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TENNESSEE

# LOCAL WORKFORCE DEVELOPMENT BOARD

Serving Memphis, Shelby and Fayette Counties

## REQUEST FOR PROPOSALS FOR ONE-STOP OPERATOR

(LOCAL WORKFORCE DEVELOPMENT AREA 13)

(March 29, 2017 ---- RFP# 032917)

Funds Available Under Workforce Innovation and Opportunity Act of 2014

**Notice of Intent to Apply Due:** By 4pm CST on April 17, 2017 (email only)

**Submit proposals under this request by 4 pm CST on May 01, 2017 to:**

Workforce Investment Network  
Attn: Contract Services Unit  
480 Beale Street  
Memphis, Tennessee 38103

**For clarification of this solicitation, contact:**

Gwendolyn Johnson, Contracts Coordinator  
[Gwendolyn.Johnson@workforceinvestmentnetwork.com](mailto:Gwendolyn.Johnson@workforceinvestmentnetwork.com)

The City of Memphis, as administrative entity for the Consortium of Local Governments and Workforce Investment Network (WIN), LWDA 13, a proud partner of the American Job Center network, is an Equal Opportunity Employer. The Career Center System is an Employer/Equal Opportunity Program. Auxiliary aids and services are available upon request to individuals with disabilities. TTY: 1-800-848-0299

# Table of Contents

I. Background	3
II. Project Timeframe	4
III. Eligible Applicants	4
IV. Funding and Contracting	5
V. Delivery of Services	6
VI. Scope of Work	7
VII. Requested Response	12
VIII. Response Requirements & Format	14
IX. Evaluation and Award	14
X. Additional Information	15
Appendix A: Intent to Apply Form	
Appendix B: Proposing Entity Information Form	
Appendix C: Budget Form	
Appendix D: Conflict of Interest Form	
Appendix E: LWDA 13 Performance Measures	
Appendix F: Services Agreement Sample	
Appendix G: 20 CFR 678.430 / 20 CFR 678.435	

## **I. Background:**

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. 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. 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. The AJC network in a LWDA must include at least one comprehensive center with services offered by all required partners and may include additional affiliate centers and/or access sites. A Local Workforce Development Board (LWDB), appointed by the CEOs and approved by the Governor, oversees the workforce system and activities in a LWDA. The LWDB is responsible for meeting performance goals negotiated with the Tennessee Department of Labor and Workforce Development.

The Chief Elected Officials of LWDA 13 have appointed the Local Workforce Development Board (LWDB) to oversee workforce services in Memphis, Shelby and Fayette counties. The Local Workforce Development Board is a volunteer Board consisting of representatives of private employers, higher education, organized labor, non-profit organizations and public entities. The LWDB, in consultation with the Chief Elected Officials, is responsible for the oversight and selection of the One-Stop Operator for the two comprehensive and two affiliate centers located in LWDA 13 – three of the locations are in Memphis and Shelby County and one is in Fayette County. In conjunction with the role as One-Stop Operator for all centers located in LWDA, the contractor will provide career center services for Fayette County and the two comprehensive centers located at the Hickory Hill and Walnut Grove address. The successful contractor will only brand as Workforce Investment Network (WIN) and/or the American Job Center (AJC) for services. The LWDB has selected the City of Memphis, as Administrative Entity, to provide staffing to perform the functions of the Board and Career Services as the Title I partner in the AJC, and as the Fiscal Agent for receipt and disbursement of funds. The contract for services will be between the City of Memphis and the successful contractor. All communication regarding contract deliverables will be made through the Administrative Entity/Fiscal Agent, the Executive Director of Workforce Investment Network (WIN), or designee.

### **Our Mission:**

The Workforce Investment Network aligns the workforce system to develop and connect skilled individuals with business and industry for the prosperity of the greater Memphis region.

### **Our Vision:**

Greater Memphis is a prosperous and dynamic community where educated and skilled employees enjoy a high quality of life and businesses thrive.

## II. Project Timeframe:

RFP Release	March 29, 2017
Notice of Intent to Apply (REQUIRED)	April 17, 2017
Respondents' Questions Submitted Via Email*	From: March 29, 2017 To: April 12, 2017
All Q & A Posted on WIN's Website**	April 13, 2017
Proposal Deadline	May 01, 2017
Review Committee Evaluation	After May 05, 2017
LWDB Approval	After May 15, 2017
Contract Start Date	July 01, 2017

\*All Respondents' questions must be submitted to Gwendolyn Johnson via email at:  
**Gwendolyn.Johnson@workforceinvestmentnetwork.com**

\*\*www.workforceinvestmentnetwork.com

## III. Eligible Applicants:

WIOA sec.121 (d) (2) Eligibility – To be eligible to receive funds made available under this subtitle to operate a one-stop center –

- (B) Shall be an entity (public, private, or nonprofit), or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners described in subsection (b)(1)), of demonstrated effectiveness, located in the local area<sup>1</sup>, which may include –
- (i) an institution of higher education;
  - (ii) an employment service State agency established under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) on behalf of the local office of the agency;
  - (iii) a community-based organization, nonprofit organization, or intermediary;
  - (iv) a private for-profit entity

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<sup>1</sup> Located in the local area is defined as any entity or consortium having a current operating program(s) in any county within LWDA 13 as defined above herein.

- (v) a government agency; and
  - (vi) another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.
- (C) Exception – Elementary schools and secondary schools shall not be eligible for designation or certification as one-stop operators, except that nontraditional public secondary schools and area career and technical education schools may be eligible for such designation or certification.
- (D) Additional Requirements – The State and local boards shall ensure that in carrying out activities under this title, one-stop operators-
- (i) Disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers;
  - (ii) Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
  - (iii) Comply with Federal regulation, and procurement policies, relating to the calculation and use of profits.

Further, the LWDB 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 for a contract.

#### **IV. Funding and Contracting:**

The LWDB will award funds on behalf of LWDA One-Stop Partners to one entity (or consortium) to promote continuity and coordination of services identified in the RFP. The LWDB will award an initial contract to the successful Respondent effective **July 1, 2017 through June 30, 2018** with an **annual budget not to exceed \$500,000**. Subject to performance of deliverables and available funds, the selected contractor for services may be eligible for up to two (2) 1-year extensions with up to a 5% budget increase each year. All funding of this RFP is contingent upon the LWDB and partner agreement of fund availability. Proposers are encouraged to submit service models allowing for efficiencies at a cost below the maximum annual budget, if possible. **Please note that it is recommended that the proposal cost do not exceed the annual budget of \$500,000, and cost will be evaluated accordingly.**

If a contract is awarded, the submitted proposal 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 awarded will be cost reimbursement. No expenses are reimbursable until a contract has been fully executed (signed by all parties). Monthly invoices are due by the 10<sup>th</sup> of the month for the previous month and must include documentation of expenditures. Invoice will be paid within 30 days of receipt of approved documentation.

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

**V. Delivery of Services:**

The LWDB announces the release of a Request for Proposal that include providing services as a One-Stop Operator (OSO) for the centers located in LWDA 13 and providing career center services in Fayette County and at the two comprehensive centers located at the Hickory Hill and Walnut Grove address. The purpose of this Request for Proposal (RFP) is to identify and fund an entity to coordinate service delivery of the required American Job Center partners and service providers in all LWDA 13 centers and to provide career center services in Fayette County and at the two comprehensive centers indicated in the RFP. The successful contractor will only brand as Workforce Investment Network (WIN) and/or the American Job Center (AJC) for services. At any time during the term of the contract or approved renewal, an affiliate center can become a comprehensive center. The locations in the LWDA are described below. The website for LWDA 13 is: [www.workforceinvestmentnetwork.com](http://www.workforceinvestmentnetwork.com).

**Comprehensive Centers**

**1. American Job Center – Memphis/Shelby County**

**Address: 3040 Walnut Grove Road  
City/State/Zip: Memphis, TN 38111**

**2. American Job Center – Memphis/Shelby County**

**Address: 4240 Hickory Hill Road  
City/State/Zip: Memphis, TN 38141**

**Onsite partners at the comprehensive centers:**

Function/Partner	On-Site (Yes or No)	
	Hickory Hill	Walnut Grove
Title I Adult, Dislocated Worker	Yes	Yes
Title II Adult Education	Yes	Yes
Title III Wagner Peyser	Yes	Yes
Title IV Vocational Rehabilitation	Yes	No
TANF	No	No
Veteran Services	Yes	Yes
TAA/TRA	No	Yes
RESEA	Yes	Yes
SNAP	Yes	Yes

Average monthly visits for Hickory Hill: 470

Average monthly visits for Walnut Grove: 390

For the Respondent’s reference, there is currently one WIN case manager located at each comprehensive center.

**Affiliate Centers**

**1. American Job Center – Memphis/Shelby County**

**Address: 480 Beale Street  
City/State/Zip: Memphis, TN 38103**

**2. American Job Center – Fayette County**

**Address: 121 West Court Square  
City/State/Zip: Somerville, TN 38068**

**Onsite partners at the affiliate centers:**

Function/Partner	On-Site (Yes or No)	
	Beale Street	W. Court Square
Title I Adult, Dislocated Worker	Yes	Yes
Title II Adult Education	Yes	No
Title III Wagner Peyser	Yes	No
Title IV Vocational Rehabilitation	No	No
TANF	No	Yes
Veteran Services	Yes	No
TAA/TRA	No	No
RESEA	Yes	Yes
SNAP	Yes	No

Average monthly visits for Beale Street: 387

Average monthly visits for Fayette County: 148

For the Respondent’s reference, the current Fayette County location has a staffing model as indicated below:

- 1 - Fayette Career Center Manager
- 1 - Career Center Supervisor (Funded WIOA/Title I)
- 1 - Career Center Specialist (Funded WIOA/Title I)
- 2 – Workforce Development Specialist (Funded WIOA/Title I)
- 1 – RESEA Coordinator (Funded at .5 FTE)

**VI. Scope of Work:**

The purpose of this Request for Proposal (RFP) is to identify and fund an entity to coordinate service delivery of the required American Job Center partners and service providers in the comprehensive and affiliate center(s) and to provide career center services to Fayette County and the two comprehensive centers located at the Hickory Hill and Walnut Grove address. The contractor will be required to coordinate with the leadership of all required partners; however, will be responsible to the Executive Director of the Local Workforce Development Board (LWDB), as contract officer. The successful contractor will only brand as Workforce Investment Network (WIN) and/or the American Job Center (AJC) for services. The sole customer of the contractor will be the LWDB. The role as OSO will conform to the CORE model of Coordinating, Observing, Reporting, and Evaluating. The role of the OSO in the state of Tennessee American Job Centers is further defined through guidance provided in WIOA Workforce Services Regional and Local Planning Policy as follows in **bold print**. In accordance with TDLWD guidance, the LWDB has provided additional information to “clearly articulate the role of the One-Stop Operator” for the Local Workforce Development Area.

**1. Requirements as One-Stop Operator:**

**A. Oversee management of One-Stop Centers and service delivery –**

The One-Stop Operator, under contract with the LWDB, will oversee the day-to-day management and delivery of service in the AJCs within an LWDA. Responsibilities include:

- Overseeing One-Stop property, including buildings and equipment, and the

reporting any maintenance or other issues to the owner/lessor and LWDB, as appropriate.

- Facilitating appropriate changes and/or maintenance to assure the One-Stop property presents a professional atmosphere for job seeker, employer and partner customers and is conducive to AJC activities.
- Observing and addressing any concerns to assure the staff present as professional, including, but not limited to appearance, conduct and service to customers.
- Providing “functional” direction/supervision of AJC partner staff located in the centers in coordination with Partner Supervisors/Team Leaders, including:
  - o Scheduling appropriate coverage of customer service needs during regular, holiday and/or extended hours, as needed.
  - o Implementing work schedules with for “shared” responsibilities (customer flow, general workshops, assessments, etc.) that are fair and equitable to all AJC partner staff and meet the needs of customers.
  - o Providing leadership and guidance to encourage AJC partner staff to function as a team.
  - o Addressing deviation from functional supervision with AJC partner staff to resolve and their respective supervisor (if needed).
  - o Evaluate services being provided at the Centers to ensure that all required services as mandated by state and federal laws are being provided at or through the Centers.
- Coordinating the continuing good standing of AJC Certification status as directed by the LWDB Executive Director or State.
- Coordinating services with the LWDB’s affiliate and/or identified access points to assure that required partners are apprised of AJC and community services for referral of customers.
- Ensure that all services are being provided in a manner consistent with any local, regional, or state plans created and/or certified by the LWDB.
- Ensure meaningful access to all customers by incorporating the principles of universal and human-centered design, for example: flexible space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities and English language learners; and providing recommendations to the LWDB for necessary accommodations and adequate space for the use of assistive devices and adaptive technologies.

**B. Evaluate performance (as indicated in the Incentives and Sanctions Policy) and implement required actions to meet performance standards – This does not include performance negotiations, as this is specifically a local board requirement. –**

The One-Stop Operator will evaluate performance of comprehensive and affiliate centers by:

- Developing a working knowledge of WIOA Performance Measures for all AJC partners, including how they correlate for overall performance of local and regional goals. (See Appendix E - LWDA 13 Performance Measures.)
- Developing a working knowledge of the State System, Virtual One Stop (VOS), to record data and extract reports as needed.
- Prepare and analyze reports related to One-Stop services for the LWDB, including but not limited to:
  - o Overall Traffic counts via VOS Greeter
  - o Customer sign-in to specific partners via VOS Greeter
  - o Registrations of Job Seekers via VOS



- o Case Notes for Employer Customers via VOS
- Coordinate with LWDB Executive Director for expected performance standards and compliance with data validation.

**C. Evaluate various customer experiences (including but not limited to employer, job seekers, and partner staff)**

The One-Stop Operator will develop and initiate LWDB approved evaluation processes to determine customer experiences in the comprehensive and affiliate centers. Evaluation methods may include on- site, as well as, on-line, must maintain confidentiality, and be timely to the customer experience. The LWDB Executive Director will utilize results of on-going evaluations to assess services of the One-Stop Operator and report results to the Board. The One-Stop Operator will share results with the AJC partners to celebrate successes and address opportunities for improvement.

**D. Ensure coordination of partner programs**

The One-Stop Operator will be responsible for the coordination of core and required partners, both on- site and off-site, for the comprehensive center, including, but not limited to the following activities:

- Maintaining and updating a digital and hard copy listing of all partner programs, including a brief description of service and contact information to assure that all staff in the AJC have up-to-date information for referral of customers.
- Reporting changes in Memorandums of Understanding and Resource Sharing Agreements to the LWDB Executive Director to assure agreements remain up-to-date.
- Scheduling weekly staff meetings and daily start-up meetings with all on-site partners in the comprehensive centers and quarterly coordination meetings with local off-site partners for all centers. One-Stop Operator will also participate in annual MOU meeting of all required partners.
- Coordinate with LWDB Director of Computer Services and Director of Outreach and Advancement to maintain and update information, such as AJC policies, procedures, updates, schedules, etc. for access by all partner staff via an intranet or cloud based communication system hosted by the LWDB.

**E. Act as liaison with the LWDB and One-Stop Center**

The One-Stop Operator will serve as liaison between the LWDB Executive Director and AJC partners of the comprehensive and affiliate centers, including for resolving customer service complaints or partner issues, proposing promising practices and disseminating general communication of LWDB policy/procedures.

The OSO will be required to provide any performance reports as deemed necessary by the LWDB including but not limited to performance data for all on-site partners, pace of spending reports, cost per outcome, etc.

**F. Define and provide means to meet common operational needs (e.g. training, technical assistance, additional resources, etc.)**

The One-Stop Operator will meet common operational needs of the comprehensive and affiliates centers by:

- Developing and implementing training manuals and instructional activities to promote excellence in customer service and other AJC related topics.
- Providing technical assistance to staff and partner agencies to understand the vision, mission, goals and objectives of the LWDB and the AJC.
- Under the guidance of the LWDB Executive Director, developing partnerships with community organizations, education, industry, etc. to provide access to additional resources such as loan of equipment, speakers for workshops, access to scholarships/services, and donations for an “interview” clothes closet.
- Cross training of AJC staff, as appropriate, to increase staff capacity, expertise, and efficiency.

**G. Oversee full implementation and usage of all State systems by the local area**

The One-Stop Operator will provide oversight of full implementation and usage of State systems in the comprehensive and affiliate centers by:

- Working with all AJC partner staff (new & existing) to determine system access and skill levels
- Expediting requests for access and/or training with the State to assure a seamless system of reporting for the AJC.
- Coordinating with LWDB Executive Director to determine performance and data validation concerns for staff using state system.
- Providing technical assistance to AJC partner staff in usage of State systems.

**H. Design the integration of systems and coordination of services for the site and partners**

The One-Stop Operator will provide leadership of partners in the comprehensive and affiliate centers to design an integrated system that provides seamless coordination of services by:

- Reviewing local, regional and State Plan to understand the vision of leadership.
- Reviewing AJC Certification Application and Memorandum of Understanding to have a general knowledge of partner program services.
- Meeting with all partner program (internal and external) to assess similarities and differences.
- Establishing a local workgroup to gather front-line experience and partner “buy-in” to enhance an integrated customer flow and coordination of services.
- Develop a plan to be submitted to the LWDB Executive Director to assure all AJC partners are contributing to the center, both financially as well as through resource and staff time.
- Service integration shall focus on serving all customers seamlessly, including any targeted populations as deemed by the LWDB, by providing a full range of services staffed by relevant functional teams, consistent with the purpose, scope and requirements of each partner program.

**I. Manage fiscal responsibility for the system or site**

The One-Stop Operator will maintain fiscal responsibility and accountability for applicable LWDB approved contract/budget for management of the AJCs.

In coordination with the Director of Finance and Administrative Services, the One-Stop Operator will be responsible to oversee the Resource Sharing/Infrastructure Funding Agreement between partners for the AJCs. Responsibilities will include gathering and updating data (square footage, full-time equivalents, traffic counts, etc.) to allocate expenses (from Fiscal Agent Expense

Report) on a fair and equitable basis to all partners and preparing/submitting invoices to partners to remit payment to the Fiscal Agent.

The One-Stop Operator may also recommend purchases/services to the LWDB Executive Director and AJC Partners for necessary increases in the Resource Sharing/Infrastructure Funding Agreement. Examples of the types of purchases/services would be replacement equipment, furniture for additional staff, and other shared expenses such as advertising, supplies, etc. that will impact the RSA/IFA.

**J. Plan and report responsibilities**

The One-Stop Operator will develop adequate staffing plans for the AJCs and report responsibilities to LWDB Executive Director and AJC partner staff leadership for approval. Staffing plans will assure that customer service needs are met and include the flexibility to shift staff when necessary to meet demand. Staffing plans may include shared responsibilities including workshops, welcome function, assessments, etc. and should be equitable based on program benefit. Staffing plans should include contingency plans for when staff must be out due to sickness, vacation, scheduled training, etc.

**K. Write and maintain business plan**

The One-Stop Operator will write and maintain a Business Plan (Request for Proposal) for the management of the AJCs that supports the local LWDB Plan and Regional Plan. The Business Plan (RFP) will include an Executive Summary, Relevant Experience, Approach to Work, Staffing/Project Management, and Fiscal Accountability and Budget and will become a component of the contractual agreement.

**L. Market One-Stop Career Center services**

The One-Stop Operator will market the AJC center services by:

- Coordinating with the LWDB Director of Outreach and Advancement to distribute marketing materials to AJCs and appropriate venues.
- Coordinating with LWDB Director of Outreach and Advancement and all partners to promote any special events such as open houses, job fairs, etc. and provide support for facility needs.
- Reaching out to community organizations in coordination with LWDB Director of Outreach and Advancement, to present services of the AJC for target populations and job seekers.
- Evaluating branding compliance throughout the AJCs to ensure consistency and adherence to all federal, state and local mandates.

**M. Facilitate the sharing and maintenance of data; primarily the site, with emphasis on the state system**

The One-Stop Operator will facilitate the sharing and maintenance of data in the comprehensive center(s), including but not limited to State systems by:

- Coordinating with LWDB Executive Director, or her designee, to determine compliance with applicable policies/procedures for data sharing and maintenance of Personally Identifiable Information (PII).
- Coordinating LWDB approved data sharing agreements between AJC internal and external partners to streamline customer service.
- Training AJC staff on sharing and maintenance of data protocols,

- including PII and confidentiality.
- Monitoring compliance with LWDB data sharing policies/procedures and Operator agreements to determine compliance and reporting any discrepancies to the LWDB Executive Director.

**N. Integration of available services and coordination of programs for the site with all partners**

The One-Stop Operator will be the lead for integration of available services and coordination of programs for all partners, internal and external, of the comprehensive center(s) including, but not limited to:

- Designing and implementing a multi-partner orientation for customers.
- Coordinating multi-partner materials to provide a comprehensive overview of all available services.
- Developing, coordinating and scheduling workshops and other informational offerings to be delivered by all AJC partner staff or other entities.
- Developing seamless customer flow to functional units.
- Providing cross training for all AJC partner staff to assure customers receive a seamless, positive experience when accessing services.

**2. Required Career Center Services for Fayette County and Comprehensive Centers (Hickory Hill and Walnut Grove):**

- A.** Requirements, in accordance with 20 CFR 678.430, career services, as identified in sec.134(c)(2) of WIOA, consisting of three \ types: **(For details, see Appendix G.)**
- Basic Career Services.
  - Individualized Career Services
  - Follow-up Services
- B.** Requirements, in accordance with 20 CFR 678.435, indicating the business services provided through the one-stop delivery system, and how are they provided. **(For details, see Appendix G.)**

The successful contractor will only brand as Workforce Investment Network (WIN) and/or the American Job Center (AJC) for services.

**VII. Requested Response:**

**A. Executive Summary**

Provide a one (1) page summary of your agency’s proposal, including organization’s history, mission and vision.

**B. Relevant Experience (up to 30 points)**

Describe your agency and its relevant experience working with WIA, WIOA and its workforce programs and/or experience in project management of similar programs in the Local Area. Include experience in implementing systems and/or processes across partner agencies. Give

examples of successes you have had working with multiple partners towards a common goal. Include at least two (2) references who can verify experience.

### **C. Approach to Work (up to 30 points)**

Taking into account the information provided in the Scope of Work, thoroughly describe how your agency will structure an approach to each of the areas described, including, but not limited to: oversight of multi-organizational staff, partner integration within the entity and outreach/referral for enrollment. The Respondent should provide a plan or demonstrated expertise for working with both urban and rural communities, if applicable to the area. Methods of measuring customer satisfaction should be included in the narrative. Program design and service delivery model should clearly correlate to the vision and mission of the LWDB. Describe data and reporting system processes, tracking and evaluating specific performance goals, data integrity and use of Virtual One Stop (VOS) state system. Include a workflow/logistical model as an attachment.

### **D. Staffing/Project Management (up to 20 points)**

Describe how this work will be staffed and/or managed. Identify the person or position in your organization who will be the primary staff person for the project. Provide a detailed description of the staff person's background or required qualifications for new hire. Also, describe your staff's ability to provide the leadership we seek. Include an organizational chart of the proposing agency and how the staffing of the proposal relates. 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 LWDB and CEO to clarify how your organization will carry out its responsibilities while demonstrating compliance with WIOA regulations, OMB circulars and State policy.

### **E. Fiscal Accountability and Budget (up to 20 points)**

Describe the agencies fiscal accountability system, including experience with managing multiple federal, state or private grants. Include a copy of the agency's most recent audit, financial history, and up-to-date taxes as an attachment to proposal. **Two years of audited financial history must be provided.** Adequate documentation could include recent audit reports, the entity's Comprehensive Annual Financial Report (CAFR), and independent CPA review, tax records or another recognized review of accounting process and procedures. Respondents who fail to provide this information must be deemed non-responsive. Provide an itemized budget to support the proposal, including a narrative to explain all budgetary items. A narrative explanation is required for a line-item cost reimbursement budget. The Respondent should acknowledge the understanding that the contract will be "cost reimbursement" and explain how their entity will handle cash flow until reimbursement by the Fiscal Agent.

Approved budget items can be found in Office of Management and Budget's Uniform Guidance Part 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS.

Link - <http://www.ecfr.gov/cgi-bin/text-idx?SID=3cfbae7c9cf2ae1bfa1c579a71d79e82&mc=true&node=pt2.1.200&rqn=div5# to p>

### **VIII. Response Requirements & Format:**

Each proposing entity must submit the following by **4pm CST on April 17, 2017:**

- Intent to Apply form (Appendix A)

Each proposal should include the following required documents:

- Proposing Entity Information Form (Appendix B)
- Executive Summary (1 page limit)
- Narrative of Approach to Work
- Budget & Budget Narrative (Appendix C)
- Organizational Chart of Proposing Entity
- Two (2) Letters or contact information for Professional References with related experience
- Copy of most recent financial audits
- Signed Conflict of Interest Form (Appendix D)

Each proposal should meet the following format:

- Respondent must submit one (1) original, one (1) USB drive, and seven (7) copies of the proposal **no later than 4 pm CST on May 01, 2017.**
- Proposal may be hand delivered or mailed. Proposals submitted via email will NOT be accepted. It is the responsibility of the Respondent to assure that the proposal is received prior to the deadline. Late submissions will NOT be accepted. Proposals should be submitted as follows and include a notation on the outside of envelope "RFP for One-Stop Operator" and the agency name:

Workforce Investment Network  
Attn: Contract Services Unit  
480 Beale Street  
Memphis, Tennessee 38103

- The signatory authority must have the legal right to enter into contracts for the submitting entity.
- Proposal should be single-sided printing, numbered pages, one inch margins, double-spaced and 12-point font
- Original and copies of proposal must be bind by using binder clips, staple, folders, etc.

### **IX. Evaluation and Award**

Applications will be evaluated by a team of reviewers which may include Local Elected Officials, Board Members, staff and/or partners. 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 LWDB reserves the right to cancel this procurement at any time, for any reason.

The LWDB reserves the right to contract with any respondent that falls within the acceptable point range. All proposals will be scored according to the evaluation criteria included in section VII of

this RFP. The LWDB is not required to contract with the entity receiving the highest average score as a result of the proposal review process. The contract will be awarded based on the most responsive Respondent whose offer is most advantageous to the LWDB in terms of cost, functionality, and other factors specified in this RFP. The award may be negotiated at the discretion of the LWDB or made on the basis of the initial bid/offer received, without discussions or requests for best and final offers. Proposals with average scores below 70 of a possible 100 points will not be considered for funding. Proposals with average scores of less than ½ of allowable points on any component will not be considered for funding. Proposals that do not meet minimum standards will not be considered for funding.

Read this document carefully. Your proposal must conform in all respects to the requirements contained herein. Proposals that fail to meet any of these requirements will be found non-responsive and rejected.

## **X. Additional Information**

### **A. Intent to Apply**

All potential Respondents are REQUIRED to submit Attachment A – Intent to Apply form **no later than 4pm CST on April 17, 2017. The form is required to be only submitted via email to:**

**Gwendolyn.Johnson@workforceinvestmentnetwork.com.**

Completing and submitting the Intent to Apply does not bind the Respondent to complete the response process. If the LWDB deems the number of Intent to Apply forms received by the deadline are insufficient, the LWDB reserves the right to make changes to the scope of the work and other components of the Request for Proposal to encourage additional Respondents before the deadline of May 01, 2017.

### **B. Bidders Questions**

A Pre-proposal Conference is not planned for the RFP. It is the responsibility of the Respondent to inquire about any requirements of this RFP that are not understood.

All questions must be submitted via email no later than **4pm CST on April 12, 2017** to the following email address: **Gwendolyn.Johnson@workforceinvestmentnetwork.com**, Subject: One-Stop Operator RFP Questions.

Prospective Respondents are encouraged to send an email to: **Gwendolyn.Johnson@workforceinvestmentnetwork.com** to request to be copied on all Respondents' questions. The deadline for written emailed questions is included in section II - Project Timeframe. **All Q&A will be posted on WIN's website on April 13, 2017 by the end of business at: www.workforceinvestmentnetwork.com, click the Resources tab to access the Procurement RFP document(s).**

### **C. Oversight and Evaluation**

The LWDB will monitor and evaluate the proposed entity to determine compliance and the quality service provided. External monitoring and evaluation may also be conducted periodically by the U.S. Department of Labor, Tennessee Department of Labor and Workforce Development, and any other agency that provides funding for the One-Stop Operator contract.

#### **D. Accessibility and Equal Opportunity**

The LWDB is committed to equal access for all customers to all services. All contractors must ensure equal opportunity to all individuals. No individual in LWDA 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 receives 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.”***

#### **E. Fiscal Review**

The LWDB 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 LWDB 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 LWDB 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.

#### **F. Past Performance Review**

Through this process, The LWDB will 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 will be evaluated. The review team will perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the LWDB 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.

The review team will recommend the final funding recommendations to the LWDB for final approval. Once approved by the board, the LWDB will initiate a contract agreement to the successful Respondent.

#### **G. Insurance Requirements**

The successful Respondent must meet the minimum insurance coverages required by the City of Memphis. (See the insurance requirements listed in Appendix F – Services Agreement Sample.)

#### **H. Review Committee/Conflict of Interest**

Each member of the Review Committee must have completed and signed a Conflict of Interest Disclosure Statement before participating in the scoring of proposals. Committee members are excluded from participating in discussion and rating of any RFP with which they have a conflict of interest.

No member of the board or other governing body, or representative of an entity who submits a proposal under this RFP may have any contact outside of the formal review process with any employee of the LWDB, or any member of the Board for purposes of discussing or lobbying on behalf of entity’s proposal. This contact includes written correspondence, telephone calls, personal meetings, email messages, or other kinds of personal contact. The LWDB will reject proposals of those entities that violate this condition.



**I. Notice of Award**

All Respondents will be notified by email as to their award status. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

**J. Appeals Process**

The appeal process consists of two levels: a debriefing and an appeal. The first level, debriefing, must be requested in writing within five (5) business days of notification in writing of a non-award.

Debriefing requests must be sent to:

Gwendolyn Johnson, Contracts Coordinator  
Workforce Investment Network  
480 Beale Street  
Memphis, Tennessee 38103

In a debriefing, the discussion is limited to a critique of the proposal (i.e., specific information as to strengths and weaknesses of the submission). Comparison between proposals in the same grouping or evaluations of other proposals will not be considered.

The second level, an appeal, must be sent in writing by first class U.S. Mail, return receipt requested, or a nationally recognized overnight delivery service, within five (5) business days of the debriefing.

Appeals must be sent to:

Melanie Winfield, Deputy Director of Operations  
Workforce Investment Network  
480 Beale Street  
Memphis, Tennessee 38103

An appeal must show that a substantial portion of the RFP process has not been followed by the LWDB. Only appeals that cite the specific sections of the RFP that are being challenged will be considered. Differences of opinion regarding the merits of the proposals recommended for funding are not grounds for submitting an appeal. An appeal must identify an issue of fact concerning a matter of bias, discrimination, conflict of interest; non-compliance with the solicitation; or violation of local, State or Federal law. Appeals not based on those reasons stated above will be unilaterally rejected.

**K. Additional References**

- Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128
- Employment & Training Administration (ETA) - U.S. Department of Labor ([www.doleta.gov](http://www.doleta.gov))
- Office of Management and Budget's Uniform Guidance Part 200
- Workforce Investment Network, LWDA 13 – [www.workforceinvestmentnetwork.com](http://www.workforceinvestmentnetwork.com)
- [https://doleta.gov/wioa/Docs/WIOA\\_OneStop\\_FactSheet.pdf](https://doleta.gov/wioa/Docs/WIOA_OneStop_FactSheet.pdf)
- [www.doleta.gov/WIOA](http://www.doleta.gov/WIOA)

**APPENDIX A: INTENT TO APPLY for One-Stop Operator**

**Legal Name of Applicant Agency:**

**Address:**

**City, State, Zip:**

**Signatory Authority Name & Title:**

**Website (if applicable):**

**Contact Person Name & Title:**

**Email Address of Contact Person:**

**Phone Number of Contact Person:**

**As signatory authority for the above named company, I hereby express intent to submit a bid in response to the Local Workforce Development Board, Local Workforce Development Area 13, Request for Proposal for One-Stop Operator. Submitting this Intent to Apply form does not bind my agency to submit a final proposal.**

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**Print Name of Signatory Authority**

**Signature**

**Date**

**APPENDIX B: PROPOSING ENTITY INFORMATION FORM**

Legal Name of Applicant Agency	
Number of Years in Business	#
Identifier	FEIN# DUNS#
Administrative Office Address	Address City/State/Zip Website URL
Local Office Address (in LWDA), if different from Administrative Office	Address City/State/Zip Website URL
Type of Organization: (check all that apply) <input type="checkbox"/> Higher Education <input type="checkbox"/> Employment Service State Agency (Wagner-Peyser) <input type="checkbox"/> Community-Based Organization <input type="checkbox"/> Non-Profit Organization <input type="checkbox"/> Private For Profit Entity <input type="checkbox"/> Government Agency <input type="checkbox"/> Chamber of Commerce <input type="checkbox"/> Business Organization <input type="checkbox"/> Labor Organization <input type="checkbox"/> One-Stop Partner <input type="checkbox"/> Other (Explain)	
Principal of Agency (President/CEO/Executive Director)	Name Title Email Address Phone
Programmatic Contact Person	Name Title Email Address Phone
<b>Funding Amount Requested</b>	<b>\$</b>
Signatory Authority	

**For Office Use Only - Rate the proposal on the following components:**

Relevant Experience (up to 30 pts)	_____	Did any component score less than ½? _____
Approach to Work (up to 30 pts)	_____	If yes, the proposal does not qualify.
Staffing/Project Management (up to 20 pts)	_____	
Fiscal Accountability/Budget (up to 20 pts)	_____	
Total Points	_____	Did proposal score less than 70? _____
		If yes, the proposal does not qualify.

Reviewer Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**APPENDIX C: BUDGET FORM**

Item of Expenditure	Requested Funding (\$)
<b>Personnel</b>	
<b>Fringe Benefits</b>	
<b>Travel</b>	
<b>Other 1</b>	
<b>Other 2</b>	
<b>Other 3</b>	
<b>TOTAL</b>	

Narrative: Please attach a narrative explanation of each line item in detail to justify cost. Examples of explanations include wage rate, hours worked/charged to grant, types of benefits and rates, office and other supplies, equipment, etc. The Budget Narrative should fully cover all costs that are necessary to directly operate the proposed services.

In preparing the budget, Respondents should take into consideration that LWDA 13 will directly pay for facility cost (rent, utilities, phones), equipment (copiers, desks, chairs, tables), and information technology hardware and internet for all existing centers, excluding the Fayette County location. For a reference, the current contractor for Fayette County career services allows an expenditure of \$1,200 monthly for rent. To include in the proposal budget, Respondents are encouraged to negotiate a facility for Fayette County career center services and include all allowable expenses for operation.

Describe and list any unusual equipment that is essential to the services; indicate whether it belongs to the organization, the State (previously purchased with JTPA, WIA, or WIOA funds), or will be purchased if the proposal is funded. If any additional equipment is to be purchased or leased, please indicate this in the proposal. Include a detailed justification of the intended purchase, and why its purchase is essential to providing the services. Sensitive items such as Computer, ipad, cell phone, etc. will NOT be provided, but may be included in the above budget. Any sensitive items in excess of \$100 require prior approval of the LWDB and the State and will be tagged as inventory and will be considered property of the Local Workforce Development Board. (See Appendix F – Services Agreement Sample Section 38. WIOA Property Procurement and Accountability.) Cell phone and billing for phone may only be utilized for business purpose of this grant.

The narrative should also describe the indirect costs that are proposed, indicate what costs are included, and explain how these indirect costs for services were determined. Any indirect costs budgeted must be supported by an indirect cost rate agreement with a Federal or State cognizant agency, a copy of which must be attached to the budget request.

**APPENDIX D: CONFLICT OF INTEREST FORM**

By submitting a proposal, the bidding entity certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the proposal or in delivering - the scope of work if the LWDB 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 LWDB reserves the right to disqualify a Respondent should a conflict of interest be discovered during the solicitation process.

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Principal Agent Signature

Date

## **APPENDIX E: LWDA 13 Performance Measures**

Workforce Innovation and Opportunity Act (WIOA) establishes core measures for adult, dislocated worker, and youth funding which includes a revision of WIA measures as well as new measures. These performance measures are designed to evaluate overall effectiveness and continuous improvement of service delivery systems.

The LWDB negotiated its performance targets for Program Year 2016 and 2017 with the State of Tennessee. Meeting performance targets is critical to LWDA 13's success. The providers are responsible for meeting the State-negotiated performance measures plus five percent (5%) in their programs.

### **Individual Training Accounts (ITA)**

<b>WIA Performance Metrics</b>	<b>WIOA Performance Metrics</b>	<b>LWDA 13 Agreed Target PY 2016</b>	<b>LWDA 13 Agreed Target PY 2017</b>
<b>Adult Measures</b>	<b>Adult Measures</b>		
<i>Entered Employment</i>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit*</i>	<b>78%</b>	<b>78.5%</b>
<i>Employment Retention</i>	<i>Employment Rate 4th Quarter after exit*</i>	<b>75%</b>	<b>75.5%</b>
<i>Average Earnings</i>  <i>( 6 Month Earnings)</i>	<i>Median Earnings 2<sup>nd</sup> Quarter after exit*</i>	<b>\$6,930</b>	<b>\$6,983</b>
<i>Credential Attainment Rate</i>	<i>Credential Attainment within 4 Quarters after exit**</i>	<b>72.5%</b>	<b>73%</b>
<i>Program Skills Gain</i>		<b>TBD</b>	<b>TBD</b>
<b>Dislocated Worker</b>			
<i>Entered Employment</i>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit*</i>	<b>84%</b>	<b>85%</b>
<i>Employment Retention</i>	<i>Employment Rate 4th Quarter after exit*</i>	<b>79%</b>	<b>80%</b>
<i>Average Earnings</i>  <i>(6 Month Earnings)</i>	<i>Median Earnings 2<sup>nd</sup> Quarter after exit*</i>	<b>\$7,560</b>	<b>\$7,613</b>
<i>Credential Attainment Rate</i>	<i>Credential Attainment within 4 Quarters after exit**</i>	<b>76.5%</b>	<b>77%</b>
<i>Program Skills Gain</i>		<b>TBD</b>	<b>TBD</b>

\*Revised Measure

\*\*New Measure

**Youth Services Program:**

WIA Performance Metrics	WIOA Performance Metrics	LWDA 13 Agreed Target PY 2016	LWDA 13 Agreed Target PY 2017
Youth Common Measure			
<i>Placement</i>	<i>Employment Rate 2<sup>nd</sup> Quarter after exit*</i>	<b>80%</b>	<b>81%</b>
<i>Attainment</i>	<i>Employment Rate 4th Quarter after exit**</i>	<b>82%</b>	<b>83%</b>
<i>Literacy/Numeracy</i>	<i>Credential Attainment within 4 Quarters after exit*</i>	<b>83.5%</b>	<b>84%</b>

\*Revised Measure

\*\*New Measure

**APPENDIX F: Services Agreement Sample**

**Please see the Services Agreement Sample located on WIN's website at: [www.workforceinvestmentnetwork.com](http://www.workforceinvestmentnetwork.com), click the Resource tab to access the Procurement RFP documents.**



## **APPENDIX G: 20 CFR 678.430 / 20 CFR 678.435**

### **§ 678.430 What are career services? Career services, as identified in sec. 134(c)(2) of WIOA, consist of three types:**

(a) **Basic career services** must be made available and, at a minimum, must include the following services, as consistent with allowable program activities and Federal cost principles:

- (1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- (2) Outreach, intake (including worker profiling), and orientation to information and other services available through the one-stop delivery system;
- (3) Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- (4) Labor exchange services, including— (i) Job search and placement assistance, and, when needed by an individual, career counseling, including— (A) Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and (B) Provision of information on nontraditional employment; and 261 (ii) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system;
- (5) Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and, when appropriate, other workforce development programs;
- (6) Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including— (i) Job vacancy listings in labor market areas; (ii) Information on job skills necessary to obtain the vacant jobs listed; and (iii) Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- (7) Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- (8) Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's one-stop delivery system;
- (9) Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's 262 Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program;
- (10) Provision of information and assistance regarding filing claims for unemployment compensation, by which the one-stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. (i) "Meaningful assistance" means: (A) Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or (B) Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time. (ii) The costs associated in providing this assistance may be paid for by the State's unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof.
- (11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

(b) **Individualized career services** must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles:

- (1) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include— 263 (i) Diagnostic testing and use of other assessment tools; and (ii) In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- (2) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers (as described in § 680.180 of this chapter);

- (3) Group counseling;
- (4) Individual counseling;
- (5) Career planning;
- (6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- (7) Internships and work experiences that are linked to careers (as described in § 680.170 of this chapter); (8) Workforce preparation activities;
- (9) Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and § 681.500 of this chapter; (10) Out-of-area job search assistance and relocation assistance; and
- (11) English language acquisition and integrated education and training programs. 264

**(c) Follow-up services** must be provided, as appropriate, including: counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

**§ 678.435 What are the business services provided through the one-stop delivery system, and how are they provided?**

**(a) Certain career services must be made available to local businesses, specifically labor exchange activities and labor market information** described in §§ 678.430(a)(4)(ii) and 678.430(a)(6). Local areas must establish and develop relationships and networks with large and small employers and their intermediaries. (WIOA sec. 134(c)(1)(A)(iv).) Local areas also must develop, convene, or implement industry or sector partnerships. (WIOA sec. 134(c)(1)(A)(v).)

**(b) Customized business services may be provided to employers**, employer associations, or other such organizations (WIOA sec. 134(d)(1)(A)(ii)). These services are tailored for specific employers and may include:

- (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 for employers including targeted job fairs;
- (4) Human resource consultation services, including but not limited to assistance with: 265 (i) Writing/reviewing job descriptions and employee handbooks; (ii) Developing performance evaluation and personnel policies; (iii) Creating orientation sessions for new workers; (iv) Honing job interview techniques for efficiency and compliance; (v) Analyzing employee turnover; or (vi) Explaining labor laws to help employers comply with wage/hour and safety/health regulations;
- (5) Customized labor market information for specific employers, sectors, industries or clusters; and
- (6) Other similar customized services.

**(c) Local areas may also provide other business services and strategies that meet the workforce investment needs of area employers, in accordance with partner programs' statutory requirements and consistent with Federal cost principles.** These business services may be provided through effective business intermediaries working in conjunction with the Local Board, or through the use of economic development, philanthropic, and other public and private resources in a manner determined appropriate by the Local Board and in cooperation with the State. Allowable activities, consistent with each partner's authorized activities, include, but are not limited to:

- (1) Developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships);

- (2) Customized assistance or referral for assistance in the development of a registered apprenticeship program; 266
  - (3) Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized post-secondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
  - (4) Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
  - (5) The marketing of business services to appropriate area employers, including small and mid-sized employers; and
  - (6) Assisting employers with accessing local, State, and Federal tax credits.
- (d) All business services and strategies must be reflected in the local plan, described in § 679.560(b)(3) of this chapter.