



**METRO NORTH
WORKFORCE BOARD**

**REQUEST FOR PROPOSALS FOR
ONE-STOP CAREER CENTER OPERATOR
FOR FISCAL YEAR 2021
(potential renewals for three additional years)**

**MASSHIRE METRO NORTH WORKFORCE BOARD
186 ALEWIFE BROOK PARKWAY, SUITE 216
CAMBRIDGE, MA 02138**

**RESPONSE DUE:
Friday, December 20, 2019, 4:00 p.m. ET**

Please submit all questions to RFP@masshiremetronorth.org

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1. INTRODUCTION AND SCHEDULE

A. Introduction

The Metro North Regional Employment Board, Inc. (Metro North REB), d/b/a MassHire Metro North Workforce Board (MNWB), is issuing this request for proposal (RFP) to select the operator(s) for the region's one-stop career centers (American Job Centers). The Career Centers are funded by the Workforce Innovation and Opportunity Act (WIOA) and other public and private funding and responsible for providing workforce development services for businesses and job seekers within the Metro North region. The purpose of this solicitation is to select a qualified One-Stop Career Center operator(s) to provide career, training, and employer services under WIOA and other public and private funding. MNWB is seeking innovative service delivery proposals to provide services to unemployed and underemployed adults, dislocated workers, youth, and employers in the Metro North region. A copy of the WIOA regulations is available at [HTTPS://www.doleta.gov/WIOA/](https://www.doleta.gov/WIOA/).

B. Schedule

October 28, 2019	Public Notification of pending RFP release
November 4, 2019	Request for Proposals released; public notification reissued
November 13, 2019	Bidder's Conference: 11am-12:30pm RSVP to RFP@masshiremetronorth.org to receive logon instructions. Please include attendee's name, organization, email address and phone number. Bidder's conference attendance is not required.
November 22, 2019	Letters of Intent due. <u>A letter of intent is required for a proposal to be considered.</u> Submit to RFP@masshiremetronorth.org .
December 13, 2019	Deadline for submission of written questions. Submit all questions to RFP@masshiremetronorth.org .
December 20, 2019	Proposals due by 4:00pm ET
July 1, 2020	Contract start date

2. BACKGROUND

A. Metro North Region

The Metro North workforce development area comprises twenty cities and towns in Middlesex and Suffolk Counties: Arlington, Belmont, Burlington, Cambridge, Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Somerville, Stoneham, Wakefield, Watertown, Wilmington, Winchester, Winthrop, and Woburn. Incorporated as a 501(c)(3), the MassHire Metro North Workforce Board's (MNWB) mission is to promote and develop a workforce system that is responsive to the needs of business and job seekers resulting in increased economic prosperity in the region and in the Commonwealth. MNWB will be the fiscal agent to the Career Center and provide Board staffing pursuant to the Workforce Innovation Opportunity Act (WIOA).

MNWB seeks innovative service delivery proposals that meet the specifications outlined in this RFP. The organization should demonstrate that it can offer a range of services to both employers and job seekers based on individual need and employer demand. Successful applications will describe in detail the organization's plan to implement these activities; demonstrate ability to innovate; design and develop complex programs with multiple sources of funding; achieve, track, and report outcomes; demonstrate ability to secure additional funding to supplement existing funding streams; and meet government accounting and expense requirements.

This RFP describes the specific services MNWB seeks and sets forth application requirements for eligible One-Stop providers. MNWB will evaluate all proposals submitted by the deadline and will competitively award contracts to bidders whose submissions are most responsive to the need for services described herein.

B. Workforce Innovation and Opportunity Act (WIOA) Overview

On July 22, 2014, the Workforce Innovation and Opportunity Act (WIOA) was signed into law. WIOA is a federal program funded through the U.S. Department of Labor and is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA provides new authorizing legislation for programs previously authorized under the Workforce Investment Act (WIA) and is the first legislative reform in sixteen years of the public workforce system. American Job Centers, also known as One-Stop Centers, were established under the Workforce Investment Act of 1998 and now are reauthorized under WIOA. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

The purpose of the WIOA Programs is to meet the talent needs of local companies by providing workforce development activities to job seekers that will increase their employment retention and earnings. As a result, successful application of these activities will improve the quality of the Metro North Massachusetts workforce and enhance the productivity and competitiveness of the local area. These services are to be provided by a One-Stop Career Center Operator selected by and contracted with MNWB. The Workforce Innovation and Opportunity Act of 2014 defines the required activities

authorized for One-Stop Career Center Operators. Bidders are encouraged to read the Act to understand the scope of authorized activities. In general, these activities are:

- to establish a one-stop delivery system described in section 121(e);
- to provide career services described in Section 134(c)(2) to youth, adults and dislocated workers, respectively, through the one-stop delivery system
- to provide training services described in Section 134 (c) (3) to youth, adults and dislocated workers, respectively
- to establish and develop relationships and networks with large and small employers and their intermediaries
- to develop, convene, or implement industry or sector partnerships.

The establishment of a One-Stop delivery system is a cornerstone of the reforms contained in Title I of WIOA. The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance.

C. Resources

MNWB has developed a strategic plan that contains significant information about the region's labor market information and the goals and objectives of the Board. Since the information is readily available to bidders, it will not be repeated in this RFP. The July 1, 2016 to June 30, 2020 Local Strategic Plan may be accessed here: https://masshiremetronorth.org/wp-content/uploads/MNREBFY17-20StrategicPlan-APPROVEDbyREBVOTE3-15-17_001.pdf.

MNWB, in partnership with workforce development, education, and economic development representatives in Boston and Metro South West workforce regions in addition to Metro North, developed a Greater Boston Regional Planning Blueprint which outlines key priority industries and occupations in the Greater Boston area. The Blueprint can be found here: https://www.mass.gov/files/documents/2018/06/19/Greater%20Boston%20Workforce%20Planning%20Blueprint_Final%20-%20053118_clean.pdf

The Commonwealth of Massachusetts WIOA and one-stop policies may be found at <http://www.mass.gov/massworkforce/>. Proposers must be knowledgeable regarding the statutes, regulations, rules and policies for the funding streams. A copy of the Workforce Innovation and Opportunity Act and regulations may be found on the U.S. Department of Labor web page at <https://www.doleta.gov/WIOA/>. Workforce Innovation and Opportunity Act Final Rules Resources can be found at: <https://www.doleta.gov/wioa/about/final-rules/>.

3. FUNDING AND PERFORMANCE PERIOD

A. Performance Period

MNWB will award WIOA funds and additional state, federal, and private funds to entities that demonstrate an ability to effectively deliver and manage services as described herein. It is the expectation of MNWB that respondents will become proficient in their understanding of the WIOA services, subsequent regulations, and other funding sources. All proposals must be comprehensive and address the full scope of services or demonstrate a relationship with other entities that together will deliver the full scope of services identified within this RFP.

MNWB anticipates funding grant agreements effective July 1, 2020 through June 30, 2021, with potential renewals for three additional years based on performance and funding.

Additional funds received by MNWB may be disbursed by expanding existing programs or by consideration of proposals not initially funded under this RFP. These decisions shall be made at the discretion of MNWB.

B. Sunset and Closeout Consideration

If a new operator is selected, One-Stop providers may be asked to take on customers already registered into WIOA by an agency that is discontinuing services. If a new operator is selected, it is mandatory that the selected operator interview all interested, current operator staff.

C. Contract Type

Contracts executed as a result of this RFP process will be paid through cost-reimbursement or performance based unless otherwise specified. Final contracts will also be subject to any changes in legislation, regulations or policies promulgated by the funding sources. MNWB reserves the right to vary or change the terms of any contract executed as a result of this RFP, including funding levels, scope of services, performance standards, referral sources and contract term, as it deems necessary.

D. Eligible Respondents

The respondent may be a private, for profit or non-profit company or a government agency. Elementary and secondary schools are not eligible bidders. Eligible bidders include:

- An Institution of Higher Education;
- An Employment Service State Agency established under Wagner-Peyser;
- A community-based organization, nonprofit organization, or workforce intermediary;
- A private for-profit entity;
- A government agency; (i.e. Municipality);
- A Local Board, with approval of Local Chief Elected Official and Governor;
- Another interested organization or entity capable of carrying out the duties of the One-Stop Operator/Service Provider (e.g. Chamber of Commerce, Business Organizations or Labor Organizations);

- Non-traditional public secondary schools such as a night school, adult school, or an area Career and Technical Education School.
- A consortium of organizations. If the consortium is made up of career center partners, it must include a minimum of three of the WIOA required partners.

Respondents may submit proposals in which subcontractors are identified to provide program components. Respondents may also identify organizations with which they will collaborate to enhance the project design. However, any proposal submissions from a collaboration of two or more entities should clearly provide the following information in the narrative portions of the proposal:

- Identify the lead agency for the collaborative partnership
- State the roles and responsibilities of each collaborator
- Include an organizational chart for each organization and for the collaborative
- Describe how funds will flow within the collaborative
- Identify the percentage of each partner's fiscal responsibility
- Identify the qualified fiscal agent for the collaborative partnership.

Successful respondents must have the demonstrated ability to innovate; to design and develop complex programs with multiple sources of funding; achieve, track and report outcomes; and meet government accounting and expense requirements. The agreement between MNWB and the One-Stop Operator shall specify the operator's role.

Any private for-profit entity considering applying to be an Operator must understand that they are required to adhere to the Uniform Guidance at 2 CFR part 200. Department of Labor's (DOL) adoption of the Uniform Guidance at 2 CFR 2900.2 expands the definition of 'non-Federal entity' to include 'for-profit' and 'foreign' entities. As such, any private for-profit entity that is a direct grant recipient or sub-recipient of a DOL award must adhere to the Uniform Guidance. Procurement standards under the Uniform Guidance at 2 CFR 200.323(b), require that profit be negotiated separately from the price in addition to a cost analysis and/or price analysis. MNWB will conduct such negotiations should a for-profit entity be selected. Records documenting or detailing the procurement history, including the negotiation and analysis of profit, will be maintained by all entities (2 CFR 300.318(h)(i)).

E. Availability of Funds

Federal funding is the primary support for the One-Stop Center. For planning purposes, the respondent to this RFP should assume no more than level funding for each program year. Fiscal Year 2021 amounts are subject to change, based upon the actual amount secured by MNWB. The Career Centers and MNWB are funded through a variety of sources including State WIOA allocations, State and Federal partner funds and competitively bid grant funds. It is difficult to predict exact funding from year to year. The materials in this RFP are designed to give the bidder a general scope of funding available by source. Please note that, should a new Career Center Operator be chosen, the financial terms will be negotiated with the successful bidder depending on whether the bidder intends to utilize existing staff, space, equipment, IT and/or other resources, supplies, etc.

It is understood that funds will fluctuate from year-to-year. The contract agreement shall be modified to increase or decrease funding as needed to reflect actual funds received during the contract period. The successful Contractor will be awarded a cost-reimbursement or performance-based contract for work

performed pursuant to this RFP. MNWB may expand the scope of the contract to include other workforce programs, funding or requirements that the MNWB deems necessary and appropriate.

All agreements are subject to the availability of funds from the Metro North Local Workforce Area.

F. Location

The Metro North region currently has three One-Stop Career Center locations, two full-service and one satellite, at the following addresses:

- 186 Alewife Brook Parkway, Suite 310, Cambridge, MA 02138
- 100 Sylvan Rd, Woburn, MA 01801
- 4 Gerrish Ave, Chelsea, MA 02150 (Satellite. Space owned by The Neighborhood Developers.)

Bidders may propose to keep the current locations, but are not required to use these spaces. However, bidders must at minimum propose one full-service location in the northern tier of the region; and one full-service and one satellite in the southern tier. The northern tier consists of the communities of Burlington, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, and Woburn. The southern tier consists of the communities of Arlington, Belmont, Cambridge, Chelsea, Everett, Malden, Medford, Revere, Somerville, Watertown, and Winthrop.

Given that federal funding is involved, the successful bidder will be expected to justify the cost effectiveness of their space selection and negotiate their own lease agreements.

4. METRO NORTH CAREER CENTER VISION AND CHARACTERISTICS

A. Metro North Career Center Vision

MNWB seeks an innovative career center design including a greater emphasis on serving employers' needs, creative methods of working with individuals with barriers to employment, and new ways of thinking about how to reach customers across the region. MNWB seeks out of the box thinking, rather than business as usual, in order to serve the workforce demands of the employers, job seekers, and workers in the region.

The career center staff will provide qualified applicants to targeted industries in the region, and by so doing, make the career center the human resource vendor of choice for local companies. Career center staff will include industry-occupational experts with deep and cooperative relationships with companies in the target industries in the region. Staff will use proven tactics to respond quickly when an employer places a job order including: (1) a pool of job seekers will be available due to the registration profile required for all career center customers; (2) staff will establish relationships with training and education institutions which produce graduates with the skills demanded by employers.

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

The publicly funded workforce system envisioned by WIOA is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible and high-quality workforce development system. This alignment is accomplished by providing all customers access to high-quality One-Stop centers that **connect them with the full range of services available in their communities**, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers. Bidders are expected to provide innovative services for job seekers who may have challenging barriers to employers to match them with appropriate employment and careers.

- In addition to innovation in serving employers and job seekers, MNWB seeks innovation in how and where the services are delivered, ensuring access by job seekers, employers, and workers throughout the region. Asking all customers to come to minimal brick and mortar locations will not suffice. MNWB envisions a system with access points throughout the region as well as virtual services.

B. Metro North Priorities for One-Stop Career Centers

The characteristics identified below demonstrate the spirit and intent of WIOA. The following are three main priorities MNWB has identified for One-Stop Career Centers. MNWB seeks innovative strategies to meet these priorities.

1) *One-Stop Centers Should provide Excellent Customer Services to Workers and Businesses that Reflect Employer Demand*

- Provide quality business services
 - Develop, offer, and deliver quality **business services** that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy
 - Example: Contact at Career Center may be a business service representative (BSR) and establish the business customer relationship. BSR explains the role of career centers and learns about the company's culture, product and workforce issues, skills and education required for vacant positions with the primary objective to solve business workforce needs
 - Create business engagement team across industries that may consist of Job Developer, Case Counselor, and Job Counselor to work with the Business Service Representative to address business needs
- Design and implement practices that engage **industry sectors**, use economic and labor market information, **sector strategies**, and career pathways
- Assist businesses in identifying and hiring skilled workers and accessing other supports, including education and training for their current workforce
 - Provide strategic talent development to reflect employer demand
- Develop a business strategy that:
 - Aligns with regional workforce development priorities
 - Aligns with economic development efforts in the region
 - Provides a plan to reach employers across the whole Metro North region
 - Responds well to the demands of the employers in the local labor market
 - Aligns business workforce needs with job seekers' assets
- Examples of customized recruiting and screening services offered to businesses:
 - **Customized screening of applicants:** Thoroughly screen job seekers based on employer skill requirements and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future
 - Advertise job openings: Provide employers with the opportunity to post employment opportunities throughout the workforce system
 - Provide access to space: Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
 - Customized recruitments: Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization
 - Conduct job fairs: Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers

2) One-Stop Centers Should Provide Excellent Customer Services to Job Seekers and Reflect Innovative and Effective Service Design

- Career center space reflects welcoming environment
- Use an integrated intake process for all customers
- Provide customer access through multiple entry points, utilizing a more flexible system for delivery of services including virtual, **convenient**, and center-based services delivery for job seekers
 - Provide a plan to reach customers **across the Metro North region** including offering services throughout the region, possibly at partner agencies, community organization, libraries, and other sites and virtually
- Incorporate innovative and evidence-based delivery models that improve the integration of education and training and career pathways that lead to industry recognized credentials
- Provide quality job seeker services
 - Provide individual job matching and job readiness services so that job seekers are matched with appropriate openings based on their skills and interest and are prepared for interviews
 - Provide job seekers with the skills and credentials necessary to secure and advance in employment
 - Create opportunities for individuals at all skill levels and levels of experience
 - Provide customers, labor market, **job-driven information**, and possible related education and training
 - Provide skills development and job placement services
 - Focus on career pathways as an effective strategy to help job seekers and workers gain marketable skills and industry-recognized credentials
 - Provide information and guidance to make informed decisions about training and careers to compete in current and future labor markets
 - Provide career services that motivate, support, and empower customers, *including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance*
 - Ensure in-school and out-of-school youth have access to employment/higher education leading to sustainable career pathways
 - Assess and improve each individual's basic, occupational, and employability skills

3) One-Stop Centers Operate with Integrated Management Systems and High-Quality Staffing

- Reflect the establishment of robust partnerships including Adult Basic Education, Temporary Assistance for Needy Families Program, Jobs for Veterans State Grants Program, Youth Programs, Senior Community Service Employment Program, Vocational Rehabilitation Program, and other key partnerships
- Organize and integrate services by function rather than by program
- Maintain integrated case management systems that allow information collected from the customers at intake be captured once
 - Proven ability to manage data for reporting and for decision-making, both internally and in collaboration with other agencies
 - Participate in evaluations that support continuous improvement

- Develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use of *technology to achieve integration and expanded service*
- Use common performance indicators to ensure that employment and training programs are labor market driven and accountable to participants. (i.e. skill gain, competency development, and jobseeker and employer satisfaction)
- Cross-train career center staff to increase staff capacity, expertise, and efficiency
- 1. Career center staff should include ***highly trained career counselors and business-facing staff*** skilled in advising jobseekers and assisting employers

C. Relationship with Required Partners

The Metro North career center and its affiliated sites are but one component of an integrated workforce development system.

The career center operator will be responsible for collaborating with core partners identified in WIOA in order to serve shared customers through workforce investment activities (i.e. coordinating adult, dislocated worker and youth services, if applicable, for shared customers.) The core partners include:

- Massachusetts Rehabilitation Commission
- Department of Transitional Assistance
- Adult Education and Literacy Providers
- Older Americans Act Providers
- Department of Unemployment Insurance
- Veterans
- Trade Adjustment Act
- Massachusetts Commission for the Blind

The career center operator and core partners will delineate and implement shared service strategies for job seekers and businesses and identify related shared customer flow strategies that will include, but not be limited to, operational and service workflows, outreach to shared customers, coordinated staff development and training, follow-up procedures after job placement, marketing and community integration, co-locations of staff (physical or virtual), and the nature and provision of related infrastructure and shared costs.

The operator will work with the partners to create a two-way referral system with codified standards and processes. Specifically, the system will include standardized service pathways for customers, common intake procedures and assessments, and procedures to ensure consistent and regular communication between partners. The operator will implement a quality control system to ensure that data is captured represents the diversity of partnerships with core partners as it relates to staffing and programming. Data defined may include a metric system to measure shared customers' effort, skill acquisition, and behavioral modification as it relates to achieving successful workforce-related outcomes. Data should be accurate, reasonable, exportable, and communicative.

D. Relationship with Community

In proposing locations for a One-Stop Center, respondents should do significant research and preparation regarding the workforce needs of the community, appropriateness of the location, accessibility, relationships with other community agencies, relationships with WIOA system partners, and other aspects of operating a quality One-Stop.

As the hub for workforce services in the Metro North region, Career Centers must make efforts to promote services throughout their local community and ensure accessibility through a variety of means, including but not limited to the following:

Recruiting: Career Centers must collaborate with community-based organizations, other government services, and other entities throughout the area surrounding their site in order to recruit individuals and businesses that can benefit from career center services.

Community and Employer Outreach: Career Centers must conduct regular outreach activities and develop recruitment strategies to inform the community of services available and ensure a steady pipeline of participants coming to the center. Additionally, Career Centers must conduct regular outreach to employers in the region to ensure understanding of employer demand.

Referrals: Career Centers should refer individuals with substantial barriers to employment to partner agencies whose purpose is to mitigate those barriers.

Language Capacity: Career Centers should have sufficient language capacity appropriate to each Career Center's location and potential jobseeker customer population. The most common non-English language spoken by career center customers is Spanish, followed by Haitian Creole and Portuguese. Key materials should be provided in other languages as appropriate to each Career Center's location.

E. Relationship with Workforce System

One-Stop Career Centers serve as the high-volume central locations for the Metro North workforce system. Career Centers are hubs serving businesses and job seekers. For job seekers, the general public makes significant use of the Resource Rooms, the diverse pool of employer contacts, and the efficiency resulting from the presence of one or more WIOA system partner services co-located together. Businesses use career centers for on-site recruiting and for consulting with experienced workforce staff about employer benefits such as training programs and accessing a large pool of job ready workers.

5. EMPLOYER AND JOB SEEKER SERVICE DELIVERY

A. Basic Career Services

MNWB seeks to identify quality organizations to implement and manage Career Center and WIOA services as a One-Stop Career Center. Customer service and careful management of job seekers and employers are critical to have an effective and high-quality Career Center. Under WIOA basic career services must be made available to all individuals and employers seeking services through the entire workforce delivery system.

Employer Services

Employer (Business) Services are a critical component of WIOA basic career service delivery, providing direct value to employers, employer associations or other such organizations. MNWB seeks innovative practices to ensure that the Career Center is responsive to the demands of the employers in the local labor market. With high quality and tailored services, the goal is that employers will turn to the career center for hiring needs.

While there are many types of businesses in the region, the career center operator is charged with identifying employers in target industries and occupations. Target companies are those with a significant share of jobs in the region and which share the MNWB's commitment to improving working conditions for their employees. MNWB has identified seven priority industry sectors based on regional labor market demand. Additional companies and industries will be served by the career center, but these industries must be served:

- Advanced Manufacturing
- Healthcare
- Information Technology
- Life Sciences
- Hospitality
- Retail
- Construction/Property Management

In addition to these industries/occupational clusters, MNWB will continue to target Science, Technology, Engineering, and Math (STEM), which is not an industry unto itself but is incorporated in many different industries.

MNWB, through the career center, will invest in companies that:

- Establish a symbiotic relationship with career center staff in which the career center actively supports their hiring needs by finding ready to work, qualified applicants
- Provide opportunities for on-the-job-training, internships, mentoring, and follow up support
- Want to develop a relationship with the career center to augment their recruitment program
- Have jobs with defined career pathways for those with the desire and willingness to pursue them or, are committed to partnering with the career center to develop defined career pathways

- Are experiencing a talent shortage
- Have a need to fill jobs which have a family supporting wage.

An employer-driven service delivery system is one that results in linking our region's diverse talent with employers and businesses. As a result of this work, One-Stop centers will continue to be a valued community resource, known as an important source of assistance for those looking for work or workers, and those looking for opportunities to grow their careers. Career Centers provide customized business services that may include the following services and activities:

1. Customized Recruiting and Screening Services

- Advertise Job Openings: Provide employers with the opportunity to post employment opportunities throughout the workforce system. One-Stop staff must post job orders through the Career Connect job order portal.
- Customized Recruitments: Provide employers with an in-person opportunity to inform job seekers about available job openings within their organization.
- Customized Screening of Applicants: Thoroughly screen job seekers based on employer skill requirements and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
- Job profiling: Develop understanding of hard skill, soft skill, and educational requirements of employers to match job seekers based on skills, experience, and interests. Understand the business culture and work processes. Develop a deep understanding of the industry, job, and career ladders. Staff will be industry-occupational experts with deep cooperative relationships with a discreet cohort of organizations representing target industries in the region.
- Job matching: Match qualified candidates with employers' openings and assist job seekers through the entire job search process including determining career interests, assistance completing online applications, and facilitating communication with hiring employers. As job seekers work with career center specialists, the specialists send employers the resumes of candidates who have the skills, education, and experience that the employer requires, follow up with employers on behalf of the job seekers, facilitate interviews, and solicit feedback post interview until a job seeker finds employment.
- Provide Access to Space: Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- Conduct Job Fairs: Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers.
- Outplacement services: Provide programs and services to help dislocated workers find jobs after a layoff or reduction in force has occurred.

2. Information and Technical Assistance

- Provide Workforce Education: Educate businesses about services available through Metro North workforce agencies and how to access these services. Provide informational services to businesses on a variety of workforce topics, including workforce-related and economic development, unemployment insurance; labor market statistics; and other workforce-related information identified as providing value to businesses.

3. Employer Professional Development Services

- Educate businesses on various training models available throughout the region.

- Provide retention services; working with employers to design strategies and provide support that helps employees stay on the job or advance after placement.

Customer Flow and Job Seeker Service Delivery

Basic Career Services also include services assisting jobseekers in finding gainful employment, and orienting customers to WIOA services and procedures, as well as, providing information on the labor market and unemployment insurance. These services may be provided by one or a combination of staff from the mandated partners of WIOA. Below are basic services respondents are expected to offer:

1. Determination of whether the individual is able to receive assistance from the adult, dislocated worker or youth programs;
2. Outreach, intake, and orientation to information and other services available through the entire workforce delivery system;
3. Initial assessment of skill levels including literacy, numeracy and English language proficiency, as well as aptitudes, abilities (including skill gaps) and supportive service needs;
4. Labor exchange services including
 - a. Job search and placement assistance; and individual career counseling as needed, including:
 - i. Provision of information on in demand sectors and occupations
 - ii. Provision of information on non-traditional employment
 - b. 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 entire workforce 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 or human services 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:
 - a. Job vacancy listings in labor market areas;
 - b. Information on job skills necessary to obtain vacant jobs listed; and
 - c. Information related 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 about how the local area is performing on performance accountability measures, as well as any additional performance information relating to the entire workforce system and the One-Stop;
9. Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services including child care; child support; medical or child health assistance available through the State, Supplemental Nutrition Assistance Program (SNAP) benefits; assistance through earned income tax credits; and assistance under Temporary Assistance for Needy Families (TANF) including supportive services and transportation;
10. Assistance in establishing eligibility for programs of financial aid assistance for training and or education programs not provided under WIOA.

11. Provision of information regarding filing claims under Unemployment Insurance (UI) programs, including meaningful assistance to individuals seeking to file a claim.

In addition to the minimum basic career services required under WIOA, MNWB requires One-Stop Career Centers to offer the following:

Resource Rooms: One-Stops must maintain a publicly accessible resource area (including access for persons with disabilities) as part of their WIOA services. This public space and the resources available within it should include computers with Internet access; tutorials for career exploration, job searching and resume writing; job postings; periodicals, services and financial aid for local non-WIOA training, labor market reports, educational programs and information on partner programs. Individuals may receive self-service or informational activities without an eligibility determination. Self-service or informational activities include, but are not limited to, access to the Resource Room, on-line materials, reference documentation, workshops, employer screenings and job fairs. The resource area must be staffed with knowledgeable employees, partner employees and/or volunteers to assist with customer questions.

Workshops: One-Stops and their partners must provide a wide range of informational workshops to job seekers as part of their career services offerings. These workshops focus on job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training. One-Stops must post and follow a monthly schedule for all workshops.

B. WIOA Adult and Dislocated Worker Services

In addition to providing basic services to all customers, the One-Stops will receive funds through WIOA Adult and Dislocated Worker to provide targeted services and case management to eligible customers. The chart below shows **the planned number of customers** receiving services through the Adult and Dislocated Worker programs over the last three years.

WIOA Adult	FY'17	FY'18	FY'19
Occupational Skills Training (ITAs)	72	59	64
New enrollments – non ITA Direct Job Search Customers*	153	166	161
Carry-in enrollments	43	42	77
Total Adult Customers Served	268	267	302
WIOA Dislocated Worker			
Occupational Skills Training (ITAs)	51	44	47
New enrollments – non ITA Direct Job Search Customers*	173	155	124
Carry-in enrollments	145	110	138
Total Dislocated Customers Served	369	309	309

*Direct Job Search Customers receive intensive, comprehensive case management and job placement services from One-Stop counselors to obtain competitive employment.

C. Eligibility Determination and Registration

The eligibility determination process is considered a basic career service but is explained in detail in this section as it is a critical function of the One-Stop provider for Title I of WIOA. One-Stops are required to develop and implement a WIOA eligibility process that is timely and meets State and MNWB policy requirements without unnecessary delays in providing access to career services. Included in this process, the One-Stops must determine WIOA eligibility and collect information to support the determination of eligibility. Customers receiving individualized career services must be eligible and registered into WIOA. MNWB's Eligibility Policy for WIOA Adult and Dislocated Worker programs are included in Attachment I.

D. Individualized Career Services

Under WIOA individualized career services must be made available, if determined to be appropriate, in order for an individual to obtain or retain employment. Individualized career services are more comprehensive, in-depth and individualized than basic career services, and generally involves interaction with a career coach or an equivalent.

These services include the following:

1. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - a. Diagnostic testing and use of other assessment tools; and
 - b. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

One-Stops must complete objective, comprehensive and specialized assessments of the customer. These assessments involve a more thorough examination than the initial assessment and are conducted or coordinated by a career coach or equivalent. The role of the career coach is to ensure access to the full array of services and activities required and available under WIOA, and to provide professional support to jobseekers as they decide on employment and education plans and seek to improve their skills.

2. Development of an Individual Employment Plan (IEP), in order to identify the employment goals, appropriate achievement objectives and the appropriate combination of services for the participant to achieve his or her employment goals. One key role of the career coach is working with the customer to develop the IEP. The IEP should be considered an agreement between the career coach and the customer of the plan of action they will take together to overcome any barriers to employment and secure employment leading to self-sufficiency. The IEP should include short and long term goals and the steps and supports necessary to achieve those goals. Ideally, the IEP will focus on a career pathway that can provide a guide beyond initial employment, and must be updated regularly as a customer progresses.
3. All WIOA services provided to a customer must be identified and the need justified in the IEP. A hard copy case file must be maintained on each participant containing eligibility documents and pertinent case file information not recorded in the electronic case file. Customers are also to be provided with a signed copy of the IEP. The IEP is a living plan that should be updated as goals and

milestones are met and routinely discussed with customers. In cases where needs and services change, the IEP must be updated.

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

E. Training Services (included in individualized career services)

Training may be made available to individuals if after an interview, assessment or evaluation, and career planning it is determined that the individual:

- Is unlikely or unable to obtain or retain employment that leads to self-sufficiency or comparable wages to or higher than wages from previous employment;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher wages from previous employment through career services alone; and
- Have the skills and qualifications to successfully participate in the selected program of training services.

The following items explain the different training options available to participants. The selection of training services should be conducted in a manner that maximizes customer choice and is linked to in-demand occupations. Career Counselors must ensure that job seekers explore other funding options and research performance of relevant training providers.

Individual Training Accounts (ITAs): ITAs are vouchers to be redeemed at one of the many eligible training providers. Training services are not usually provided directly by the One-Stop, but, rather, the One-Stops facilitate the ITA application and selection process with the job seeker. The actual training is conducted by an approved training provider listed on the Massachusetts Eligible Training Provider List and approved by MNWB. One Stop career advisors are expected to assist job seekers with researching

and selecting training programs that align with the job seeker's IEP. MNWB retains funds for executing all training contracts with training providers.

One-Stop operator(s) are informed about the estimated number of ITA funds available for Adult and Dislocated Workers for the year. The chart below details the amount of ITA funds spent over the last three fiscal years:

Fiscal Year	Adult ITA Funds	Dislocated Worker ITA Funds
FY'17	\$334,207	\$255,291
FY'18	\$220,418	\$281,495
FY'19	\$252,135	\$235,942

MNWB retains funds for executing all training contracts with training providers. **Respondents SHOULD NOT identify ITA dollars in their proposed budget.**

Alternative Training Models: In addition to ITAs, the One-Stops may be required to facilitate alternative training models. Respondents should be knowledgeable in the following various training models.

- **Internships/Work Experience:** Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Fair Labor standards apply in any work experience where an employee/employer relationship exists, as defined by the Fair Labor Standards Act or applicable State law.
- **On-the-Job Training:** OJT services typically involve “hands on” training in occupational skills for a specific occupation. Training is provided by an employer for an individual who needs additional skill training for a specific job. The participant is an employee of the company and in order to offset the cost of the training, the employer is reimbursed a percentage of the participant's salary, based on criteria provided by MNWB, during the training period. One-Stops are required to develop OJT agreements with employers and are required to have staff knowledgeable of the OJT forms and procedures.
- **Pre-Apprentice Training:** Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to gain entry into a registered apprenticeship program.
- **Apprenticeship Training:** Apprenticeship training is a framework in which an individual receives company paid on the job training (OJT) along with related classroom instruction. The OJT is supervised by a fully trained journey worker (mentor) in the same occupation who follows a written work process specific to the occupation. A progression of wages is paid and a contract is required. One-Stops are required to knowledgeable staff about the apprenticeship model, connect jobseekers to employers, and develop apprenticeship agreements with employers.

F. Career Pathways

WIOA places a strong emphasis on Career Pathways. One-Stops should apply a career pathway approach throughout their service delivery. Career Pathways are defined as a combination of rigorous and high-quality education, training and other services that:

- Align with the skill needs of industries in the state or regional economy;
- Prepare an individual to be successful in any of a full range of secondary or postsecondary education options;
- Include counseling to support an individual in achieving the individual's education and career goals;
- Include, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organize education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enable an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Help an individual enter or advance within a specific occupation or occupational cluster.

G. Follow-up Services

One-Stops must communicate with, and monitor the progress of, customers throughout enrollment in the program. In addition, follow-up activities must be provided as appropriate, to individuals who have exited from the program for up to one year. Follow-up services tend to be of two major types: retention and advancement services for employed customers; and reemployment services for customers who lose their jobs.

Retention/Advancement Services

- Additional career planning and counseling
- Working with the customer to identify emerging problems
- Helping the customer gain job/educational coping skills
- Peer support groups
- Information about additional educational opportunities
- Helping the customer to access needed support services

Re-Employment Services

- Counseling with the customer about reasons for his/her job loss
- Career services and supportive services to address reasons for job loss and implement appropriate solutions to secure re-employment.

H. Funding Streams and Program Descriptions

The following chart describes the funding streams available through this contract for all programs, including non-WIOA programs. The funding amount listed for each source is for the current FY20. Actual allocations for each source for FY21 are subject to change. Applicants to this RFP should use the FY20 figures listed below to develop a staffing plan and budget. **The explanations provided are designed to**

inform the bidder about these funding sources to provide information about the scope of work and to help the bidders to determine staffing levels and focus of services. The bidder is not expected to delineate which funding sources pay for which costs in the proposed budget.

Funding Source	Program Description	Funding Type	FY20 Allocation*	Customers Served FY19	Timeframe
Wagner Peyser (Employment Services)	The Wagner Peyser funding is issued by the U.S. Department of Labor to assist career centers in their overall operation including providing basic and individualized services to job seekers and employer services.	Core	\$1,203,345	10,956	Annually
Trade Adjustment Assistance Case Management	The Trade Adjustment Assistance (TAA) Case Management funding is issued by the U.S. Department of Labor to support case management services to customers who have lost their jobs as a result of foreign trade to quickly rejoin the workforce by providing them with the means to attain competitive and marketable skills for today's increasingly competitive work environment. Career Centers facilitate case management services for TAA customers including submitting training packages for approval to the Department of Career Services.	Core	\$198,933	112	Federal funding available upon application accompanying major lay-off
Massachusetts One-Stop Line Item	The Massachusetts One-Stop Line Item funding is issued by the Commonwealth of Massachusetts to support universal career center operations including infrastructure, administration costs, and jobseeker and employer services.	Core	\$400,304	N/A	Annually
Reemployment Services and Eligibility Assessment Program (RESEA)	The Reemployment Services and Eligibility Assessment (RESEA) Program is funded by the U.S. Department of Labor to help Unemployment Insurance claimants return to work faster. Permanently separated claimants are required to participate in the RESEA program. For the client's first visit, the career center staff will conduct a group career center seminar to inform unemployed participants about the services of the career center. Following the seminar,	Core	\$330,679	6,361	Annually

	the centers will meet briefly one-on-one with each participant to ensure that they are meeting program requirements. For the client's second visit, the career centers will meet with them again, one-on-one, to assist them in completing a Career Action Plan and ensure they have met other requirements of the program.				
WIOA Title 1 – Low Income Adults	See section 5(B).	Core	\$194,070	198	Annually
WIOA Title 1 - Dislocated Workers	See section 5(B).	Core	\$219,579	361	Annually
Ticket to Work	The goal of the Ticket to Work Program is to assist individuals on Social Security Insurance (SSI) and Social Security Disability Insurance (SSDI) in entering employment or re-entering employment in order to reach self-sufficiency without the help of SSI or SSDI. The role of the centers is to recruit participants, assess their service needs in order to enter employment by utilizing an Individual Work Plan, connect participants with the necessary services, and assist them in finding a job that aligns with their goals. The intended outcome is for participants to go back to work and reach a specific monthly wage level (determined by the Social Security Administration) in order for them to become financially self-sufficient without the assist of SSA. The career centers only receive payment when a participant reaches this threshold.	Non-core	\$30,000	N/A	Current agreement with SSA good until 2027
Mass. Executive Office of Housing and Economic Development Advanced Manufacturing Program	Funded by a line item in the state budget, the EOHED Advanced Manufacturing Program supports training and placement for unemployed and underemployed workers via regional "hubs." Career Centers are eligible to receive a fixed "voucher" payment for each individual recruited, enrolled, and placed.	Non-core	\$25,875	20	Annually

Disabled Veterans Outreach Program	The Disabled Veterans Outreach Program (DVOP) is funded by the MA Department of Career Services. Veteran Representatives develop job and training opportunities for veterans, with special emphasis on veterans with service-connected disabilities. Career Centers receive funds for support of State-employed co-located Veterans Representative on-site at the career center.	Co-location	\$23,814	257	Annually
Unemployment Insurance (UI) Walk-in	The Unemployment Insurance (UI) Walk-in fund is issued by the MA Department of Career Services. Unemployment Insurance Claims representatives are stationed at the career centers part-time to assist customers with claims. Career Centers receive funds for support of the DCS State-employed UI Claims Representative on-site at the career center.	Co-location	\$14,250	9,137	Annually
Rapid Response	The Rapid Response fund is issued by the MA Department of Career Services. The Rapid Response program provides statewide, early intervention, and no-cost re-employment services for companies and their employees affected by layoffs and closings. Career Centers receive funds for support of the Department of Career Services State-employed Rapid Response on-site at the Career Center.	Co-location	\$8,745	N/A	Annually
Department of Transitional Assistance	Shared infrastructure contribution to support partnership with WIOA mandated partner.	Shared partner infrastructure contribution	\$70,827	N/A	Annually
Mass. Commission for the Blind	Shared infrastructure contribution to support partnership with WIOA mandated partner.	Shared partner infrastructure contribution	\$4,375	N/A	Annually
Mass. Rehabilitation Commission	Shared infrastructure contribution to support partnership with WIOA mandated partner.	Shared partner infrastructure contribution	\$12,088	N/A	Annually

Adult and Community Learning Services	Shared infrastructure contribution to support partnership with WIOA mandated partner.	Shared partner infrastructure contribution	\$17,120	N/A	Annually
Senior Community Service Employment Program	Shared infrastructure contribution to support partnership with WIOA mandated partner.	Shared partner infrastructure contribution	\$6,420	N/A	Annually
Earned Income	Additional income raised through fee-based services, grants, and other revenue	Earned income	\$100,000	N/A	Annually
TOTAL			\$3,266,413		

*Allocations as of the release of this RFP. Allocations are subject to change.

6. **PERFORMANCE OUTCOMES, REPORTING, AND TRACKING**

A. **WIOA and Overall Career Center Performance**

WIOA establishes a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. Selected respondents will be required to meet performance measures based on the established goals negotiated between MNWB and the Massachusetts Department of Career Services (DCS) each year. The chart below lists the FY'20 WIOA Performance Measures for the Adult and Dislocated Worker programs.

WIOA Performance Measure	Definition	Adult FY'20 Goal	Dislocated Worker FY'20 Goal
Entered Employment (Q2)	The percentage of participants who are in unsubsidized employment during the second quarter after exit	86.5%	86%
Employment Retention (Q4)	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit	78%	85%
Median Earnings	The median earnings of participants who are in the second quarter after exit	\$5,300	\$7,800
Credential Rate	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within 1 year after exit from the program	72%	62%
Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year	TBD	TBD
Business Services	Effectiveness of servicing business.	TBD	TBD

In addition to WIOA performance measures, the career centers will be evaluated on benchmarks and goals to be determined by the MNWB. The current list of additional performance goals are included in Attachment J. MNWB reserves the right to set and change benchmarks, add new benchmarks and adjust rates based on final WIOA regulations and negotiated performance.

Selected Career Centers will be continually evaluated based on their achievement of all the Department of Labor measures and MNWB benchmarks. Grant agreement renewals will be largely based on achievement of benchmarks. MNWB reserves the right to impose additional conditions and/or restrictions on the grant award, implement probationary periods, undertake any other corrective action, reduce funding or end grant agreements based on poor performance on any of the benchmarks.

B. **Data and Performance Management**

The successful applicant(s) will be responsible for tracking services and outcomes in the state case management system called Massachusetts One-Stop Employment System (MOSES) as well as the local data metrics currently under development. Staff of the One-Stop Operator will be required to complete

MOSES training within three months of the award announcement for the Local Workforce Development One-Stop Operator contract.

The provider(s) will be accountable for the integrity of the data presented and responsible for ensuring that staff are appropriately trained in the use of these systems. The One-Stop Operator will be responsible for developing, implementing and overseeing processes to collect, manage and utilize information about the system.

C. File Records, Retention, and Ownership

Selected respondents must retain, secure and ensure the accuracy of all program files and records, whether related to businesses or WIOA registered job seekers, in compliance with federal, state, and WIOA requirements. Case files must contain a variety of documentation including, but not limited to: program eligibility, suitability, assessment data; Individual Employment Plans; regular updates (minimally every 30 days); progress reports, and case notes. Selected respondents must allow local, state, and federal representatives access to all Workforce Innovation and Opportunity Act records, program materials, staff, and participants.

D. Oversight, Evaluation, and Planning

MNWB will monitor and evaluate selected respondents to determine if employer and job seeker clients are receiving the most comprehensive, high caliber services. Monitoring is also used to ensure program compliance and evaluate the quality and effectiveness of the service strategies. MNWB is required under WIOA to monitor the Career Center operator annually. Therefore, all program and fiscal records must be maintained locally. External monitoring and evaluation may also be conducted periodically by the U.S. Department of Labor, Massachusetts Department of Career Services and any other agency that provides funds used by the MNWB to contract for services in the area's workforce system.

E. Accessibility and Equal Opportunity

MNWB is committed to equal programmatic and physical access to services for all customers. All awardees must ensure equal opportunity to all individuals. No individual in the Metro North regional area shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any Workforce Innovation and Opportunity Act or other funded programs or activities because of race, color, religion, sex, national origin, age, disability, English proficiency, sexual orientation, political affiliation or belief. All successful bidders are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws.

7. SOLICITATION, PROCESS, AND TERMS

A. Period of Solicitation

This RFP is being released on November 4, 2019. The deadline to submit a response(s) to the RFP is December 20, 2019 no later than 4:00 p.m. Eastern Time.

B. RFP Inquiries, Questions, and Answers

The primary mode of communication between the MNWB and potential bidders will occur via MNWB's procurement web page: <https://masshiremetronorth.org/about/funding-opportunities/>. Questions and Answers will be posted on the website. It is the bidder's responsibility to check the website page frequently to stay apprised throughout the process.

All questions pertaining to the RFP must be received in writing via email at RFP@masshiremetronorth.org. Only those questions directed to this email or received at the Bidders Conference will be answered. All questions must be received by December 13, 2019. Questions will not be answered over the phone or in person.

C. Letter of Intent

Please submit a letter of intent (Attachment B) to the MNWB by November 22, 2019 to RFP@masshiremetronorth.org. **Submission of a letter of intent is required.** A bidder that fails to submit a letter of intent will not be considered.

D. Bidders Conference

MNWB will host a Bidders Conference, via webinar, for all prospective respondents to this RFP. At this session MNWB staff will review program information, key proposal requirements, contract terms and conditions and respond to questions. Staff members are unable to provide technical assistance during the application process. Please do not contact staff directly with any questions. All questions should be directed to RFP@masshiremetronorth.org. The Bidders Conference will be held:

Wednesday, November 13
11am – 12:30pm
Via Webinar

A brief period will be reserved at the Bidders Conference for additional questions to be submitted in writing. Every effort will be made at the conference to answer questions submitted that day; however, all questions will be answered and posted on the website. No answers are final until posted on the website.

To register for Bidders Conference please email MNWB at RFP@masshiremetronorth.org with the name, job title, organization, e-mail address, and phone number for each individual attending the webinar. Attendance at the bidder's conference is recommended but not required.

E. Proposal Review and Evaluation Process

Applications will be evaluated by a team of reviewers, which may include MNWB members, outside experts, and staff. An entity's failure to submit a complete proposal or to respond in whole or in part to RFP requirements may cause MNWB to deem the proposal non-responsive and thus ineligible for review.

The review team will conduct an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, MNWB 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.

After analyzing all of the above data, including the geographic distribution of the programs to ensure community access for Metro North residents as well as coverage of special populations including ***individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance***, the review team will select respondents for recommendation to the full Metro North Workforce Board membership for approval. Once approved by MNWB members, and the workforce region's Chief Elected Official, a grant agreement may be awarded to successful respondents.

Entities that fail to meet the evaluation criteria specified herein, or proposals that do not meet the service needs will not receive further consideration for funding. Failure to meet evaluation criteria can include, but is not limited to, non-responsive language in the submission, failure to clearly address all areas in the project narrative as required, lack of required documentation, and proposing programs, which do not address the specific needs of the population(s) being targeted.

F. Evaluation Criteria

Proposals that do not meet minimum standards will be considered non-responsive. All proposals will be scored according to the evaluation criteria set forth below. Additional information may be considered by reviewers when scoring proposals such as interviews and questions and answers subsequent to the written proposal. MNWB is not required to contract with the entity receiving the highest score as a result of the proposal review process.

Criteria	Point Value
Organizational Structure and Capacity	15
Staff Plan and Qualifications	15
Program Design	25
Past Performance and Planned Outcomes	10
Financial Structure and Fiscal Plan	10
Customer Access	15
Innovation	10
Total Points Available	100

8. SUBMISSION REQUIREMENTS AND INSTRUCTIONS

A. Submittal Procedure

To be considered for funding, applicants must submit one (1) unbound paper original and twelve (12) bound paper copies of the completed response to this RFP. All proposals must be submitted in **both electronic and paper form**, according to the following rules.

- **ONE ORIGINAL AND 12 COPIES** must be submitted for each proposal.
The original copy must contain original signatures in blue ink signed by the President, CEO or equivalent person with legal signature authority of the organization
- **Program Response Narrative maximum of 25 pages** excluding the Executive Summary, budget, and other required attachments and forms
- Budget forms
- Attachments
- 8 1/2 x 11 letter size paper
- Numbered pages
- One inch margins
- Double-sided
- Single-spaced
- Minimum 11 point font
- Proposals must also be submitted by flash drive. Include one file in PDF format with all required narrative and attachments AND one file in EXCEL format with the required budget forms.
- Deliver to:
MassHire Metro North Workforce Board
186 Alewife Brook Parkway, Suite 216
Cambridge, MA 02138

Completed RFP responses must be submitted by December 20, 2019 by 4:00 p.m. Eastern Time.

PROPOSALS RECEIVED AFTER THIS DATE AND TIME ARE LATE AND WILL NOT BE ACCEPTED.

B. Submission Format

All proposals must be organized and assembled as described in this Section. Copies of Forms that are bolded are included in the Attachments to this RFP.

Please submit proposal in this order:

- 1. Cover Page**
- 2. Partnership Form**
3. Executive Summary
4. Narrative Response
- 5. Career Center RFP Budget, Budget Narrative, and Salaries Chart**

6. Organization Chart
7. Memorandum of Understanding (MOU) with partners (if a partnership application)
8. Summaries of Key Personnel/Job Descriptions
- 9. Fiscal Questionnaire**
10. List of Board Members (names, business mailing address, affiliation, e-mail and phone numbers)
11. IRS W-9 Request for Taxpayer Identification Number and Certifications*
12. If applicable, current Determination Letter from IRS verifying the organization is exempt from federal income tax under section 501(c)(3)*
13. Certificate of Good Standing (from the Massachusetts Department of Revenue at www.mass.gov/dor)*
14. Tax Exemption Certificate*
15. Most recent IRS Form 990 (non-profit tax return) and MA Form PC (annual nonprofit state filing)*
16. Copy of most recent financial audit*
- 17. Signed Statement of Compliance and Disclaimer***
- 18. Certificate of Lobbying Activities (Link to pdf included)***
- 19. One-Stop Center Checklist***

*Only needed in the original copy

C. Executive Summary

In the **Executive Summary (1 page only)**, provide a high level overview of the organization's qualifications, services proposed, the total amount of funding requested, and what makes your proposal effective.

D. Narrative Questions

(Response maximum of 25 pages not including attachments)

Please respond to the following questions in detail using specific examples or evidence when possible and respond for all proposed job seeker customers (Adults, Dislocated Workers, etc.), as applicable.

Note that within these questions, readers will be assessing both the accessibility of services to job seekers/workers and the innovative practices proposed. Fifteen points will be assigned for accessibility of services and ten points for innovation.

1. Organizational Structure and Capacity (15 points)

- a. Provide a concise description of your organization including the legal status of the organization, the governance structure, and mission and vision and goals along with the major programs currently offered and where the Career Center fits in the organization. Explain how your mission and other programs align with this funding opportunity. Is the proposed Career Center its own organization or a program within an organization? If the Career Center is to be operated by a parent organization, explain the relationship between the Center and overseeing organization and specifically what the parent organization will provide. Estimate what

percentage of your overall organization's work would be represented by this contract. Attach an organizational chart demonstrating where the Career Center fits in the organization.

- b. What Board or Advisory Committee, if any, will the operator develop and convene to ensure that guidance and feedback on career center operations is shaped by the diversity of the customers and employers served.
- c. Describe your organization's experience in administering career center services, WIOA Adult, Dislocated Worker and Youth (if applicable) services and any other relevant experience within the past three years in providing workforce services as described in this RFP. Provide examples of how you were innovative, flexible and creative in service delivery.
- d. Describe your experience in working with special populations (i.e., individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance).
- e. If submitting as a partnership or collaborative, please identify all of the partners or subcontractors and briefly explain their services, roles provided, expertise and rationale for participation in the program model. Attach detailed Memorandum of Understanding for all partners and fill out the Partnership Form for submission. See additional material requested for collaborations listed in Section 3.D.
- f. Describe what makes your organization stand out above others in its abilities to accomplish the goals of a One-Stop Career Center.
- g. Identify the address, total square footage of the site, and accessibility to persons with disabilities. Have the facilities in which your program is or will be housed undergone an ADA compliance/accessibility audit, if so, what were the findings?
- h. Is the workplace unionized? If so, please include a copy of the union contract.

2. Staffing Plan (15 points)

- a. Please describe your proposed Career Center staffing plan. It should specify staffing levels and position titles. Discuss your agency's overall staffing and management structure and the extent to which this adequately supports program operations and goal attainment. Attach an organizational chart for the center.
- b. What are the special skills and expertise required to be a career coach, business service representative, and other staff for your organization? How do you measure the success of your career coaches and business service representatives? Describe the indicator that best measures the impact your staff have on their job seeker and employer customers.
- c. How will you ensure that career coaches are aware and up to date with trends and needs of the high demand industry sectors and employer needs? How will you ensure that your business service representatives fully understand the workforce needs of local employers?

- d. Explain your process for training new staff members on the regulations of WIOA and other program requirements. Identify any special skills or certifications of staff including fluency in other languages.
- e. Provide resumes or summaries of key personnel including qualifications and education in an attachment (not counted toward the 25 page program response limit) including names, titles, job descriptions and whether the position is full or part-time. If positions are not filled, please provide job descriptions including qualifications sought. Please remember that it will be mandatory for the selected bidders(s) to interview all interested current career center staff as described in section 3(B).

3. Program Description (25 points)

(Please answer the questions in relation to each customer base proposing to serve (Adult, Dislocated Worker, etc.)

Job Seeker:

- a. Identify the targeted Career Center location(s) and describe the specific communities' workforce needs and available resources and relationships. How will you ensure that residents of all the cities in the region can access services?
- b. Describe in detail your strategies for engaging, recruiting, enrolling and serving job seekers to your program. Describe innovative ways in which you will outreach to customers and assure access across the Metro North region (i.e., virtual workshops, satellite sites, outreach at other organizations). Discuss the approach and implementation plan for outreach and services to diverse special population groups including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance. What actions have you taken to ensure that your career coaches are equipped to serve customers with disabilities?
- c. Describe how job seekers will be oriented to the center and assessed upon enrollment.
- d. Explain your approach to providing customer-centered services. Describe the process for developing and managing an individual employment plan.
- e. Describe the basic career services offered to job seeking customers including but not limited to workshops, job readiness training, and individualized job matching. Describe these services and explain their value to the job seeker. Identify the frequency and availability of career services and any innovative features in your service offerings.
- f. Describe your implementation of access of career pathways to clients and access to partnering agencies. How will you connect clients to the full range of services provided by the education and workforce partners, including adult basic education, higher education, job training, and tailored services?
- g. Identify your ratio of career coaches to registrants. Explain how you have maximized that ratio without compromising the quality of your service and maintaining a highest level of customer satisfaction.

- h. Describe your follow-up strategies and how they will enhance job retention and career path growth.
- i. Describe what about your job seeker services are innovative.

Business Services:

- a. List and describe your proposed business services. How will you incorporate a demand driven approach to service delivery?
- b. Explain how your business strategy aligns with the regional workforce and economic development priorities. How will you align business needs and job seeker assets?
- c. Explain how you will utilize labor market information in targeting businesses. Explain your approach to working with industry sectors including the Metro North priority industry sectors.
- d. Describe your strategies for pursuing new business relationships and addressing business workforce needs. How will you reach businesses across the region and across different industries? Identify any tools, data or surveys to be used. How will you satisfy employers' workforce needs? How will you determine the level of engagement with new business partners?
- e. Describe the process of job matching. How will you match job seekers with openings at employer sites?
- f. What strategies around business services will you implement to ensure that the career centers understand the company's signature culture and work environment when placing participants in positions with them.
- g. Identify your ratio of business service representatives to employers. Explain how you have maximized that ratio without compromising the quality of your service and maintaining a highest level of customer satisfaction.
- h. When presenting job seekers to employers, what is the most common reason an individual is not hired. What techniques or strategies do you use to maximize interview to hire ratios?
- i. Describe what about your employer services are innovative.

Workforce Development System Coordination:

- a. Describe your strategies for developing and enhancing coordination with mandated partners (described in Section 4.C). How will you work on site to achieve an integrated system where customer service and performance are high priorities?
- b. Describe other partnerships you plan to form in order to fulfill the Career Center mission.

- c. Describe any cross training of all Career Center staff (including partner staff). Explain the impacts or desired results from cross training.

4. Past Performance and Planned Outcomes (10 points)

- a. List outcome goals and describe how the programs will be managed to meet or exceed each of the applicable performance metrics.
- b. Describe your experience implementing career center or employment services programs over the past three years. Identify the performance measures results along with other key benchmarks and your outcomes such as: total served, total placements to plan, percent of positive exits.
- c. Explain your process for internally monitoring your on-going performance. How will you evaluate and assess both the effectiveness and quality of the program? Identify who will be responsible for data collection, analysis, reporting and general oversight.
- d. Provide examples of three (3) current/past business engagements where you have identified and addressed a business need. Explain both the process used and outcomes achieved.
- e. Identify assessment instruments to be used and demonstrate how assessment data will be tracked. Include a description of any tools, tests, or methods used to determine the following: levels of basic skills, work readiness, interests and aptitudes, occupational skills and supportive service needs. Assessment instruments identified should address primary objectives by assisting the service provider in identifying skill levels, aptitudes, abilities, and supportive service needs and should lend themselves to pre- and post-assessment opportunities to ensure aggregate data can be tracked.
- f. It is intended that the MOSES data system will serve as the primary information management system for the One-Stop Center, without external supplementation. However, if it is your intent to supplement this with any other information management system(s), please explain. Explain your understanding of automated management systems and their connection to performance standards.
- g. Identify three (3) references (along with contact information – name, job title, email address, phone number) of funders or organizations (other than MNWB) that can attest to your fiscal responsibility, ability in serving the population, achieving grant deliverables, and meeting performance benchmarks.

5. Financial Structure and Fiscal Plan (10 points)

- a. Provide a description of the administrative and financial management capabilities of the organization. What are the qualifications of the organization's key program management and financial staff, and to what extent will they be involved with this project?
- b. Provide the organization's total annual budget amount and list top five funding sources for current fiscal year including funder, amount, and project funded. Estimate what percentage of your overall organization's work would be represented by this contract?

- c. How will financial information be made available for monitoring and auditing purposes?
- d. Describe your organization's previous experience administering federal, state and private grants.
- e. If you are proposing a subcontracting model, do you have experience in managing subcontracts for services including monitoring of subcontractors? How do you ensure proper fiscal oversight and accountability of subcontractors?
- f. Describe your experience with cost reimbursement contracts. Describe how you will financially support the costs of doing business until an invoice can be submitted and paid. How will you provide and fund the start-up costs of the program? (Start-up costs are allowable with WIOA funds although additional funds may be provided by the bidder.)
- g. Describe the agency's payroll system and accounting software including internal controls for accuracy and validity. What is the method for documenting employee time?
- h. If the entity is for-profit, identify the profit percentage built into the proposed budget, and describe the risk and other factors taken into consideration to arrive at this percentage.
Profits earned will be subject to negotiations as detailed under Section 3.D.
- i. Leveraged funds are **not required**. However, we are interested in if the bidder has ideas for securing additional funds to support Career Center services or has additional funds internally that can be utilized for these services. If so, please describe here. These funds can include cash contributions, staff effort, space, fee-for-service or other revenue generation and in-kind contributions. In answering, list each source of leveraged resources, the dollar value, and the function of each leveraged resource and whether the funds are secured, pending, anticipated, or ideas.
- j. Describe respondent's resource development experience and capacity to access various sources of funding in order to operate high-quality programs.

9. FISCAL INFORMATION AND BUDGET

A. **Proposed Budget**

The following forms are required as part of this proposal submission.

1. Please complete a proposed budget using the Career Center Budget Excel form based on the funding amounts listed in section 5(H). The Career Center Budget contains the following tabs:
 - Budget
 - Narrative
 - Salaries
2. Fiscal Questionnaire – See Attached Form

B. **Budget Form Instructions**

A budget must be included with all submissions. The budget forms are available in Excel on the procurement website. Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the proposing organization. All costs should be accounted for in the budget narrative and supported by a narrative justifying why the funds are needed for the program.

Please complete the budget file in the order outlined below.

1) Salaries Tab

- A) On the salaries tab of the workbook please list all of the job titles that you project to be needed to accomplish the goals of the Career Center in column B.
- B) List the staff name or TBD (to be determined) in column C.
- C) Enter the salary for each job title in column E.
- D) Specify the locations being proposed in cells F4 – K4. Use as many cells as needed.
- E) Enter the Full Time Equivalent (FTE), for the position, **under the location where the position will be located**. FTE indicates the percentage of time the staff member will work on the project, for example staff member A works 50% of her time at location A enter .5 in column F and 50% of her time at location B, enter .5 in column G for a total of 1 FTE.
- F) Once the FTEs are entered under the location columns, column D labeled FTE will calculate the total for the position. Please do not remove the formulas in column D.
- G) The total salaries and FTEs cells will automatically calculate.
- H) Additionally, the total personnel cost and FTEs will autofill to the budget tab, cells C13 and C14.
- I) If you are proposing more than six locations, please contact MNWB for a revised spreadsheet.

2) Budget Tab

Fill in the total amount applying for line. This is the amount that the FY'21 project budget should equal. Under the Organization Budget please enter your current FY'20 total organization's budget.

Please fill in the line items on the budget tab that will make up your total budget. The total personnel cost for the project budget will autofill from the salaries tab to this budget tab. Please do not remove the formulas that in cells C13, C14, C32. The total FTEs and personnel cost will also autofill to the narrative tab.

3) Narrative Tab

On the budget narrative tab please provide justification for each line item along with how it was calculated in column C. Please go into enough detail so that it is clear exactly how all line items were determined. Please provide exact detail in regard to what items are included in your fringe rate and the percentage each represents. For occupancy cost, please provide the cost and expense calculation for each location being proposed and what is included for this line item such as rent, utilities, security, maintenance, etc.

Please also include details of the organization's indirect cost rate, along with how it was determined, if one is used. If the organization does not have a federally approved indirect cost rate or an indirect cost rate from the organizations' cognate agency, one must be obtained before funds are granted.

The amounts from the budget tab will autofill on this tab. Please do not remove any formulas in cells B8 through B27.

10. LIMITATIONS, DISCLAIMERS, AND ASSURANCES

A. Limitations

The Metro North REB shall not pay for any costs incurred by the applicant agencies in the completion of this RFP. Submission of an RFP does not in any way obligate the Metro North REB to award a contract. The Metro North REB reserves the right to accept or reject any applications, to negotiate with all qualified sources, or to cancel in part or in its entirety this RFP. The Metro North REB reserves the right to correct any error(s) and/or make changes to this solicitation as it deems necessary. The Metro North REB may require successful applicants to participate in contract negotiations prior to contract finalization. The Metro North REB shall reserve the right to withdraw or reduce the amount of an award or to terminate, with or without cause, any contract entered into as a result of this RFP process.

B. Disclaimers

All contract awards by the Metro North REB, pursuant to this RFP, are contingent upon the availability of funds. Respondents are liable for any and all costs incurred prior to final authorization by the Metro North REB and the execution of a contract with the Metro North REB.

The REB also reserves the right to:

- Rescind an award and/or reallocate the funding to another applicant should the successful respondent fail to execute its grant agreement in a timely fashion;
- Increase funding levels for any or all agencies selected pursuant to this RFP, if additional funds become available, based on agency performance, effectiveness and other details;
- Change and amend as necessary its policies or procedures governing the delivery or scope of services described herein;
- Perform an assessment of the risk that any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event might have on an organization's ability to operate a proposed program.

C. Right to File an Appeal

After the Metro North REB completes its review of all proposals submitted in response to this RFP, the REB will notify all applicants in writing of the status of their proposal and whether or not they have been selected as a proposed One-Stop Career Center Operator. Parties who submit proposals that are not selected as proposed One-Stop Career Center Operators may appeal the decision of the REB in accordance with the applicable provisions of this RFP. Appeals may only be based upon a claim that the REB has failed in any material respect to follow the selection process outlined in this RFP. As stated in the RFP, the REB is not obligated to select as a proposed One-Stop Career Center Operator a proposal that receives the highest score based upon the application of the proposal review scoring criteria. Proposed One-Stop Career Center Operators may be selected based upon a more comprehensive review and analysis that shall take into account the results of the proposal review scoring criteria, interviews, if conducted, geographic access, and the overall qualifications of the party submitting the proposal.

Generalized allegations of impropriety or dissatisfaction with the results of the process are not grounds for appeal.

An unsuccessful bidder who wishes to appeal a decision must file an appeal in writing within 10 business days of the date of Metro North REB's notice to unsuccessful proposers. The appeal statement must fully state in writing the grounds for the appeal in detail and shall be based solely upon the alleged failure of the REB to follow in any material respect the selection process outlined in this RFP. Appeal request statements must be sent by overnight mail or delivered in person. Appeals of the funding decision may be filed with Chris Albrizio-Lee, MassHire Metro North Workforce Board, 186 Alewife Brook Parkway, Suite 216, Cambridge, MA 02138.

If an appeal is filed in accordance with the requirements of this RFP, the Complaint Officer shall proceed as follows:

- The Complaint Officer shall make a written determination within twenty (20) days of receipt of the appeal.
- The Complaint Officer may choose to make a determination based solely on the information included in the case file or conduct further investigation before issuing a written determination.
- If the Complaint Officer has made a written request to the appellant (or the appellant's authorized representative) for additional information, the twenty (20) day period does not begin until the requested information has been received by the Complaint Officer. If the Complaint Officer is unable to contact the appellant for the purposes of obtaining additional information needed to resolve an appeal, a written request for information must be sent via certified mail or through some other form of communication where receipt can be verified. If an appellant does not respond, the Complaint Officer must inform the appellant in writing that the matter is considered resolved and the appeal denied.
- The Complaint Officer may also choose to resolve the appeal by convening a local hearing. Only the Complaint Officer or the authorized Complaint Officer backup may preside at a local complaint hearing. If the Complaint Officer deems that a hearing is necessary, the Complaint Officer will notify the parties (in writing) that the matter has been scheduled for a formal hearing. The notice must inform the parties of certain conditions of the hearing process that include:
 - The date, time and location of the hearing;
 - Instruction that the Complaint Officer will conduct and regulate the course of the hearing to assure full consideration of all relevant issues and that actions necessary in order to ensure an orderly hearing are followed; and
 - Instruction that the Complaint Officer must rule on the introduction of evidence* and afford the parties to present, examine and cross-examine witnesses.

* For clarity, any hearing conducted by the Complaint Officer is an administrative hearing that is not conducted in the same manner as a judicial hearing.

Technical rules of evidence do not apply. It is up to the Complaint Officer to follow principles and procedures that are designed to assure credible evidence that can be tested through cross-examination.

- The Complaint Officer's written determination shall include a specific reference to the appellant's right to appeal the written determination, including the requirement that any appeal by the appellant of the Complaint Officer's written determination must be submitted for a state level appeal and/or hearing in writing within ten (10) business days **of receipt of the local determination made by the Complaint Officer.**

Decision of the Board

If the Complaint Officer decides in favor of the appellant, the Department of Career Services, in the exercise of its authority pursuant to the Uniform Circular 2.CFR 200 and as designated State Work Force Agency and overseer of the Massachusetts Workforce Development System, designates the following options as sole remedies in the event an appeal is decided in favor of the appellant:

- Rebid the procurement of the One-Stop Career Center Operator in compliance with the requirements of WIOA, the Metro North Procurement Rules, and Department of Career Services policy (101.DCS 03-105); or
- Re-panel an entirely new group of raters and bid reviewers representative of the Metro North REB Board and business partners as new reviewers of the original bid proposals/documents (only) and render a decision accompanying by full supporting documentation.

Right to State-Level Appeal

If the local Complaint Officers determination issued to the appellant *does not* resolve the complaint to the satisfaction of the appellant, the appellant may request a state-level appeal and/or formal appeal hearing in writing within 10 business days of the date of the denial. The request for appeal and/or formal appeal hearing must be sent to:

Office of Director
Massachusetts Workforce Development Board
Charles F. Hurley Building
19 Staniford Street, 4th Floor
Boston, MA 02114

If the appellant chooses to request an appeal without specifically requesting an appeal hearing, the State Board, or its designee (Authorized State Official - ASO), may decide to either make a determination based solely on the information included in the case file or conduct further investigation and issue a written determination without scheduling a formal hearing.

In either case, the State Board/ASO must submit a written determination to the appellant within 30 days of receipt of the original appeal request or 30 days after having received additional information from further investigation or 30 days after a formal hearing request. If the State Board/ASO has made a written request for information to the appellant or the appellant's authorized representative, and they do not respond within the given time frame, the appeal is considered resolved.

If the State Board/ASO deems that a formal hearing is necessary or if the appellant specifically requests such a hearing, the State Board/ASO will notify the parties in writing that the matter has been scheduled for a formal hearing. The notice must inform the parties of the following conditions of the hearing process:

Formal Hearing Process

The notice must inform the parties of the following conditions of the hearing process:

- The date, time and location of the hearing.

- Instruction that the State Board/ASO will conduct and regulate the course of the hearing to assure full consideration of all relevant issues and that actions necessary to ensure an orderly hearing are followed.
- Instruction that the State Board/ASO must rule on the introduction of evidence* and afford the parties the opportunity to present, examine, and cross-examine witnesses.

* For clarity it must be noted that an administrative hearing is not the same as a Court of Law. Technical rules of evidence *do not apply*. It is up to the State Board/ASO to follow principles and procedures that are designed to assure credible evidence that can be tested through cross-examination.

In conjunction with the hearing process the State Board/ASO:

- May decide to make a determination based on the information included in the case file or investigate further prior to the formal hearing.
- May decide to conduct a hearing on more than one appellant if the issues are related.
- May permit (at his/her discretion) the participation of interested parties (*amicus curae*) with respect to specific legal or factual issues relevant to the complaint/appeal.
- May choose to conduct the hearing at a single location convenient to all parties (preferred) or, if that would represent a hardship for one or more parties, the State Hearing Official may elect to conduct the hearing by a telephone conference call.
- Must conduct the hearing *and* issue a written determination to the appellant, the respondent and any other participating interested parties within 30 days from the date the hearing was requested. The State Board/ASO's written determination must include:
 - the results of the State level investigation;
 - conclusions reached on the appeal;
 - an explanation as to why the decision was upheld or not upheld;

Decision of State Board

Should the state board decide in favor of the appellant, in the exercise of its authority, the Massachusetts Workforce Development Board (MWDB) will remand decisions on appeals of the Lead Operator of Career Center/Service Provider selections to the Department of Career Services for further action as the overseer of the Massachusetts Workforce Development System.

The Department of Career Services (DCS), in the exercise of its authority pursuant to the Uniform Circular 2.CFR 200 and as designated State Workforce Agency (SWA) and overseer of the Massachusetts Workforce Development System, designates the following local options as remedies to appeal orders remanded by the Massachusetts Workforce Development Board to DCS for Action:

- Re-bid the procurement of the one-stop operator in compliance with the requirements of WIOA and REB's procurement rules
- Re-panel an entirely new group of rates and bid reviewers representative of the WIOA REB and business partners as new reviewers of the original bid proposals/documents and render a decision accompanied by full supporting documentation.

A decision under this state appeal process is final and may not be appealed to the U.S. Secretary of Labor. In the absence of a timely and properly submitted written protest, no party responding to this RFP shall be eligible for any remedy.

D. Disallowed Costs and Cancellations

Successful bidders must accept liability for all aspects of any Workforce Innovation and Opportunity Act program and other state and federal programs conducted under contract with the Metro North REB. Successful bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted. The Metro North REB reserves the right to cancel or alter an award if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.

E. Contracting

The contract award will not be final until the Metro North REB and the bidder have executed a mutually satisfactory contractual agreement. No program activity may begin prior to the Metro North REB approval of the award and execution of an award letter and/or contractual agreement between the successful bidder and the Metro North REB. Reductions in the funding level of any contract resulting from this solicitation process may be considered during the contract period when a bidder fails to meet expenditure, participant, and/or outcome goals specified in the contract or when anticipated funding is not forthcoming from federal or state governments. The REB reserves the right to determine both the number and the funding levels of contracts finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process.

F. Cost and Negotiations

The Metro North REB reserves the right to reject any or all proposals received and to negotiate with any and all offers on modifications to proposals. Bids submitted which are over the maximum amount of funds specified for this RFP will be rejected. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.

G. Modification of Contracts

Any contract awarded pursuant to this RFP may be unilaterally modified by the Metro North REB upon written notice to the contractor under the following circumstances:

1. Contractor fails to meet performance and service expectations set forth in the contract, or
2. The federal or state government increases, reduces or withdraws funds allocated to the Metro North REB, which impact services solicited under this RFP, or
3. There is a change in federal or state legislation and/or their regulations, local laws, or applicable policies and procedures.

H. Assurances and Certifications

By signing the Statement of Compliance and Disclaimer Form in Attachment F, the applicant agrees to following assurances and certifications:

The authorized representative agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Innovation and Opportunity Act, Local Workforce Development Boards, and any other applicable laws and regulations. The authorized representative certifies that the proposing organization possesses legal authority to offer the attached proposal. A resolution, motion or similar action has been duly adopted or passed as an official act of the organization's governing body authorizing the submission of this proposal.

In addition, the authorized representative assures, certifies and understands that: Workforce Innovation and Opportunity Act (WIOA) recipients are obligated to maintain the following assurance for the period during which WIOA Title I financial assistance is extended. Each request for proposal, proposal and application for financial assistance under WIOA Title I shall contain the following assurances.

"As a condition to the award of financial assistance from the Department of Labor under Title I of WIOA, the recipient assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color or national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; the Age Discrimination Act of 1975, as amended, which prohibits discrimination on the bases of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs."

The recipient also assures that it will comply with WIOA implementing regulations and all other regulations implementing the laws listed above. This assurance applies to the recipients operation of the WIOA Title I financially assisted program or activity, and to all agreements the recipient makes to carry out the WIOA Title I financially assisted program or activity. The recipient understands that the United States has the right to seek judicial enforcement of this assurance.

Debarment, Suspension, and Other Responsibility Matters: This certification is required by the Federal Regulations, implementing Executive Order 12549, Government-wide Debarment and Suspension, for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Parts 85), Department of Health and Human Services (45 CFR Part 76).

By signing the Statement of Compliance and Disclaimer Form the applicant certifies that neither it nor its principals:

- (1) Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;
- (2) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or Local) transaction or contract under a public transaction, violation of Federal or State

- antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (3) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity with commission of any of the offenses enumerated in Paragraph (2) of this section; and
 - (4) Have not within a three-year period preceding this application had one or more public transactions terminated for cause or default.

Nondiscrimination: By signing the Statement of Compliance and Disclaimer Form the applicant certifies that it shall comply with the nondiscrimination provisions outlined in the WIOA of 2014 including Title I, Sec. 188.

Conflict of Interest: All applicants will disclose to the Metro North REB if there is a:

- (1) Manager, employee or paid consultant of the Respondent is a member or employee of the REB;
- (2) Manager or paid consultant of the Respondent is married to a member or employee of the REB;
- (3) Member of the REB, or an employee of the REB, owns or has any control in the Respondent's organization;
- (4) A spouse of a member of the REB, or employee of the REB receives compensation from Respondent for lobbying activities;
- (5) Respondent has disclosed within the proposal response any interest, fact or circumstance which does or may present a potential conflict of interest;
- (6) Should Respondent fail to abide by the foregoing covenants and affirmations regarding conflict of interest, Respondent shall not be entitled to the recovery of any costs or expenses incurred in relations to any contract with the REB and shall immediately refund the REB any fees or expenses that may have been paid under the contract and shall further be liable for any other costs incurred or damages sustained by the REB relating to that contract.

Lobbying: This certification is required by the Federal Regulations, Implementing Section 1352 of the Program Fraud and Civil Remedies Act, Title 31 U.S. Code for the Department of Agriculture (7 CFR Part 3018), Department of Labor (29 CFR Part 93), Department of Education (34 CFR Part 82), Department of Health and Human Services (45 CFR Part 93).

Drug-Free Workplace: This certification is required by the Federal Regulations, Implementing Section 5150-5160 of the Drug-Free Workplace Act, 41 U.S.C. 701; for the Department of Agriculture (7 CFR Part 3017), Department of Labor (29 CFR Part 98), Department of Education (34 CFR Part 85, 668 and 682), Department of Health and Human Services (45 CFR Part 76).

By signing the Statement of Compliance and Disclaimer Form the applicant certifies that it shall provide a drug-free workplace by:

- (1) Publishing a policy statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the consequences of any such action by an employee;
- (2) Establishing an ongoing drug-free awareness program to inform employees of the dangers of drug abuse in the workplace, the Contractor's policy of maintaining a drug-free workplace, the availability of counseling, rehabilitation and employee assistance programs, and the penalties that may be imposed on employees for drug abuse violations in the workplace;
- (2) Providing each employee with a copy of the Contractor's policy statement;
- (4) Notifying the employees in the Contractor's policy statement that as a condition of employment under this contract, employees shall abide by the terms of the policy statement and notifying the Contractor in writing within five (5) days after any conviction for a violation by the employee of a criminal drug statute in the workplace;
- (5) Notifying the REB within ten (10) days of Contractor's receipt of a notice of a conviction of an employee; and,
- (6) Taking appropriate personnel action against an employee of violating a criminal drug statute or require such employee to participate in drug abuse assistance or a rehabilitation program.

These certifications are material representations of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction.

WIOA Sec.188 29 CFR Part 38 Discrimination Against Participants: If the Secretary determines that any recipient under WIOA Title I has discharged or in any other manner discriminated against a participant or against any individual in connection with the administration of the program involved, or against any individual because such individual has filed any complaint or instituted or caused to be instituted any proceeding under or related to WIOA Title I, or has testified or is about to testify in any such proceeding or investigation under or related to WIOA Title I, or otherwise unlawfully denied to any individual a benefit to which that individual is entitled under the provision of WIOA Title I or the Secretary's regulations, the Secretary shall, within 30 days, take such action or order such corrective measures, as necessary, with respect to the recipient or the aggrieved individual, or both.

WIOA Sec.188 (a):

- (1) **Federal financial assistance.** For the purpose of applying the prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975 (42 U.S.C. 6101et seq.), on the basis of disability under section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), on the basis of sex under Title IX of the Education Amendments of 1972 {20 U.S.C. 1681et seq.}, or on the basis of race, color or national origin under Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.), programs and activities funded or otherwise financially assisted in whole or in part under this Act are considered to be programs and activities receiving Federal financial assistance.

(2) Prohibition of discrimination regarding participation, benefits and employment.

No individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of or in connection with, any such program or activity because of race, color, religion, sex (except as otherwise permitted under Title IX of the Education Amendments of 1972), national origin, age, disability, or political affiliation or belief.

(3) Prohibition on assistance for facilities for sectarian instruction or religious worship.

Participants shall not be employed under WIOA Title I to carry out the construction, operation, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place for religious worship (except with respect to the maintenance of a facility that is not primarily or inherently devoted to sectarian instruction or religious worship, in a case in which the organization operating the facility is part of a program or activity providing service to participants).

(4) Prohibition on discrimination on basis of participant status. No person may discriminate against an individual who is a participant in a program or activity that receives funds under WIOA Title I, with respect to the terms and conditions affecting, or rights provided to, the individual, solely because of the status of the individual as a participant.

(5) Prohibition on discrimination against certain non-citizens. Participation in programs and activities or receiving funds under WIOA Title I shall be available to citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylum seekers, and parolees, and other immigrants authorized by the Attorney General to work in the United States.

Section 188 (3) WIOA Title I funds may not be spent on the employment or training of participation sectarian activities. Further, the undersigned applicant certifies that it shall comply with the provisions outlined by the U.S. Department of Health and Human Services (45 CFR 80 and 84).

With regard to Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), the provider agrees to comply with the implementing regulations that require that each program of training services, when funded in all or in part with federal funds, shall be accessible to qualified individuals with disabilities. The provider further agrees to meet all applicable requirements regarding facility access.

By signing, the applicant certifies that it will comply with all other regulations implementing the laws cited above. This assurance applies to the applicant's operation of the WIOA Title I financially assisted program or activity, and to all agreements, the applicant makes to carry out the WIOA Title I financially assisted program or activity.

Documentation of Financial Stability:

Signing the Statement of Compliance and Disclaimer Form certifies that the applicant shall comply with the provisions of Sec. 122 of the Workforce Innovation and Opportunity Act of 2014.

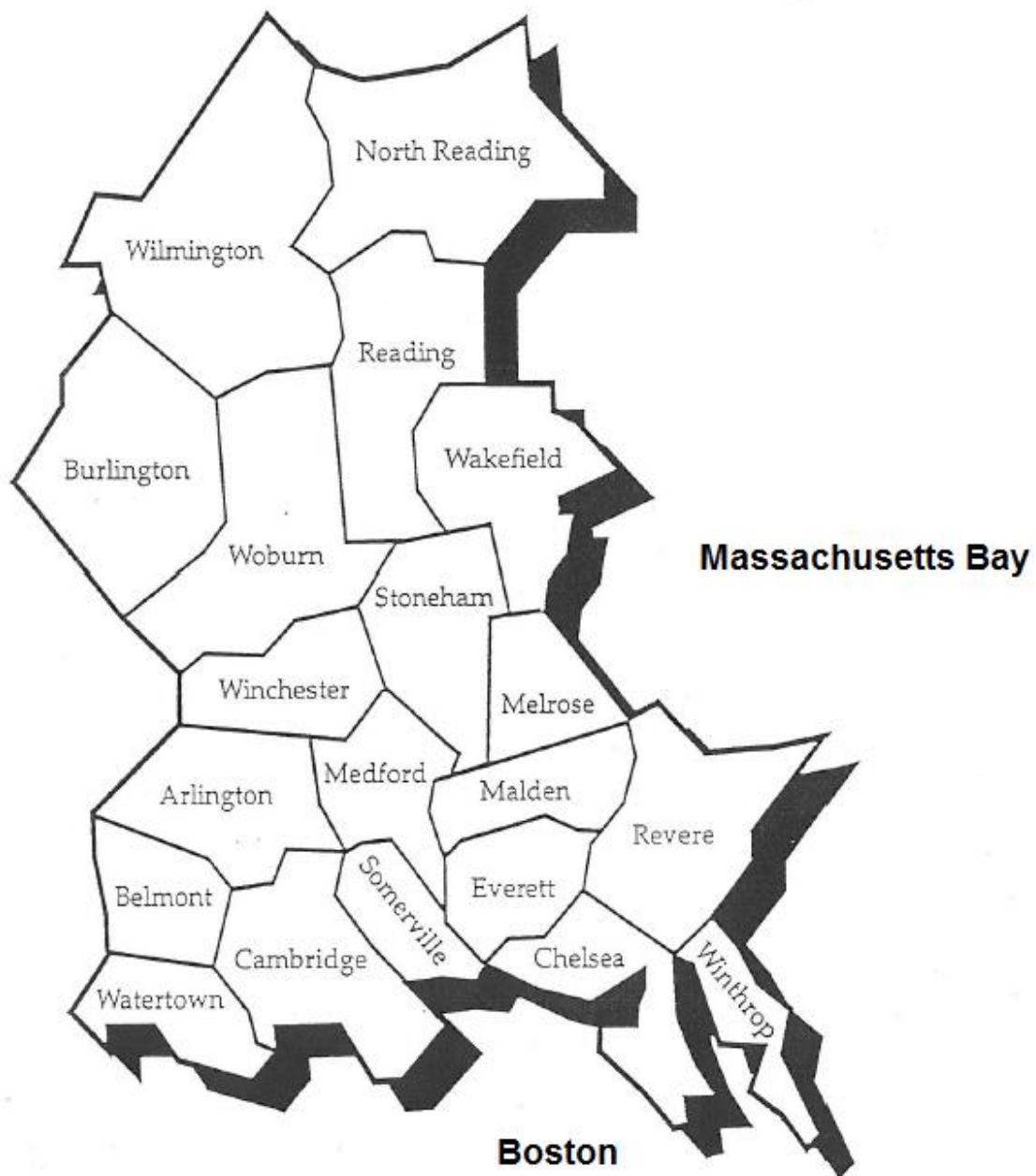
Where the prospective recipient of federal assistance funds is unable to certify to any of the statements in this certification, such prospective recipient shall attach an explanation to this certification.

Signing the Statement of Compliance and Disclaimer Form certifies that the statements above pertaining to Debarment, Suspension and Other Responsibility Matters; Nondiscrimination; Conflict of Interest; Education Standards and Procedures; Documentation of Financial Stability and Reporting Requirements are true and correct as of the date of submission. This does not preclude the Metro North REB from requiring additional assurances as part of the local application requirements.

Further, the Authorized Representative acknowledges that if the information given to the REB by the applicant causes harm to a third party, then applicant will be held liable for any REB action resulting from reliance on that information.

11. ATTACHMENTS

A. **Region Map**



B. Letter of Intent

Letter of Intent to Bid on Metro North One-Stop Career Center Request for Proposals

Submit this letter to MNWB to RFP@masshiremetronorth.org. **Submission of a letter of intent is mandatory for a proposal to be considered.**

Date Submitted: _____

Name of Lead Organization: _____

Address: _____

Contact Person: _____

Telephone: _____ E-mail: _____

Collaborating Organizations (if any):

Organization Name: _____

Organization Name: _____

Organization Name: _____

Organization Name: _____

Organization Name: _____

C. Cover Page

Legal Name Of Applicant Agency		
Proposed One-Stop Career Center		
Number of Years In Business		
FEIN Number		
DUNS Number		
Type of Organization (check all that apply)	<input type="checkbox"/> Institution of higher education <input type="checkbox"/> Private for Profit <input type="checkbox"/> Non-traditional public school <input type="checkbox"/> Not-for-Profit <input type="checkbox"/> Consortium of public agencies <input type="checkbox"/> Government Agency <input type="checkbox"/> Community organization <input type="checkbox"/> Business <input type="checkbox"/> Labor organization <input type="checkbox"/> Business association <input type="checkbox"/> <input type="checkbox"/> Staffing or talent company	
Addresses of Service Location – This is the location where the services described in this application will be provided.	Addresses:	
Principal of Agency – CEO/Executive Director/President	Name	
	Title	
	Address	
	Email Address	
	Phone	
Programmatic Contact Person	Name	
	Title	
	Address	
	Email Address	
	Phone	
Fiscal Contact Person	Name	
	Title	
	Email Address	
	Phone	
Total Amount Requested	\$	

D. Partnership Form

Name of Partner Organization	Role of Partner Organization	Primary Contact name, email, phone, and address at Partner Organization.

E. Fiscal Questionnaire

Is the agency a not-for-profit entity?	___ Yes	___ No
Is the agency subject to the A-133 Single Audit requirement (Federal funding of \$750,000 or more effective with fiscal years starting January 1, 2015 and forward)?	___ Yes	___ No
Does the agency do its own accounting? If no, indicate the name and address of the accounting firm below.	___ Yes	___ No
Name:		
Address:		
Contact Person:		
Phone Number:		
Does the agency have a current financial procedures manual?	___ Yes	___ No
If yes, how often is it reviewed and updated?		
Does the agency have a written cost allocation plan? If yes, please submit	___ Yes	___ No
Does the agency have an approved Indirect Cost Rate by a cognizant agency? If yes, please submit	___ Yes	___ No
Does the agency have a conflict of interest policy?	___ Yes	___ No
How often is a trial balance prepared?		
Accounting System Disbursements/Reconciliation		
Are all disbursements made by check?	___ Yes	___ No
Are all checks pre-numbered?	___ Yes	___ No
Who is authorized to sign checks? Please indicate name and title(s).		
How often is the bank reconciliation prepared?		
Please provide the name and length of engagement.		
Name:		
Length of Engagement:		

F. Statement of Compliance and Disclaimer Form

As the authorized signatory official for: _____

I hereby certify:

- That the above-named respondent is legally authorized to submit this application requesting funding under the Workforce Innovation and Opportunity Act and all other funding sources;
- That the above-named respondent does hereby agree to execute all work related to this application in accordance with the Workforce Innovation and Opportunity Act, U.S. Department of Labor, Massachusetts Department of Career Services, Local Workforce Development Board policies and guidelines, and other administrative requirements issued by the State of Massachusetts; and
- That the above named respondent will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation, and improper conduct which may or may not be fraudulent in nature; and
- That the above named respondent will abide to all limitations, assurances, and disclaimers listed in the RFP including in Section XI.H.; and
- That the contents of the application are truthful and accurate and the above named respondent agrees to comply with the policies stated in this application and that this application represents a firm request subject only to mutually agreeable negotiations; and that the above named respondent is in agreement that the Metro North REB reserves the right to accept or reject any proposal for funding; and that the above-named respondent has not been debarred or suspended from receiving federal grants, contracts, or assistance; and that the above-named respondent waives any right to claims against the members and staff of the Metro North Regional Employment Board.

Typed Name of Authorized Representative

Title of Authorized Representative

Signature of Authorized Representative

Date

G. Certificate of Lobbying Activities

Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) – Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal entity. Such disclosures are forwarded from tier to tier up to the grantee or sub-grantee/non-Federal entity.

Complete and attach the Certificate of Lobbying Activities (SF-LLL):

<https://www2.ed.gov/fund/grant/apply/appforms/sflll.doc>

H. One-Stop Center Checklist

Applicant: _____

Please use the following checklist to confirm all the documents are included in your packet.

- ___ Cover Page
- ___ Partnership Form
- ___ Executive Summary
- ___ Narrative Response
- ___ Career Center RFP Budget and Budget Narrative
- ___ Organization Chart
- ___ Memorandum of Understanding (MOU) with partners if applicable
- ___ Summaries of Key Personnel/Job Descriptions
- ___ Fiscal Questionnaire
- ___ List of Board Members
- ___ IRS W-9 Request for Taxpayer Identification Number and Certifications*
- ___ If applicable, current Determination Letter from IRS verifying the organization is exempt from federal income tax under section 501(c)(3)*
- ___ Certificate of Good Standing*
- ___ Tax Exemption Certificate*
- ___ Most recent IRS Form 990 (non-profit tax return) and MA Form PC (annual nonprofit state filing)*
- ___ Copy of most recent financial audit*
- ___ Signed Statement of Compliance and Disclaimers*
- ___ Certificate of Lobbying Activities*
- ___ One-Stop Center Checklist*

*Only needed in the original copy

I. Metro North WIOA Adult and Dislocated Worker Eligibility Policy

I. PROGRAM ELIGIBILITY

A. TITLE I - ADULTS

Title I –Adult participants must meet each of the following criteria:

1. Age 18 years of age or older. (WIOA Sec. 3(2))
2. A citizen or national of the United States, lawfully admitted permanent resident alien, refugee, asylee, parolee, or other immigrant authorized by the Attorney General to work in the United States.
3. In compliance with the Military Selective Service Act. (WIOA Sec. 189(h)). This applies to males 18 or older who were born on or after January 1, 1960.

B. TITLE I - DISLOCATED WORKERS

Title I –Dislocated Worker participants must meet each of the following criteria:

1. A citizen or national of the United States, lawfully admitted permanent resident alien, refugee, asylee, parolee, or other immigrant authorized by the Attorney General to work in the United States.
2. In compliance with the Military Selective Service Act (WIOA Sec. 189(h)). This applies to males 18 or older who were born on or after January 1, 1960.
3. Must meet the criteria for the WIOA definition of Dislocated Worker (refer to 100 DCS Issuance 18.101.2 Attachment D for definition).

II. SELECTIVE SERVICE REGISTRATION REQUIREMENTS

To be eligible to participate in WIOA Title I services, certain Selective Service requirements must be met by One-Stop Career Center customers:

- A. All males born in the United States on or after January 1, 1960 must have registered with the Selective Service System (must be able to document registration with SSS).
- B. Males not born in the United States, whose birth date is on or after January 1, 1960 and who entered the U.S. before their 26th birthday must have registered with the Selective Service System (must be able to document their date of entry and date of birth). Since a foreign born male who enters the U.S. as a student attending school on a full-time basis is not required to register with Selective Service, verification of the individual's F1 Student Visa status when he was between the ages of 18-26 would be sufficient.

- C. Males not born in the United States, whose birth date is on or after January 1, 1960 and who entered the U.S. after their 26th birthday are not required to register with Selective Service (must document their date of entry and date of birth).
- D. Males born on or after January 1, 1960 and who have been discharged from U.S. military service must document their date of discharge on their DD214.

For non-U.S. born customers, presentation of either a Certificate of Naturalization form or a valid United States Passport will indicate that an individual has met all Selective Service requirements, as Selective Service compliance is also a requirement of the naturalization process.

For transgender customers, compliance with selective service is predicated on the individual's gender as assigned at birth/as recorded on a birth certificate.

Female to Male Individuals – Individuals who were assigned female at birth are not required to register with the Selective Service regardless of their current gender or transition status. A male customer who was assigned female at birth applying for WIOA funded programs may demonstrate exemption from registering by providing a Status Information Letter (SIL). Customers can visit the Selective Service website at <https://www.sss.gov/Portals/0/PDFs/Status.pdf> to obtain an SIL request form. (Selective Service will require a copy of the individual's birth certificate showing the birth-assigned sex.)

Male to Female Individuals – Customers who were assigned male at birth are required to register with Selective Service within thirty days of their eighteenth birthday. This includes those who may have transitioned before or since then. Individuals can register on-line for Selective Service by visiting <https://www.sss.gov/Home/Registration>

III. ELIGIBILITY for SERVICES

Individualized and training services using the Adult funding stream must be provided in accordance with WIOA and Metro North's established Priority.

IV. PRIORITY OF SERVICE

A. VETERANS PRIORITY OF SERVICE

Veterans under WIOA sec. 3(63)(A) and 38 U.S.C. 101 receive priority of service in all Department of Labor-funded training programs under 38 U.S.C. 4215 and described in 20 CFR 1010. A Veteran must still meet each program's eligibility criteria to receive services under the respective employment and training program. (Proposed rules 680.650-660)

B. ADULT PRIORITY OF SERVICE

(WIOA Sec. 134(c) (3) (E)) —Priority for individualized career services (ref. § 678.430(b)) and training services** funded with Title I Adult funds must be given, regardless of funding levels, to:

1. Recipients of public assistance,
2. Other low-income individuals, or

3. individuals who are basic skills deficient defined by Massachusetts as youth or adults that have English, writing, or computation skills at or below 8.9 grade level* or are English Language Learners or an individual that meet the following criterion:
 - Lack a high school diploma or high school equivalent and is not enrolled in secondary education
 - Enrolled in a Title II Adult Education/Literacy program
 - Lack basic computer literacy or basic financial literacy skills

*as determined by a DCS-approved standardized assessment. The list of acceptable assessments is included in [DCS Issuance 18-101.2F](#).

****Note:** In Metro North, WIOA Title I Adult recipients accessing *training* services **must** be a low-income individual, as defined by [DCS Issuance 18-101.2D](#). No WIOA Title I Adult funds shall be used for *training* services for individuals who do not meet this definition.

Priority for services using WIOA Title I Adult funds must be given in the following order:

1. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with WIOA Adult formula funds for individualized career services and training services.
2. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Adult formula funds.
3. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
4. Fourth, priority populations established by the Local Workforce Development Board.
 - a. Individuals without post-secondary degree from U.S. institution.
5. Last, to non-covered persons outside the groups given priority under WIOA.

V. LOCAL INVESTMENTS IN TRAINING SERVICES

The Metro North Workforce Board will determine training service investments based upon an analysis of the employment needs of the employers in current and emerging in-demand industry sectors and occupations and the needs of the area's labor force.

VI. ACCESS TO WIOA SERVICES

MassHire Career Centers provide seamless delivery of multiple services to job seekers that are customer centered. Eligible job seekers have access to services that lead to pathways for economic sufficiency. In accordance with WIOA there is no required sequence of services (WIOA sec. 121(e)(1)(A)). Job seekers receive access to services based on needs identified during intake and initial assessment.

Career Services

Career Services, as identified in sec. 134(c)(2) of WIOA and Federal Regulations §678.430, consist of three types: basic career services, individualized career services, and follow-up services.

Access to Career Services

Basic career services are universally accessible to individuals seeking services throughout the MassHire Career Center system. Priority of Service must be applied to individuals seeking individualized and training services under the WIOA Adult funding stream.

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.

- A. Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- B. Outreach, intake (including worker profiling), and orientation to information and other services available through the one-stop delivery system;
- C. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- D. Labor exchange services, including –
 - 1. Job search and placement assistance, and, when needed by an individual, career counseling, including –
 - aa. Provision of information on in-demand industry sectors and occupations (as defined in Sec. 3(23) of WIOA); and
 - bb. Provision of information on nontraditional employment; and
 - 2. 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;
- E. 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;
- F. 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 –
 - 1. Job vacancy listings in labor market areas;
 - 2. Information on job skills necessary to obtain the vacant jobs listed; and
 - 3. Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- G. Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- H. 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;

- I. 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 Health Insurance Program; benefits under Supplemental Nutrition Assistance Program (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;

- J. 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.

(678.430 (a)(10)(i)) "Meaningful assistance" means:

1. Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
2. 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.

(678.430 (a)(10)(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.

- K. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

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:

- A. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include –

1. Diagnostic testing and use of other assessment tools; and
2. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

Use of Previous Assessments. – A one-stop operator or one-stop partner shall not be required to conduct a new interview, evaluation, or assessment of a participant under clause (i) if the one-stop operator or one-stop partner determines that it is appropriate to use a recent interview, evaluation, or assessment of the participant conducted pursuant to another education or training program.

- B. 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);
- C. Group counseling;
- D. Individual counseling;
- E. Career planning;
- F. Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- G. Internships and work experiences that are linked to careers (as described in §680.170 of this chapter);
- H. Workforce preparation activities;
- I. Financial literacy services as described in sec. 129(b)(2)(D) of WIOA and §681.500 of this chapter;
- J. Out-of-area job search assistance and relocation assistance; and
- K. English language acquisition and integrated education and training programs

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.

Training Services under WIOA sec. 134(c)(3)(A) training services may be made available to employed and unemployed adults and dislocated workers:

- A. Who, after an interview, evaluation, or assessment, and career planning, have been determined by a one-stop operator or one-stop partner, as appropriate, to –
 - 1. be unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through the career services described above;
 - 2. be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - 3. have the skills and qualifications to successfully participate in the selected program of training services;

- B. Who select programs of training services that are directly linked to the employment opportunities in the local area or the planning region, or in another area to which the adults or dislocated workers are willing to commute or relocate;
- C. Who are unable to obtain grant assistance from other sources to pay the cost of such training, including such sources as state-funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under title IV of the Higher education 5 Act of 1965, or require WIOA assistance in addition to other sources of grant assistance, including Federal Pell Grants; and
- D. If training services provided through the adult funding stream are determined eligible in accordance with Metro North's eligibility and priority system in effect for adults under WIOA (please refer to Section IV: Priority of Services).

In accordance with WIOA §680.220, a job seeker must at a minimum receive either an interview, evaluation, or assessment, and career planning or any other method through which the career center staff or partner program can obtain enough information to make a determination to be appropriate for training services.

The Metro North Workforce Board will ensure that training services are provided in a manner that maximizes informed consumer choice in selecting an eligible provider. The Metro North Workforce Board through the career centers must make available to the job seeker the Eligible Training Providers List (ETPL).

In consultation with the staff responsible for career planning, the job seeker may select a training provider from the ETPL. Contingent upon the availability of funds the job seekers will be referred to the selected ETPL provider and an Individual Training Account will be established. Staff must adhere to the Metro North Workforce Board's process when selecting job seekers for enrollment into training. The process should include a review of training justification that is linked to employment opportunities in the local area, region, or on another area in which the jobs seeker is willing to commute or relocate.

For information on career planning that is informed by labor market information, please refer to 100 DCS 08.112: Career Planning for Workforce Innovation and Opportunity Act (WIOA) Job Seeker Customers policy.

Eligible Training Providers must meet the following performance requirements in order to remain on the Eligible Training Provider List for ITAs in Metro North:

- a) 70% program completion rate
- b) 65% job placement rate, at least 65% of which must be training-related
 - i. Job placements must be unsubsidized employment for a minimum of 20 hours per week and retained for at least 30 days in order to count as a job placement.

Performance will be measured each fiscal year. Performance is calculated based on customers who received Metro North ITAs. For programs with less than five individuals in the fiscal year, performance from previous years will be combined in order to reach the minimum of five

individuals. Failure to meet performance requirements will result in programs being removed from the Eligible Training Provider List for ITAs in Metro North

The Metro North Workforce Board places local eligibility restrictions on training funds, including:

- WIOA Title I Adult recipients accessing *training* services **must** be a low-income individual, as defined by [DCS Issuance 18-101.2D](#). No WIOA Title I Adult funds shall be used for *training* services for individuals who do not meet this definition.
- Recipients of ITAs from either WIOA Adult or Dislocated Worker must reside in, work in, or been laid off from a company in, one of the twenty cities and towns in the Metro North workforce development area

VII. METRO NORTH WIOA ITA LIMITATIONS

A. Funding Caps

1. The maximum amount of an ITA per individual is \$6,000. These figures were based on review of historical training costs and in relation to the projected numbers of customers that could be served at those costs.
2. The maximum amount per individual receiving education/skills training activities identified in the employability development plan is \$8,000. This allows for the individual to participate in education services concurrently with occupational skills training.

The maximum length of training to be supported through an ITA is two years.

The dollar value of an individual ITA will directly correspond to the costs of the training program selected by the customer after being informed of various training options, shown performance information and labor market information.

B. WIOA ITA Priority Industries/Occupations

The Metro North Workforce Board, along with the Boston Workforce Board, and Metro South/West Workforce Board, have engaged in a year-long Regional Planning process to identify the industries and occupations facing the greatest labor supply gaps in the Greater Boston region. The Regional Planning process identified Computer/Mathematical and Healthcare occupations as those needing prioritization. The Metro North Workforce Board will determine goals for the percentage of ITAs used for training in these priority occupations each fiscal year.

J. Metro North Performance Measures for One-Stop Career Center

Measure	Definition	FY'20 Goal
EMPLOYER MEASURES		
# of new Employers served	Employer that has never received services from Career Center and has received any service.	500
# of repeat Employers served	Employers returning to the center for any service after having received any services in a prior fiscal year	350
Total # of Employers served	Total number of new and repeat employers matching annual plan	850
# Employers receiving enhanced services	Total number of new and repeat employers served with enhanced** service	550
# of Employers listing job orders	Distinct count of employers listing job orders within fiscal year	500
Total # of job orders	Total number of job orders posted by within fiscal year	1,800
# of Employers receiving job seeker referrals	Employers receiving a referral of a jobseeker to an open job order	375
# of Employers who hired a job seeker referral	Number of employers who received a job seeker referral and hired job seekers referred	125
# of Job-Seekers hired by an Employer from a referral	Number of employers who received a job seeker referral and hired job seekers referred	Baseline Year
TARGETED POPULATION MEASURES		
Total Individuals served	All individuals served	12,000
UI Claimants Served	Number of job-seekers served who are UI Claimants	9,360
Total Job Seekers Unemployed	Number of job-seekers served who are unemployed	10,080
Customers with less than high school diploma	Customers with less than high school diplomas served.	575
Customers age 55+	Customers age 55+ served on OSCCAR report.	3,795
Customers age 21 and under	Customers age 21 and under served on OSCCAR report.	200
Persons with disabilities served	All self-identified persons with disabilities served	650
Persons with Disabilities Placement Rate	% of Persons with Disabilities served with an entered employment on the OSCCAR report.	29%
Veterans served	All Veterans served	600
Veterans Placements Rate	% of Veterans served with an entered employment on the OSCCAR report.	30%
JOB SEEKER MEASURES		
Placement*** rate for job seekers served	% of all individuals served with an entered employment on OSCCAR report.	35%
Total entered employment	Total entered employments from OSCCAR reports for all individuals.	3,600
Total entered full time employment	Entered employments of full time on OSCCAR report for all individuals.	3,000
Placement*** rate for full time employment	% of all individuals served with an entered employment of full time on OSCCAR report.	25%

Measure	Definition	FY'20 Goal
WIOA DISLOCATED WORKER MEASURES		
Participants	Total # of Dislocated enrollees including Carry-In	290
New Participants	Total # of New Dislocated enrollees	171
Total Entered Employment	Total Dislocated Worker entered employments.	249
Total Entered Employment Rate At Exit	% of all Dislocated Workers with an entered employment.	86%
Total Participants in Training Activities	Total number of new and carry-in Dislocated Workers in approved training activities.	72
WIOA ADULT MEASURES		
Participants	Total # of Adult enrollees including Carry-In	253
New Participants	Total # of New Adult enrollees.	190
Total Entered Employment	Total Adults entered employments.	217
Total Entered Employment Rate At Exit	% of all Adults with an entered employment.	86%
Total Participants in Training Activities	Total number of new and carry-in Adults in approved training activities.	71
WIOA ITA PRIORITY INDUSTRIES/OCCUPATIONS MEASURES		
WIOA Adult Priority ITA's	% of Adult Individual Training Account Vouchers Issued in the following industries: Computer/Mathematical and Healthcare	15%
WIOA DLW Priority ITA's	% of DLW Individual Training Account Vouchers Issued in the following industries: Computer/Mathematical and Healthcare	30%

*Bold measures match annual plan goals submitted to the state.