

Thomas P. Miller and Associates

Serving as Independent Procurement Entity For:

**East Tennessee Local Workforce Development Area**

*Serving the counties of:*

*Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen,  
Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, and  
Union*

**REQUEST FOR PROPOSAL FOR Design, Delivery, and  
Evaluation of Workforce Development Services and  
Activities Including but not Limited to the  
WORKFORCE INNOVATION & OPPORTUNITY ACT:  
American Job Center – One-Stop Operator**

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Release Date: January 4, 2022

Proposals Due: February 14, 2022

Contract Period: June 1, 2022 – June 30, 2023\*

\*With 3, one-year extensions based on performance

This project is funded under an agreement with the State of Tennessee – Tennessee Department of Labor and Workforce Development. EOE. Auxiliary aids & services are available upon request to individuals with disabilities. TDD# 731-286-8383

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## **Section I: Program Description & Background**

### **1.1 The Workforce Innovation and Opportunity Act**

The Workforce Innovation and Opportunity Act (WIOA) is a federally funded program through the U.S. Department of Labor and the State of Tennessee Department of Labor and Workforce Development (TDLWD). WIOA is a primary source of federal funds for workforce development activities throughout the nation; however, the legislation requires multiple partners to contribute to infrastructure operations and services through an Infrastructure Funding Agreement (IFA). The core programs in Tennessee are Title I - Adult, Dislocated Worker and Youth; Title II - Adult Education and Literacy Activities; Title III Wagner-Peyser Act; Title IV of the Rehabilitation Act of 1973; and Temporary Assistance for Needy Families (TANF). In addition to core programs, the following are required programs that are available in the local area: Title V Older Americans Act/Senior Community Service Employment; Career & Technical Education Programs (Carl D. Perkins Act); Trade Adjustment Assistance; Veterans Employment Services – Jobs for Veterans State Grant; Community Services Block Grant; Unemployment Insurance; and Migrant & Seasonal Farmworker Program.

WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers—job seekers and businesses through a One-Stop system branded as the American Job Center (AJC) system. The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the area. One of the main purposes is to assist individuals with barriers to employment in increasing their access to employment, education, training, and support so they may succeed in the labor market.

### **1.2 East Tennessee Local Workforce Development Board**

The East Local Workforce Development Board (ETLWDB) is comprised of members from across 16 counties in the East Region including Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier and Union. Board members are appointed by local county mayors and confirmed by the Governor. The local board, in partnership with local elected officials, plan and oversee the local workforce system. Local plans are updated periodically and submitted for the Governor’s approval.

The ETLWDB is responsible for oversight, which is essential to be effective stewards of the system and the tax dollars it manages. Additionally, ETLWDB:

- Regularly evaluates internal budgets and contractors’ expenditures and progress toward meeting performance goals
- Designates a “One-Stop” operator who manages and coordinates service delivery at the American Job Centers
- Directs American Job Center staff to develop procedures to meet performance goals
- Evaluates staff performance
- Identifies providers of training services
- Monitors system performance against established performance measures
- Negotiates local performance measures with the state board and the Governor
- Helps develop the labor market information system

- Leverages public and private resources to meet business needs and promote economic growth

### **1.3 Thomas P. Miller & Associates, LLC**

Thomas P. Miller & Associates, LLC (TPMA) has been contracted by the ETLWDB to lead the procurement process for selecting a One-Stop Operator. TPMA is a full-service consulting firm based in Indianapolis, Indiana with over 30 years of experience in workforce development activities, including helping workforce boards in strategic planning exercises. Through analysis, alignment, and action, TPMA applies our mission statement of empowering organizations and communities through strategic partnerships and informed solutions that create positive, sustainable change to every project assigned. For more information of TPMA's experience and expertise, please visit us at <http://www.tpma-inc.com>.

As the contracted entity to lead this procurement process, TPMA serves as a separate and independent outside entity to conduct the procurement for the One-Stop Operator. TPMA will review all submitted proposals and evaluate them on a scale coordinated and agreed upon by the ETLWDB, with guidance from the Tennessee Department of Labor and Workforce Development. Based on its evaluation, TPMA will submit its selection, along with a description of the selection process and scoring justification, to the ETLWDB for approval. As needed, ETLWDB will convene a sub-committee of the full board to review finalist bids, conduct interviews of finalist(s), approve final provider, and begin contract negotiations.

### **1.4 RFP Components for One-Stop Operator**

#### **Coordinating Services**

In serving as a One-Stop Operator (OSO), the entity must refrain from establishing practices that create disincentives to provide services to individuals with barriers to employment; these participants may require long-term services such as intensive employment, training, and education services. Practices will not be developed that fail to provide access and opportunity for eligible participants to receive (and gain the benefit of) WIOA services (WIOA Section 121[d][4][B]). For example, the OSO must ensure that training is not a requirement for WIOA enrollment; the OSO and Local Board will avoid policies that require participants to carry the burden of tuition expenses through a reimbursement process.

One-Stop Operator will follow all WIOA policies developed by the East Tennessee Local Workforce Development Board and the State of Tennessee Workforce Services Division regarding the administration of the WIOA Program.

#### **Performance**

The OSO agrees to collect performance information from providers of on-the-job training, customized training, incumbent worker training, internships, paid or unpaid work experience opportunities, and transition employment as may be required. This performance should quantify post-secondary credential attainment achieved by participants, rate of employment after a participant exits from a training program, and earnings after a participant exits from a training program. This information will be used to determine whether the providers meet such performance criteria as the Governor may require (WIOA Section 122[h][2]). Please see Attachment A regarding performance. Such information will be disseminated identifying providers that meet the criteria as eligible providers of training services. The OSO will be responsible for the collection and tabulation of all metrics designated by the State of Tennessee Workforce Services Division including/future Key Performance Indicators (KPIs) and federal performance targets.

## Delivery of Services

The proposal should contain a statement that the OSO agrees to and will abide by carrying out all assigned duties as related to the delivery of services within the One-Stop system (WIOA Section 134[c][2][C]), including any specialized funding opportunities. If the East Tennessee Local Workforce Development Board receives specialized funding opportunities, the OSO will work with the ETLWDB to execute these services at the direction of the East Tennessee Local Workforce Development Board. If the United States Department of Labor (USDOL) or TDLWD allocates additional or specialized funds to the East Tennessee Local Workforce Development Board, the Board will direct the OSO to leverage the additional funds to maximize service delivery within the ETLWDA.

## Reporting

The OSO is required to provide quarterly reports to the East Tennessee Local Workforce Development Board and Board staff to inform both entities of trends concerning the operation of the One-Stop System. Reports will inform the Board and staff of strengths and weaknesses of service delivery within the Local Area, specifically as they pertain to the primary indicators of performance issued by the USDOL and TDLWD. These measures are in place to ensure the East Tennessee Local Workforce Development Board meets the negotiated targets established by the USDOL and TDLWD. Criteria used to demonstrate performance includes, but is not limited to, post-secondary credential attainment achieved by participants, rate of employment after participant exits from a training program, and earnings after a participant exits from a training program. Bidder should submit a plan of how these targets will be met.

**Note:** The ETLWDB is seeking an entity to become the One-Stop Operator for the ETLWDA. Interested bidders may bid on one or all the Requests for Proposals in this bid cycle, however contracts will be awarded to different entities per the State’s requirements. The Board may negotiate with providers to determine which role the provider will excel in the most. Per TN Department of Labor June 2020 Workforce Services Policy – One-Stop Operator & Service Provider Procurement:

*“...the State strengthens federal guidance 20 CFR 678.625 – which requires that the OSO and CSP be different entities. This requirement creates a natural firewall between the OSO and CSP to ensure compliance with roles and duties. In addition, the LWDB is expected to procure multiple service providers to ensure proper coverage of effective youth, adult, and dislocated worker services.”*

## 1.5 Eligible Applicants

Eligible applicants include an entity (public, private, or nonprofit), or a consortium of entities (including a consortium of entities that, at a minimum includes three (3) or more of the one-stop partners), of a demonstrated effectiveness located in the local area. Entities may include:

- An institution of higher education
- An employment service State agency
- A community-based, non-profit organization or workforce intermediary
- A private-for-profit entity
- A government agency
- Other interested organizations or entities, which may include a local chamber of commerce or other business organization, or a labor organization

**Note:** Elementary schools and Secondary schools **are not eligible** to apply, but nontraditional public secondary schools such as night schools, adult schools, or area career and technical education schools are eligible. All applicants must disclose any potential conflicts of interest arising from their relationships with training or other service providers. In addition, all applicants must ensure that they do not and will not establish practices that create disincentives to providing services to individuals with barriers to employment that may require longer-term services, such as intensive employment, training, and education services.

All applicants must comply with Federal regulations and procurement policies relating to the calculation and use of profits.

The applicant must be able to demonstrate previous experience, the capacity, and the commitment to develop and implement a comprehensive one-stop delivery system in the East Tennessee Local Workforce Development Area.

Further, the ETLWDB will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. 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 must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible.

### 1.6 Project Timeline & Funding

The table below provides a timeline of activities for this procurement. In the event dates are changed, TPMA will provide notice through the procurement portal: <https://www.tpma-inc.com/procurement-east-tennessee-human-resources-agency/>

Activity	Date
RFP Release	January 4, 2022
Deadline for Bidder Questions	January 18, 2022
Response to Bidder Questions Posted	January 31, 2022
Proposal Deadline (email only)	February 14, 2022
TPMA Recommendation to ETLWDA	March 7, 2022
Notification to Bidders	April 4, 2022
Contract Begin Date	July 1, 2022

For planning purposes, the contract amount for the next 12 months shall not exceed \$300,000.00. ETLWDB is seeking bids with a budget below this amount that capitalizes on cost effectiveness and efficiencies. The amount is subject to change based on availability of funding from the State of Tennessee.

The ETLWDB will notify contract award to the successful respondent(s) effective no later than 04/23/2022.

### 1.7 Contractual Stipulations

- Subject to performance and fund availability, the selected contractor may be eligible for up to three (3), 1-year extensions with budget subject to ETLWDB approval.

- Specific budget line items require a detailed explanation.
- All funding of this RFP is contingent upon the ETLWDB and/or partner agreements, as reflected in the Infrastructure Funding Agreement (IFA), having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the ETLWDB.
- For the awarded contract, the submitted proposal, with any negotiations, will become part of the official contract file. Any commitments made in the proposal will be part of the contract and will be binding on the contractor.
- The contract will be awarded as a line-item cost reimbursement. Costs are incurred and claims for reimbursement must be submitted. No expenses are reimbursable until a contract or letter of authorization has been issued to incur cost as of a specific date.
- The issuance of this solicitation in no way commits the ETLWDB to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process.
- The ETLWDB may elect to reject all proposals if scope of work is not adequately addressed, fund request is not appropriate for scope of services, or for other reasons deemed appropriate by the ETLWDB.

### 1.8 American Job Center Locations

The American Job Centers are “one-stop” access points for services available the workforce system. Job seekers can utilize resource rooms with computers, copiers, fax machines, telephones, and job search materials, as well as attend workshops, and receive one-to-one job search assistance, career counseling, and access training funds to improve skills.

The eleven (11) American Job Centers in the ETLWDA include four (4) comprehensive and seven (7) affiliate sites. Additionally there are two (2) specialized centers.

#### American Job Center Locations for the ETLWDA:

##### American Job Center –Affiliate

###### Anderson County

Average Monthly Traffic: 200

Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Title I Career Services contractor

##### American Job Center –Comprehensive

###### Blount County

Average Monthly Traffic: 814

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Title I Career Services contractor
Title II Adult Education	TDLWD
Title III Wagner Peyser	TDLWD
Title IV Vocational Rehabilitation	TDHS—Vocational Rehabilitation
RESEA	TDLWD
SNAP	TDLWD

<b>Veterans Services</b>	<b>TDLWD</b>
<b>Shared Welcome Function</b>	<b>One-Stop Operator</b>
<b>SCSEP</b>	<b>Contractor—TN College Applied Technology Jacksboro</b>
<b>TRIO</b>	<b>Contractor—University of Tennessee</b>
<b>Functional Alignment Shared Welcome</b>	<b>OSO contractor and partners</b>

**American Job Center –Affiliate  
Campbell County  
Average Monthly Traffic: 1,011**

<b>Function/Partner</b>	<b>Service Provider</b>
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Contractor (component #2)</b>
<b>Title II</b>	<b>TDLWD</b>
<b>Title III</b>	<b>TDLWD</b>
<b>Title IV</b>	<b>TDHS—Vocational Rehabilitation</b>
<b>RESEA</b>	<b>Title I Contractor (component #2)</b>
<b>TANF</b>	<b>Contractor--ETSU</b>
<b>SCSEP</b>	<b>Title I Career Services Provider</b>
<b>Veterans Services</b>	<b>TDLWD</b>
<b>Shared Welcome Function</b>	<b>One-Stop Operator</b>
<b>Chamber of Commerce</b>	<b>Campbell County Chamber of Commerce</b>

**American Job Center –Affiliate  
Claiborne County  
Average Monthly Traffic: 68**

<b>Function/Partner</b>	<b>Service Provider</b>
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services contractor</b>
<b>RESEA</b>	<b>TDLWD</b>
<b>Functional Alignment Shared Welcome</b>	<b>OSO contractor and partners</b>

**American Job Center –  
Comprehensive  
Hamblen County  
Morristown  
Average Monthly Traffic: 741**

<b>Function/Partner</b>	<b>Service Provider</b>
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services contractor</b>
<b>Title II Adult Education</b>	<b>TDLWD</b>
<b>Title III Wagner-Peyser</b>	<b>TDLWD</b>
<b>Title IV Vocational Rehabilitation</b>	<b>TDHS-VR</b>
<b>RESEA</b>	<b>TDLWD</b>
<b>SNAP</b>	<b>TDLWD</b>
<b>Veterans</b>	<b>TDLWD</b>
<b>Functional Alignment Shared Welcome</b>	<b>OSO contractor and partners</b>

**American Job Center –  
Comprehensive  
Knox County**

**Average Monthly Traffic: 2,125**

Function/Partner	Service Provider
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services contractor</b>
<b>Title II Adult Education</b>	<b>TDLWD</b>
<b>Title III Wagner Peyser</b>	<b>TDLWD</b>
<b>Title IV Vocational Rehabilitation</b>	<b>TDHS-VR</b>
<b>RESEA</b>	<b>TDLWD</b>
<b>SNAP</b>	<b>TDLWD</b>
<b>Veterans</b>	<b>TDLWD</b>
<b>Functional Alignment Shared Welcome</b>	<b>OSO contractor and partners</b>
<b>Job Corps</b>	<b>Muhlenberg Job Corps</b>
<b>Educational Opportunity Center</b>	<b>University of Tennessee</b>
<b>Ticket to Work</b>	<b>Knoxville-Knox County Community Action Committee</b>
<b>TN Child Support Enforcement Program</b>	<b>University of Tennessee</b>
<b>KAUL Computer Training</b>	<b>Knoxville Area Urban League</b>

**American Job Center – Affiliate  
Loudon County**

**Average Monthly Traffic: 223**

Function/Partner	Service Provider
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services contractor</b>
<b>Title II</b>	<b>TDLWD</b>
<b>Title IV</b>	<b>TDHS—Vocational Rehabilitation</b>
<b>Veterans Services</b>	<b>Local organization</b>

**American Job Center – Affiliate  
Morgan County**

**Average Monthly Traffic: 77**

Function/Partner	Service Provider
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services Provider</b>
<b>Title II</b>	<b>TDLWD</b>
<b>Veterans Services</b>	<b>TDLWD</b>
<b>SCSEP</b>	<b>Title I Career Services Provider</b>

**American Job Center – Affiliate  
Roane County**

**Average Monthly Traffic: 380**

Function/Partner	Service Provider
<b>Title I Adult, Dislocated Worker, Youth</b>	<b>Title I Career Services Provider</b>
<b>Title II</b>	<b>TDLWD</b>
<b>RESEA</b>	<b>Title I Career Services Provider</b>

SNAP	Title I Career Services Provider
Veterans	TDLWD
Regional Transportation	East Tennessee Human Resource Agency

American Job Center – Office  
 Scott County  
 Average Monthly Traffic: 259

Function/Partner	Service Provider
Title I	Title I Career Services Provider
Title II	TDLWD
Title IV	TDHS—Vocational Rehabilitation

American Job Center –  
 Comprehensive  
 Sevier County  
 Average Monthly Traffic: 905

Function/Partner	Service Provider
Title I Adult, Dislocated Worker, Youth	Title I Career Services contractor
Title II Adult Education	TDLWD
Title III Wagner Peyser	TDLWD
RESEA	TDLWD
SNAP	TDLWD
Functional Alignment Shared Welcome	OSO contractor and partners

### 1.9 Participant Data & Performance Outcomes

Respondents should propose staffing levels based on historical service levels.

#### Historical Service Levels

TABLE 1:

TOTAL TITLE I CUSTOMERS SERVED BY PROGRAM YEAR

GROUP	PY 18-19	PY 19-20	PY 20-21	AVERAGE
YOUTH	887	863	747	832
DISLOCATED WORKER	530	381	372	427
ADULT	1697	1450	1370	1505

TABLE 2:

NUMBER OF TITLE I CUSTOMERS EXITED BY PROGRAM YEAR

GROUP	PY 18-19	PY 19-20	PY 20-21	AVERAGE
YOUTH	496	471	270	412
DISLOCATED WORKER	553	136	252	313
ADULT	663	717	659	679

**TABLE 3:**

**NUMBER OF TITLE I ACTIVE CLIENTS CARRIED INTO NEXT YEAR (JULY 1 OF EACH PROGRAM YEAR)**

<b>GROUP</b>	<b>PY 18-19</b>	<b>PY 19-20</b>	<b>PY 20-21</b>	<b>AVERAGE</b>
<b>YOUTH</b>	<b>566</b>	<b>700</b>	<b>451</b>	<b>572</b>
<b>DISLOCATED WORKER</b>	<b>310</b>	<b>482</b>	<b>385</b>	<b>392</b>
<b>ADULT</b>	<b>1123</b>	<b>1406</b>	<b>883</b>	<b>1137</b>

**Federal and State Performance Measures**

The Respondent to this RFP will be responsible to meet Performance as part of their contract goals based on negotiated rates with the State. PY 2021-2022 Q1 data are included below for your information. The Board has not, as of this writing, entered into negotiations with the Tennessee Department of Labor and Workforce Development to negotiate PY 2022-2023 targets. The Board reserves the right to negotiate future performance levels, performance outcomes, as well as cost per participant based upon state guidance direction and availability of funding.

**ETLWDA Federal Negotiated Performance Metrics for Youth PY 2021-2022 Quarter 1**

<b>Metric</b>	<b>Percentage Attainment</b>	<b>% to Goal</b>
<b>Employment Rate 2<sup>nd</sup> Quarter After Exit</b>	<b>79.8%</b>	<b>104%</b>
<b>Employment Rate 4<sup>th</sup> Quarter After Exit</b>	<b>81.8%</b>	<b>108%</b>
<b>Median Earnings 2<sup>nd</sup> Quarter After Exit</b>	<b>\$4,812.00</b>	<b>142%</b>
<b>Credential Attainment Within 4 Quarters After Exit</b>	<b>71.3%</b>	<b>102%</b>
<b>Measurable Skills Gains</b>	<b>66%</b>	<b>140%</b>

**ETLWDA Federal Negotiated Performance Metrics for Adults PY 2021-2022 Quarter 1**

<b>Metric</b>	<b>Percentage Attainment</b>	<b>% to Goal</b>
<b>Employment Rate 2<sup>nd</sup> Quarter After Exit</b>	<b>82.5%</b>	<b>104%</b>
<b>Employment Rate 4<sup>th</sup> Quarter After Exit</b>	<b>83.5%</b>	<b>103%</b>
<b>Median Earnings 2<sup>nd</sup> Quarter After Exit</b>	<b>\$6,650.00</b>	<b>110%</b>
<b>Credential Attainment Within 4 Quarters After Exit</b>	<b>59%</b>	<b>128%</b>
<b>Measurable Skills Gains</b>	<b>69.4%</b>	<b>131%</b>

**ETLWDA Federal Negotiated Performance Metrics for DSLWK PY 2021-2022 Quarter 1**

<b>Metric</b>	<b>Percentage Attainment</b>	<b>% to Goal</b>
<b>Employment Rate 2<sup>nd</sup> Quarter After Exit</b>	<b>81.8%</b>	<b>99%</b>
<b>Employment Rate 4<sup>th</sup> Quarter After Exit</b>	<b>81.9%</b>	<b>100%</b>
<b>Median Earnings 2<sup>nd</sup> Quarter After Exit</b>	<b>\$7,484.00</b>	<b>97%</b>
<b>Credential Attainment Within 4 Quarters After Exit</b>	<b>77%</b>	<b>114%</b>
<b>Measurable Skills Gains</b>	<b>68.4%</b>	<b>133%</b>

Enacted as hard targets by the Tennessee State Workforce Board (SWB) June 18, 2021, Tennessee’s key performance indicators demand streamlined service delivery and quality collaboration among all workforce partners. Each year, the SWB approves the latest set of KPI metrics, and each quarter, it reviews KPI metrics in order to foster sustained excellence, improved outcomes, and the promotion of workforce services to the greatest number of individuals with significant barriers to employment. Bidders should visit <https://www.tn.gov/workforce/search-results.html?q=key+performance+indicators> for an unabridged copy of Tennessee’s Workforce Services Policy—Key Performance Indicators.

## Section 2: Scope of Work

### 2.1 One-Stop Operator

#### Organizational Experience & Capacity (15 points)

1. Describe your organization’s mission, goals, activities, accomplishments, and expertise. Identify the number of years that your organization has been in business under the present name, as well as related prior business names.
2. Describe the organization’s experience and success in delivering services in similar programs and/or to similar populations.
  - a. Provide detailed information regarding your organization’s experience contracting with federally funded agencies for the same or similar services.
  - b. Include current and past contracts that were in effect within the last five (5) years. Specify whether such contracts are currently in effect, were successfully completed, or were terminated prior to completion.
  - c. Provide detailed information regarding your organization experience in One Stop certification.
3. Describe the organization’s staffing plan and include an organizational chart.
  - a. For positions already filled, attach a current resume of the staff person serving in such capacity. Indicate the percentage amount of the position’s total work time to be devoted to this program.
  - b. How do you plan to provide professional development opportunities for staff?
4. Describe the facility or facilities where the program is to be principally operated.
5. Provide a plan of implementation, including onboarding of staff, coordination with WIOA Title I provider(s) and core and required AJC partners, adoption of local workforce policies, and relationship with the ETLWB and its administrative entity and fiscal agent.
6. Describe your fiscal/accounting, monitoring, payroll information gathering, and reporting systems and your experience with managing federal/state grant funds. Include an explanation of any audit findings in the past two years.
7. Describe your organization’s back office capabilities that you will leverage to reduce administrative costs to the WIOA budget.
8. List your approved indirect cost rate.
9. List the hours of AJC operation. Generally accepted hours of operation in the ETLWDA are Monday through Friday, 8:00 AM to 4:30 PM and closed on all State holidays. Affirm in your bid the acceptance of this schedule of operation.

## Performance & Accountability (15 points)

1. Describe your strategy to meet or exceed the LWDA's performance goals for this RFP. How will your organization manage measurement, achievement, and documentation of performance standards and understanding of WIOA target populations? Discuss outreach methods to 1) reach and enroll target populations and 2) promote AJC Services. Be specific as to the actual outcomes.
2. Explain and justify the service models that will be used to serve traditionally underserved participants and employers to assure access to the AJC.
3. Include a description for meaningful access and adaptation for customers with disabilities.
4. What is your agency's approach to management of information systems, connectivity, and confidentiality? Attach, or include, a privacy policy.  
**Note:** The State of Tennessee and its LWDA's all use the Virtual One-Stop (VOS) system. Discuss in depth any specific experience with VOS/Jobs4TN. List the job titles and job descriptions of positions you plan to fill with employees dedicated to management of information systems.
5. Describe how your agency will work with the ETLWB to identify technology and occupancy needs to assure customers have a professional, efficient and effective environment.
6. Include location and scope of any access locations, specialized centers, and/or other venues to provide services, other than those provided by the ETLWB.
7. Describe how you will assure that services are accessible to all jobseekers and employers, including areas with high poverty and transportation barriers in rural communities.
8. Describe your plan to provide staffing, training, and the optimum customer flow process in the AJCs as it relates to the Welcome Function. Provide any differences when using "shared" hired staff versus assigned partner staff.
9. Describe how Welcome Function staff will provide registration and orientation to WIOA services, including any planned adaptations for targeted populations.
10. Describe how the Welcome Function staff will provide an initial assessment and referral to appropriate services.
11. Provide an overview of knowledge and abilities Welcome Function staff will possess (or will be trained for) to provide assistance in the AJC Resource Room.
12. Describe any differentiated staffing models for the Welcome Staff that may be employed to offset costs.

## Partnerships & Community Engagement (15 points)

1. Describe existing relationships that the organization may have with area employers, community-based organizations, and agencies and how those relationships will benefit individuals in the program.
2. Describe how you will coordinate services to assure that all partner staff are knowledgeable, trained, and motivated to dress and act professionally with the confidence to address both employers and job seeking customers. **Note:** Potential One-Stop Operator needs to be aware of any implications or special arrangements. Describe how they will organize to meet the

requirement of 20 CFR 678.630, which states: “Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the One-Stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided.”

3. Describe the full menu of services for job seekers. Provide how the organization will carry out the vision of the ETLWB concerning how the AJC will be structured and staffed to respond efficiently and effectively to job seekers and employers.

### **Program Service Delivery Model (20 points)**

1. Describe the full menu of services for area employers. Provide how the organization will carry out the vision of the ETLWB concerning how the AJCs will be structured and staffed to respond efficiently and effectively to area employers. Include a description of the proposed employer customer flow.
2. Describe your vision of how the One Stop Operator will interact with the ETLWDA business Services Teams.
3. Describe how your organization will lead One-Stop partners with 1) integrating a menu of services for job-seeking customers and employers, 2) implementing agreements among the partners such as Memoranda of Understanding and resource sharing and 3) maintaining communications with all One-Stop Partners and co-located staff.
4. Describe how you will work with the ELWDB, and executive staff relative to policy and market intersections. Describe how you will work with the administrative entity and fiscal agent, as well as all monitors and auditors from independent, state, or federal agencies.
5. Describe how you will help ensure an efficient use of the WIOA funds while maximizing services provided for jobseekers.
6. Services for Jobseekers
  - a. Describe the problems faced by AJC customers and identify target populations with barriers to employment, explaining the challenges and barriers they will have to overcome to succeed.
  - b. What are your plans regarding outreach and marketing to promote AJC services to target populations?
  - c. How will best practices with both jobseekers be incorporated in the design and delivery of services?
  - d. Describe any experience your organization has with developing and implementing customer satisfaction instruments, such as web-based services used to track and report actual outcomes.
  - e. Describe the service delivery methods to be implemented in the AJC(s) to ensure that the planning region’s goals, regarding placement and credentials, are met or exceeded.
  - f. Describe workshops you plan to offer and the best practices, or other information, utilized in their design. Include how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.
  - g. Describe how you will assure services offered by the resource room are customer focused.

## 7. Services for Employers

- a. Describe how your agency plans to integrate/or coordinate various business engagement strategies and programs. How will these be managed to avoid duplication and the risk of multiple partners calling on the same employer(s)?
- b. What is your organization's experience working with LWDBs, partners, and/or service providers to develop strategic approaches to support regional economic development and employer's with high staffing needs in high demand occupations?
- c. Describe your vision for workforce development service delivery to area employers and how workforce needs can be utilized to strengthen existing systems? Detail how you will promote and sustain business engagement. Address the methods used to explain and communicate these successes with the ETLWDB, as well as to the general public.
- d. Provide a proposed customer flow chart and explain how your agency plans to carry out the vision of ETLWDB regarding AJ C structuring and staffing.
- e. How will continuous improvement of employer services be conducted and provided, to include increased customer satisfaction?

8. Describe your strategy for the delivery of services in the region regarding employment goals.

## **Technology, Data, & Reporting (10 points)**

1. Describe your organization's experience in tracking and reporting discrete participant activities while at the same time ensuring full compliance with Personal identifiable information (PII).
2. Describe how a resource room will be designed/staffed so that it is customer focused. Include a list of all available technology, computer labs, and web-based (Wi-Fi) access quality throughout the facility.
3. Describe how you will engage and meet with employers to identify and improve employer resources in the AJC. Include previous experience of continuous improvement of employer services in a One-Stop setting and how your organization will measure.
4. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of core program (i.e. WIOA Titles I, II, III, and IV, TANF, SNAP, and RESEA) customers to be served, including their respective employment and earnings rates after exit. Include any performance outcomes you have achieved in these areas.
5. Describe how you will gather and analyze information on sustainability to support ongoing and emerging needs of regional employers.
6. Describe your understanding of co-enrollment of clients among AJC partner programs and how you will assure that individuals enrolled are receiving all available and appropriate services. How would you implement a similar system under this RFP?
7. Describe your experience monitoring partners/providers to assure compliance with WIOA, regulations and state and local policies. How would you implement a similar system under this RFP?
8. Describe formats and content of any proposed detail and summary reports that will be submitted to the ETLWB, The Fiscal Agent, and ETLWDA stakeholders.

## Financial & Fiscal Capabilities & Budget (20 points)

1. The State of Tennessee requires all fiscal data be entered into the Virtual One-Stop (VOS) system. The OSO will be responsible for verifying that partner/service provider voucher entries are assigned to the correct grant and approved for payment entry. Describe any experience with the fiscal component of VOS or similar systems and how you will manage this task to assure data is entered and reported accurately and timely.
2. Describe experience your organization has in managing Federal funds and the experience of currently employed fiscal staff have in administering such programs.
3. Describe how your organization ensures compliance with Federal financial management standards.
  - a. How will financial information be made available for monitoring and auditing purposes?
4. The amount requested through this Request for Proposals must not exceed \$300,000.00 for the contract year and must be submitted by completing the Budget Form (Attachment C).
5. The Budget Narrative must be typed and placed in the proposal following the Budget Form (Attachment C). The amount requested should at no point in time exceed the amount of the contract.
  - a. The Budget Narrative should detail your organization’s staffing plan for the proposed services including the following details:
    - i. Monthly costs associated with coordinate system partners – please list 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, admin support, marketing, etc.)
    - ii. Monthly AJC (physical) site coordinate costs – please list 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, admin support, marketing, etc.)
    - iii. Provide your latest audit report.

## Section 3: Submission & Evaluation

### 3.1 Bidders Questions

All questions that interested parties may have can be directed to the third-party procurement agent, TPMA, at [procurement@tpma-inc.com](mailto:procurement@tpma-inc.com). Emails should include the subject line: *East Tennessee One Stop Operator Questions*. Questions must be submitted via email between **January 4, 2022 8:00AM CST** and **January 18, 2022 5:00PM CST**. Responses to questions will be posted by **January 31, 2022 5:00PM CST** on the TPMA procurement portal website: <https://www.tpma-inc.com/procurement-east-tennessee-human-resources-agency/>, along with other relevant information, including the RFP, attachments, procurement timeline, contact information, etc.

An entity’s failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed “non-responsive” if 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. The ETLWDB reserves the right to cancel this procurement at any time, for any reason.

### 3.2 Proposal Instructions

The Scope of Work should be completed entirely, should not exceed 20 pages, and be typed in 12-point font, single-spaced, 1” margins on all sides, page numbers, and table of contents. Once completed, interested parties must submit their proposal electronically to TPMA, at: [procurement@tpma-inc.com](mailto:procurement@tpma-inc.com). The email must contain the subject line: *East Tennessee One-Stop Operator Response*. Please have your proposal organized in the following manner for each component:

- Attachment A: Cover Page
- Attachment B: Conflict of Interest Form
- Attachment C: Budget Form & Narrative
- Attachment D: Reference Form and Letters
- Two (2) Years of Audited Financial History
- Organizational Chart & Staff Resumes
- Documentation of registration for private, for-profit, or non-profit organizations (if applicable)
- Proposal (scope of work)

Bids that fail to follow this order will be risk losing points in their overall score.

### 3.3 Evaluation and Award

Proposals will be evaluated by TPMA, as the third-party procurement agent, to ensure each submission meets all criteria outlined in this RFP. The procurement team will develop and use a scoring matrix that is agreed upon by the ETLWDB to evaluate each proposal. Each section of the Scope of Work is worth the following number of points:

Section	Points
Organizational Experience & Capacity	15
Performance & Accountability	15
Partnerships & Community Engagement	15
Program Service Delivery Model	20
Technology, Data, & Reporting	10
Financial & Fiscal Capabilities & Budget	20
Attachments & Formatting	5
Oral Interviews	25
<b>TOTAL</b>	<b>125</b>

All items that are mandatory (e.g., inclusion of attachments, financials, etc.) are considered pass/fail.

### 3.4 Notice of Award

All respondents will be notified by email as to their award status. Unsuccessful respondents who wish to obtain information on the evaluation of their proposal should submit a written request to this effect to Nick Pappada, c/o East Tennessee Human Resource Agency, 9111 Cross Park Drive, Suite D-100, Knoxville, TN 37923. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

### **3.5 Appeals Process**

Any disagreements resulting from this procurement process can be addressed to the East Tennessee Local Workforce Development Board, at Nick Pappada via email: npappada@ethra.org. Appeals must be made within 14 calendar days of notification of non-award.

### **3.6 Fiscal Review**

TPMA, in coordination with the ETLWDB will also conduct a fiscal review of all qualified proposals. We will review proposal budgets, agency audits, and responses to questions related to fiscal operations. The ETLWDB reserves the right to review and request further information regarding the respondent's financial situation, if not sufficiently outlined in the submitted audit(s). The ETLWDB reserves the right to assess the risk posed by any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event that might affect an organization's ability to operate the requested program.

### **3.7 Past Program Performance**

TPMA may review a respondent's performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines may be evaluated. The review team may perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the ETLWDB may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding.

### **3.8 Accessibility and Equal Opportunity**

TPMA and the ETLWDB is committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in the ETLWDA shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act funded program or activity because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation, or belief. All entities are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This includes ensuring contract staff receive accessibility training and may involve developing accessibility plans. All respondents must ensure all written materials and communications include the statement: "Reasonable accommodations and auxiliary equipment and services are available upon request."

## Attachment A: Cover Sheet

Please complete this **mandatory** cover sheet accordingly.

Organization Name				
Address				
Phone Number				
Number of Years in Business				
FEIN #				
DUNS #				
Acknowledgement that Proposing Entity is up to date on taxes and not currently debarred or suspended.		<b>YES</b>		<b>NO</b>
Type of Organization (check all that apply)	<input type="checkbox"/>	Higher Education	<input type="checkbox"/>	Private
	<input type="checkbox"/>	Community-Based Org.	<input type="checkbox"/>	Business Organization
	<input type="checkbox"/>	Government Agency	<input type="checkbox"/>	Other (explain)
	<input type="checkbox"/>	Labor Organization		
	<input type="checkbox"/>	Non-Profit		
	<input type="checkbox"/>	Employment Service State Agency (Wagner-Peyser)		
Contact Person				
Contact Person's Email Address				
Signatory Authority Signature				

**Proposed Budget Amount:**

\$300,000.00 One-Stop Operator

## Attachment B: Conflict of Interest Form

By submitting a proposal, the authorized signatory authority of the bidding entity certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the scope of work if the ETLWDB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this proposal and delivery of services has a financial or other interest or would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. The ETLWDB reserves the right to disqualify a bidding entity should a conflict of interest be discovered during the solicitation process.

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Signatory Authority Name

Signature

Date

**Note:** *This form is a **mandatory** required document to be considered for the contract.*

## Attachment C: Budget

Please complete the **mandatory** budget form and narrative explanation below for One-Stop Operator.

Salaries	\$
Benefits	\$
Travel	\$
Operational (supplies, communication, etc.)	\$
Any Program Indirect Expenses	\$
<b>TOTAL BUDGET REQUEST (max. \$300,000.00)</b>	\$

**Budget Narrative:** Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commute to/from “official station.” Travel expenses may be claimed from the official station. Tennessee State Mileage Rate is \$.47/mile.

**All funding of this RFP is contingent upon the ETLWDB and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the ETLWDB.**

## Attachment D: References

Bidders are required to provide three letters of references who can verify their experience, along with a contact phone number or email. References should be for experience in the past 5 years.

**Reference #1 Name:** \_\_\_\_\_

Organization and Phone # or email: \_\_\_\_\_

**Reference #2 Name:** \_\_\_\_\_

Organization and Phone # or email: \_\_\_\_\_

**Reference #3 Name:** \_\_\_\_\_

Organization and Phone # or email \_\_\_\_\_

List the agency contact information for all current contracts or contracts for the past 3 years. Do not duplicate those listed as references.

## Attachment E: Role of the One-Stop Operator

Per 20 CFR 678.620, “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 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.

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 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 20 CFR 679.430 of this chapter for demonstrating internal controls and preventing conflict of interest.”

In accordance with the Tennessee Department of Labor & Workforce Development’s Workforce Services Policy – One-Stop System Design Policy, the One-Stop Operator, at a minimum, must coordinate service delivery of required AJC partners.<sup>1</sup> The following items are the other required duties of the One-Stop Operator:

1. Manage Daily AJC Operations
2. Ensure Coordination of Partner Programs within the AJC system
3. Evaluate the Customer Experience
4. Evaluate Negotiated Performance Measures
5. Perform the Role as Functional Leader

In addition to the requirements outlined by the Tennessee Department of Labor and Workforce Development, the ETLWDB has cited the following roles and responsibilities of its One-Stop Operator:

- Oversee management of the AJCs and service delivery and monitor program performance of all partners. The OSO will manage AJC hours of operation in accordance with TDLWD guidance and schedule appropriate coverage to provide for customer needs during regular, holiday and/or extended hours, as needed. Flex hours will be available when necessary to accommodate individuals who are unable to access facilities during regular business hours. OSO will ensure that all services are being provided in a manner consistent with any local, regional, or state plans created and/or certified by the ETLWDB and oversees One-Stop property including buildings and equipment, reporting maintenance or other issues as appropriate, facilitate appropriate changes and maintenance to assure One Stop property presents professional atmosphere for job seekers and employers, ensure all AJC functions are accessible to those with disabilities and are available as outlined in the Americans with Disabilities Act, and conduct and coordinate Rapid Response with employees. The One-Stop Operator will be responsible for coordinating AJC certification as required.
- Evaluate performance and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement. – The OSO will utilize the state performance management system to measure results and analyze data

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<sup>1</sup> <https://www.tn.gov/content/dam/tn/workforce/documents/wfs/WFSPolicyOne-StopSystemDesign.pdf>

to improve center operations; prepare and analyze reports related to One-Stop services for the ETLWDB including but not limited to traffic counts via VOS Greeter, customer sign-ins to specific partners, registration of job seekers and case notes for employer customers; coordinate with the ETLWDB for performance standards and compliance with data validation; create systems to evaluate EEO and other customer complaints to include physical and programmatic accessibility and implementing continuous improvement processes.

- Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff) – The OSO will develop and initiate ETLWDB approved evaluation processes to determine customer experiences in the AJC sites. Evaluation methods may include on-site, as well as on-line, must maintain confidentiality, and be timely to the customer experience. The OSO will share results with the AJC partners to celebrate successes and address opportunities for improvement, and evaluate services provided at comprehensive, affiliate, and specialized centers to ensure that all required services are being provided throughout the AJC.
- Ensure coordination of partner programs – The OSO will be responsible for the coordination of core and required partners in the AJC and describe current partnerships and ability to integrate and expand partners' operations. The OSO will implement work schedules for shared responsibilities that are fair and equitable to all partner staff, maintain and update a hard copy listing of all partner programs and a brief description of services available within the AJC, maintain and report changes to Memorandum of Understanding (MOU), schedule bi-weekly staff meetings on-site with partners and quarterly coordination meetings, and manage MOU partner agreements on-site to ensure all partners deliver all services and referred customers as agreed upon.
- Act as liaison between the LWDB (Executive Director) and One-Stop Center – The OSO will serve as liaison between the ETLWDB Executive Director and AJC partners of the comprehensive and affiliate center(s), including for resolving customer service complaints or partner issues, proposing promising practices and disseminating general communication of State and ETLWDB policy/procedures. The operator will be required to develop a dashboard to provide performance reports as deemed necessary by the ETLWDB including but not limited to performance data of all on-site partners and cost per participant outcomes.
- Oversee full implementation and usage of all State systems – The OSO will report and monitor compliance utilizing state systems, work with all AJC partner staff to determine system access and skill levels, expedite access to state systems to assure seamless delivery and reporting, and coordinate with the ETLWDB to determine performance data validations and assist staff utilizing state systems.
- Design the integration of systems and coordination of services for the site and partners – The OSO will provide leadership of partners in the comprehensive center(s) to design an integrated system that provides seamless coordination of services and coordinate referrals from affiliate and specialized centers in ETLWDA. The OSO will review and monitor AJC certification documents as well as approved memorandum of understanding to ensure in-depth knowledge of partner program services, develop a plan to assure all AJC partners are contributing to the Center both financially as well as through resources and staff time, ensure priority of service is given to targeted populations and that they are provided a full range of services that are staffed by functional teams, and implement and deliver all State and ETLWDB guidance and procedures within the AJC system as required.

- Coordinate quarterly partner training utilizing each partner Team Lead to assist in development of agenda.
- Ensure weekly meetings of Welcome Function, Skills and Training and Business Services Committees.
- Oversee and monitor all referrals for co-enrollments weekly during committee meetings (RESEA, SNAP, etc.).
- The OSO will monitor fiscal responsibility in partnership with the local fiscal agent including cost sharing, allocation methodology and monitoring invoices submitted by contracted career services providers. The OSO will work closely with the ETLWDB staff in development and implementation of the Memorandum of Understanding (MOU) in accordance with One-Stop System Design, manage daily AJC operations and request purchases or services through the ETLWDB for items outside of current agreements.
- Plan and report responsibilities for partners and staff – The OSO will develop adequate staffing plans for the comprehensive, affiliate, and specialized center(s) and report responsibilities to the administrative staff of the ETLWDB and AJC partner staff leadership for approval. The OSO will be required to attend and report to the ETLWDB on a quarterly basis, plan and manage services for individuals and businesses, create plan for cross-training of partner programs within the AJC, report to the ETLWDB on operations performance accountability and continuous improvement and be the lead agent for Rapid Response.
- Write and maintain business plan – The OSO will write and maintain a Business Plan for the management of the comprehensive, affiliate, access points, and specialized center(s) that support the local ETLWDB Plan and Regional Plan. The plan will also include access points. Planning will maintain functional alignment through the AJC system utilizing the welcome, customer service, and business teams. Planning shall also include other local associations, economic development councils and agencies dealing in Workforce Development. The OSO will submit an annual staffing plan and operational budgets to the ETLWDB. The successful proposer’s bidding documentation will act as the initial plan.
- Market One-Stop Career Center services in coordination with the ETLWDB - The OSO will market the AJC comprehensive, affiliate, and specialized center(s) services in partnership with partner agencies through a variety of marketing tools; coordinate with the ETLWDB and all partners to assure appropriate logos and messaging are included in marketing materials and presentations; conduct outreach and marketing to community and business organizations to present services of the AJC to targeted populations, job seekers and business, market the hours of operations of all sites to include special events such as job fairs, veterans outreach, and recruitment; and evaluate branding throughout the centers and report results to the ETLWDB.
- Facilitate the sharing and maintenance of data with emphasis on the state system – The OSO will facilitate the sharing and maintenance of data in the AJC through the state system and report results accordingly, establish data sharing agreements between all partners while maintaining security of Personally Identifiable Information (PII), manage technological resources such as websites and case management information to leverage resources and facilitate sharing of data, and train staff on maintenance of data protocols to include confidentiality.
- Coordinate the development and implementation of a formal referral process for services within and outside the AJCs.

- Integrate available services and coordination of programs for the site with all partners – The OSO will be the lead for integration of available services and coordination of programs for all partners - internal and external - of the comprehensive, affiliate, and specialized center(s) to improve customer service and efficiency while reducing duplication. The OSO will provide for basic services such as orientation; information on career pathways, labor markets and other resources; and develop multi-partner materials to provide comprehensive overview of all AJC services.
- Create customer surveys that collect and evaluate customer needs (employers, jobseekers, and partner staff) and satisfaction data to continually refine and improve service strategies.
- Coordinate a process to determine that services, including workshops, are meeting customer needs and the needs of the area labor market.
- Present data and action plans to the LWDB 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 ETLWDB to recruit additional community service providers.
- Perform all services to implement any additional funding opportunities to ensure the vision of the East Tennessee Local Workforce Development Board is met.
- Implement and fulfill the vision of workforce services in accordance with State guidelines and policies as workforce needs and changes occur.
- Evaluate performance and implement required actions to meet performance standards – This does not include performance negotiations as this is specifically a LWDB requirement.
- Other duties, as assigned, relevant to local needs.