



REQUEST FOR PROPOSALS FOR ONE-STOP OPERATOR



As Authorized in
WORKFORCE INNOVATION & OPPORTUNITY ACT

In the Ten-County Region of the
Southeast Tennessee Local Workforce Development Area
Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie Counties
American Job Center Tennessee - Two Comprehensive Centers, One Specialized and Three Affiliate Sites

ISSUE DATE: April 16, 2021

RESPONSE DEADLINE: May 17, 2021 at 1:00 p.m. EDT (email to WorkforceRFP@sedev.org)

FUNDING PERIOD: July 1, 2021 – June 30, 2022*

*(*Entity awarded may be eligible for three (3) one-year contract extensions based on performance as determined by the Southeast Tennessee Local Workforce Development Board.)*

Technical assistance concerning this Request for Proposals will be provided at a **REQUIRED** Pre-Bidder's Conference on **Tuesday, May 4, 2021 at 10:00 a.m. EDT** via Zoom.

Attendance is required. Zoom info will be sent out to all entities who submit a letter of intent.

Questions may be submitted prior to the Pre-Bidder's Conference between **April 23 – April 29, 2021** to email address: WorkforceRFP@sedev.org

****NOTICE:** The One-Stop Operator (OSO) and career service provider (CSP) must be procured as separate entities. Entities seeking to provide Career Services should take this in consideration.

This project is funded under an agreement with the State of Tennessee – TN Department of Labor and Workforce Development. Equal Opportunity Employer/Program. Auxiliary aids & services are available upon request to individuals with disabilities.

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I. Background:

The purpose of this Request for Proposal (RFP) is to identify and fund an entity that will provide oversight and functional alignment of the American Job Center system for the Southeast Tennessee Local Workforce Development Area. Entities who wish to submit a proposal are not required to be physically located in the local area; however, employees directly charged to the award are required to be employed in the local area. Staff charged to the grant as indirect admin for oversight may be considered an exception. Please fully disclose the planned staffing model in the response. The proposal will be considered part of the contract.

As directed in TN Workforce Services One-Stop Operator and Career Services Provider Procurement Policy, The One-Stop Operator (OSO) and Career Service Provider (CSP) for Adult, Dislocated Worker, and Youth programs must be procured as separate entities. Should an entity be awarded an OSO contract, the same entity would not be eligible to provide Career Services. Entities seeking to provide Career Services should take this in consideration prior to submitting a proposal. For additional policy details, see TN Workforce Services One-Stop Operator and Career Services Provider Procurement Policy in **Attachment E**.

This project will be funded under WIOA, a federal program funded through the U.S. Department of Labor and the State of Tennessee Department of Labor and Workforce Development. WIOA is a primary source of federal funds for workforce development activities throughout the nation; however, the legislation requires multiple partners to contribute to infrastructure, operations, and services. WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers: job seekers and businesses through a One-Stop system branded as the American Job Center (AJC) system.

The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the local area. One of the main purposes is to assist individuals with barriers in increasing their access to employment, education, training, and support so they may succeed in the labor market. The AJC network in a LWDA must include at least one comprehensive AJC with services offered by all required partners and may include additional affiliate centers and/or access sites.

A Local Workforce Development Board (LWDB), appointed by the CEOs and approved by the Governor, oversees the workforce system and activities in a LWDA. The Board is responsible for meeting performance goals negotiated with the TDLWD. To fully understand the work contained herein, a review of the WIOA final regulations is advised. Hyperlinks to all reference materials are included in **Attachment E**.

The Chief Elected Officials of the Southeast Tennessee Workforce Development Area have appointed the Southeast Tennessee Local Workforce Development Board to oversee workforce services in Bledsoe, Bradley, Grundy, Hamilton, Marion, Meigs, McMinn, Polk, Rhea, and Sequatchie Counties. The Board is comprised of representatives of private sector employers, higher education, organized labor, non-profit organizations, and public entities and is entirely voluntary. The Board, in consultation with the Chief Elected Officials, is responsible for the oversight and selection of providers to form partnerships with the Administrative Entity/Fiscal Agent, the Southeast Tennessee Development (SETD), in the delivery of One-Stop services.

All communication regarding contract deliverables will be made through the Administrative Entity/Fiscal Agent (SETD).

Mission:

To create a fully integrated comprehensive workforce development system that aligns business needs with the region's skilled workforce.

Vision:

Our vision is to collaborate with partners to coordinate a defined and innovative path that positions Southeast Tennessee as the best local workforce region for equitable opportunity among residents and industry.

Definitions and Acronyms:

Workforce Innovation and Opportunity Act (WIOA) – a federal program for workforce development activities that is administered by the State of Tennessee Department of Labor and Workforce Development through nine LWDA's or Local Areas that are geographically designated by the Governor. For purposes of this RFP, the geographic area is Southeast Tennessee Workforce Development Area.

State Workforce Development Board (SWDB) – Oversight and policy making board appointed by the Governor to oversee the system.

Local Workforce Development Board (LWDB)- Oversight and policy making board that is appointed by the Lead Chief Elected Official with multiple responsibilities as defined in WIOA, but inclusive of a provision that certain operators and service providers be competitively procured.

Chief Elected Official (CEO) – The lead elected official in each county within the LWDA that develops an agreement to designate the fiscal agent and the appropriate member of the LWDB per Section 107 (b) of WIOA. The agreement also designates a Lead Chief Local Elected Official (CLEO) that will serve as the Grant Recipient.

Tennessee Department of Labor and Workforce Development (TDLWD) – As it relates to this RFP, the Governor of Tennessee has assigned the role of State Administrative Entity to the TDLWD. The TDLWD, under the direction of the SWDB is responsible for guiding the establishment of an integrated, statewide One-Stop service delivery system known as the American Job Center (AJC).

Fiscal Agent – Entity designated by the Chief Elected Officials who administers program funds, monitors, and contracts.

American Job Center (AJC) – A One-Stop center for job seekers and employers comprised of various service providers working to deliver seamless services.

Memorandum of Understanding (MOU) – The MOU is an agreement entered into by all mandated and additional partners in a local area that provides the framework for how services will be delivered seamlessly in the AJC. Mandated partners are required to be a party to the MOU and the IFA.

Infrastructure Funding Agreement (IFA) – The financial budget that details the costs associated with operations in an American Job Center, providing the details of cost sharing for each partner located in an AJC. The IFA is an attachment to the MOU.

Administrative Entity - May be the same as the Fiscal Agent but performs additional functions beyond monitoring and contracting to include serving as Staff to the Board (LWDB).

One-Stop Operator (OSO) – Entity procured by the Local Board to functionally manage all AJC operations and staff from multiple providers.

Career Services Provider (CSP) – Entity procured by the Local Board to provide staff to deliver Title I Career Services in the AJCs to targeted populations in cooperation with the Administrative Entity and Fiscal Agent.

RFP Summary and Roles:

WIOA provides for a customer centered workforce system that is accessible to all job seekers, and training that is job driven. Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, education, and other human resource programs, collaborate to create a seamless customer-focused American Job Center network that integrates service delivery across all programs to make it easier for workers to access the services they need to obtain skills and employment.

The One-Stop Operator complements the work of the Board and facilitates the oversight and delivery of workforce services in the local area through functional alignment for all WIOA mandated and additional partner programs in the AJC system as outlined in the local area’s Memorandum of Understanding (link in **Attachment E**). The role of the One-Stop Operator is to provide oversight and functional supervision for all American Job Center staff and offer a comprehensive set of employment and training services to those eligible for all partner programs One-Stop system.

The role of Business Services will be complementary to the employer engagement work that is initiated by the Local Workforce Development Board. The Administrative Entity will remain the primary contact for economic development as it relates to new and expanding industry and presentation of the workforce services available under the Board for the region. Coordination with the OSO and other AJC staff will be facilitated when appropriate.

The selected OSO provider will be responsible for managing the WIOA Performance Measures that are negotiated with the State by the Board and the performance of public workforce system overall, including but not limited to customer satisfaction and continuous improvement, intake and referrals systems, performance of service integration and team functions, etc. The negotiated performance targets and local Key Performance Indicators are summarized in the Summary of Performance – Negotiated Performance and KPI Targets section of this RFP. A link is provided to the metrics in **Attachment E** of this RFP

II. Project Timeframe:

RFP Release	April 16, 2021
Notice of Intent to Apply (REQUIRED)	April 29, 2021
Bidders Questions submitted via email	From: April 23, 2021 to April 29, 2021 to workforceRFP@sedev.org (email submissions only)
REQUIRED Pre-Bidders Conference	May 4, 2021 at 10:00 a.m. EDT
Proposal Deadline	May 17, 2021 at 1:00 p.m. EDT
Review Committee Approval	May 18, 2021 – May 25, 2021
Executive Committee Approval and Notification	May 26, 2021
LWDB Ratification	June 9, 2021
Anticipated contract Start Date	July 1, 2021

III. Eligible Applicants:

WIOA sec. 3(41) defines a One-Stop Operator as one or more entities designated or certified under WIOA sec. 121(d). Such designation or certification must be through a competitive process. The One-Stop Operator must be an entity (public, private, or nonprofit) or a consortium of entities that, at a minimum, includes three or more of the required one-stop partners of demonstrated effectiveness, located in the local area. Entities selected and serving as One-Stop Operators are subrecipients of a Federal award and thus are required to follow the Uniform Guidance.

The types of entities that may be a **One-Stop Operator** include, but are not limited to:

- An institution of higher education
- Nontraditional public secondary schools, night schools, adult education schools, Career and Technical Education schools – **Note: Elementary schools and secondary schools are not eligible to be selected as the One-Stop Operator**
- An Employment Service State Agency established under Wagner Peyser
- A community-based, non-profit organization or workforce intermediary
- A government agency (i.e. a municipality)
- Other interested organizations or entities capable of carrying out the duties of the One-Stop Operator, including Local Chambers of Commerce, business organizations, or labor organizations
- Private for-profit entities

Note: Should a for-profit entity (or a consortium that includes a for-profit entity) be selected as a One-Stop Operator, there are two points that must be kept in mind: First, except for WIOA Title I funds (Adult, Dislocated Worker, and Youth), no profit may be paid from USDOL awards. Second, 2 CFR 200.323(b) requires profit to be negotiated as a separate element of price for each contract in which there is no price competition or in which a cost analysis is performed.

Additionally, the State and local boards shall ensure that in carrying out activities under WIOA, partners will:

- disclose any potential conflicts of interest arising from the relationships with training service providers or other service providers;
- comply with Federal regulation and procurement policies.

Minimum Requirements of Eligibility

In order to be considered responsive, a bidder must meet the following requirements:

1. Provide two years of audited financial history. Adequate documentation could include recent audit reports, the entity's Comprehensive Annual Financial Report (AFR), an independent review by a certified public accountant, tax records, or another recognized review of accounting process and procedures.
2. Provide an organizational chart. Bidders must describe whether the entity will employ current or newly hired staff in the response. This must be accompanied with resumes of current staff job postings for any new positions. The planned structure will become part of the competitive bid.
3. All organizations that are private, for-profit, or not-for-profit must acknowledge good standing and provide Certificate of Good Standing from Tennessee or their respective state's Secretary of State's office.

4. All bidders are required to provide their Dun & Bradstreet number (DUNS number). The Procurement Coordinator will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals.
5. Respondents must specifically agree that they will comply fully with the non-discrimination and equal opportunity provisions of:
 - Section 188 Workforce Innovation and Opportunity Act and all provisions of Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity
 - Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq) regarding physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities (WIOA Section 108(b)(6)(C).
 - 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 basis of age.
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.
 - Nontraditional Employment for Women Act of 1991
 - Title VII of the Civil Rights Act of 1964 (Pub. L. 88-352) (Title VII), as amended, as it appears in volume 42 of the United States Code, beginning at section 2000e. Title VII prohibits employment discrimination based on race, color, religion, sex, and national origin. (for-profit entities)
 - 29 CFR part 37-38 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIOA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

IV. Funding and Contracting:

The Board will award funds to successful proposers to promote continuity and coordination of services identified in the RFP. The Board will award an initial contract to successful respondents effective July 1, 2021 through June 30, 2022 with an **annual budget not to exceed \$350,000.00 (three hundred fifty thousand dollars)**. Subject to performance of deliverables and available funds, the selected entity may be eligible for up to three (3) additional one-year contract extensions based on performance as determined by the Southeast Tennessee Local Workforce Development Board and the availability of funding.

In the event of a termination of contract for any reason, accrued liability for any unused annual and sick leave will be reimbursed at a **maximum of 96 hours** for each employee, with a **maximum liability of \$20,000.00** to the program. All funding for this RFP is contingent upon the Board and partner agreement of fund availability.

If a contract is awarded, the submitted proposal will become part of the official contract file. Any commitments made in the proposal will be binding on the contractor. The fiscal agent operates on cost reimbursement method. No expenses are reimbursable until a contract has been fully executed (signed by all parties). Monthly invoices are due by the 10th of the month for the previous month and must include sufficient documentation to support reimbursement. Invoices will be paid within 30 days of receipt of approved documentation.

The provider may only enter into subcontracts with pre-approved written consent of the funder. Competitive procurement is required for all services that benefit the public, Office of Management and Budget (OMB) Super Circular (2 CFR 200.330).

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

V. Delivery of Services:

The Board announces the release of a Request for Proposals to provide One-Stop Operator services in the AJC locations throughout Southeast. OSO staff must be physically located in the comprehensive centers below and be available in-person, by phone, or via technology to the affiliate centers and access points as listed below:

Comprehensive American Job Center Locations:

American Job Center - Chattanooga—Eastgate Town Center

Address: 5600 Brainerd Road

City/State/Zip: Chattanooga, TN 37411

Phone: (423) 894-5354

Website: secareercenter.org

American Job Center - Athens

Address: 410 North Congress Parkway

City/State/Zip: Athens, TN 37303

Phone: (423) 745-2028

Website: secareercenter.org

Affiliate American Job Center Locations:

American Job Center – Cleveland

Address: 3535 Adkisson Drive

City/State/Zip: Cleveland, TN 37312

Phone: (423) 790-5552

Website: secareercenter.org

American Job Center – Marion County)

Address: 5510 US-41

City/State/Zip: Jasper, TN 37347

Phone: (423) 837-9103

Website: secareercenter.org

American Job Center – Dayton

Address: 200 4th Avenue

City/State/Zip: Dayton, TN 37231

Phone: (423) 570-1107

Website: secareercenter.org

Specialized American Job Center Location – Pending Certification:

American Job Center - Tracy City

Address: 14399 US-41,

City/State/Zip: Tracy City, TN 37387

Phone: TBD

Website: secareercenter.org

Access Points as Determined by the Board

Southeast seeks to expand access to the public workforce system by developing additional Access Points supported by the One-Stop Operator who will coordinate access via technology and ensure physical and programmatic accessibility.

All American Job Centers in the local area are required to be open during the hours of 8:00 a.m. to 4:30 p.m. Centers are located in both Eastern and Central time zones and will follow the hours of operation for the respective time zones. The Board reserves the right to establish service hours at other times to accommodate schedules of individuals who cannot access the centers during the core hours. Holiday closures must conform to TDLWD recognized holidays. One-Stop Centers must adhere to these holidays, regardless of the holidays that are observed by contract agent. If the AJC is located within a community college or other agency, then the hours of operation for the AJC must adhere to the TDLWD hours and holidays rather than the hours and holiday schedule set by the agency.

The STLWDB encourages access to services outside of regular business hours (such as nights and weekends) when doing so is possible and best serves the needs of the AJC customers. The OSO is responsible for planning and implementing flexible hours set by the local board.

Onsite partners may include the following: One-Stop Operator
Title I Adult, Dislocated Worker, Youth
Title II Adult Education
Title III Wagner Peyser
Title IV Vocational Rehabilitation
TANF (Temporary Assistance for Needy Families)
Veteran Services
TAA/TRA (Trade Assistance Act)
RESEA (Reemployment Services)
SNAP E & T (Supplemental Nutrition Assistance Program Employment and Training)
Job Corps
Others

Staff hired to work for the provider in the above centers and in conjunction with the partners will deliver services that include oversight and functional management of the American Job Center System in the local area, recruitment, and eligibility of customers, developing a service plan, referral to appropriate services, including but not limited to training, support services and maintaining follow-up with the customer to track and assure performance.

SETD will hold the lease on all AJCs and will provide dedicated office space and equipment for contracted staff. The AJCs listed above have been certified by the Tennessee Department of Labor and Workforce Development and will undergo an annual certification in partnership with the One-Stop Operator and approved by the Board. To maintain certification, all AJCs must have the equivalent of at least one full-time WIOA Title I staff member on site.

VI. Scope of Work:

The Local Workforce Development Board envisions a system where a One-Stop Operator will coordinate with various partners (who are co-located and not co-located) in the Southeast Tennessee region (Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, and Sequatchie) to provide a set of comprehensive and integrated education and training supports in partnership between the Administrative Entity (SETD) and referral contractors that offer unique expertise. These partnerships should increase the number of participants that are productively engaged in the workforce, thereby increasing self-sufficiency, labor force participation, and reducing poverty.

The OSO will also coordinate with the board to implement and execute on elements of the local and regional plan in coordination with the Regional Planning Council and areas of the Grand East Region. Planning document links can be found in **Attachment E**.

The following items are the other required duties of the OSO:

Manage Daily AJC Operation and Service Delivery:

To ensure that all AJCs are operating in an effective and efficient manner, the OSO must:

- Act as liaison with the Board and One-Stop System
- Coordinate service delivery of required AJC partners as outlined in the Memorandum of Understanding
- Manage daily operations in coordination with WIOA fiscal agent for the lease, utilities, and other activities to support the centers.
- Coordinate with the Administrative/Fiscal Agent on IFA updates for the AJCs
- Manage AJC hours of operation; and
- Ensure that every AJC in the LWDA is physically and programmatically accessible to individuals with disabilities.

Ensure Coordination of Partner Programs within the AJC System:

To ensure all required services are provided in the AJC system the OSO must:

- Maintain a list of all partner programs, to include a brief description of services available by each partner within each AJC.
- Monitor partner adherence to the MOU and report MOU changes to the LWDB.
- Provide integration of services in the center under the direction of the Regional Planning Council.
- Disseminate and implement state and local policy and procedural changes to all applicable program staff within the AJC.
- Ensure compliance with all federal, state, and local regulations and policies.

- Make core services available, as directed by the Regional Planning Council.
- Schedule regular meetings with partners to address areas of concern, best practices, and technical assistance; and
- Design an integrated system to coordinate referrals across the AJC system.
- Define and provide means to meet common operational needs (e.g., training, technical assistance, additional resources, etc.)
- Develop valuable and timely quarterly cross-training for AJC staff. Agendas must be pre-approved.
- Facilitate timely quarterly partner meetings. Frequency may be increased as needed to support local initiatives or responses to the labor market.

Manage Customer Experience:

To ensure seamless service delivery within the AJC system, the OSO must:

- Hire and supervise “shared” staff to provide full-time coverage for the front desk/greeter and resource rooms (See Customer Support Specialists on page 11)
- Develop a plan to ensure adequate staffing within the AJC, to include cross-training of partner program staff.
- Ensure priority of service is given to targeted populations.
- Ensure that basic services are available (orientations, labor market information, resource room).
- Improve AJC operations by analyzing:
 - Traffic counts.
 - Customer sign-ins ~~to~~ according to each partner program.
 - Registration of job seekers.
 - Compliance with data validation; and
 - Evaluation of equal opportunity and customer complaints.
- Market OSO services in coordination with the LWDB; and
- Assure appropriate AJC branding and logos are included in all marketing materials and presentations as outlined in the AJC Style Guide found in **Attachment E**.
- Develop mechanisms to evaluate and measure customer experiences (including but not limited to employers, jobseekers, and partner staff) for quality of service and continuous improvement.

Evaluate Negotiated Performance Measures:

To report on how well the AJC system is meeting negotiated performance measures the OSO must:

- Evaluate performance and implement required actions to meet performance standards. This does not include performance negotiations as this is specifically a Board requirement.
- Write a plan to address how the AJC system will support the Local and Regional Plans.
- Facilitate maintenance and sharing of data within Jobs4TN and with partners who use other MIS systems as outlined in the Memorandum of Understanding.

Recommended OSO Staffing Structure – Physically Located in the Comprehensive Centers

- OSO Manager or OSO General Manager
- OSO Assistant Manager
- Customer Support Specialists

Management Staff Qualifications and Skills

- Bachelor’s degree in Business or minimum of two years’ relevant management experience
- Experience in project management preferred

- Knowledge of workforce development programs highly recommended but must be able to master program knowledge across multi-agency delivery system
- Ability to maintain excellent public and professional relationships
- Must exemplify leadership and set the standard of professionalism
- Demonstrated proficiency in the use of computers, mobile devices, Microsoft Office Suite, presentation software and hardware, communication and collaboration tools, and social media.
- Flexibility to cover other locations as needed

Customer Support Staff Qualifications and Skills

- Minimum of two years' experience in customer facing roles preferred
- Knowledge of workforce development programs highly recommended but must be able to master program knowledge across multi-agency delivery system
- Demonstrated proficiency in the use of computers, mobile devices, Microsoft Office Suite, presentation software and hardware, communication and collaboration tools, and social media.
- Flexibility to cover other locations as needed
- Bi-lingual staff highly recommended for the Chattanooga AJC

Shared Customer Support Role:

- Supports the OSO and all partners within the public workforce system through role in the Welcome Function
- Sets the customer experience for individuals engaging with the American Job Centers
- Provides full-time coverage at front desk and in resource room
- Participates in Welcome Function

Greeter Roles and Responsibilities:

- Greets customers at the front desk and VOS Greeter system/kiosk
- Verifies reason for visit, accessibility needs, and Veteran status (need for SMB forms)
- Initiates initial assessment for individuals who are seeking services beyond self-service to identify job ready status
 - Triage or warm handoff to appropriate staff based on reason for visit – including referral to Common Intake process
- Responsible for follow up on all referrals to ensure that they have received appropriate services and reporting to the OSO GM
- Promotes workshop participation and maintains the schedule
 - Shares workshop schedules/calendars/flyers with incoming customers
 - Maintains list of workshop attendees
 - Contact participants the day before to confirm workshops

Resource Room Responsibility:

- Responsible for assisting clients in the Resource Room
- Helps with accessibility and assistive technology for individuals with disabilities
- Responsible for recording customer feedback and encouraging surveys
- Directs individuals to create Jobs4TN.gov account and assists or coordinates assistance if necessary
- Assists with intake and coordinates with individuals to assess needs, barriers and determines eligibility for One-Stop Services through Common Intake process

- Directs to appropriate program application and collects eligibility documentation and assists with uploads to VOS in-person or virtually (documentation checklist) but does not create participation
- Refers to appropriate services and tracks referrals for follow up and reporting

Summary of Performance - Negotiated Performance and KPI Targets

WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system's six core programs. These six core programs are the Adult, Dislocated Worker, and Youth Programs authorized by Title I of WIOA, the Adult Education and Family Literacy Act (AEFLA) program authorized under Title II of WIOA, the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA Title III, and the Vocational Rehabilitation program as authorized under the Rehabilitation Act of 1973, as amended by Title IV of WIOA. WIOA provides a historic opportunity to align performance related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across all six of these core programs, while also implementing program-specific requirements related to data collecting and reporting.

Further guidance related to the core performance metrics for WIOA can be found in **Attachment E** of this RFP. Additionally, the STLWDA 2020 and 2021 negotiated performance targets and 2021 Key Performance Indicators can be viewed by following the link in **Attachment E**. The Board reserves the right to add additional performance metrics as necessary to assist in meeting the needs of the workforce.

Tennessee has established additional Key Performance Indicators that include enrollment and co-enrollment targets across partner programs. These KPIs will foster a continuous improvement model in Tennessee's public workforce system. The OSO will be responsible for managing and reporting to these performance measures to ensure that Southeast meets or exceeds the agreed upon targets. **Note: The current KPIs are under review by TDLWD. The current published KPIs were part of a soft target pilot and will move to hard targets effective July 1, 2021. Final negotiated KPI targets will be posted to the website. Entities will be required to follow any updated metrics as approved.*

Additionally, STLWDB and/or the Regional Planning Council may establish other measures outside of the negotiated performance targets. The Southeast LWDA is in the planning region of East Tennessee in coordination with East LWDA and Northeast LWDA. The OSO will be responsible for coordinating services across the planning region when necessary, to support consistency and alignment with the East Regional Plan. The OSO will be responsible for managing and reporting any additional performance targets set by the state, region, or local area.

Branding and Common Identifier

Branding is a responsibility of the LWDB and LWDB staff, but the OSO is responsible for ensuring that branding reflects TDLWD standards. Furthermore, the OSO must report to the LWDB quarterly on any problems that they are experiencing with maintenance of branding standards. The AJCs' branding must be used to ensure recognition of the statewide seamless workforce system. Brochures, flyers, advertising media and announcements, stationery, business cards, and name tags used by the center staff must reflect the AJC. Signage outside and inside all comprehensive and affiliate centers must reflect the AJC branding. More information can be found in the AJC Style Guide (link provided in **Attachment E**). Please note that all products must adhere to the AJC branding guide requirements. All products must be procured according to proper standards; publications intended for the general public must be approved by the LWDB. Marketing materials may not be purchased without approval from the federal office and will not be reimbursed without such approval.

Collaborations Required for Grants that are Pursued by and Awarded to the Administrative Entity/Fiscal Agent

The One-Stop Operator must carry out all assigned duties as they relate to the delivery of services within the One-Stop System. If the USDOL, TDLWD, or the Administrative Entity of the local Board secures or allocates additional or specialized funds, the Board must direct the awarded entity on how to leverage the additional funds to maximize service delivery within the local area. Receipt of additional funds may require the assignment of additional duties without the ability to provide additional staffing.

VII. Requested Response:

A. Executive Summary

Provide an Executive Summary of your agency's proposal, including organization's history, mission and vision, and services being proposed.

B. Relevant Experience (25 points)

- Describe your organization and its relevant experience working with WIOA programs or other federally funded programs with a customer centered design.
- Describe your experience in implementing systems and/or processes across partner agencies and employers.
- Describe your organization's experience with developing and implementing customer satisfaction instruments, such as web-based services used to track and report actual outcomes.
- Give examples of successes you have had working with multiple partners towards a common goal, local employers on recruitment and expansion efforts and examples of the success that your organization has had performing the services you are proposing to deliver.
- Describe your organization's experience working with Boards, partners, and/or service providers to develop strategic approaches to support regional economic development and employers with high staffing needs in high-demand occupations.
- Include at least two (2) references who can verify experience, including at least one employer who can speak to collaborative efforts.

C. Operations and Staffing (30 points)

- Describe how the organization plans to staff the One-Stop Operator functions within the American Job Center system in the local area. Please include a proposed organizational chart
- Describe your hiring process. How long will it take you to fully staff and/or replace staff that are lost due to normal attrition? Do you plan to utilize existing staff or newly hired staff? Please provide a list of resumes for existing staff and job postings for open positions. Include any flexibility for staff to be utilized in other locations when necessary.
- Describe how you will assure that One-Stop services are accessible to all jobseekers and employers in the respective LWDA, including areas with high unemployment and transportation barriers such as in rural communities.
- The American Job Center System follows the hours of operation and holiday schedule of the Tennessee Department of Labor and Workforce Development as outlined in ***Workforce Services Policy – One-Stop System Design***. As a continuous improvement model, describe how your organization plans to facilitate delivery of services outside of regular business hours, including how services will be made available to individuals that cannot visit a center during regular business hours.

- The Administrative Entity/Fiscal Agent manages the IFA for the local area. In collaboration with all partners in the center, describe how you will communicate the needs for equipment and staff for a resource room that is customer focused. Include all technology to be available in the resource room, computer laboratories, and web- based (Wi-Fi) access quality throughout the facility.
- Describe how you will provide knowledgeable staff, including partner staff, trained and motivated to dress and act professionally with the confidence to address both employers and job seeking customers. ***Note: While the USDOL released Training and Employment Notice 13-19 on January 6, 2020 which provides states increased flexibility in staffing the Employment Services of Wagner Peyser, Tennessee currently requires state merit staff staffing. The potential One-Stop Operator needs to be aware of any implications or special arrangements. Describe how they will organize to meet the requirement of 20 CFR 678.630, which states: "Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the One-Stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided."***
- How will you lead One-Stop partners with the following:
 - Integrating a menu of services for job-seeking customers and employers,
 - Implementing agreements among the partners such as MOU and IFA, and
 - Maintaining communications with all One-Stop Partners and co-located staff?
- Describe the service delivery methods to be implemented in the AJCs to ensure that the planning region's goals, regarding placement and credentials, are met or exceeded.
- Describe your plan to provide the optimum customer flow process in the AJC(s). The plan should demonstrate how best practices with customers and employers are incorporated in the design and delivery of services.
- Describe how your agency plans to integrate and/or coordinate various business engagement strategies and programs, including all partners and the employer engagement efforts of the Administrative Entity (Board Staff). How will these be managed to avoid duplication and the risk of multiple partners calling on the same employer(s)?
- Describe how you will on-board staff, including a description of the provision of training (including on-going training)
- Describe how your entity will off-board staff, including exit paperwork, checklists, and interviews. Include applicable documentation samples currently in use.
- Describe how you will work with required partners, and others co-located at the American Job Center, to include the following:
 - Market the services of the AJCs utilizing the branding standards outlined in the AJC Style Guide
 - Describe how you will handle ongoing communication needs with all AJC staff, as well as with agency leadership and the Board.
 - Describe how you will approach organization of shared staff via the MOU.
- Describe how you will work with the Board, officers, and executive staff relative to the many policy and market intersections.
- Describe how you will work with the administrative entity and fiscal agent, as well as all monitors and auditors from independent, state, or federal agencies.
- Describe how you will utilize information from the state's Virtual One Stop (VOS) Greeter, Traffic Counts, enrollment, and case management reports to develop and maintain appropriate levels of staffing and/or to improve performance levels of the centers in Southeast Tennessee.
- Describe any in-kind contributions your agency will make to the management or delivery of One-Stop services, if applicable.

D. Performance Management (30 points)

- One-Stop Operators will be required to provide reports to the Board a minimum of quarterly to inform them of trends concerning the operation of the One-Stop System, including but not limited to strengths and weakness of service delivery, specifically as they relate to the key performance indicators included in **Attachment E**.
- Describe the optimum continuous improvement and quality assurance methods needed in Tennessee's AJCs. Include the metrics which address customer needs, as well as ensure customer satisfaction, in a cost-effective manner.
- Describe your organization's outreach methods to reach target populations to promote AJC Services.
- Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of core program (i.e., WIOA Titles I, II, III, and IV) customers to be served, including their respective employment and earnings rates after exit.
- Describe how you will engage and meet with employers to identify and improve employer resources in the AJC. Include previous experience with employers in a One-Stop setting.
- Describe how you will gather and analyze information on sustainability to support ongoing and emerging needs of regional employers.
- Describe the full set of services envisioned for area employers, including those serving on the Board and all employers with workforce needs that may strengthen an existing system.
- Describe how you will promote and sustain business engagement. Address the methods used to explain and communicate these successes with the Board, as well as to the general public.
- Please explain and justify the service models that should be used to serve traditionally underserved participants and employers.
- Describe your organization's requirements for tracking and reporting discrete participant activities while at the same time ensuring full compliance with Personal Identifiable Information (PII).
- Describe your strategy to meet or exceed the LWDA's performance goals. How will your organization manage measurement, achievement, and documentation of performance standards for all Titles of WIOA?
- Describe how you will manage to the Federal, State, and local policies that require certain minimum benchmarks be attained each program year as follows:
 - 80% of all Formula funds must be obligated by June 30 of each year. How will your organization assist the local area in meeting this metric?
 - 50% of all program expenditures must be direct participant costs. How will your organization ensure compliance with this metric?
 - 75% of the youth formula allocation must be expended on out-of-school youth. How will your organization help ensure compliance with this metric?
 - 20% of all youth program expenditures must be for work experience activities. How will your organization help ensure compliance with this metric?
- Describe how you will market to and recruit WIOA customers, including those from targeted populations which may require specialized marketing, including but not limited to justice-involved individuals, out-of-school youth, school dropouts, and recipients of public assistance.
- Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop estimates of the number of Adults, Dislocated Workers, and Youth to be served in a fiscal year.
- Describe how customers will flow through intake and referral for One-Stop services, including but not limited to accessing training, supportive services, assistance with employment, and follow-up.

- Describe how you will provide orientation to WIOA services, including any planned adaptations for targeted populations.
- Describe workshops you plan to offer and the best practices, or other information, utilized in their design.
- Describe how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.
- Describe how you will interact with partner agencies, including community-based organizations to leverage funds and avoid duplication of services.
- Describe in detail how you will measure customer experience, report the results to the WDB, and how the information will be used for continuous improvement.
- Describe how you will coordinate with the One-Stop Operations in the Grand East planning region to support consistency and alignment with the East Region Plan.

E. Fiscal Accountability and Budget (15 points)

- Describe the agency's fiscal accountability system, including experience with managing multiple federal, state, or private grants.
- Provide an itemized budget to support the proposal, as **Attachment B**, including a narrative to explain all budgetary items.
- In the event of the determination of disallowed costs, the designated Fiscal Agent will attempt to recover the disallowed expenditure(s) from funds allocated through contracts with subgrantees or vendors causing the disallowance, as such, liability for costs rests with the entity responsible for incurring the cost. Please describe your ability to comply with this requirement.
- In order to augment limited funding sources and maximize delivery capacity, describe any resources the organization can bring to the workforce system. Please include and provide documentation of the cost value.
- Describe your fiscal/accounting systems and your experience with managing federal/state grant funds.
- Include a copy of financial audits for the last two years. Provide an explanation of any audit findings and details on how those were resolved. Provide written documentation of the approved resolution.
- Provide Certificate of Good Standing (also known as a Certificate of Existence)

F. Response Requirements & Format:

Each proposal should include the following required documents:

- Proposing Entity Cover Page and Checklist Form (**Attachment A**)
- Executive Summary
- Narrative of Approach to Work
- Budget & Budget Narrative (**Attachment B**)
- Organizational Chart of Proposing Entity Program Structure
- Two (2) Letters or contact information for References, including one local employer.
- Copy of financial audits for the last two years.
- Certificate of Good Standing
- Signed Conflict of Interest Form (**Attachment C**)

Proposal should be emailed to workforceRFP@sedev.org with Subject: ONE-STOP OPERATOR & CAREER SERVICES RFP. It is the responsibility of the proposing agency to assure that the proposal is received prior to the deadline of **May 17, 2021 at 1:00 p.m. Eastern Daylight Time**. Late submissions will **NOT** be accepted.

VIII. Evaluation and Award

Applications will be evaluated by a team of reviewers appointed by the Chair of the Board. An entity's failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed "non-responsive" if the submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP, or the proposal is clearly not within the scope of the project described and required in the RFP. The Board reserves the right to cancel this procurement at any time and for any reason.

The Board reserves the right to contract with any respondent that falls within the acceptable point range. All proposals will be scored according to the evaluation criteria included in section VII of this RFP. The Board is not required to contract with the entity receiving the highest average score as a result of the proposal review process. The contract will be awarded based on the most responsive bidder whose offer is most advantageous to the Board in terms of cost, functionality, and other factors specified in this RFP. The award may be negotiated at the discretion of the Board or made based on the initial bid/offer received, without discussions or requests for best and final offers. Proposals with average reviewers scores below 70 of a possible 100 points will not be considered for funding.

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

IX. Additional Information

A. Bidders Questions

A **REQUIRED Pre-Bidder's Conference** is scheduled for **May 4, 2021 at 10:00 a.m. EDT** via Zoom. Invites will be sent to entities who submit a timely **Notice of Intent to Apply which is required by April 29, 2021**. It is the responsibility of the bidder to inquire about any requirements of this RFP that are not understood. Questions should be submitted prior via email to WorkforceRFP@sedev.org between April 23 – 29, 2021. All questions and answers will be posted the following business day to [Public Notices | American Job Center \(secareercenter.org\)](#).

Individuals with disabilities who wish to participate in these proceedings should contact the Southeast Tennessee Development District to discuss any auxiliary aids or services needed to facilitate such participation. Such contact may be in person, by writing, telephone, or other means and should be made five (5) business days prior to the scheduled meeting date to allow time to provide such aid or service. Contact the Southeast Tennessee Development District, 1000 Riverfront Parkway, Chattanooga, TN 37402 at (423) 643-2337. Hearing impaired callers may use TN Relay 711.

B. Oversight and Evaluation

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

C. Accessibility and Equal Opportunity

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

D. Fiscal Review

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

E. Past Performance Review

Through this process, The Board will review a respondent’s performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines will be evaluated. The review team will perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, the Board 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.

Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers, or principals. Respondents must comply with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act to be eligible for a contract.

The review team will recommend the final funding recommendations to the Board for final approval. Once approved, the Board will initiate a contract agreement to the successful respondent(s).

F. Review Committee/Conflict of Interest

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

No member of the Board or other governing body, or representative of an entity who submits a proposal under this RFP may have any contact outside of the formal review process with any employee of the Board,

or any member of the Board for purposes of discussing or lobbying on behalf of entity's proposal. This contact includes written correspondence, telephone calls, personal meetings, email messages, or other kinds of personal contact. The Board will reject proposals of those entities who violate this condition.

G. Notice of Award

All respondents will be notified in writing via email as to the award status. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

Proposing Entity Cover Page and Checklist

Entity Name:	
Address:	
Phone Number:	
Years in Business:	
FEIN #:	
DUNS #:	
Proposed Budget Amount:	\$
Type of Organization: (check all that apply)	
<input type="checkbox"/> Higher Education	<input type="checkbox"/> Employment Service State Agency (Wagner-Peyser)
<input type="checkbox"/> Community-Based Organization	<input type="checkbox"/> Non-Profit Organization
<input type="checkbox"/> Government Agency	<input type="checkbox"/> Chamber of Commerce
<input type="checkbox"/> Labor Organization	<input type="checkbox"/> One-Stop Partner
	<input type="checkbox"/> Private For-Profit Entity
	<input type="checkbox"/> Business Organization
	<input type="checkbox"/> Other (Explain)
Acknowledgement that Proposing Entity is up to date on taxes and not currently debarred or suspended. Will be verified by SAMS.gov <input type="checkbox"/> Yes <input type="checkbox"/> No	
Acknowledgment that the STLWDB reserves the right to review and request further information regarding the respondent's financial situation, if not sufficiently outlined in the submitted audit(s). <input type="checkbox"/> Yes <input type="checkbox"/> No	
Two (2) years of audited financial history and Certificate of Good Standing <input type="checkbox"/> Yes <input type="checkbox"/> No	
An organizational chart has been provided along with resumes of existing staff <input type="checkbox"/> Yes <input type="checkbox"/> No	
The Budget Form and Narrative <input type="checkbox"/> Yes <input type="checkbox"/> No	
Attached two (2) references and letters <input type="checkbox"/> Yes <input type="checkbox"/> No	
Attached signed Conflict of Interest Statement <input type="checkbox"/> Yes <input type="checkbox"/> No	
Contact Person:	
Contact Person's Email:	
Contact Person's Phone:	
Signatory Name and Title:	
Signatory Authority Signature:	

BUDGET FORM – Line-Item Cost Reimbursement Option

Salaries	\$
Benefits	\$
Travel	\$
Supplies (shared all AJCs)	\$
Subtotal Program	\$
Administrative Indirect	\$
TOTAL BUDGET REQUEST (max. \$350K)	\$

Narrative: Please attach a narrative and/or chart in explanation of each line item in detail to justify cost. Examples of explanations include job titles, wage rate, hours worked/charged to grant, types of benefits and rates, estimated mileage/visits to locations, office and other supplies, and agency program operation or indirect cost.

Office space, furniture and equipment will be provided by the administrative entity/fiscal agent for an acceptable level of staffing. Staff will have dedicated office space at the comprehensive center and affiliate locations. The assigned One-Stop location will be considered the “official station” for travel for the One-Stop Operator functions. The Respondent should clearly identify how much time will be spent at the comprehensive centers and affiliates. No travel expenses may be claimed for commute to/from “official station”. Travel expenses may be claimed from the official station to affiliate and other work-related locations. Travel expenses must comply with Federal Travel Regulation (FTR) as well as Tennessee’s Comprehensive Travel Regulations.

A computer, access to internet, printing and “hard line” phones will be provided at each location.

If the entity’s proposed budget includes a line-item for indirect costs, an approved indirect cost rate from the cognizant agency must be included with the proposal. If an entity does not have an approved indirect cost rate, provide an explanation of how the rate was calculated (FTE divided by total cost, % of time allocated, etc.). Indirect cost will be a part of the competitive bid and subject to negotiation.

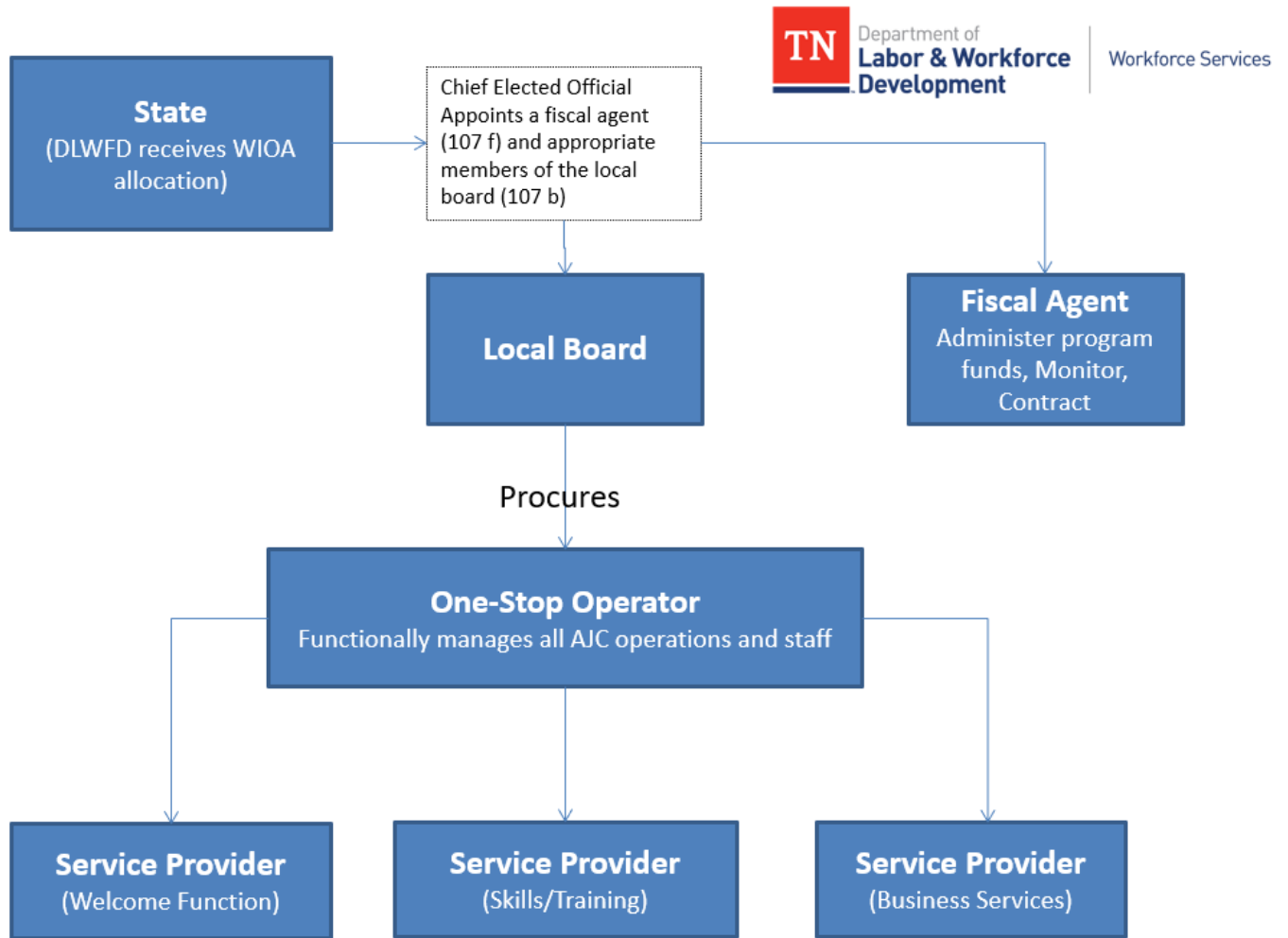
CONFLICT OF INTEREST FORM

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

Signatory Authority Name

Signature

Date



Integrated team

- Greets customers
- Conducts initial assessment
- Oversees resource rooms
- Ensures applicants are registered in job4tn.gov
- Offers basic career services

Integrated Team

- Conducts detailed assessments
- Facilitates workshops
- Provides case management services
- Develops individual employment plan
- Evaluates job seeker “suitability” for training scholarships
(Title I staff only)

Integrated Team

- Recruitment Services
- Applicant pre-screening
- Workforce assessments
- Labor market information
- On the job training and Incumbent worker grants
- Job Fairs
- Seminars and networking events
- Work opportunity tax credit

References

Workforce Innovation and Opportunity Act

<https://www.congress.gov/bill/113th-congress/house-bill/803/text>

WIOA Final Regulations

<https://www.federalregister.gov/documents/2016/08/19/2016-15975/workforce-innovation-and-opportunity-act>

United States Department of Labor Employment and Training Administration

www.doleta.gov

DOL WIOA Overview and other WIOA related information

<https://www.doleta.gov/WIOA/Overview.cfm>

One-Stop Operator Design and Procurement Guides

Training and Employment Guidance Letter One-Stop Operations Guidance for the American Job Center Network

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_16-16.pdf

Training and Employment Guidance Letter Competitive Selection of One-Stop Operator

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_15-16.pdf

Workforce Services One-Stop Operator and Career Services Provider Procurement

<https://www.tn.gov/content/dam/tn/workforce/documents/ProgramManagement/WorkforceServicesGuidance-OSOandCareerServiceProviderProcurement.pdf>

Workforce Services One-Stop Operator System Design

[WFSPolicyOne-StopSystemDesign.pdf \(tn.gov\)](#)

Workforce Services MOU/IFA and attachments

https://www.tn.gov/content/dam/tn/workforce/documents/ProgramManagement/WFS_MOU-IFA_guidance_updated_12-1-17-2.pdf

[WFS Infrastructure Funding Agreement.pdf \(tn.gov\)](#)

[PY 2017 Required MOU Template \(tn.gov\)](#)

[American Job Center Style Guide](#)

Program Service TEGLs and Guidance

Training and Employment Guidance Letter WIOA 19-16 Operation Guidance for the Workforce Innovation and Opportunity Act (Services for Adults and Dislocated Workers)

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-16.pdf

Training and Employment Guidance Letter WIOA 21-16 Operation Guidance for the Workforce Innovation and Opportunity Act (Youth Services)

https://wdr.doleta.gov/directives/attach/TEGL/TEGL_21-16.pdf

Training and Employment Guidance Letter WIOA 39-11 Guidance on the Handling and Protection of Personally Identifiable Information

https://wdr.doleta.gov/directives/corr_doc.cfm?docn=7872

Performance Guidance

Training and Employment Guidance Letter WIOA 10-16, Change 1 Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III, and Title IV Core Programs

https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=3255

Training and Employment Guidance Letter 14-18 for WIOA Performance Alignment - Employment and Training Administration Programs (non-core)

[TEGL 14-18.pdf \(doleta.gov\)](#)

Local Negotiated Performance Targets and KPIs

[Southeast Tennessee LWDA Negotiated Performance Targets PY20 – 21](#)

2021 Key Performance Indicators by Program

**Note: The current KPIs are under review by TDLWD. The current published KPIs were part of a soft target pilot and will move to hard targets effective July 1, 2021. Final negotiated KPI targets will be posted to the website. Entities will be required to follow any updated metrics as approved.*

Tennessee Department of Labor and Workforce Development Workforce Services Technical Assistance Webpage – (contains all Workforce Services Guidance)

<https://www.tn.gov/workforce/general-resources/program-management/program-management-redirect/workforce-services-redirect/wioa-technical-assistance.html>

Southeast Tennessee Workforce Development Board Local Policies

[Board Policies | American Job Center \(secareercenter.org\)](#)

Southeast Tennessee Workforce Development Board Regional and Local Plan Documents

[Strategic Plans | American Job Center \(secareercenter.org\)](#)

AJC Partner MOU

[Southeast LWDA Memorandum of Understanding](#)

Federal Travel Regulations

www.gsa.gov

Tennessee Comprehensive Travel Regulations

[policy8.pdf \(tn.gov\)](#)