opportunities in the community.
 - **Create opportunities for individuals at all skill levels and levels of experience** by providing customers, including those with disabilities, as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.
 - **Provide career services that motivate, support and empower customers,** including individuals with disabilities, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.
 - **Value skill development** by assessing and improving each individual's basic, occupational, and employability skills.
- b. **One-Stop Centers Reflect Innovative and Effective Service Design.** High-quality one-stop centers:
- **Use an integrated and expert intake process for all customers entering the one-stop centers.** Frontline staff are highly familiar with the functions and basic eligibility requirements of each program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
 - **Design and implement practices that actively engage industry sectors** and use economic and labor market information, sector strategies, career pathways,

Registered Apprenticeships, and competency models to help drive skill-based initiatives.

- **Balance traditional labor exchange services with strategic talent development** within a regional economy. This includes use of market-driven principles and labor market information that help to define a regional economy, its demographics, its workforce and its assets and gaps in skills and resources.
 - **Ensure meaningful access to all customers.** One-stop centers must be physically and programmatically accessible to all customers, including individuals with disabilities. In so doing, one-stop centers use principles of universal design and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants. One-stop centers use assistive technology and flexible business hours to meet the range of customer needs.
 - **Include both virtual and center-based service delivery** for job seekers, workers, and employers. Both methods of delivery support the talent needs of the regional economy, although each may better serve different customers with different levels of service needs at any given time. The one-stop delivery system can expand its reach by delivering robust virtual services; and increasing the accessibility of those services through community partners, such as libraries, community and faith-based organizations, and other partners.
 - **Incorporate innovative and evidence-based delivery models** that improve the integration of education and training, create career pathways that lead to industry-recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.
- c. **One-Stop Centers Operate with Integrated Management Systems and High-Quality Staffing.** High-quality one-stop centers:
- **Reflect the establishment of robust partnerships among partners.** The one-stop center operator facilitates an integrated, co-located partnership that seamlessly incorporates services of the core partners and other one-stop center partners.
 - **Organize and integrate services by function** (rather than by program); when permitted by a program's authorizing statute and as appropriate, and by coordinating staff communication, capacity building, and training efforts. Functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team, Business Services Team. Service integration focuses on serving all customers seamlessly (including targeted

populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

- **Develop and maintain integrated case management systems** that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured once. Customer information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations. Data, however, would be shared with other programs, for those programs' purposes, within the one-stop system only after the informed written consent of the individual has been obtained, where required.
 - **Develop and implement operational policies** that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
 - **Use common performance indicators** to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers. Center performance is transparent and accountable to the communities and regions served; data entry staff are trained and understand the importance of data validation, data collection processes, and the importance of accurate reporting.
 - **Train and equip one-stop center staff** in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all customers. Center staff are routinely trained and are keenly aware as to how their particular function supports and contributes to the overall vision of the local board.
 - **Staff the center with highly trained career counselors**, skilled in advising job seekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the one-stop center, and skilled in developing customers' skills for employment success.
6. **Resources.** Along with the resources provided at the WIOA collections page at <http://wioa.workforce3one.org>, the following technical assistance tools are currently available as part of the Departments' ongoing effort to support state and local areas in the adoption of the vision for the one-stop centers under WIOA.

a. Provide Excellent Customer Service to Job Seekers, Workers and Employers.

- Opening Doors for Everyone: Providing Outstanding Customer Service at One-Stop Career Centers: This toolkit is designed to provide one-stop center staff members an enhanced level of comfort when providing service to customers with a diverse array of backgrounds and needs.
<https://wioa.workforce3one.org/view/2001501480321360042/info>
- Expanding Business Engagement: WIOA makes significant changes to the nation's workforce development system, expressly incorporating the sector strategies approach throughout and requiring regional planning and alignment with local labor market needs for in-demand sectors and occupations. The Expanding Business Engagement (EBE) - Technical Assistance (TA) Initiative will support the strategic planning and implementation of revitalized or enhanced business engagement activities within states, regions, and local areas.
<http://businessengagement.workforce3one.org/>

b. Reflect Innovative and Effective Service Design.

- One-Stop Service Design: The resources section contains a variety of curated technical assistance tools, best practices, replicable models, implementation plans, recorded webinars, videos, research documents, and data reports to support innovative and effective one-stop center service design.
<https://wioa.workforce3one.org/ws/wioa/pages/resources.aspx?pparams=1001501462393639983>
- Legacy Disability Training: Understanding Disability: The purpose of this introductory course is to provide practical learning experience toward acquiring the knowledge and skills needed to provide quality workforce development services to persons with disabilities.
<https://wioa.workforce3one.org/view/4011507054815454755/info>

c. Integrated Administrative Systems and High Quality Staffing.

- Integrated Service Delivery Toolkit: This toolkit provides ideas, strategies and resources for integrating service delivery in the public workforce system.
<https://wioa.workforce3one.org/view/2001508963127430705/info>
- Effective Case Management: This site contains resources and tools designed to help system administrators, local leaders and staff to support high-quality case management in the workforce system.
<https://effectivecasemanagement.workforce3one.org/index.aspx>

d. Other One-Stop Vision Technical Assistance Tools.

- **One-Stop Career Centers Fact Sheet:** Provides highlights of WIOA reforms for one-stop centers. <https://wioa.workforce3one.org/view/2001507734890961606/info>
- **Quick Start Action Plan (QSAP) for One-Stop Centers:** An interactive, self-paced assessment tool designed to help leaders at all levels of the public workforce system prepare for implementation of WIOA. The QSAP helps identify areas of strength and focused areas for improvement in a state or local workforce system and connects to targeted resources that can help leaders to prepare and plan effectively. <http://qsap.workforce3one.org/page/planner/OneStop/Questionnaire>

7. **Action Requested.** As WIOA core programs and partners at the state and local level implement WIOA in program year 2015, the Departments encourage states to adopt this vision and build it into the policies and procedures related to the management of the one-stop delivery system. This includes developing regional and local strategic plans; establishing certification criteria for one-stop centers and the one-stop delivery system; examining the state, regional, and local footprint of one-stop centers; conducting competitions for selecting one-stop center operators; developing the local MOU; and updating other one-stop center policies and procedures.
8. **Inquiries.** Please direct questions regarding this guidance to the appropriate ETA Regional office or through the ETA email address established for this purpose: DOL.WIOA@dol.gov. ETA monitors this account daily, and may respond to inquiries directly or through general communications such as official guidance, webinars, and public Q&A documents.
9. **Attachment.** References for the One-Stop Vision TEGL

Attachment

References for the One-Stop Vision TEGL

- WIOA (Pub. L. 113-128);
- WIA (Pub. L. 105-220), Title I;
- TEGL No. 3-14, *Implementing a Job-Driven Workforce System*, dated July 30, 2014
http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=5483;
- TEN No. 5-14, *WIOA Announcement and Initial Informational Resources*, dated July 22, 2014 http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=3556;
- TEN No. 6-14, *Information for Stakeholder Engagement for Workforce Innovation and Opportunity Act Implementation*, dated August 15, 2014
http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8186;
- TEGL No. 12-14, *Allowable Uses and Funding Limits of WIA Program Year 2014 Funds for Workforce Innovation and Opportunity Act Transitional Activities*, dated October 28, 2014 http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=3475;
- TEGL No. 15-14, *Implementation of the New Uniform Guidance Regulations*, dated December 19, 2014 http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=5740;
- TEGL No. 19-14, *Vision for the Workforce System and Initial Implementation of the Workforce Innovation and Opportunity Act* dated February 19, 2015
http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=7353;
- WIOA implementation dates, http://wdr.doleta.gov/directives/attach/TEN/WIOA-Key-Implementation-Dates_Acc.pdf.
- Notice of Proposed Rulemaking (NPRM) with the Departments of Education and Labor). [Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions.](#) Pages 20573-20687 [FR DOC# 2015-05528] (joint).
- [Workforce Innovation and Opportunity Act; Notice of Proposed Rulemaking](#) Pages 20689-20966 [FR DOC# 2015-05530] (Labor only, for review and public comment).
- Notice of Proposed Rulemaking (NPRM) with the Departments of Education and Labor). [Programs and Activities Authorized by the Adult Education and Family Literacy Act;](#) (Title II of the Workforce Innovation and Opportunity Act). Pages 20967-20987 [FR DOC# 2015-5540] (Education only).
- Notice of Proposed Rulemaking (NPRM) with the Departments of Education and Labor). [State Vocational Rehabilitation Services Program; State Supported Employment Services Program; Limitations on Use of Subminimum Wage;](#) Pages 21059-21146 [FR DOC# 2015-05538] (Education only).
- Notice of Proposed Rulemaking (NPRM) with the Departments of Education and Labor). [Workforce Innovation and Opportunity Act, Miscellaneous Program Changes;](#) Pages 20988-21058 [FR DOC# 2015-05535] (Education only).