



Request for Proposal (RFP)  
One-Stop Operator (OSO)

Submit Responses to:

Coastal Counties Workforce, Inc.  
Attn: One-Stop Operator RFP  
14 Maine Street, STE 203A  
Brunswick, Maine 04011

Release Date:

January 17 2017

Responses Due:

February 17, 2017

## Request for Proposal

### I. Background:

Coastal Counties Workforce, Inc. (CCWI) is a non-profit, 501(c)(3) entity founded to administer and oversee the delivery of the workforce system's services for the Coastal Counties Area in Maine. The counties of York, Cumberland, Sagadahoc, Lincoln, Waldo, and Knox counties, have been designated as a Workforce Development Area under the Workforce Innovation & Opportunity Act (WIOA). CCWI is the entity working on behalf of the Area's Local Board to ensure its responsibilities under the federal Workforce Innovation and Opportunities Act are met.

Our workforce services are provided through the CareerCenter's and/or Workforce Solutions Center's (also known as WSC) delivery system. (Visit our website for more information: [www.coastalcounties.org](http://www.coastalcounties.org)).

One of the main purposes of the Workforce Innovation and Opportunity Act is to assist individuals with barriers to employment increasing their access to employment, education, training, and support so they may succeed in the labor market.

Employment should be in good paying positions with adequate benefits. WIOA service agencies provide outreach and recruitment for program applicants, determine eligibility for programs, assess the interest and skill levels of job seekers, link and fund job training activities for seekers, assist with job placement, and follow up with employees for up to 12 months after job placement. All of these activities are provided along with the full range of supportive services necessary for individuals to ensure that they complete their job training.

Consistent with WIOA, this Area's goal is to provide program services for eligible adults, dislocated workers and youth in an **integrated service delivery** environment, which means co-enrollment of the job seeker into relevant and eligible programs, along with a seamless approach to services offered. This requires formal **memorandum of understanding (MoU) agreements** with partners and developing processes and documenting standard approaches to service delivery through a **one-stop certification** methodology.

As a result, CCWI is requesting proposals for One-Stop Operator services which focus on these three aforementioned elements within the Coastal Counties Area. Funding is available under the federal Workforce Innovation & Opportunity Act. The contract award period will be from April 1, 2017 through June 30, 2018. Subsequent contracts will be issued based upon available funding and satisfactory performance.

Eligible applicants must be agencies with experience providing Workforce Investment Act (WIA) and/or Workforce Innovation & Opportunity Act services.

It is estimated that there will be \$50,000 available in WIOA program funds for all six counties during the initial funding period. The funding amount is subject to federal budgetary policy decisions. Funding of contracts will be according to actual availability of funds. All funding under this RFP is contingent upon the Coastal Counties Area's receipt of funds.

## II. Delivery of Services:

The Coastal Counties Area has in place 7 service delivery locations; full-service Workforce Solutions Centers in Biddeford, Belfast, and Portland (our Area's One-Stop Center). Co-located Workforce Solutions Center with Wagner-Peyser services exist in Brunswick and Rockland. There are MDOL (Wagner-Peyser services) service centers in both Springvale and South Portland, where Workforce Solutions staff may meet clients on an as-needed basis. The One-Stop Operator will have office space in the Portland Lancaster Street One-Stop Center location.

## III. Scope of Work:

Pivotal to the success of the One-Stop Operator will be its ability to work cooperatively with the Board-created Committee of Required Entities (CORE), comprised of WIOA Core Partners including MDOL's Bureau of Employment Services and Bureau of Rehabilitation Services, Adult Education, and the WIOA Service Provider (i.e., Workforce Solutions). The One-Stop Operator will need to work closely with this committee in order to implement service delivery that fosters an integrated service model. The One-Stop Operator will need to inspire others and lead change; demonstrate extremely high levels of professionalism, integrity, and collaboration; and enhance and develop partnerships. Moreover, the One-Stop Operator will have to work especially closely with the MDOL, Bureau of Employment Services, and the WIOA Service Provider on activities related to joint centers/sites and deployment of WIOA programmatic elements.

The One-Stop Operator will be responsible for the following system's work:

- Serving as a liaison between the CCWI, CORE, and other system partners;
- Convening Partnership meetings, setting agendas, recording of minutes, and distributing action steps;
- Leading and convening CORE partners in the design and implementation of functional integration to the degree possible, with the goal of seamless delivery.
- Leading the implementation of the One-Stop Certification process for the Area including exploring the implementation of a real-time customer feedback model;
- Drafting all WIOA-required Area MOUs; Deploying a process for executing all MOUs;
- Being knowledgeable of the mission and performance standards of all partners and when necessary, identifying cross-training needs among all staff;
- Addressing and resolving issues related to space usage, and site location; site operations, space configuration, customer flow, and integration;
- Defining and providing a means to meet common operational needs, such as training, technical assistance, additional resources, etc.;
- Facilitating sharing of data and information; and
- Ensuring effective referral processes are in place.

## **FOCUS AREAS:**

### **a) Coordination/Integration of Services:**

CCWI is in the initial stages of implementing an integrated services delivery approach to its WIOA program offerings. The goal of this RFP is to have the successful bidder fully participate, support, and spearhead CCWI's integrated services delivery efforts of the Area during the contract period of 2017-2018.

The intention is to promote a more integrated service delivery (ISD) system that will reduce duplicative and administrative activities that add little value, in favor of a positive customer experience. ISD will allow Workforce Solutions and WIOA partners' staff to provide customers higher value services including screening, assessment, skill development, and skill certification-related to the needs of local and regional economies and the resources of participating programs. In cases where full service or staff integration are not possible due to personnel restrictions, separate electronic data collection and/or regulations; OSO and CORE will strive for an efficient, coordinated service approach.

Staff working in an integrated or coordinated environment will be better organized and will work in an environment where better communication among partners results in better outcomes, creating an ecosystem where partners meet the needs of customers, rather than to administer specific programs. The goal is for more people to get jobs, keep jobs, and earn better wages; and for businesses to find the talent they need to succeed and grow.

The One-Stop Operator will lead the system redesign process to promote ISD which will include moving away from the current design of primarily siloed programming – WIOA versus Wagner–Peyser (e.g., Employment Services/Career Center), and including Vocational Rehabilitation Services and Adult Education, where staff deliver services separately and distinctly.

Staff will be organized by functions when feasible, that benefit the customer, such as Greeting/Intake/Triage, Preparing for Job Search, Training, and Placement. The One-Stop Operator will lead the redesign process in partnership with a Board created CORE comprised of MDOL, BES, Bureau of Rehabilitation Services, Adult Education, and WIOA Service Provider (i.e., Workforce Solutions).

The OSO role will be to deploy components of integrated and coordinated service delivery which include:

- Sharing of initial customer assessment data.
- Braiding/directing resources to provide appropriate services, regardless of categorical eligibility.
- Co-enrollment of job seekers when appropriate.
- Organizing staff and services around functions rather than programs or agencies.
- Using a common set of outcome measures for all customers.
- Providing a robust menu of services that improve outcomes.
- Ensuring appropriate referral processes are in place for CORE and other one stop partners' services.
- A greater focus on skill development and certification based on labor market requirements e.g., Career Pathways.
- Using customer input (job seeker and business) to continuously improve services.

**b) MOU Development:**

The One-Stop Operator will lead, devise and deploy a plan for meeting the WIOA requirements and SWDB policy relative to local area memorandum of understandings (MOU). This will include

the development/drafting and process for negotiation and execution of MOUs between the local board and the core partners and other required system partner MOUs. These one-stop partner MOUs contain various mandatory provisions including, but not limited to, describing how services are to be provided through the one-stop delivery system, how the costs of such services and the operating costs of such system will be funded and how referral of individuals between partners will occur. (See WIOA regulations for further information at: WIOA §121: WIOA §512 20: CFR 678.300-320, 678.400-440, 678.500-510, and 680.320(b) and SWDB policy at PY16-01. (See Appendix A for SWDB policy PY16-01)

**c) One-Stop Certification:**

*The One-Stop Operator will lead, devise, and deploy a plan for meeting MDOL and the State Workforce Development Board criteria regarding One-Stop Certification. See WIOA regulations for further information at: 20 CFR 678.800, 678.130(f) and 679.370(q), and SWDB policy PY16-04. (See Appendix B for SWDB policy PY16-04)*

The One-Stop Certification process is important in setting a minimum level of quality and consistency of services in One-Stop Centers across the State. The certification criteria allow the State to set standard expectations for customer-focused, seamless services from a network of partners that help individuals overcome barriers to becoming and staying employed. The criteria identified will be used to evaluate One-Stop Centers for effectiveness, customer satisfaction, physical and programmatic accessibility, alignment and integration of resources for the purpose of continuous improvement.

The Maine SWDB adopted Evaluation Criteria which is fully enumerated in SWDB policy PY16-04.

In addition, Local Boards must also evaluate One-Stop Centers on the effectiveness of outreach strategies and efforts, including:

- Outreach to employers to provide information about the types of services, information, and sector initiatives offered by and through the system;
- Outreach to individuals who cannot easily access the services at the physical One-Stop Centers, including:
  - Individuals in remote areas;
  - Individuals with disabilities;
  - Individuals with limited English proficiency or literacy; and
  - Individuals who are currently incarcerated and preparing for release.

In working with CORE partners, *the OSO will recommend procedures and methods of evaluation to be used by the Local Board* resulting in adoption of locally identified methods of assessment which may include:

- Assessment through a recognized certification mechanism, like the Malcolm Baldrige Award, that incorporates the above criteria;
- Assessment using a specific evaluation tool designed to review and evaluate the above criteria; or

- Assessment using a combination of both of the above or other method as determined by the local board.

In working with the Local Board, *the OSO will develop a certification process checklist and a quality benchmarking tool that is used to ensure compliance with Maine's One-Stop Certification Criteria.*

Additionally, the One-Stop Operator *will be required to ensure that Local Board/Area requirements and deadlines are met* including:

- A draft of the local area process and evaluation instruments to be used must be submitted to the Bureau of Employment Services, on or before September 29, 2017.
- Local boards must ensure local One-Stop System service providers and partners have been made aware of the process and evaluation instruments that will be used to evaluate and certify One-Stops, by or before January 26, 2018.
- All local area One-Stops must be evaluated and certified by or before September 30, 2019, and must be evaluated at least once every three years thereafter.
- Documentation of certification of each One-Stop must be provided to the Bureau of Employment Services on or before September 30, 2019.

#### I. Eligible Applicants:

Pursuant to WIOA, an entity (public, private, or nonprofit), may apply to be the One-Stop Operator. A consortium of entities that at a minimum, includes 3 or more One-Stop partners (see Appendix A for a description) is also eligible to apply to become the One-Stop Operator. Additionally, a single One-Stop partner may also be selected as One-Stop Operator.

The One-Stop Operator must be of demonstrated effectiveness and have experience in WIA or WIOA and may include:

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

#### II. Project Time Frame:

Contingent on the Workforce Innovation & Opportunity Act funding, the contract award period will be from April 2017 through June 2018. Subsequent contracts will be issued based upon available funding and satisfactory performance.

#### III. Questions:

Immediately below are four questions to which bidders must respond, along with the maximum points which a response will be assigned. Be certain to include sufficient detail to demonstrate the bidder's understanding and compatibility for the work to be performed:

- 1) Relevant Experience (25 points): Describe at length your agency's relevant experience working with WIA or WIOA and its' workforce programs and/or experience in project management. What experience do you have in implementing systems and/or processes across partner agencies? Give examples of successes you have had working with multiple partners towards a common goal.
- 2) Approach to the Work (40 points): Taking into account the information provided above, thoroughly describe how you or your agency would structure an approach to the three focus areas described above over the 15 months of the project. Be specific and use timelines (assume a 4/3/17 start date). For each focus area, III. a through c, include discussion on:
  - a. System Integration:  
Focusing on system integration, how will you lead the system redesign process and ensure success?
  - b. MoU:  
What will your approach be toward developing and deploying the partner MoU's? Include partner prioritization in your response.
  - c. One Stop Certification:  
How will you develop and operationalize the one stop certification criteria?
- 3) Budget (30 points): CCWI will provide an initial, 15-month contract for funds up to \$50,000 for these services. Assuming a contractual agreement, please provide an all-inclusive estimated maximum fee, including itemization of all costs for which the requested work will be done. Your bid should include all of your staffing, travel, materials, and business costs. A cost schedule must be included to justify the all-inclusive maximum fee.
- 4) Staff/Project Management (15 points): Describe how this work will be staffed/managed. Identify the person in your organization who would be the primary staff person for the project. Please provide a detailed description of the staff person background. Also, describe your staff's ability to provide the leadership we seek. If your agency is also a One-Stop partner, please affirm that you understand that you may be required to enter into an agreement with the Local Board and CEO to clarify how your organization will carry out its responsibilities while demonstrating compliance with WIOA regulations, OMB circulars and State policy.

#### IV. Information Requested From the Bidder:

Bidder's proposal shall be submitted in several parts, as set forth below. The bidder will confine its submission to those matters sufficient to define its proposal and to provide an adequate basis for CCWI's evaluation of the bidder's proposal. To facilitate proposal evaluation, the bidder is directed to organize its proposal based on the following outline:

- A. Title Page:  
State the name(s) of the organization, titles, address, telephone number, name of the contact person, email address, and date submitted.

NOTE: State the name(s) of the person(s) who will be authorized to make representations for the bidder along with their titles.

B. Responses:

Provide complete responses to questions 1-4. Please include headers identifying the requested proposal material by section within your response.

C. Format:

Proposals must be:

- Single spaced;
- Typed on 8 ½" x 11" single-sided paper;
- One inch (1") margins;
- Times New Roman font,
- Size twelve font;
- Sequentially numbered pages; and,
- Up to 10 pages for Section III.

D. Time Frame:

- January 17, 2017 – Posting of RFP
- January 30, 2017 – Questions about the RFP must be received by noon.
- February 17, 2017 - RFP Responses due by COB.
- March 3, 2017 (on or about) - Decision on RFP will be made.
- April 3, 2017 - Deployment of One-Stop Operator contract.

I. Evaluation and Award:

The evaluation of proposals received under this solicitation will be based on scores received for each question posed in Section IV. Based on the above criteria, each proposal will be independently evaluated by two or more qualified individuals. Decisions shall be made on or about March 3, 2017.

Award of the contract resulting from this RFP will be based upon the most responsive bidder whose offer will be the most advantageous to CCWI in terms of cost, functionality, and other factors as specified elsewhere in this RFP.

CCWI reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential bidder;
- Accept other than the lowest priced offer;
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers; and
- Award more than one contract

A proposal may be deemed "non-responsive" if any of the required information is not provided, the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is clearly not within the scope of the project described and required in the RFP. CCWI reserves the right to cancel this procurement at any time, for any reason.



Please read this document carefully. Your proposal must conform in all respects to the requirements contained herein. The requester is the Coastal Counties Workforce, Inc., represented by its Executive Director, Michael Bourret.

To qualify for consideration, three (3) copies of your proposal must be received at the address shown below by USPS or email in pdf format by noon on February 17, 2017. Note: respondents submitting proposals via email assume full responsibility for successful transmittals. CCWI assumes no responsibility for failure in digital submissions. Late or incomplete proposals will be rejected as not meeting the requirement of this solicitation

Coastal Counties Workforce, Inc.  
Attn: One-Stop Operator RFP  
14 Maine Street, STE 203A  
Brunswick, Maine 04011

Your proposal will become part of the official contract file. If you are selected as the contractor, any commitments made in the proposal will be part of the contract and will be binding on the contractor.

The issuance of this solicitation in no way commits CCWI to pay any cost for the preparation and submission of a proposal. Bidder assumes all costs of preparation of the proposal and any presentations necessary for the proposal process.

NOTE: A bidder's conference is not planned at this time. It is the responsibility of the bidder to inquire about any requirement of this RFP that is not understood. Questions may be addressed via email at the following address: [info@coastalcounties.org](mailto:info@coastalcounties.org). Any substantive question asked by a bidder which in turn results in information provided to the requesting bidder will be sent via email to all other bidders. Bidders must supply an email address for the purpose of receiving such information in a timely manner. The deadline for written emailed questions is 12:00 noon on January 30, 2017.



STATE OF MAINE  
DEPARTMENT OF LABOR  
BUREAU OF EMPLOYMENT SERVICES  
55 STATE HOUSE STATION  
AUGUSTA, MAINE 04333-0055

Paul R. LePage  
GOVERNOR

Jeanne S. Paquette  
COMMISSIONER

MAINE WORKFORCE DEVELOPMENT SYSTEM			
Subject of Policy:	Memoranda of Understanding (MOU)	Policy No.	PY16-01
To:	<ul style="list-style-type: none"> <li>• State WDB</li> <li>• Local WDBs</li> <li>• Chief Elected Officials</li> <li>• WIOA Required Partners</li> </ul>	From:	Edward D. Upham, Director Bureau of Employment Services
Issuance Date:	<ul style="list-style-type: none"> <li>• September 1, 2016</li> </ul>	Status:	ACTIVE
Reference/ Authority:	<ul style="list-style-type: none"> <li>• WIOA §121</li> <li>• WIOA §512</li> <li>• 20 CFR 678.300-320, 678.400-440, 678.500-510, and 680.320(b)</li> </ul>		
Definitions	<ul style="list-style-type: none"> <li>• Page 5.</li> </ul>		

**Purpose:** To provide guidance on negotiation and implementation of Memoranda of Understanding (MOUs) developed between Local Workforce Development Boards (LWDBs) and WIOA-required and other workforce partners.

**Background:** The one-stop delivery system brings together workforce development, educational, and other human resource services in a seamless, customer-focused, service delivery network that enhances access to programs’ services and improves the long-term employment outcomes of individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers. The design of the local area one-stop delivery system is to be described in the MOUs executed with each partner. [20 CFR 678.300](#)

The Workforce Innovation and Opportunity Act (WIOA) states that each Local Workforce Development Board (LWDB), with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and one-stop partners concerning the operation of the one-stop delivery system in the local area. There are three LWDBs in Maine, the Northeastern WDB (NWDB) which covers Aroostook, Washington, Penobscot, Piscataquis, and Hancock Counties; the Central Western Maine WDB (CWMWDB) which covers Androscoggin, Franklin, Oxford, Somerset, and Kennebec Counties, and the Coastal Counties WDB (CCWB) which covers York, Cumberland, Sagadahoc, Lincoln, Knox, and Waldo Counties.

LWDBs are tasked with engaging workforce partners in discussion regarding the coordination and integrated delivery of services in the local area, assurance that all services are accessible to workers and employers and how the costs of the one-stop infrastructure will be shared. Each local area must provide at least one **comprehensive one-stop center** at which the services of **all** required partner programs can be accessed. Local area one-stop systems may also include affiliate sites that provide one or more partner services; however, all sites identified as part of the local one-stop delivery system must be physically and programmatically accessible to individuals with disabilities. [WIOA §188, 29 CFR Part 38](#)

**Identification of the Comprehensive One-Stop(s) in the Local Area**

The State and LWDBs must take the following into consideration in identifying the comprehensive one-stop center(s) for a local area, to ensure both cost effectiveness and maximum access for residents of the local areas:

- Existing lease agreements
- Number of required partners already co-located in a physical center
- Ease of access to the comprehensive center for all local area residents
- Proximity of the center to other required partner organizations

- Availability and affordability of space within the center for partners wishing to co-locate

**WIOA** requires that the services of each required partner program be able to be accessed from at least one comprehensive one-stop center in each local area. The term **access** is defined as:

1. Having a program staff member physically present at the comprehensive one-stop;
2. Having a staff member from a different partner program physically present at the comprehensive one-stop appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; **or**
3. Making available a direct linkage through technology to program staff that can provide meaningful information or services.
4. **Direct linkage** means: providing direct connection, within a reasonable amount of time, by phone or through real-time Web-based communication, to a program staff member; direct linkage does not mean only providing a phone number, Website address, or pamphlets and materials. [20 CFR 678.305](#)

Examples of methods of providing “direct linkage” to partner programs may include:

- Designated staff in the center who are trained to connect customers with required partner(s);
- Staff trained to provide information on behalf of the required partner(s);
- Implementing “live chat” capabilities between the center and required partner(s);
- Requesting that the required partner identify a dedicated, on call, staff person able to respond to one-stop customer inquiries; and
- Identifying, with each partner the amount of time that constitutes a “reasonable time frame” in which the one-stop customer gains access to the required partner(s) services.

**Required Partners:**

The Required Partner is the entity that is the grant recipient/administrative entity responsible for administering the program grant funds. The term “entity” does not include service providers that contract with, or are subrecipients of, the administrative entity. [20 CFR 678.415](#)

The following are the partners identified under WIOA that each LWDB is required to enter into an MOU with:

<b>Programs</b>	<b>Required Partner</b>
Adult, Dislocated Worker, Youth Formula Programs	Local Workforce Development Boards
Adult Education & Family Literacy	ME Dept. of Education
CTE Carl Perkins Act –Post-Secondary	ME Dept. of Education <b>or</b> Maine Community Colleges
Community Services Block Grant E & T Activities	Maine Dept. of Health & Human Services
Job Corps	Loring Job Corps & Penobscot Job Corps
Jobs for Veterans State Grant	ME Dept. of Labor
Migrant & Seasonal Farmworker Programs	Eastern Maine Development Corp. NFJP grantee
Housing & Urban Development E & T Activities	HUD
Native American Programs	Penobscot Indian Nation ( NWDB only)
Second Chance Act E & T Programs	ME Dept. of Corrections
Senior Community Service Employment (SCSEP)	Able Me
Temporary Assistance for Needy Families (TANF)	ME Dept. of Health & Human Services
Trade Adjustment Act	ME Dept. of Labor
Unemployment Compensation / Reemployment	ME Dept. of Labor
Vocational Rehabilitation Programs	ME Dept. of Labor
Wagner Peyser Act Employment Service	ME Dept. of Labor
YouthBuild	Learning Works (with CCWB only)
Chamber of Commerce ( <b>SWDB Required Partner</b> )	State or Local Chamber

MOUs may be developed with additional partners that play a role in the state or local one-stop system such as the Maine Apprenticeship Program, the Competitive Skills Scholarship Program, New Ventures, Ticket-to-Work, the Small Business Association, the Maine Development Foundation, Maine Public Libraries, CAP Agencies, Economic Development Districts/Entities and others. [20 CFR 678.400-410](#)

**Partner Roles and Responsibilities:** Each required partner must:

1. Provide access, through the one-stop delivery system, to its programs and activities, including making available the applicable Career Services identified in the definitions section below;
2. Use a portion of its funds available for the program activities to maintain the one-stop delivery system, including payment of the infrastructure costs in accordance with WIOA § 121(h) and State Policy PY16-02;
3. Work collaboratively with the State and local boards to establish and maintain the one-stop delivery system.
4. Enter into a local MOU with the local board, relating to the operation of the one-stop system;
5. Participate in the operation of the one-stop system, consistent with the terms of the MOU, the requirements of WIOA and Federal regulations and other applicable legal requirements; and
6. Provide representation on the State and Local Boards as required under WIOA. [WIOA§121\(b\)\(1\)\(A\)](#)

Each required partner is responsible for identifying the career services that are relevant to their programs and making those services able to be accessed through the comprehensive one-stop center in each local area and any affiliate site as agreed upon. Partners must ensure that individuals have access to these services on regular business days at a minimum. Local areas are encouraged to find creative ways to expand the hours that services are available to ensure that services are universally accessible; ability to offer services during non-traditional hours are one of the evaluation components for one-stop certification.

**Development of the Memoranda of Understanding:**

The MOU is the product of discussion and negotiation between the required partner program and the Local Workforce Development Board and its Chief Elected Officials (CEO). LWDBs can develop a blanket MOU with all or some partners or single MOUs with individual partners. LWDBs must document the negotiations process in the MOU. In the event the LWDB is unable to execute an MOU or is at an impasse regarding shared costs, the LWDB must inform the MDOL. Technical assistance will be provided as necessary. [20 CFR 678.505-510](#)

The MOU is used by program service providers as a as a blueprint of the design for delivery of local workforce services. The MOU addresses shared services to shared customers and shared costs. Partners of the local one-stop system will be evaluated on the coordination and integration of delivery of services and by how well they adhere to the components agreed to in the MOUs.

Local boards must begin the MOU development process with required partners immediately. The requirement for an MOU with required partners has been in place since the onset of the Workforce Investment Act of 1998 and is carried over by WIOA. Local boards must have current MOUs in place to be compliant with the Act. Final regulations for WIOA provide additional time for local boards to negotiate the WIOA-prescribed infrastructure cost-sharing portion of the MOU. In order to accommodate the required deadline, local boards must have final infrastructure cost-sharing agreements in place by March 31, 2017.

**The MOU must include:** [20 CFR 678.500](#)

1. A description of the services to be provided and the manner in which the services will be coordinated and delivered through the system;
2. Agreement on funding the costs of the services and the operating costs of the system – including infrastructure costs of the one-stop centers and funding of the shared services and operating costs of the one-stop delivery system;
3. Methods for referring individuals between the one-stop partners for appropriate services and activities;
4. Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system;
5. The duration of the MOU and the procedures for amending it;
6. Assurances that each MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services. *Note: the MOU may contain*

any other provisions agreed to by the parties, consistent with the Act and authorizing statutes of each partner program;

7. The signatures of the Local WDB Chair and Director, the Local Area chief elected official, and the one-stop partner; and
8. The time period during which the agreement is effective.

*Note: as stated above the MOU must be updated not less than once every three years to reflect any changes to the signatory officials or the infrastructure cost-sharing agreement. The infrastructure cost-sharing agreement portion of the MOU may be updated more frequently, such as on an annual basis as deemed appropriate by the LWDB and required partner. Specific guidance on negotiating infrastructure cost-sharing agreements is provided under policy 16-02.*

<b>MOU Development Guide</b>
<p><b>Services to be provided and the manner in which they are coordinated</b></p> <ul style="list-style-type: none"> <li>• Define the purpose, mission, values and goals of the system</li> <li>• Identify the partners included in the MOU (both required and optional).</li> <li>• Describe the system design</li> <li>• Describe the system services, that are applicable to each partner, including career services, and those identified in the Maine Unified Plan</li> <li>• Identify the system customers and describe shared customers</li> <li>• Describe the responsibilities of the partners, including joint planning and staff development/professional development</li> </ul>
<p><b>Describe the initial plan for Phase II funding of services and operating costs.</b></p> <ul style="list-style-type: none"> <li>• A commitment to sharing system operating costs</li> <li>• An assurance that costs will be based on proportionate use and agreed upon methodology</li> <li>• An assurance that a cost sharing agreement will be completed during Phase II of the MOU process (See PY16-02 for more guidance)</li> </ul>
<p><b>Describe method for referring individuals between the partners</b></p> <ul style="list-style-type: none"> <li>• Describe the one-stop system referral process</li> <li>• Describe the commitment to ensuring a high-quality, customer-centered focus</li> <li>• Identify how the one-stop system will provide direct access to partners in person and through real-time technology</li> </ul>
<p><b>Describe methods to ensure the needs of workers, youth, individuals with barriers to employment and individuals with disabilities are addressed in provision of necessary services and appropriate access, including access to technology and materials made available through the system.</b></p> <ul style="list-style-type: none"> <li>• Attach a system map that identifies the location of each comprehensive and affiliate center in the local area</li> <li>• Define individuals with barriers to employment and describe how the system will ensure access to and priority of services to individuals with barriers to employment</li> <li>• Include a commitment by the partner(s) to work together to share data and technology</li> <li>• Identify measures and internal controls to be applied to ensure system security</li> <li>• Include a commitment to comply with the confidentiality provisions of the respective statutes of the partners</li> <li>• Describe how the system will provide measures to promote nondiscrimination and equal opportunity.</li> <li>• Describe the system grievance procedures</li> <li>• Include a commitment that the partner will comply with the American’s with Disabilities Act Amendment of 2008</li> <li>• Include a commitment that the partner(s) will promote capacity building and professional development for staff in order to increase awareness and understanding of service individuals with barriers to employment and individuals with disabilities</li> </ul>
<p><b>Describe the duration of the MOU and procedures for amending it.</b></p> <ul style="list-style-type: none"> <li>• Identify the effective dates of the MOU</li> <li>• Include an assurance to review the MOU at least once every three years</li> <li>• Describe the procedure established to revise the MOU</li> <li>• Describe the procedures established to terminate the MOU</li> </ul>
<p><b>Recommended Provision:</b></p> <ul style="list-style-type: none"> <li>• Describe how the system partners will handle dispute resolution</li> </ul>

## Definitions:

**Affiliate Sites** – or affiliate one-stop centers, are sites that makes available to job seeker and employer customers one or more of the one-stop partners’ programs, services, and activities. An affiliate site does not need to provide access to every required one-stop partner program. Affiliate sites are access points in addition to the comprehensive one-stop center(s) in the local area. Affiliate sites can also be specialized centers that address specific needs of a target population or key industry sector or cluster. [20 CFR 678.310](#)

**Business Services** – Labor exchange activities and labor market information must be provided to employers through the local one-stop system. Customized services, tailored to specific employers may also be provided, including:

1. Customized screening and referral of qualified participants in training services to employers;
2. Customized services to employers, employer associations, or other such organizations on employment-related issues;
3. Customized recruitment events and related services, such as targeted job fairs;
4. Human resource consulting services, including but not limited to assistance with:
  - o Writing/Reviewing job descriptions and employee handbooks;
  - o Developing performance evaluation and personnel policies;
  - o Creating orientation sessions for new workers;
  - o Honing job interview techniques for efficiency and compliance;
  - o Analyzing employee turnover;
  - o Creating job accommodations and using assistive technologies; or
  - o Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations;
5. Customized labor market information for specific employers, sectors, or industries or clusters; and
6. Other similar customized services.

**Career Services**- Career Services consist of three types, Basic, Individualized, and Follow-Up.

1. **Basic Career Services** must be made available in the comprehensive one-stop center and must include:
  - a. Determination of eligibility for the Title I formula-funded Adult, Dislocated Worker or Youth programs;
  - b. Outreach, intake and orientation to information and services available through the one-stop system, including an opportunity for individuals to initiate an application for TANF assistance through the provision of a paper application form or Web-link;
  - c. Initial assessment of skill levels including: literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and supportive service needs;
  - d. Labor Exchange Services, including: job search and placement assistance, and when needed individual career counseling, including provision of information on:
    - In-demand industry sectors and occupations;
    - Non-traditional employment;
    - Appropriate recruitment and other business services to employers, including referrals to specialized business services other than those traditionally offered through the one-stop delivery system;
  - e. Provision of referrals to and coordination of activities with one-stop partner programs and services;
  - f. Assistance establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA;
  - g. Provision of information (in understandable formats and languages) on:
    - workforce and labor market employment statistics information for local, regional, and national labor market areas;
    - Job vacancy listings in those labor market areas;
    - Job skills necessary to obtain the vacant jobs listed;
    - Local occupations in demand and the earnings, skill requirements, and opportunities for advancement in those jobs.
    - Performance and cost information on programs offered by eligible training providers of education, training and workforce services, by program and type of provider;
    - Local area performance accountability measures;
    - The availability of supportive services or assistance and appropriate referrals to those services, such as childcare, child support, medical or child health care assistance, SNAP, EITC, and TANF and other services as appropriate;

- Filing an unemployment insurance claim;
2. **Individualized Career Services** which are to be provided based on participant need, include:
    - a. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers;
    - b. Development of an individual employment plan to identify goals, objectives and appropriate combination of services for the participant to achieve his/her employment goals;
    - c. Group counseling;
    - d. Individual counseling;
    - e. Career planning;
    - f. Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment;
    - g. Internships and Work Experiences that are linked to careers;
    - h. Workforce preparation activities;
    - i. Financial Literacy services;
    - j. Out-of-area job search and relocation assistance; and
    - k. English language acquisition and integrated education and training programs.
  3. **Follow-Up Services:** are services provided to participants for up to 12 months after they exit the program to support their success in unsubsidized employment and may include: workplace counseling and guidance. *TANF agencies must identify employment services and related supports being provided through the TANF program that may also qualify as Career Services.*

**Comprehensive One-Stop Center** – is a physical location where job seeker and employer customers can access **all** of the relevant programs, services, and activities of the required one-stop partners. At least one comprehensive one-stop center must be located in each local area. Each comprehensive center must have at least one Title I formula-program staff person physically present. The comprehensive center must provide:

- Access to all WIOA Career Services;
- Access to permissible Training Services and activities;
- Access to the Employment and Training Activities offered by the required and other one-stop partners; and
- Access to Workforce and Labor Market Information [20 CFR 678.305](#)

**Individuals with Barriers to Employment** –Individuals with barriers to employment include:

1. Displaced homemakers;
2. Low income individuals;
3. Indians, Alaskan Natives, and Native Hawaiians;
4. Individuals with disabilities;
5. Older individuals, i.e.: those age 55 or over;
6. Ex-Offenders;
7. Homeless individuals;
8. Youth who are in or have aged out of the foster care system;
9. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
10. Eligible migrant and seasonal farmworkers, defined in WIOA §167(i);
11. Individuals within 2 years of exhausting eligibility under TANF (part A of title IV of the Social Security Act);
12. Single parents, including single pregnant women;
13. Long-term unemployed individuals (unemployed 26 weeks or more); and
14. Other groups determined to have barriers to employment. [20 CFR 680.320\(b\)](#)

**Infrastructure Costs** – are nonpersonnel costs necessary for the general operation of the one-stop center, including:

- Rental of facilities;
- Utilities and Maintenance;
- Equipment (including assessment-related products and assistive technology for individuals with disabilities)
- Technology to facilitate access to the one-stop center, including technology used for the center’s planning and outreach activities
- Common identifier costs;



Paul R. LePage  
GOVERNOR

STATE WORKFORCE BOARD  
120 STATE HOUSE STATION  
AUGUSTA, MAINE 04333-0120  
www.maine.gov/swb/

Garret J. Oswald  
DIRECTOR

MAINE WORKFORCE DEVELOPMENT SYSTEM			
<b>Policy Subject</b>	<b>One-Stop Certification Criteria</b>	<b>Policy No:</b>	<b>PY16-04</b>
<b>To:</b>	<ul style="list-style-type: none"> <li>State WDB</li> <li>Local WDBs</li> <li>Chief Elected Officials</li> <li>One-Stop Partners</li> </ul>	<b>From:</b>	Garret J. Oswald, Director State Workforce Development Board
<b>Issued On:</b>	<b>September 30, 2016</b>	<b>Status</b>	<b>ACTIVE</b>
<b>Authority:</b>	<ul style="list-style-type: none"> <li>WIOA Sections 101(d)(6)(A) and 121(g)</li> <li>20 CFR 678.800 , 678.130(f)(1) and 679.370(q)</li> </ul>		

**Purpose:** To provide guidance to Local Boards, CEOs, and one-stop system partners regarding the criteria to be used to evaluate and certify one-stop centers.

**Background:**

The certification process is important to setting a minimum level of quality and consistency of services in one-stop centers across State. The certification criteria allow the State to set standard expectations for customer-focused, seamless services from a network of partners that help individuals overcome barriers to becoming and staying employed.

In order to be eligible to receive infrastructure funding, one-stop centers must be assessed and certified by the local board at least once every three years using criteria established under WIOA Section 121(g) and identified by the State Workforce Development Board (SWDB) in consultation with the chief elected officials (CEOs) and local boards, as outlined in this policy.

The SWDB, in consultation with CEOs and local boards, will review the one-stop certification criteria at least once every two years and will update it as necessary to assure continuous improvement of the system.

The SWDB will ensure that one-stop certification criteria is in alignment with the State Unified Plan and that any revisions to the certification criteria will be formalized in a policy issuance and included as a modification to the State Unified Plan.

**When a Local Board acts as a One-Stop Operator:**

When the local board also acts as the one-stop operator the SWDB will be the entity that evaluates and certifies the one-stops in that local area.

**WIOA Mandated Criteria:**

The criteria identified in this guidance will be used to evaluate one-stop centers for effectiveness, customer satisfaction, physical and programmatic accessibility, alignment and integration of resources for the purpose of continuous improvement.



**Evaluation Criteria** must include assessment of how well the One-Stop Center:

- Integrates available services for participants and businesses in a way that is tied to locally negotiated performance goals;
- Meets the workforce development needs of participants through provision of services and leverage of resources;
- Meets the employment needs of local employers;
- Operates in a cost-efficient manner;
- Coordinates services among and between one-stop programs in a way that is seamless to the customer and eliminates duplication of services;
- Provides access to partner program services to the maximum extent possible; including providing services outside of regular business hours where and when there is a workforce need identified by the local board.
- Ensures equal opportunity for all individuals, including individuals with barriers to employment, to participate in or benefit from one-stop center services;
- Takes action to comply with disability-related regulations implementing WIOA Section 188, set forth in 29 CFR 38, including:
  - Making reasonable accommodations for individuals with disabilities;
  - Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against individuals with disabilities;
  - Administering programs in the most integrated setting appropriate;
  - Communicating with persons with disabilities as effectively as with others;
  - Providing appropriate auxiliary aids and services, including assistive technology devices and services to afford individuals with disabilities equal opportunity to participate in, and enjoy the benefits of, program activities; and
  - Providing for the physical and programmatic accessibility of the one-stop center to individuals with disabilities.
- Achieves or exceeds State negotiated levels of performance and other performance measures established by the local board for the local area;
- Has a process for identifying and responding to technical assistance needs of staff and partners;
- Has a system of ensuring professional staff have the requisite abilities, knowledge and skills required to administer services, including a system for provision of continuing professional development activities on behalf of professional staff, as necessary;
- Has a system in place to capture and respond to customer feedback and to ensure customer-centric service delivery and customer satisfaction (workers, seekers and employers); and
- Has a system in place to assess itself in regard to these requirements and to implement continuous improvements.

**State Criteria** per the State Workforce Development Board, local boards must also evaluate one-stop centers on the effectiveness of outreach strategies and efforts, including:

- Outreach to employers to provide information about the types of services, information and sector initiatives offered by and through the system;

- Outreach to individuals who cannot easily access the services at the physical one-stop centers, including:
  - Individuals in remote areas;
  - Individuals with disabilities;
  - Individuals with limited English proficiency or literacy; and
  - Individuals who are currently incarcerated and preparing for release.

**Procedures and Methods of Evaluation** Local Boards may adopt locally identified methods of assessment which may include:

- Assessment through a recognized certification mechanism, like the Malcolm Baldrige Award, that incorporates the above criteria;
- Assessment using a specific evaluation tool designed to review and evaluate the above criteria; or
- Assessment using a combination of both of the above or other method as determined by the local board.

**Local Board Requirements and Deadlines:**

- A draft of the local area process and evaluation instruments to be used must be submitted to the Bureau of Employment Services, on or before September 29, 2017.
- Local boards must ensure local one-stop system service providers and partners have been made aware of the process and evaluation instruments that will be used to evaluate and certify one-stops, by or before January 26, 2018.
- All local area one-stops must be evaluated and certified by or before September 30, 2019 and must be evaluated at least once every three years thereafter.
- Documentation of certification of each one-stop must be provided to the Bureau of Employment Services on or before September 29, 2017.

**Local Area Criteria** Local boards may identify criteria in addition to that identified in this guidance. They must inform local system partners of the additional criteria via dissemination of formal policy or guidance and must include the additional criteria as part of the local /regional plan.

In addition, local areas that have identified additional criteria must formally review its criteria at least once every two years.

**One-Stop Criteria Review:**

The State Workforce Development Board will review the criteria identified in this guidance by September 30, 2018 and every two years thereafter.

**Contact:**

Garret J. Oswald, SWB Director  
120 State House Station  
Augusta, Maine 04333-0120  
[Garret.J.Oswald@maine.gov](mailto:Garret.J.Oswald@maine.gov)  
207-621-5087

**Subpart B—One-Stop Partners and the Responsibilities of Partners**  
**20 CFR § 678.400 Who are the required One-Stop Partners?**

- A. Section 121(b)(1)(B) of WIOA identifies the entities that are required partners in the local one-stop delivery systems.
- B. The required partners are the entities responsible for administering the following programs and activities in the local area:
  1. Programs authorized under title I of WIOA, including:
    - i. Adults;
    - ii. Dislocated workers;
    - iii. Youth;
    - iv. Job Corps;
    - v. YouthBuild;
    - vi. Native American programs; and
    - vii. Migrant and seasonal farmworker programs;
  2. The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 *et seq.*), as amended by WIOA title III;
  3. The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA;
  4. The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 *et seq.*), as amended by WIOA title IV;
  5. The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 *et seq.*);
  6. Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 *et seq.*);
  7. Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 *et seq.*);
  8. Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.;
  9. Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 *et seq.*);
  10. Employment and training activities carried out by the Department of Housing and Urban Development;
  11. Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
  12. Programs authorized under sec. 212 of the Second Chance Act of 2007(42 U.S.C. 17532); and
  13. Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 *et seq.*), unless exempted by the Governor under § 678.405(b).