Green Country Workforce Development Board
Meeting Agenda

Date: 04/15/2021   Time: 8:30am-10:30am
Location: https://us02web.zoom.us/j/83410651656

	Activity / Item	Who	Pages
1.	**Call Meeting to Order**	Delaney Rea	
2.	**Introductions and Roll Call**		
3.	**Review & Approve:** 03/01/2021 Green Country Workforce Development Board Special Meeting Minutes	Chair	1-6
4.	**Review & Approve:** Workforce Innovation and Opportunity Act - Title I Integrated Services for Adults, Dislocated Worker & Youth Programs Request for Proposal	Chair	7-82

5.	**Review & Approve:** Consent Agenda
	All items may be approved together, or any item(s) may be voted on separately at the request of any Board member. Copies of all documents are included for review.
	The following items were reviewed and approved by the Executive Committee on 04/08/2021:
	
	A. Center Certification Policy
	
	• Policy (pg.83-85)
	
	• Attachments
	
	    o Guide to Improving One-Stops through Benchmarked Critical Success Factors (pg.86-190)
	
	    o Checklist for Compliance with Section 503 of the
		Chair	83-282

Oklahoma Works, a proud partner of the American Job Center Network
Green Country Workforce Development Board is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.
This presentation was financed in whole or part by funds from the US Department of Labor as administered by the Oklahoma Office of Workforce Development.
TDD/TTY: 1-800-722-0353

Rehabilitation Act of 1973, As Amended (pg.191-206)

    ○ OOWD Integrated Business Services (pg.207-212)

    ○ Physical Site Accessibility Checklist (pg.213-249)

    ○ OWDI #1-2019 Evaluation Summary for Oklahoma Works AJC Certification (pg.250-259)

- Operating Procedure: Center Certification and Process (pg.260-268)

    ○ Attachment: Center Certification Checklist (pg.213-249)

B. Demand Occupations and Skills Policy (pg.269-271)

C. Fraud and Incident Reporting Policy (pg.272-276)

D. Monitoring Policy (pg.277-280)

E. Policy Development and Revisions Policy (pg.281-282)

6.	**One-Stop Operator Report** • Tulsa American Job Center Progress Photos (pg.283-290)	John Collins	283-290
7.	**Service Provider Report:** Odle Management Group	Sherry Beadle	
8.	**Service Provider Report:** Dynamic Workforce Solutions	Corbin Anderson	
9.	**Chair Update**	Chair	
10.	**Executive Director Report**	Rachel Hutchings	

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11.	**Business Services Director Report**	Wesley Mitchell
12.	**Fiscal Agent Report**	Gail Armstrong
12.	**Committee/Council Reports:** • Board Development Committee- Ken Busby • Business Development Committee- Amber Hatten • Finance Strategy & Oversight Committee- Celia Armstrong • Innovative Workforce Opportunity Council- Kelly Beyer • Youth Council- Jay Littlejohn	
13.	**New Business**	Chair
14.	**Announcements**	Chair
15.	**Adjourn Meeting**	Chair

The Next Regularly Scheduled Board Meeting is Scheduled for
Thursday, June 17, 2021, 8:30 am - 10:30 am
at Workforce Tulsa
907 S. Detroit Ave., 1025A
Tulsa, OK 74120

Board members attending via Zoom: Kathy Adair, Tom Albaugh, Rhonda Archer, Celia Armstrong, Jennifer Bentley, Kelly Beyer, Daniel Bradley, Robert Brown, Ken Busby, Eloy Chavez, Cody Cox, Ted Cundiff, Diane Eason Contreras, Mike Ebert, Joe Epperley, Bruce Force, Joseph Fuller, Terry Goodson, Traci Gower, Susan Hartzler, Amber Hatten, Tony Heaberlin, Rachel James, Ted Jenkins, Diane Kelley, Falen LeBlanc, Chelsea Levo-Feary, Jay Littlejohn, David Oliver, Jennifer Overmeyer, Karen Pennington, Janet Pieren, Ron Ramming, Delaney Rea, Peter Selden, Jacob Shivers, Lesli Shoals, Lisa Smith, Amy Spencer, Sarah Stisser, Danielle Storie, Tim Thompson, Lorie Trentham, John Vanderheiden, Landon Varnell, David White, & Jason Winters.

Green Country Workforce Development Board
Special Meeting Minutes 03/01/2021

10:02 a.m.	Delaney Rea called the meeting to order.

Attending Board Members: Kathy Adair, Tom Albaugh, Rhonda Archer, Jennifer Bentley, Kelly Beyer, Daniel Bradley, Robert Brown, Ken Busby, Eloy Chavez, Cody Cox, Ted Cundiff, Joe Epperley, Bruce Force, Joseph Fuller, Terry Goodson, Amber Hatten, Rachel James, Diane Kelley, Chelsea Levo Feary, Jay Littlejohn, David Oliver, Jennifer Overmeyer, Karen Pennington, Janet Pieren, Ron Ramming, Delaney Rea, Peter Selden, Jacob Shivers, Lesli Shoals, Lisa Smith, Amy Spencer, Sarah Stisser, Danielle Storie, Tim Thompson, Lorie Trentham, John Vanderheiden, Landon Varnell, David White

Absent Members: Celia Armstrong, Diane Eason Contreras, Mike Ebert, Traci Gower, Susan Hartzler, Tony Heaberlin, Ted Jenkins, Falen LeBlanc, Jason Winters

Board Staff: Alex Whitfield, Amber Cutshaw, Cherie Stierwalt, De'Andre Fahie, Elaine McDaniel, Joshua Lewis, Julie Sorrels, Martha Webb-Jones, Mautia Hall, Taylor Austin, Wesley Mitchell

Guests: Corbin Anderson, Leon Warner, Scott Amey, Scott Obomanu, Terri Leisten, Cherisa Price-Wells, Larry

Item	Description / Discussion	Action
1.	**Introductions** took place. Quorum was established by roll call.	**No Action Necessary**
2.	**Reviewed & Approved** the Green Country Workforce Development Board (GCWDB) Bylaws proposed to be established by Chief Local Elected Official (CLEO), Creek County District 2 Commissioner, Leon Warner. This will be a Review & Approve item on the agenda for the 03/09/2021 meeting of the GCWDB Board of Local Elected Officials.	**Motion to Approve**: Joseph Fuller **Second**: Tom Albaugh **Vote:** Approved by roll call vote. The following Board members were not visible

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		and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell. The following Board members were not audible and did not vote: Diane Kelley, Lisa Smith.
3.	**Reviewed & Approved** the election of Delaney Rea to serve as Board Chair. Board Development Committee Chair, Ken Busby, reported that Delaney Rea will appoint to be the makeup of the Executive Committee those listed on the slate contained in the meeting packet.	**Motion to Approve**: Ken Busby **Second**: Tom Albaugh **Vote**: Approved by roll call vote. The following Board members were not visible and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell.
4.	**Reviewed** the Board Certification of the Green Country Workforce Development Board. A Board Roster was included in the meeting packet.	**No Action Necessary**
5.	**Reviewed & Approved** the Board Policies Consent Agenda as contained in the meeting packet. A. Mission and Vision B. System of Manuals, Handbooks and Monitoring C. Conflict of Interest and Firewalls D. One Stop Operator Procurement E. Uniform Personnel Standards F. Code of Conduct G. Hiring and On Boarding H. Total Rewards	**Motion to Approve**: Diane Kelley **Second**: Ken Busby **Vote**: Approved by roll call vote. The following Board members were not visible and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell
6.	**Reviewed & Approved** the Transfer of Program Year 2020 Formula Funds from Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker (DLW) funds to WIOA Adult (AD) funds as requested by Dynamic Workforce Solutions. The request, as contained in the meeting packet, was presented by GCWDB Business Services Director, Wesley Mitchel.	**Motion to Approve**: Ken Busby **Second**: Jacob Shivers **Vote**: Approved by roll call vote.

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		Abstention: Kelly Beyer The following Board members were not visible and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell.
7.	**Review for Approval** will be based on a draft proposed by Board Ad Hoc Committee for the Request for Proposal (RFP) for Program Year 2021 Service Provider for the Workforce Investment and Opportunity Act, Title 1 Adult and Dislocated Worker and Youth Program Services for the GCWDB Area. The Chair asked members interested in serving on or questions about the RFP Ad Hoc Committee to contact GCWDB Executive Director, Rachel Hutchings.	**No Action Necessary**
8.	**Reviewed & Approved** the Request for Proposal (RFP) to procure a separate provider to handle the procurement of a One Stop Operator. Rachel Hutchings explained that the Board cannot release an RFP on which the Board intends to bid.	**Motion to Approve**: Karen Pennington **Second:** Lisa Smith **Vote:** Approved by roll call vote. The following Board members were not visible and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell.
9.	**Review & Approve** the selection of the Eastgate Metroplex as the new Tulsa American Job Center location as recommended by the Chair on behalf of the Executive Committee. The Chair reported that One Stop Operator, John Collins, worked extensively with key stakeholders to provide the lease proposals as contained in the meeting packet. The chair reviewed the lease comparison contained in the meeting packet. John Collins, in response to David Oliver's suggestion, reported that he will be asking for a cap on the common area maintenance charges.	**Motion to Approve**: Eloy Chavez **Second:** Janet Pieren **Vote:** Approved by roll call vote. The following Board members were not visible and did not vote: Daniel Bradley, Bruce Force, & Landon Varnell.

10.	**Chair Update**: The Chair reported about the following: • Rachel Hutchings' Merger Communications - includes drafts of future policies that will be brought to the Board to review for approval. • Weekly merger meetings with Thomas P. Miller and the Oklahoma Office of Workforce Development (OOWD) • Combined Budget • Next Regularly Scheduled Meeting • Virtual Meetings • RFP Ad Hoc Committee- urgent • Packed Board Agenda- not the norm • Committee/Council Assignments – Connect with Rachel Hutchings if not yet appointed to a Committee or Council. Participation required in bylaws.	**No Action Necessary**
11.	**Executive Director Report:** Rachel Hutchings reported about: • Merger Update Emails to the Board • Conflict of Interest Forms • All upcoming Committee meetings will include a section about Conflict of Interest, Roberts Rules of Order, and the Oklahoma Open Meetings Act. • Confirming Committee Assignments	**No Action Necessary**

12.	**Business Services Director Report:** Wesley Mitchell reported about the following:
	• Financial Empowerment Center – In partnership with the City of Tulsa and Goodwill Industries, we trained 6 participants as Certified Financial Aide Counselors to serve the community.
	• Interns for Good – In partnership with Northeastern State University and the University of Tulsa
	• Recovering Oklahomans After Disaster (ROAD) Program - We have four paid trainees rebuilding homes for Oklahomans after disaster while earning their certification. This program can be replicated statewide.
	• Partnering with Central Technology Center to develop replicable employee training for the North Tulsa's Oasis Fresh Market.
	• Partnering with Sandstone Hills Create Bridges Program
	• Tulsa Methamphetamine Treatment Continuum – In partnership with The City of Tulsa, 12&12, Oklahoma State University, and Health Minds – From Entry to Exit with Employment
	• Currently, we have 36 work-based learning participants:
	    o 26 Internships (Work Experience)
	    o 10 On-the-Job Training
	    o Across 22 Employers
	    o With 10 Prospective Employers
	    o Employer Projected Savings
	The Chair shared made a statement as an employer who has utilized these services, the Business team has been fantastic in their communication and it really helped Melton Trucking this past year to be able to have a couple of interns through Work Experience and On-the-
		No Action Necessary

	Job Training. By participating in these programs, Melton Trucking was able to train up the next generation without the normal associated costs and even during a pandemic and hiring freeze. They have since been able to bridge some participants into full-time positions.	

13.	**Committee/Council Reports:**
	• Board Development Committee- Ken Busby reported about the following:
	    ○ Board Certification
	    ○ Spring/Summer Diversity & Inclusion Training
	    ○ Re-evaluating Growing Talent for Tomorrow Event
	    ○ Welcoming Prospective/New Committee Members
	• Business Development Committee- Amber Hatten encouraged Board members to look at how their companies could benefit from the services offered by the Business Services Team. This Committee's goal is for everyone associated with a business who sits on this Board is utilizing one or more of the services available. Amber Hatten asked members to also provide ideas to Wesley Mitchell or her with ideas for additional services to meet business needs.
	• The Finance Strategy & Oversight Committee- In the absence of Committee Chair, Celia Armstrong, Rachel Hutchings reported that the Board will be adopting Fiscal Agent, Southern Workforce Development Board's financial policies, so this Committee will be doing a lot of work around that and around the budget.
	• Innovative Workforce Opportunity Council – Kelly Beyer reported that with the merger, the mission and goals of the Council are being re-evaluated during several conversations ahead of the next Board meeting.
	• Youth Council – Jay Littlejohn reported that he is looking for Board member participation for those who are interested in making sure that there are not any gaps in services to the young people in Green Country. Jay Littlejohn hopes to gather a large Youth Council to share resources to support area youth in reaching their career goals.
		No Action Necessary

14.	**Continuous Improvement Project Presentation** was presented by GCWDB Human Resources and Quality Director, Martha Webb-Jones. The projects facilitated by Jerry Pykiet of Blue Book Consulting were: • Process Automation • Client Assessments • Fast Track Enrollment Next steps: • Continue monitoring & improvement current projects,	**No Action Necessary**

	• Identify continuous improvement opportunities – focus on regional impact, and • Equip all employees to drive continuous improvement.	
15.	**New Business:** Eloy Chavez reported that he is working with Bradley Griffith of the Oklahoma State Regents for Higher Education in looking at a badge and micro-credentialling program. Eloy Chavez asked the human resources directors, talent managers, and everyone in the room, how they recognize badges on job applications, resumes, etc. and asked for answers to be provided to him via email.	**No Action Necessary**
16.	**Announcements:** Karen Pennington announced that the obligations were met for the grant from Tulsa Economic Development Corporation (TEDC) for the Cares Act Funding and that the $100,000 was received in full.	**No Action Necessary**
17.	11:26 a.m. **-- The meeting was adjourned.**	**No Action Necessary**

Chair Signature: _____Date: _____

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Request for Proposals

RFP-21-GCWDB-01

Workforce Innovation and Opportunity Act - Title I

Integrated Services for Adults, Dislocated Worker &

Youth Programs

Issued By:

Green Country Workforce Development Board

907 Detroit Ave. #1325

Tulsa, OK 74120

Release Date: April 15, 2021

Due Date for Proposals: May 14, 2021 4pm CST

Contract Period

July 1, 2021 through June 30, 2022 with options to renew.

Funded by

The Workforce Innovation and Opportunity Act – Title I

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BABEL NOTICE: (29CFR 38.9(g)(3)): This document contains vital service information. If English is not your preferred language, please contact:

Local Board Equal Opportunity Officer	or	**State Equal Opportunity Officer**
Green Country Workforce Board		Oklahoma Office of Workforce Development
Cherie Stierwalt		Ferris Barger
907 S. Detroit Ave. #1325		900 N Portland Avenue
Tulsa, OK 74120		Oklahoma City, OK 73107
Office: 918.438.7946		Office: 405.945.9184
Email: cstierwalt@greencountryworks.org		Email: eoofficer@okcommerce.gov

To enable telephone conversation between people with speech or hearing loss and people without speech or hearing loss please call Oklahoma Relay at 711(http://www.oklahomarelay.com/711.html) or TDD/TTY: 800-722-0353

No individual in the United States may, on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, or, for beneficiaries, applicants, and trainees only, on the basis of citizenship or participation in any WIOA Title I-financially assisted program or activity, 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 WIOA Title I-financially assisted program or activity.

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GCWDB Adult, Dislocated Worker and Youth

Green Country Workforce Development Board (GCWDB) is a regional 501(c) (3) non-profit corporation that provides workforce services to job seekers and businesses in an eleven -county region in Oklahoma. Green Country Workforce's mission is to fuel economic development by creating relationships that benefit employers and job seekers by placing talent today, while preparing individuals for the jobs of tomorrow.

GCWDB is governed by a Board of Directors appointed by local Chief Elected Officials in accordance with the Oklahoma Office of Workforce Development and the Workforce Innovation Opportunity Act of 2014. GCWDB is composed of volunteer community leaders representing employers, organized labor, education, and partners.

The Board of Directors has hired an Executive Director (ED) to serve as the person in charge of GCWDB's daily operations. The ED is ultimately responsible for and oversees the operations and finances of GCWDB's programs, personnel, and procurement processes utilized to comply with Federal and State regulations.

The primary responsibility of GCWDB is to identify the workforce needs and issues of the area; and provide policy and program guidance and evaluation of workforce development programs and services that affect area employers, residents, and job seekers.

GCWDB represents a public/private partnership that serves as a catalyst for building a workforce development system that meets the needs of local employers and job seekers. The Workforce Board area consists of Adair, Cherokee, Creek, McIntosh, Muskogee, Okmulgee, Osage, Pawnee, Sequoyah, Tulsa, and Wagoner counties.

For more information about GCWDB, please visit www.greencountryworks.org.

This Request for Proposal (RFP) provides potential respondents with vital background information and describes the desired services, guidelines for submitting a response, and the selection process. Potential respondents are strongly encouraged to:

- Read the RFP carefully; and

- Provide all necessary information and ask questions or seek technical assistance on points or concepts that are unclear.

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GENERAL INFORMATION

PROCUREMENT STANDARDS

Procurement of goods and services under federal assistance programs shall be in compliance with Oklahoma Office of Workforce Development, Department of Labor, and WIOA rules and regulations. These guidelines require that procurement transactions be conducted in a manner that provides for maximum free and open competition. Additionally, awards may only be made to organizations possessing the demonstrated ability to perform successfully under the terms and conditions of the contract agreement.

The procurement of all goods and services shall be conducted, to the maximum extent practical, in a manner providing full and open competition consistent with applicable administrative requirements.

ELIGIBILITY TO RESPOND

This Request for Proposal (RFP) is open regarding the variety of proposed options to ensure that the resulting selection will be responsive to the current needs and challenges of the organization. Organizations able to meet the technical specifications for quality and other terms of this proposal package and not debarred and/or suspended from conducting business with federal and state funded agencies are invited to respond. A prospective proposer must affirmatively demonstrate responsibility. A prospective proposer, by submitting a proposal, certifies to GCWDB that it meets the following requirements:

- Possesses or is able to obtain adequate financial resources as required to perform under this RFP is able to comply with the required or proposed RFP.
- Has a satisfactory record of integrity and ethics.
- Be otherwise qualified and eligible to receive an award.
- Be in good standing with the applicable national or state associations.

No contract(s) will be awarded to any respondent(s) that is/are on State or Federal sanctions, during the award phase of the procurement process.

Minority, disadvantaged, veteran-owned and women-owned businesses are encouraged to respond to this RFP.

For purposes of this RFP, interested contractors are referred to as "Proposers," "Respondents," "Applicants," or "Contractor."

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Proposers must demonstrate they have the organizational capacity to administer programs in accordance with the requirements of this RFP. GCWDB reserves the right to conduct a pre-award fiscal integrity evaluation of the selected proposer. The purpose of the pre-award fiscal integrity evaluation is to determine the capacity of the Proposer's organization to operate the program, meet administrative requirements, and maintain an adequate financial system.

Proposers must:

- be responsible and possess the ability to perform successfully under the terms and conditions of a contract;

- demonstrate they have sufficient financial assets to provide adequate working capital for operations expenses;
- demonstrate they have strengths in financial/fiscal responsibility, staff/personnel management (including staff qualifications), and management of special projects;

- have well-developed fiscal and administrative systems as identified below;

- have the administrative capability and competence necessary to carry out the terms and conditions of the contract exactly as specified; and
- have knowledge and experience in the delivery of workforce development services or in a related service program.

Proposers must have the financial resources and stability to meet high standards of public and fiduciary responsibility. Qualifying proposers must have financial systems that at a minimum meet the following standards.

The financial system, in accordance with Generally Accepted Accounting Principles, must include:
- information pertaining to any sub-grant or contract awards, obligations, unobligated balances, assets, expenditures, and income;
- operate their fiscal system on an accrual basis;
- effective internal controls to safeguard assets and assure their proper use;

- a comparison of actual expenditures with budgeted amounts;

- source documentation to support accounting records; and

- proper charging of costs and cost allocation.

Financial systems must be sufficient to:

- permit preparation of required reports;
- permit tracking of expenditures adequate to establish that these have not been used in violation of the applicable restrictions; and

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- permit tracking of program income, potential stand-in costs, and other funds.

- Financial administration and systems must comply with the requirements for grant management.

- Offerors must be knowledgeable of the statutes, rules, regulations, and policies of the funding streams administered under this contract.

AUTHORIZED BOARD CONTACT

The authorized Workforce Board contact for this procurement is Rachel Hutchings, Executive Director. Phone: 918.438.7941, rhutchings@greencountryworks.org

CONFIDENTIALITY

To ensure a fair and competitive bidding environment, there shall not be communication between GCWDB officials, employees, or representatives and parties involved in the bidding process that could create an unfair advantage to any party with respect to the award of a GCWDB contract.

This confidentiality requirement begins on the day that the request for proposal (RFP) is advertised and ends on the day that a contract award is made. Any communication or lobbying activities during this period by any person, including but not limited to, bidders, lobbyists or consultants of bidders, service providers or potential vendors and any of the following:

GCWDB Board members, GCWDB staff, and associated parties are precluded from entertaining any questions outside the bidders' conference and/or the written question process described below. Potential applicants are asked to respect these conditions by not making personal requests for assistance. Unauthorized methods or sources of responses or clarification are considered invalid. Any violation of this process may disqualify an applicant.

GENERAL CONDITIONS

Offerors should consider the following general conditions in preparing responses:

- GCWDB reserves the right to negotiate the final terms of any-and-all contracts or agreements with the selected respondent and any such terms negotiated as a result of this RFP may be renegotiated and/or amended in order to successfully meet the needs of the workforce development area.

- All costs directly or indirectly related to the preparation of a response to the RFP, or any oral presentation required to supplement and/or clarify a proposal, which may be required by GCWDB, shall be the sole responsibility of and borne by the applicant.
- It is GCWDB's intent to contract with an entity that will perform all primary functions of this contract. The contractor may subcontract any of the activities/functions described herein. It is expected that any such arrangement(s) be disclosed in the applicant's

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proposal.

- Budgets must be based on allowable, reasonable, allocable, and necessary expenses to the proposed program. Any contract resulting from this procurement shall include a cost allocation plan for any shared costs.
- The Offeror selected for funding under this RFP will be subject to pre-award reviews. This may include but not be limited to a review of the Offeror's record keeping procedures, management systems, accounting and administrative systems and procedures. Pre-award reviews will occur prior to contract negotiations.

CHANGES, AMENDMENTS, WITHDRAWAL, RE-ISSUANCE

Any Bidder may withdraw their bid either in person or by written request at any time prior to the proposal due date and time.

In addition, the Workforce Board reserves the right to:

- Amend or withdraw this RFP at any time;
- Reject any and all applications; and/or
- Re-issue this RFP.

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SECTION 1. DATES AND DEADLINES

The timeline shown below is an estimated schedule of the RFP process.

REQUEST FOR PROPOSALS (RFP) SCHEDULE

Activity	Date
Draft RFP for Board Approval	March 2 thru April 7
Board Approval of RFP	April 15, 2021
Release RFP to public	April 16, 2021
Deadline for Bidder Questions	April 26, 2021 @ 1200 CST
Response for Bidder Questions Posted	May 3, 2021
RFP Due	May 10, 2021
RFP Reviews	May 11 thru 21
Potential Contractor Interviews and Selection	Week of May 24
Possible date for Special Board Meeting to Approve	May 28, 2021
Contract Negotiation	June 1 thru 11
Contract Begin	July 1, 2021

Note: The deadline shown above (May 10, 2021 is extremely important. The completed proposal must have been physically received on or prior to that deadline. If you plan to have your proposal delivered other than by personal delivery, please remember that even though the proposal may be postmarked prior to the deadline, if it is not received by the deadline time and date, it absolutely cannot be considered.

Rachel Hutchings, Green Country Workforce Development Board, Executive Director

907 S. Detroit Ave. #1325
Tulsa, OK 74120
Office Hours 8:00 A.M to 5:00 P.M. M-F

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QUESTION/ANSWER PERIOD

Prospective Bidder(s) may submit <u>written questions beginning Friday, April 16, 2021.</u> Questions may be emailed. Responses to written questions received prior to the deadline will be addressed in the Q&A posted on the website www.greencountryworks.org. Submit questions to: Rachel Hutchings at rhutchings@greencountryworks.org.

Written questions will be accepted no later than Monday, April 26, 2021 at 12:00 p.m. CST. Questions received after this deadline will not be answered. Therefore, Respondents are encouraged to view the website frequently to ensure they are fully aware of the most current information. All answers issued in response to Respondent questions become part of the RFP and the RFP process.

SUBMISSION OF PROPOSALS

Official receipt of proposals will be issued by GCWDB staff.

Timely delivery of proposals is the sole responsibility of the proposer.

Proposals may be withdrawn upon written request if made before the response deadline. The cost of returning proposals that are withdrawn will be the responsibility of the bidder. Once the response deadline is passed, all proposals will become the property of the WORKFORCE BOARD and will not be returned.

Proposals submitted in response to this RFP are subject to Oklahoma Open Records Act and may be disclosed to the public upon request. No documents relating to this procurement will be presented or otherwise made available to any other person, agency, or organization until after the funding award. Any proprietary information should be clearly marked as "Proprietary." (Note: Information marked as proprietary may still be considered public information; the Attorney General makes the final decision on what is proprietary.)

CONTRACT TERM PERIOD

GCWDB may award one or more contract(s) for the services delineated in the Scope of Work in this RFP. The contract(s) resulting from this procurement may commence with a transitional period of approximately three (3) months. After the transitional period, the contract(s) resulting from this procurement will be for a one (1) year term. GCWDB reserves the right to negotiate up to two (2) one - year contract renewals contingent upon satisfactory performance, need, and availability of funds. A contractor performance evaluation will be required at the end of each year. The contract budget will be negotiated annually. No carryover/carry forward of funds will be included in the next year's contract.

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This Request for Proposal (RFP) is issued to procure services as a part of the local service delivery of the Workforce Innovation and Opportunity Act. This RFP is released to procure services and/or products as described in this package. All individuals, companies, agencies or other entities submitting proposals must be aware of the limitations stated in this section:

- Proposals selected for review will be evaluated and may be negotiated. GCWDB reserves the right to fund all, some, or none of the proposals received. The actual amount of any contract that is written is subject to negotiation prior to the finalization of the contract. The proposals that are most advantageous to the Workforce Development Area in terms of both quality and cost will be recommended for contract negotiations.

- Proposers may be asked for clarifying statements or other data prior to or during the review and negotiation process. These statements or data will be requested only to clarify items already included in the proposal that was submitted. The statements or data provided by the proposer will be considered to be a part of the proposal.

- Proposals selected for review will be evaluated according to criteria set forth in this proposal package. Some evaluation criteria will have minimum acceptable scores that must be met. Failure to meet the minimum scores will eliminate the proposal from further evaluation and consideration. Proposals will be evaluated by an RFP Committee. This RFP Committee will consist of Board Staff and Leadership. The RFP Committee will make a recommendation to the full GCWDB. The GCWDB will then make the final decision on the organization(s) to which a contract will be awarded.

- The RFP Committee will only review proposals for programs that include the services requested in this proposal package. Proposers may include additional services as a part of the proposal, but the proposal must, at a minimum, contain the training or services that are specifically shown.

- Proposals submitted in response to this RFP are subject to Oklahoma Open Records Act and may be disclosed to the public upon request. No documents relating to this procurement will be presented or otherwise made available to any other person, agency, or organization until after the funding award. Any proprietary information should be clearly marked as "Proprietary." (Note: Information marked as proprietary may still be considered public information; the Attorney General makes the final decision on what is proprietary.)

- The Green Country Workforce Development Board has established a procedure to resolve any protests, disputes, claims, or grievances that may arise from this procurement process. A copy of this procedure will be made available to any proposer upon request. This procedure gives a proposer an opportunity to protest the award and provides for a review of the process and a determination to be issued by the individuals conducting the review. The notice of award and notice of the protest process will be provided at the time proposers are notified of the outcome of their proposal. This notice will be provided to each proposer within 10 days of the date of award of a contract and may be provided via e-mail, direct contact by telephone, or by regular mail. The protest process will provide for a minimum of 30 days for a proposer to submit a protest. The notice of the protest process will provide

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information on the name and contact information of the individual to whom the protest must be submitted.

- This RFP contains a proposal format. This **must** be followed. All data shown on the outline must be fully explained. The signature page must be completed, signed, and notarized or the proposal will not be accepted for review.

- Submitting the proposal will constitute a legal, binding offer for a period of not less than 120 days from the date of the submitting of the proposal.

- Proposers shall not offer or provide any gratuities, favors, or anything of monetary value to any officer, member, employee, or agent of the GCWDB, Local Elected Officials, Youth Committee, or other organization for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder.

- Modifications to proposals that have been submitted will be accepted only under these guidelines. (1) The original proposal that was submitted must be withdrawn. The proposer must provide a written request to withdraw the original proposal; and (2) A completely new proposal must then be submitted. No changes may be made to the proposal subsequent to the deadline date.

- Pre-contract costs and the costs of preparing this proposal are not allowable costs and cannot be included in the proposal budget nor in any resulting contract budget.

- Proposers should be aware that funding for WIOA programs is always subject to availability and other conditions. Funding for future periods may be changed significantly if appropriations for WIOA programs change or if demographics change within the State or local workforce development area.

- No employee, officer, or agent of the Fiscal Agent, GCWDB, Local Elected Officials, Youth Committee, or other organization shall participate in the selection of a contract supported by WIOA funds if a conflict of interest, or potential conflict, would be involved.

- Proposers shall not engage in any activity that will restrict or eliminate competition. Violation of this provision may cause a Proposer's bid to be rejected.

- The GCWDB reserves the right to contact any individual, agency, employer, or grantees listed in a proposal, to contact others who may have experience and/or knowledge of the bidder's relevant performance and/or qualifications, and to request additional information from any and all proposers. The GCWDB also reserves the right to conduct a review of records, systems and procedures, including credit and criminal background checks, of any entity selected for funding. This may occur either before or after the award of a contract or agreement. Misrepresentation of the proposer's ability to perform as stated in the proposal may result in cancellation of any contract or agreement awarded.

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- The contractor will be monitored by the GCWDB monitor and must have an annual audit included in the contract. Other monitors, auditors or reviewers from State and/or Federal agencies may also monitor or audit the contractor and must be provided access to all records and documents associated with the performance of this contract.

- The contractor that is selected through this RFP is expected to be familiar with the WIOA and regulations and applying them in developing the response to the RFP. The GCWDB and/or WIOA Federal and State Agent will, after the contract has been awarded, provide technical assistance to the contractor.

SECTION 3. SPECIFICATIONS

The following are examples of the contract provisions that will be included in the contract that will be developed as a result of this RFP. The exact text of the contract provision may differ slightly from the example shown.

GCWDB reserves the right to solicit, engage, remove, and/or reassign service providers to various programs based on needs determined by performance, compliance, specializations, and/or inadequate service delivery.

This Request for Proposals (RFP) seeks proposals for organizations to provide direct workforce services to job seekers and employers through the full-service workforce center(s), affiliate workforce center(s), or other service outlet(s) associated with GCWDB's workforce services network in all the eleven counties.

HIGH-PERFORMING ORGANIZATION

The Contractor shall employ staff that are qualified, trained, and function as a high-performing organization. GCWDB is seeking a contractor that exemplifies a customer-obsessed mentality, meaning the customer service is designed around the behaviors of our diverse customer populations. Contractor shall adopt a human-centered design approach to all methods of customer service. Operationally, this means chain of command reporting, approval processes, time and site scheduling, etc. As it relates to service delivery, this means shortening customer wait times, triage of needs, design, structure, and ease of forms, tone and messaging in notes and letters.

Traditional services, (i.e., assigned case-manager, in-person meetings at centers, etc.) shall be offered to customers, but contractor shall encourage and advocate customers to utilize new and innovative services. Regardless of the method of delivery, Contractor shall maintain focus on eligibility and compliance requirements.

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Contractor staff shall be comprised of dedicated human resource and business service professionals who function and work as advocates and understand the various characteristics of the population and business community within GCWDB's region. At a minimum, all Contractor staff shall have a background or experience in social services, human resources, economics, business administration, and/or regional trade. In an effort to achieve Operational Excellence, all Contractor staff are required to complete an industry-recognized customer service certification program. The Contractor is required to have at each center at least one Customer Service Representative (CSR) and/or Career Navigator that has ADA training, knows sign language, and is bilingual. If the Contractor hires someone that does not have this capability at time of hire, they must provide training to them and have them provide these services within 30 days of hire. In the meantime, the Contractor must ensure these services are provided either with in-house or subcontracted resources.

GCWDB is committed to ensuring it is reflective of and relates to the needs of its diverse population. Contractor is required to employ persons reflective of GCWDB's priority populations and serve as an example to the business community by employing individuals with barriers to employment including, justice-involved individuals, young-adults, college students, persons with disabilities, veterans, military, migrant seasonal farm workers, and foster youth. Contractor is further required to establish a method for specialization among our priority populations.

All Contractor staff will be cross-trained to provide services among all workforce program rules and regulations and be trained to utilize all databases. Contractor will assign staff to work in functional, project-based and/or population-based teams and will collaborate among all functions including universal employment services, adult and youth work experience opportunities, skills training, job placement, etc., and will be knowledgeable of all workforce programs, regulations, and guidelines.

In today's fast-paced, on-demand environment, service delivery must be agile, swift, efficient, and value-added. By being responsive to the needs of a diverse range of job seekers, students, and employers, GCWDB is requiring all staff to work and function independently of traditional work sites when necessary. This means shared workstations at GCWDB workforce centers, reporting to and working at schools, partner agencies, or other public places, and providing all the services available at the workforce centers. Contractor shall establish a process and method for training and rotating staff among off-site locations, maintaining presence in all eleven counties.

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COMPREHENSIVE EMPLOYMENT SERVICES

Contractor will provide universal and innovative employment services through all GCWDB workforce centers and satellite locations.

The Employment Services Team shall be comprised of high-energy professional generalists in hybrid positions who are able to triage the need of each individual universal job seeker and provide the most appropriate level of customer-centric services and diligence. Each team member shall offer and provide a range of services including, but not limited to, general customer service greeting and intake, guided resource center services, guided employment services, program orientation, workshop presentations, program eligibility, and case management. Contractor shall rotate staff among these functions to ensure continuous cross-training.

The initial intake assessment serves to establish basic information necessary for the client to make a smooth transition to desired services, including registration or access to the required state systems, preliminary eligibility to the various WIOA and/or entitlement programs, and identification of the client's preliminary needs and desires. As such, all job seekers will have access to core informational services and self-service tools without restrictions or additional eligibility requirements. Based on initial education and skills assessment, staff will assist the client with goal setting and goal achievement which will lead the client in making more sustainable and impactful outcomes as well as collect information appropriate for job seekers who may qualify for program funded activities. The initial assessment will also triage clients for priority populations in accordance with federal, state, and local requirements.

Emphasis will be placed on prescreening universal job seekers, performing assessments, and referring job-ready program participants to employers by utilizing the pipeline of qualified candidates endorsed by GCWDB to make on-demand referrals to job opportunities for specific skills sets.

Customers will be offered comprehensive labor market information, identification of job vacancies, skills necessary for occupations in-demand, and relevant employment trends in the local, regional, and national economies, along with information concerning jobs and career pathways, technical training, education options, and access to internet-based resources and services. Resumé and cover letter development on an individual basis, computer, fax, phone, and copier resources will also be available for job-searching and related purposes. E-tools and learning will be available for job seekers who require guidance or a refresher in basic computer operations and navigation skills. All resources will be fully accessible and compliant with American Disabilities Act requirements.

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When Board staff and/or other partners conduct events, meetings, workshops, or other community activities in the GCWDB rural area, Contractor Employment Services staff shall jointly participate and provide universal employment services to participating job seekers. Contractor will also deploy Employment Services staff to locations where the mobile unit is temporarily assigned and provide services via the use of the mobile unit.

Customer Contact Services

Contractor will provide in-bound and out-bound customer contact services to Unemployment Insurance claimants and universal job seekers and provide them with information relevant to job postings, employment services, entitlement programs, hiring events, job readiness events, and referral to the Employment Services Team. Contractor is encouraged to utilize a range of methods for contact including but not limited to phone calls, emails, text system, social media and any others that may develop over the course of the term of this contract.

CASE, PERFORMANCE, AND COMPLIANCE MANAGEMENT

Contractor will be responsible for providing personalized service to GCWDB clients through a range of activities including intake and assessment, case management, training placement, job development, supportive service issuance/referral, performance attainment, and compliance of the following federal programs and services including:

- WIOA Adult and Dislocated Worker
- WIOA Dislocated Worker and Trade Adjustment Assistance (TAA) (managed jointly for co-enrollment where applicable)
- WIOA Youth (more details below)
- And other government funded workforce programs.

Comprehensive assessment of each participant's basic skills, occupational skills, educational background, prior work experience, employability, career interests, aptitudes, financial needs, and the need for supportive services will be conducted. An analysis of this information is the basis for realistic employment and training goals, which the Contractor staff will develop into an Individual/Family Employment Plan with the applicant in one or more sessions with a Career Specialist/Coach. Additional labor market information, such as demand occupations, real-time employer vacancies, training providers' data, and a scan of supportive services offered by other agencies, shall be given to the applicant so that he/she may make informed choices.

The Contractor shall ensure that barriers to employment or training are overcome by the referral to appropriate resources and that the customer feels that he/she has an advocate in achieving his/her career goals. It is also the responsibility of Contractor staff to serve as an advocate for the customer in seeking informal resolution to complaints regarding quality of services. Per current WIOA regulations,

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services that are not strictly informational or self-service and which must be staff-assisted, including expanded career services, training and supportive services will require determination of eligibility.

Contractor shall always be fully aware of the impact to and be in minimum attainment of all Oklahoma Office of Workforce Development /WIOA performance measures for the current Board Contract Year and subsequent Board Contract Years. Towards that effort, Contractor shall manage the client base under the following procedures:

Active Participants: Number of engagements with customer will be predetermined by customer need through assessment with a minimum of one successful engagement per month. Contractor document quality and accurate case notes, data, decisions, justifications, and documentation must be recorded for each participant in their case file and data entered into all relevant databases.

Exiting Participants: Based on the assessment conducted at the time of program exit, counseling and follow-up shall be provided for all exiters and contact will be maintained at a minimum of monthly but preferably more often as necessary to ensure achievement of positive customer outcomes; for up to 1 year for WIOA participants. Workforce System Operator staff will assist when appropriate in follow-up activities to document customer outcomes.
Thorough data, notes, decisions, justifications, and documentation must be recorded for each participant in their case file and data entered into all relevant databases.

CASELOADS

To ensure a consistent level of staff productivity, Contractor shall develop an effective and efficient system to equitably distribute caseloads. Some programs and some initiatives have variables that may reflect inconsistent caseloads among staff. For example, staff that manage high-maintenance programs should have a lower caseload, and low-maintenance programs should have a higher case load. Contractor will report active and non-active caseloads by Career Specialist to the Board on a monthly basis. Center and/or management level staff shall not have a caseload.
Should caseloads drop below the standard, Contractor shall assign staff to other functions to support overall workforce system capacity including outreach, universal employment services,
training, workshop facilitation, intake and assessment, etc., and may include a temporary reassignment to other programs and workforce centers. Contractor may dedicate staff to special projects that may have less than the above listed minimum caseloads but require value-added, customer-centric, concierge level services.

Contractor shall ensure each program achieves and maintains to 95% of data integrity and compliance standards at all times. GCWDB staff will work with Contractor in conducting proactive and preventative program reviews based on the Board's risk assessment. When compliance issues are identified, Contractor will make immediate corrections and will accept Board technical assistance to avoid future errors.

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GCWDB reserves the right to institute a monitoring and intervention when any individual case load drops below the ranges listed or service delivery is lacking, including the issuance of a Directive.

SUPPORTIVE SERVICES

Supportive services are meant to provide temporary support in a prompt manner to a job seeker that is enrolled in a workforce program and enable them to successfully complete and transition to sustainable employment. Contractor staff must willingly offer and identify the Client's need for support services at the time of initial assessment, but not strictly when an official service is provided, and upon determining the job seeker eligible for supportive services, offer and issue appropriate services per the allowability and availability of funding. Supportive services include but are not limited to childcare, transportation assistance, GED testing, technology assistance, tools, uniforms, government record purchases, and testing for licensing or certification for employment.

FAMILY CENTERED EMPLOYMENT

Contractor shall collaborate with Partners to ensure parents and immediate family members (spouses/siblings) have access to the full range of workforce services available. Contractor will work to determine which, if any, entitlement programs parents and immediate family members may be eligible for. At a minimum, Contractor shall ensure each parent and/or immediate family member is offered basic universal employment services and be tracked as part of the total clients served population.

SKILLS TRAINING ENROLLMENT AND JOB PLACEMENT

Based on funding availability, GCWDB will provide Contractor with funding to enroll eligible participants into individual training accounts in accordance with the Demand Occupations List. Contractor will confer with GCWDB Board management to determine when to maintain a process and interest list within various in-demand careers and assess and enroll eligible participants into training programs.

While clients are participating in training courses, Contractor will prepare the students for transition to job placement with job readiness and job search services. Parallel to clients completing training and job readiness programs, Business Services Representatives (Board Staff) will actively promote the graduates to regional employers and place the students into jobs within the field of recent study.

JOB READINESS PROGRAMS

Contractor will develop a wide range of innovative, relevant, and trending job readiness activities such as entrepreneurship, technology fundamentals, professional coaching, business etiquette, business writing, interviewing skills, financial literacy, leadership development, and more.

PRIORITY POPULATIONS

Priority of service must be given in accordance with federal and state requirements (e.g., veterans and qualifying spouses, foster youth, and former foster youth).

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YOUTH SERVICES

GCWDB places a priority and focus on serving the youth of GCWDB's region to maximize opportunities for educational attainment, work experience, and sustainable job placement. Because the WIOA age range extends to 24 years and most people above 18 do not consider themselves "youth," Contractor is expected to describe, promote, communicate, and serve the young adult population (in-school youth, out-of-school young adults, college students), through innovative, tailored, and relevant methods to ensure successful connection is made.

Contractor will provide services to assist youth and young adults in obtaining the education and employment skills needed to transition into the workforce under the WIOA Youth Program. Contractor will provide youth clients with access to all other services offered to adult and priority population clients plus other services required in the WIOA Youth 14 Elements (listed below).

The Contractor will designate a specialized staff member to Youth programs and services who understands the various characteristics of the youth population within GCWDB's region.

Contractor will be responsible for developing and maintaining an aggressive youth program for both "Out-of-School" and "In-School Youth" (as defined by WIOA regulations), by conducting outreach, providing intake and assessment, case management, job fairs, innovative youth initiatives, coordination and collaboration to provide support services and the 14 program elements.
Contractor will identify and collaborate with other agencies that serve the youth population, eliminate duplication and competition among agencies, and expand the range of services.

Contractor will adhere to key areas of WIOA as they relate to youth including (and subject to change to align with WIOA rules) but not limited to:

a) requirement to expend and/or obligate a minimum of 75% of youth funds on Out-of-School Youth (OSY) by June 30 of each fiscal year; and
b) four additional program elements: fundamental skills, financial literacy education, entrepreneurial skills training, and labor market information about in-demand industry sectors or occupations available in the local area, such as career exploration, career awareness, and career counseling, and activities that help youth prepare for and transition to post-secondary education and training.

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WIOA YOUTH 14 ELEMENTS

To support attainment of secondary school completion, entry into post-secondary education, and career readiness, Contractor will provide to youth participants the WIOA 14 Youth Elements (services) below:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services, or dropout recovery services
3. Working with GCWDB's Business Services Team for placement in paid and unpaid work experiences that have as a component academic and occupational education, which may include:
   a. Summer and/or afterschool employment opportunities;
   b. Pre-apprenticeship programs;
   c. Internships and job shadowing;
   d. On-the-job training opportunities
4. Occupational skills training, which include priority consideration for training programs that lead to recognized post-secondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
6. Leadership development opportunities, which may include community service and peer-centered activities
7. Supportive services
8. Adult mentoring for a period of participation and a subsequent period, for a total of no less than 12 months
9. Follow up services for no less than 12 months after the completion of participation
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
14. Activities that help youth prepare for and transition to postsecondary education and training

FOSTER YOUTH

Contractor will coordinate with partners to jointly serve foster youth.

PARTNERSHIPS AND COLLABORATIONS

Contractor will work with GCWDB's One Stop Operator to engage, partner, and collaborate with other community-based organizations to maximize resources and reduce the duplication of services.

SUPPLEMENTAL GRANTS, ALTERNATIVE FUNDING, SPECIAL INITIATIVES

GCWDB may obtain funds through grants, partnerships, and/or collaborations that will require Contractor to provide services relating to employment, training, or job placement with outcomes

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specific to the grant or funding source. When appropriate, the clients served as part of these initiatives must be absorbed and/co-enrolled into traditional WIOA and/or other workforce programs and contribute successfully towards performance measures. GCWDB will establish goals, processes, and procedures specific to each special project or initiative prior to launch.

CUSTOMER SATISFACTION MEASUREMENT

The Contractor will provide quality customer service to job seekers and program participants and maintain continuous improvement strategies addressing the timeliness of services, quality of information provided and quality of service delivery. Customer satisfaction surveys will be reviewed quarterly. Strategies for improvement will be developed to address customer feedback obtained through the various surveys.

VIRTUAL SERVICES

The Contractor should demonstrate the ability to provide virtual services as well as have plans and resources in place that will allow staff to work remotely when conditions warrant. In situations such as a Global Pandemic or extreme weather events it is imperative that services continue without interruption.

ADDITIONAL CONTRACTOR RESPONSIBILITIES

In addition to its duties and responsibilities as set forth above, the Contractor shall:

- Participate with GCWDB staff to develop a business and spending plan to include all activities, timelines, benchmarks, participants served, success indicators, etc. as it aligns with GCWDB strategic plan.
- Follow and comply with all GCWDB program, financial, and administrative policies and regulations. Updated versions will be made available on the GCWDB website.
- Manage program budget according to final allocations and/or amendments issued by GCWDB and comply with expenditure rates per grant/contract requirements.
- Have the flexibility to utilize program budget funds as necessary within each category but cannot move funds between categories. Use and movement of funds is subject to scrutiny and restriction when performance or compliance issues exist.
- Within 30 days of the execution of this contract, Contractor will present to GCWDB management a staff recruitment, onboarding, and attrition plan which includes the pipeline for full and part-time staff to support all programs.
- Ensure the GCWDB staff assigned to manage this contract is communicated with and/or in agreement on all activities related to contract management, including all peripheral activity between peers and staff.
- Meet with other service providers/contractors on a regular basis to discuss and strategize towards performance, program compliance and quality, trends, indicators, business intelligence, future plans, events, and activities.
- Participate with GCWDB staff in identifying and planning for future funding and/or grant opportunities to include coordination of program and budgetary impact.
- Ensure Contractor employees manage and maintain GCWDB facility use and equipment to the

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standards and policies as set forth by the GCWDB.
- Ensure that Contractor employees receive continuing education to stay current with program changes and maintain excellent customer service in all customer contact.
- Provide to all staff at least two professional development courses related to process improvement and project management.
- Build and increase a resourceful and community presence in the GCWDB rural counties.

GCWDB'S RESPONSIBILITIES

GCWDB's responsibilities relating to the Contractor's management and operation of the Workforce centers will include, but are not limited to, the following:

- Provide strategic vision and direction through access and connectivity to economic development and community partnerships;
- Provide Contractor grant funding allocations and work together to understand programmatic budget allocations;
- Provide Contractor all relevant grant agreements and jointly ensure understanding of grant objectives, expectations, funding allowances and outcomes;
- Provide detailed instructions, guidance and Standard Operating Procedures for special projects;
- When jointly agreed to, conduct procurements for goods and/or services that may later be assigned to Contractor.
- Ensure the Contractor Project Director is communicated with and/or in agreement on all activities related to contract management, including all peripheral activity between peers and staff;
- Provide technical assistance to ensure performance and compliance requirements;
- Evaluate and process Contractor requests for contract modifications;
- Collaborate with Contractor in providing any support and resources required by the Contractor to ensure the success of the services to be provided pursuant to the Contract;
- Evaluate cost/price data submitted by Contractor to determine cost reasonableness.
- Approve and process requests for payment.
- Provide all Contractor Employees with a safe worksite, information, and training for safety equipment with respect to any hazardous substances or conditions to which Contractor employees may be exposed at the worksite, if required by law. Without limiting the generality of the foregoing because the GCWDB controls the facilities in which Contractor employees work. It is agreed that GCWDB is primarily responsible for compliance with the Occupational Safety and Health Act and comparable state laws and regulations thereunder; to the extent those laws apply to Contractor Employees working at the worksite employer's facilities. Contractor will, at the request of GCWDB, instruct its employees on general safety matters in accordance with information provided to Contractor employees by the worksite employer whose facilities are the site of work performed by the Contractor's employees.
- GCWDB and/or the designated Fiscal Agent will administer the client dollars. These can include:
  - Amounts paid through Individual Training Accounts.
  - Amounts paid for support services.

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- OJT reimbursements to employers.
- Cost associated with participants' wages while engaged in a Work Experience activity.
- Costs for special projects approved by the GCWDB and workforce system management, rent, utilities, internet access fees, lawn and grounds maintenance, equipment purchases, equipment maintenance, equipment software, and assessment supplies for One-Stop Centers and Oklahoma Works Office Locations.

CONTRACT COSTS

All costs that are approved in a contract must be reasonable and necessary to carry out the planned functions. The costs must be allowable and allocable to the proper grants and cost categories. If the contractor is a public entity or non-profit entity, the contract will not include a provision for profit. Profit margins with for-profit organizations will be negotiated prior to the start date of the contract. Profit margins must be reasonable and cannot be based on a percentage of actual costs.

CONTRACT TYPE

The successful proposer may be offered a cost reimbursement, fixed price or performance-based contract, depending on the type of entity that is offered a contract. The successful proposer(s) will be a contractor of the Green Country Workforce Development Board. The contractor chosen will be reimbursed for costs on a monthly basis.

The successful proposer will be offered a contract with possible performance incentive. Profit should be based on the competitor's efforts and risk in achieving performance measures outlined by the GCWDB. Other considerations to account for when quantifying the opportunity to earn profit are referenced in the Federal Acquisition Regulations, otherwise known as the FAR.

The GCWDB may cap the maximum potential profit that can be earned in accordance with the performance results and funding availability. For-profit entities that are operators are subrecipients of a federal award and must adhere to the Uniform Guidance as well as DOL exceptions, including any requirements identified by DOL's exceptions, and this includes the provisions of audit and access to records requirements.

CRIMINAL HISTORY REPORTS

The contract that results from this RFP may contain a requirement that the contractor provide a current (within the past 12 months) and satisfactory OSBI criminal history report on all individuals working in any manner for the contractor if the individual will be providing services to workforce customers. The criminal history report shall be deemed to be satisfactory if it contains no history of criminal offences which would be considered crimes which present a danger to customers. These reports, if required, must be submitted to the WIOA Fiscal Agent not less than 10 days prior to the scheduled beginning date of performance

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under the contract. If the reports are not submitted by that deadline, the contract will be declared to be void and no payments will be made to the contractor. The cost of the criminal history reports will be paid by the contractor and cannot be included in the contract costs.

CONTRACT RENEWAL AND EXTENSION

The contract that results from this RFP may have a provision for extension. The terms and lengths of any extension will be established by the GCWDB and will be included in the contract provisions. All extensions must be documented in a modification to the contract. Each extension must be for not more than one year and a maximum of 2 extensions is permitted. Extensions will be contingent upon the Contractors' documented and verified established performance. Both the Negotiated Performance Measures and the Contractual Measures (shown below) must be attained as indicated in order to be considered for contract extensions.

SECTION 4. CONTRACTUAL MEASUREMENTS

*Contractor Performance will be based on the following measures:

ADULT – DISLOCATED WORKER MEASURES

1. **Budget Management and Expenditures** - Of the direct client dollars budgeted to the Service Provider to obligate for direct customer cost, at least 65% will be obligated each year by March 31st. 40% must be obligated to training. Documentation sources will include budget reports submitted to Board staff including Work Based Learning, Occupational Skills Training, Supportive Services or any other obligations by customers.
2. **Resolved Monitoring and No Disallowed Costs** - Absence of unresolved monitoring issues and absence of disallowed costs as evident by monitoring and/or audit by DOL, OOWD, GCWDB monitoring documents on or at the end of each quarter of this contract.
3. **Self-Sufficiency Employment** - Of those Adults and Dislocated Workers receiving Occupational Skills Training, at least 75% of those exiting between July 1st and March 31st will enter employment making a self-sufficient wage.
   This will be measured by receiving a list from the Service Provider of all Adult and Dislocated Worker participants enrolled in Occupational Skills Training and those who have exited during the stated time frame.
   For proof of employment a copy of the participant's paycheck can be uploaded, or telephone verification may be documented with the employer verifying the date employment began, hourly wage or salary, and name and title of the person providing the information. This information will be reviewed for accuracy and performance verified by GCWDB staff in accordance with GCWDB policy.

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1. **Out-of-School Youth** - At least 80% of youth that are enrolled in WIOA activities will be Out of School Youth. Documentation required: OSL enrolment verification. This information will be reviewed for accuracy and performance verified by GCWDB staff.

2. **High school Diploma or Equivalency** – Of the Out -of-School youth who do not have a High School Diploma or equivalent at program entrance, at least 42% of youth who exited during the period July 1st through March 31st will have obtained a High School Equivalency (HSE) or High School Diploma. This will be documented from a list of all Out-of-School youth who exited during the stated time frame, showing educational status at entrance, along with documentation from those who have obtained their HSE or High School Diploma. This information will be reviewed for accuracy and performance verified by GCWDB staff.

3. **20% Spending Requirement** - Must meet the US DOL required 20% Work Experience spending level of actual program funds expended each year. Documentation sources will include budget reports submitted to Board staff. This information will be reviewed for accuracy and performance verified by GCWDB staff.

*GCWDB reserves the right to modify and/or clarify the measures during negotiations.

The determination of whether the Contractor has met or exceeded the performance items shown above will be made as of March 31st of the contract period. To be determined to have satisfactory performance, the contractor must meet the performance measures with no measure falling below 80%, or current state requirements. Even though the Contractor may meet or exceed the performance measures shown above the Contractor must also submit a satisfactory budget for the extension period. The budget for the extension will be negotiated.

PROGRAM AND PERFORMANCE MEASURES

The contract that results from this RFP will have certain requirements for performance. The contract may require that the contractor submit reports of expenditures, clients served, goals versus actual performance reports, WIOA performance reports, audits, reviews made by other entities, or other information that is necessary for the GCWDB to evaluate the performance of the contractor. The contract may have provisions requiring minimum performance levels to be achieved before funding for remaining periods is available. The contract may have a provision to reduce or eliminate funding for future periods if that minimum performance level is not attained. It is also possible to eliminate specific service areas from the contract should the contractor fail to meet minimum performance standards in each of the areas.

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Transitioning - The Contractor will be required to continue to provide services to customers that are transitioned from the previous contractor that is providing the services included in this proposal. The new contractor must assure that the original plan of services for the customer will be followed with no interruptions in service to the customer. Costs for these "transitioned" or "inherited" customers must be factored into the costs that are included in the budgets for this proposal.

Early Terminations - The contract that results from this RFP will have provisions for termination of the contract for failure to satisfactorily perform the tasks that are required. The contract that results from this RFP may also have provisions which allow the contract parties to cancel the contract at any time by providing advance notice to other contract parties. The contract will also provide for termination of the contract for lack of funds.

Modifications - The contract will have a provision for modifying the contract. Modifications may be necessary to incorporate changes required by Federal or State laws and policies. Modifications may be necessary to increase or decrease funds to the Contractor if funds become available through National Emergency Grants, Trade Adjustment Assistance or other sources. Additional modifications may be necessary to increase or decrease funds when circumstances that were not known or foreseeable at the time of procurement and which require re-negotiation of the contract and/or additional areas or counties join together requiring a larger service area.

Assignment and Subcontracting - A part of the proposal evaluation is based upon the previous experience of the proposer and its staff. The contract will contain a provision that prohibits subcontracting or assigning the work to be performed without the written permission of the GCWDB.

Indemnification – The contract will include an indemnification clause. The indemnification clause will state that the proposer (contractor) shall indemnify and hold harmless the State of Oklahoma, the U. S. Department of Labor, the Green Country Workforce Development Board, the Green Country Workforce Development Board officers, agents, Green Country Workforce Development Board, Green Country Workforce Development Board officers and employees and the WIOA Local Elected Officials from liability of any nature and kind, including costs, expenses, and attorney fees, for or on account of any actions, claims, suits, and damages of any character whatsoever arising out of any negligent act or omission of the proposer (contractor) or any of its employees, agents, volunteers, subcontractors, or representatives.

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Dispute Resolution - The contract will have a provision for dispute resolution. This provision will require the Contractor to use administrative processes and negotiation in attempting to resolve disputes arising from this contract. The contract will require the contractor to continue to provide services while the dispute process is ongoing.

Audit Rights – The contract will have a provision which will allow the Fiscal Agent, the state of Oklahoma, the U. S. Department of Labor, the Comptroller General of the United States, any of their duly authorized representatives, or others with statutory audit rights to perform audits after reasonable advance notice to the Contractor at any time during the contract period or within five (5) years from the date of final payment of this contract. At any time during normal business hours and as often as Fiscal Agent or any of the above parties may deem necessary, the Contractor shall make available to their duly authorized representatives for examination, all its records with respect to all matters covered by this contract. The Fiscal Agent, the State of Oklahoma, the U. S. Department of Labor, the Comptroller General of the United States, or any of their duly authorized representatives shall have authority to audit, examine, and make excerpts or transcripts from, any books, documents, papers, and records of the Contractor which are directly pertinent to this contract, including all contracts, invoices, materials, payrolls, personnel records, conditions of employment, and other data relating to all matters covered by this contract as required by parts of the OMB Uniform Guidance 200.501-200.521.

Access to Records and Records Retention - The contract will have a provision relating to Records Retention. That provision will require the Contractor to maintain all records pertinent to this contract, including financial, statistical, property, participant records, and supporting documentation. These records shall be preserved and made available to the GCWDB and its agents for a period of five (5) years after the date of final closeout of this contract. However, in the event of an audit, records shall be kept by the Contractor for 3 years past any audit or monitoring resolution even if the period is longer than 5 years. If the Contractor is unable to retain the necessary participant and financial records for the required period, the Contractor shall transfer such records to GCWDB. Such records shall be transmitted to Fiscal Agent for acceptance in an orderly fashion with documents properly labeled and filed, and in an acceptable condition for storage. Contract will be subject the provide access to records as required by the OMB Uniform Guidance parts 200.336-200.337, and 200.201 as applicable.

Copyrights and Rights to Data - The contract will have a provision relating to Copyrights and Data. That provision requires the Contractor to agree that the Oklahoma Office of Workforce Development, the State of Oklahoma, and the U. S. Department of Labor shall have unlimited rights to any data first produced or delivered under the contract.

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Pre-Agreement Cost Clause - The contract will have a provision relating to Pre-Agreement Costs. That provision will state that in the event any signatures on the contract are made subsequent to the beginning date of the contract, allowable expenditures of funds between the beginning date of this contract and the actual signature date of the contract will be allowed for no more than 30 calendar days prior to the actual signature dates of the contract.

De-obligations - The contract that results from this RFP will contain clauses regarding availability of funds. Those clauses will allow the GCWDB to decrease or eliminate funding to the contractor if funding made available is not sufficient to allow for full payment of the contract.

At the time the contract is written, the actual funding amounts provided for Program Year 2020 for Adult and Dislocated Worker will not be available. It is likely that the only known funding will be for the period of July 1, 2019 through June 30, 2020. Youth Program Year 2020 funding amounts may also be unknown for the purposes of this contract. If additional funds are received for the period beginning July 1, 2020 this contract may be modified subsequent to the beginning of the contract period to reflect changes that are necessary due to actual funding amounts received. Any budget amounts remaining from budgets at the end of the year may not be carried over and expended in the extended period if the contract is extended after the original period. The carryover of any funds is an item that must be negotiated with the GCWDB for the workforce development area.

Price Adjustment - The contract will have a provision relating to Price Adjustment. That provision will state that if the contract was negotiated in reliance upon cost data supplied by the Contractor the GCWDB can adjust the price to exclude any significant sum by which the price was increased because the Contractor had submitted cost data in the original proposal which was not accurate, complete, or current.

Insurance - The contract that results from this RFP will have certain requirements for insurance. There is no requirement that proof of insurance be submitted with the proposal, but evidence of insurance must be provided upon request. The GCWDB has a policy regarding insurance that is required of it and contractors. Those requirements will be included in the contract. Those requirements may include general liability coverage, fire/theft insurance on property, insurance for motor vehicles used by employees of the contractor, workers compensation, and blanket bond coverage.

EEO Requirements – All electronic and information technology must meet the applicable accessibility standards of 36 C.F.R. § 1194 et seq. and Section 508 of the Rehabilitation Act of 1973, as amended. (29

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U.S.C. § 794). Specifically, the following Section 508 technical standards may be applicable: " Software Applications and Operating Systems (36 C.F.R. § 1194.21)" Web-based Intranet and Internet Information and Applications (36 C.F.R. § 1194.22) " Video or Multimedia Products (36 C.F.R. § 1194.24). Contracts and RFPs must, at a minimum, state the level of compliance to each applicable regulatory section.

Nondiscrimination and Equal Opportunity Assurances

The contract must comply with Section 188 of WIOA, 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; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and 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 basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and all other relevant regulations implementing the laws listed above. (29 CFR Part 38).

The contract also assures compliance with 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the parties' operation of the WIOA Title I-financially assisted program or activity, and to all agreements to carry out the WIOA Title I-financially assisted programs or activities. The contractor understand that the United States has the right to seek judicial enforcement of this assurance.

The Contractor shall take Affirmative Action to ensure that qualified applicants from groups which have historically been denied equal opportunity for employment because of the above factors shall be provided access to and encouraged to participate in employment and training activities.

The Contractor agrees to develop and implement an Affirmative Action Plan or MOA (Methods of Administration) as a formal assurance and guide for compliance with EEO requirements.

Participant Grievances – The contract will include a provision that requires the Contractor to adopt procedures for hearing and resolving grievances and complaints arising out of this contract, in conformity with GCWDB's established policies.

The Contractor agrees that any customer grievances initiated as a result of this contract and left unsettled by Contractor's grievance procedures shall be received and resolved in accordance with GCWDB's Grievance Procedure. The Contractor shall abide by Final Determinations issued under GCWDB's grievance procedures.

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The Contractor agrees to inform all subcontractors, including OJT employers, of the availability of Contractor's grievance procedures, for use by the subcontractor in the event the subcontractor has no grievance procedures of its own.

Duplicate Funding – The contract will have a provision requiring the Contractor to agree that any Contractor's costs which are already allocated to other sources may not be included in the cost of the contract. The Contractor must inform the GCWDB if the Contractor applies for or receives funds which affect the cost or performance of work under this contract and how the Contractor plans to allocate duplicated funds. The GCWDB must have the right to renegotiate the contract relative to the changed cost. This provision will notify the Contractor that Oklahoma Office of Workforce Development federal funds can be used only to supplement training resources available through Education Assistance Programs. Oklahoma Office of Workforce Development federal funds may be used in conjunction with PELL, SEOG, and other programs, but funds from different sources must be used to pay for different services with no duplication.

Participant Rights – The contract will have a provision concerning participant rights. That provision will state that at a minimum: Employment Terms, Benefits, and Working Conditions

All individuals employed in subsidized jobs shall be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work, except that no funds available under this contract may be used for contributions on behalf of any trainee to retirement systems or plans.

Orientation
All participants enrolled under this contract shall be orientated by Contractor or its agent concerning integrated services, project goals and training conditions, including: (1) attendance and punctuality standards; (2) training and other services which will be made available; (3) other project expectations. This orientation shall take place during the participant's first visit to a workforce center and will be done by the center staff.

Disciplinary Action

Contractor shall notify the appropriate GCWDB office as far in advance as possible of services, work or training related problems involving participants. The Service Provider shall be offered every reasonable opportunity to work with the site supervisor and the participant to resolve the problem. When participant suspension or termination appears to be necessary, the site supervisor shall give the GCWDB office advance notice by telephone. In extreme cases, the site may immediately suspend a participant for dangerous or outrageous behavior but in no case shall the participant be terminated without advance notice by telephone to the appropriate GCWDB staff member.

Confidentiality Standards

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If disclosure of trainee records is requested by the public, current State of Oklahoma confidentiality standards and Title 5, USC 552, commonly known as "The Privacy Act", pertaining to records of participants in Fiscal Agent programs, shall apply.

Participant Safety – The contract will require that conditions of employment and training shall be appropriate and reasonable in light of such factors as the type of work, geographical region, and proficiency of the trainee.

Participant trainees enrolled under the contract shall be adequately supervised during training hours and be provided with safe training conditions that, at a minimum, shall conform to the health and safety regulations established by the State of Oklahoma.

Compliance with Law – The contract will have a provision requiring the Contractor to maintain compliance as follows:

In rendering the performance hereunder, Contractor shall comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA) Public Law 113-128, with the regulations promulgated hereunder, and with the following:

- Applicable Federal Laws, Regulations and OMB Uniformed Guidance
- State and Local Laws
    - WIOA Policies
    - The Green Country Workforce Development Board's Local WIOA Plan
    - GCWDB Policies and Procedures as applicable
    - U. S. Department of Labor Statement 29 CFR Part 38 Regarding the Non-Discrimination
    - Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014

In the event of a conflict between such laws and regulations and the terms of this agreement, precedence shall be given to the laws and regulations.

Reporting – In addition to completion of Attachment A (Projected Performance). The Contractor agrees to provide certain reports to the Board relating to the expenditures or performance of work under this contract. The Contractor specifically agrees to provide a monthly determination of expenditures classified so that the GCWDB can readily and accurately determine cost categories. The Contractor agrees to provide reports to the GCWDB, and/or Local Elected Officials regarding such items as the contract expenditures, expenditures compared to the budget, current progress toward meeting performance measures, audit reports, monitoring reports, participant counts and other reports that are determined to be necessary.

Items that may be required to be reported to GCWDB on a monthly basis are:

- Number of Participants beginning education/training activities.
- The types of services that were provided.
- The costs of those services
- Number of Participants completing education/training activities.
- Number of Participants completing education/training activities that received a credential.
- Identify the types and number of credentials earned by type.

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- Number of Participants who completed education/training and entered unsubsidized employment.
- Number of Participants who entered unsubsidized employment after training and are employment in the first and fourth quarter following the initial placement.
- Number of Participants by county and expenditures

All contractors must submit a cumulative report for the period July 1, 2020 through June 30, 2021. The final report must also set forth the number of participants that received services, the types of services that were provided to participants. The final report must also set for the final disposition of applicants in job placement or placement in further training.

The contract that results from this RFP may have additional requirements that the contractor make regular presentations to the GCWDB, Local Elected Officials, or other similar groups. These reports may include information on customers, customer needs identified, services being provided for customers, employer needs, reports on progress that has been made on meeting the real time performance metrics, and similar types of information.

Program Income - The contract will have a provision relating to Program Income. That provision will state that if the Contractor receives any program income as a result of activities funded under this contract, the income must be properly accounted for and cannot be spent without advance GCWDB approval. Program income must be accounted for according to the requirements of the applicable OMB Uniformed Guidance policies of the Oklahoma Office of Workforce Development, State of Oklahoma, and/or the WIOA and Regulations.

Property/Capital Expenditures - The contract will have a provision relating to Property/Capital Expenditures. That provision will state that the Contractor shall follow their normal procedures in purchasing, renting, or leasing any property described in the Project Budget. Procurement procedures must be in compliance with the policies of the State of Oklahoma for WIOA as outlined in the policy guidance provided by the State. The provision will stipulate that the property must be handled in accordance with the Property policies of the State of Oklahoma. No Property/Capital expenditures will be allowed without prior approval of GCWDB.

Corrective Action - The contract will have provisions describing processes relating to corrective actions. This provision will describe notices to the Contractor, corrective action steps, corrective action plans, timeframes, and similar provisions.

The contract that results from this RFP will have certain requirements for performance. The contract may require that the contractor submit reports of expenditures, customers served, goals versus actual performance reports, WIOA performance reports, audits, reviews made by other entities, or other information that is necessary for the GCWDB to evaluate the performance of the contractor. The contract

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will have provisions requiring minimum performance levels to be achieved before funding for remaining periods is available. The contract may have a provision to reduce or eliminate funding for future periods if that minimum performance level is not attained.

Intangible Property - The contract will have a provision relating to Intangible Property as addressed in OMB Uniform Guidance part 200.315.   That provision will state that if products are produced under this contract to which a patent is granted, the patent rights shall belong to the GCWDB, the State of Oklahoma, or the U. S. Department of Labor. This provision shall not apply to products produced by the Contractor other than this contract, and which are used in the performance of the work required by this contract.

Recruitment of Participants – The contract will have a provision concerning the recruitment of participants. The Contractor will be responsible for recruitment of participants in sufficient numbers and types so that a sufficient level of local WIOA expenditures can be maintained. The contract will explain that if a sufficient number of participants are not recruited and enrolled, the contract funding levels may be negotiated to adjust staffing levels funded through the contract.

Disallowed Costs - The contract that results from this RFP will have certain provisions regarding disallowed costs and audit/monitoring findings. The contract will have provisions that require the contractor to repay any expenditure that is found to be unallowable. The contract will have provisions requiring the contractor to remedy any deficiencies found in audits or monitoring reports prior to additional expenditures or additional receipts of funds.

Contract Administration - The contract that results from this RFP will have certain requirements for contract administration. The contractor will be required to comply with appropriate OMB Uniformed Guidance, State of Oklahoma policy guidance, and applicable local policy guidance from the GCWDB. The proposer must have the technical competence and expertise in management and administration to properly administer the contract.

Contractor Self-Monitoring - The contract that results from this RFP will have certain requirements for self-monitoring. The contractor(s) will be required to periodically conduct this self-monitoring to ensure compliance with WIOA and local policies, budgets, performance measures, and similar measures. The GCWDB may require the contractor to submit periodic reports on its self-monitoring efforts.

Integrated Service Delivery - The contract will have provisions regarding the provision of integrated services and/or services being delivered in a functional delivery system. This may require the contractor to provide some services that are traditionally delivered by other entities that are none-the-less allowable services. In the integrated delivery system, other entities may also be required to deliver some of the services that are included in the statement of work of this contract. The contract will include a requirement that staff provided by the Service Provider will be functionally supervised by staff of other

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entities that are assisting in the provision of services in the workforce system or that the contractor's staff supervise staff of other entities working in the workforce centers.

Other Contract Provisions - The contract may have provisions which are not described in this RFP. Those provisions may be necessary due to changes in applicable laws or regulations, provisions added or changed to reflect negotiations made subsequent to the issuance of this RFP, requirements not known at the time of the issuance of this RFP, or other reasons.

SECTION 6.   INTEGRATED DELIVERY OF SERVICES AND INFORMATION ON THE ONE-STOP SYSTEM

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The GCWDB has selected the following locations for Oklahoma Works American Job Centers in their eleven (11) county workforce development area. The GCWDB is also looking at ways to improve the quality and quantity of services available to customers through the centers. GCWDB reserves the right to identify and move the contractor's staff to other locations or centers.

The chart shown below represents the current positions that are filled in the Oklahoma Works American Job Centers. The contractor chosen through this RFP will be expected to provide Title I services in each of these centers however has the flexibility to propose different staffing models/levels.

Locations of Workforce Centers and Current Delivery Methods

Center Location	Delivery System	Current Staffing Provided by WIOA Title Program Funds
Okmulgee	Specialized Center delivering integrated services with other One-Stop Partners and provide Youth Services	4.00 FT Career Managers to provide delivery of WIOA Title I services. 1.00 FT Intake Resource Specialist
Muskogee	Affiliate Center delivering integrated services with other One-Stop Partners and provide Youth Services	3.00 FT Career Managers to provide delivery of WIOA Title I services. 1.00 FT Intake Resource Specialist
Tahlequah	Specialized Center delivering integrated services with other One-Stop Partners and provide Youth Services	2.00 FT Career Managers to provide delivery of WIOA Title I services. 1.00 FT Intake Resource Specialist
Tulsa	Comprehensive Center delivering integrated services with other One-Stop Partners and provide Youth Services	4.00 FT Career Managers to provide delivery of WIOA Title I services. 1.00 FT Intake Resource Specialist
Sapulpa	Affiliate Center delivering integrated services with other One-Stop Partners and provide Youth Services	2.00 FT Career Managers to provide delivery of WIOA Title I services. 1.00 FT Intake Resource Specialist
Eufaula	Oklahoma Works office location offering career services	1.00 FT Career Manager to provide delivery of WIOA Title I services to universal customers.
Stilwell	Oklahoma Works office location offering career services	1.00 FT Career Managers to provide delivery of WIOA Title I services to universal customers
Sallisaw	Oklahoma Works office location offering career services	1.00 FT Career Manager to provide delivery of WIOA Title I services to universal customers.
All Counties	Support Staff Assisting in all 11 counties serviced by the GCWDB. Adair, Cherokee, Creek, McIntosh, Muskogee, Okmulgee, Osage, Pawnee, Sequoyah, Tulsa, and Wagoner counties.	1.00 FT Operations Manager 1.00 FT Quality Assurance Specialist Additional Positions as negotiated.

The chart above shows the WIOA Title I program centers, and current staffing within the Eleven-county region.

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The GCWDB will competitively selected a One Stop Operator through a separate RFP that will have functional management, compliance, and oversight of the Oklahoma Works American Job Centers and will be responsible for the coordination of all system partner's services throughout the region. In addition, center mangers will be selected in each of the centers.

The staff that is provided to the workforce centers may, on a temporary or permanent basis, be assigned to work in other positions within the centers. In some instances, staff working in a functional unit may be supervised by staff who is employed by an entity other than the contractor. However, for matters such as payroll, personnel, travel, disciplinary actions, etc., staff provided by the contractor will be responsible to their employer, the contractor.

Proposers should note that they are not required to provide rent, utilities, telephone service, internet service, supplies used by workforce customers, lawn and grounds maintenance, equipment purchases, equipment maintenance, equipment software, and assessment supplies for Comprehensive Center and Satellite Offices. However, in the event custom or required equipment specific to the service provider will not be covered.

GCWDB has developed a "Product Box" (see Attachment E) that is a listing of services and training which may be available to workforce system customers. The "Product Box" will contain services that promote Talent Improvement, Earn the Best Job Possible Skills and Occupational Skills. Talent improvement may include items such as life management skills, literacy and adult basic education, ESL, computer skills, foundation training, etc. Earning the best Job Possible may include items that are centered on job readiness, job seeking and job getting skills. Occupational Skills may include paid work experience, OJT, Registered Apprenticeships, internships, customized training and earning a degree or credential.

In the course of providing services to workforce customers, staff of the contractor may be referring customers for some of those Products, staff may provide some of the Products as a part of their work at the Centers, or staff may request that the specific Product be made available after procurement. The contractor will only be required to pay the costs of staff wages and related cost of FICA, FUTA, SUTA and workers compensation insurance.

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SECTION 7.   SERVICES TO BE PROCURED BY THIS PROPOSAL

The contractor will provide the staff to deliver Title I services throughout the GCWDB's eleven county area.   These staff members will assist One Stop Partners in the provision of services at the Oklahoma Works American Job Centers within the workforce development area. These staff members will provide services in accordance with the Policies and Procedures and guidance from the Oklahoma Office of Workforce Development and the US Department of Labor. The contractor will be working with GCWDB to develop new services for jobseeker customers to be included in the Product Box (see Attachment D).

The Contractor selected to provide integrated services to the Adult and Dislocated Workers will provide staff to work with a variety of partners to deliver services in Oklahoma Works American Job Centers. The staff may be required to serve in a variety of functions inside the Oklahoma Works American Job Centers. However, most of the work can be distinguished into three categories: Basic career services, Individual career services, and Training Services for Adult and Dislocated Workers as well as the Youth Elements. Currently the model used in the is very linear and participants are moved through the delivery of services in such a fashion.

Basic Career Services for Adult and DLW customers start at the front door. They are available to any person who wants or needs these services. They may be provided electronically or by staff. Basic Career Services are designed to help job seekers get a job, keep a job, or get a better job. Basic Career Services are the following:

- Eligibility for Services
- Outreach, intake, orientation
- Initial assessment
- Labor exchange services
- Referrals to programs
- Labor market information
- Performance and cost information
- Supportive services information
- Information on UI
- Financial aid information
- Job Openings/Listings
- Placement Services
- Employment and Career Information
- Computer Access
- Job Search Assistance

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Recruiting customers or providing outreach to inform potential customers of the benefits of working with Oklahoma Works is another career service.

Often there are special efforts to provide recruitment to aid businesses looking for new employees. It is also crucial that we attract youth that are about to graduate from high school and are beginning to make career decisions. Retaining post-secondary graduates to include Career Tech and College graduates in the area is another key for Green Country's ability to grow and staff will be required to ensure contacts with local career techs, colleges and universities are cultivated to aid in this process.

The Contractor will be responsible for assuring quality career services are delivered to all customers. Since each customer may choose from an array of the services to help meet his/her individual employment goals, each step of the service process must build on the step before it with some value added. It is the responsibility of the Oklahoma Works American Job Centers staff to assure the customer is always aware of their next step in the process. All staff must be competent and able to provide career services. **It will be up to the service provider to provide appropriate staff and support personnel for effective, compliant delivery of services.**

Individualized Career Services are the next level of service. These services require more staff assistance than those typically found in basic career services. Customers who progress to this level of service are often in need of specific "skills" in order to help them find suitable employment. This category includes customers who have not obtained employment after receiving basic career services. In order to receive and benefit from Individualized Services it is necessary that a Comprehensive Assessment be completed. This assessment provides each customer with a detailed career compatibility report that will aid them as they work with staff to complete an Individual Employment Plan.

Individualized Career Services individualized for each participant. While a variety of these services will benefit most of the customers in a workforce center, each customer must have their particular career path to a better job charted to fit their circumstances. Individualized Career Services include but are not limited to the following:

- Comprehensive Assessment

- Individual Employment Plan

- Career planning, counseling

- Short-term prevocational services

- Internships and Work Experience

- Workforce Preparation activities

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- Financial literacy

- Out of area job search

- English language acquisition

- GED Preparation

- Referrals to Suitable Partner Services

- Supportive Services

- Interview Skills Workshop

- Resume Writing Workshop

- Individual Job Development

- Basic Computer Skills

- Remediation of Literacy or Numeracy Skills

- Adult Basic Education

Customers who utilize these services should find their way to an improved employment potential. The necessary staff time to work with customers who take advantage of Individualized Career Services increases dramatically over those who are only served with basic career services. They may also need to work in a fashion, according to their Individual Employment Plan, that they have to take the necessary steps to move from one service to the next service. It will not always be possible for a customer to benefit from several of these services in a short time frame. As staff works with customers, they may identify other service needs that are not available within the job center and would then refer customers to a partner agency for services before it is appropriate to continue with the Individual Employment Plan. Still, there may be customers who need the next level of services – Training Services.

Training Services are offered to those participants who need additional occupational training to find employment that will provide sustainable wages for them and their family. Candidates for training must show that they are interested in entering a career that is on the Green Country Workforce Development Board's list of demand occupations, able to benefit and finish the necessary training in order to go to work in that occupation and must fall within the GCWDB's Priority of Service Policy. When it is determined that a customer would benefit from training, in an occupation that is on GCWDB's demand occupation list, then staff must work with that customer to determine the most appropriate training institution that has the specific occupation on the approved training provider list. Staff will work with the customer and

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training provider to ensure that the enrollment is completed in a timely manner and that the customer has a very short waiting period. Staff will have already made certain, through the assessment process, that the customer is able to complete the course. Staff will also ensure that the customer possess the same attributes shown by people who are successful in this chosen occupation.

After the customer has started training, it is imperative that staff maintain contact with them to provide counseling and encouragement. Staff's job is to ensure that if any barriers to successful completion of the training arise that they are in a position to work with the customer and overcome those barriers. Successful completion and employment in that occupation is the required outcome.

The Contractor who will be providing integrated services to Adults and Dislocated Workers and Youth Services must hire staff that understands that they are providing a service system. The Contractor should ensure that all staff are trained to be experts at providing the full array of services available in the Oklahoma Works American Job Centers. One in which quality customer service is required at all times. Staff must listen to each customer to understand the needs of each individual and must make every effort to provide the customer with the tools to become more successful. This means that staff will help each customer to identify the best mix of services to meet their needs.

The Workforce Innovation and Opportunity Act stipulates that a minimum of 75% of youth program funds be expended for services to Out of School Youth. In delivering services to youth, the service provider **must** recruit, determine eligibility for, and enroll sufficient youth that are Out of School to allow the workforce development area to meet this requirement. The service provider will meet the contractual measure that requires 80% of all youth expenditures be expended on Out of School Youth. In addition, 20% of total youth program dollars must be spent on Work Experience as determined by allotted funds.

Youth services in this workforce development area are provided by several different organizations. Those services that are to be provided by other organizations will be designated or selected during a procurement process.

The Service Provider will deliver the Adult, DLW and Youth Program Design Framework Services.

Additionally, the Service Provider could provide all or parts of other elements as long as there is no cost associated with the provision of the element. For example, if software were available, the staff of the Service Provider could provide study skills training at the Service Provider offices.

Services provided by the Contractor must be provided only to youth that have been determined to meet the eligibility criteria for WIOA Title I. Intake, eligibility determination, development of an Individual Service Strategy, and tracking will be performed using the state mandated system, which is a participant management information system that is provided via internet to all workforce offices in Oklahoma. Contractor(s) selected through this RFP will provide the following:

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A. Program Design Framework of Local Youth Programs — the program design framework of local youth programs must include:

- All of the provisions contained in the GCWDB Youth Policy that direct the scope and design of the youth program activities in the Green Country Workforce Development Area as well as other policies issued by GCWDB.

- Intake activities may involve services such as registration, eligibility determination and collection of information to support verification of eligibility for services. It may also include pre-screening potential participants and general orientation to self-help services. Other activities include referrals to other services which may include providers of the 14 program elements.

- An Objective Assessment must meet the requirements of WIOA Title I and is a process that identifies service needs, academic levels, goals, interests, skill levels, abilities, aptitudes, and supportive service needs, and measures barriers and strengths. It includes a review of basic and occupational skills, prior work experience, employability potential and developmental needs. The result of an assessment is an Individual Service Strategy.

- The development of an Individual Service Strategy for each youth participant that meets the requirements of WIOA Title I, including identifying a career goal and consideration of the assessment results for each youth participant. This Individual Service Strategy must also meet all of the requirements that have been set by State policy.

- Preparation for postsecondary educational opportunities; provide linkages between academic and occupational learning; provide preparation for employment; and provide effective connections to intermediary organizations that provide strong links to the job market and employers.

B. Referrals for Youth

The Contractor must ensure that the referral requirements in WIOA Title I for youth that meet the income eligibility criteria are met, including:

- Providing youth with information regarding the full array of applicable or appropriate services available through the GCWDB, providers found eligible by the board, or One-Stop partners; and

- Referring youth to appropriate training and educational programs that have the capacity to serve them either on a sequential or concurrent basis. The Contractor(s) must ensure that the referral requirements in WIOA Title I for youth that do not meet the enrollment requirements of a particular program or who cannot be served by the program are met, including:

- Referral for further assessment, as necessary, and

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- Referral to appropriate training or educational programs that have the capacity to serve them either on a sequential or concurrent basis.

C. Development or Provision of Certain Elements

Elements to be provided by the Service Provider
GCWDB Youth Policy
[Oklahoma Workforce Development Issuance #02-2016, Change 2](#) and subsequent issuances.

Special Projects Proposed
Proposers may wish to present information on any special projects that the proposer believes will be of benefit to workforce customers. Should these special projects require an additional expenditure of funds, the proposer should include an estimate of the additional amount needed but should not include those costs in the proposal budget.

National Emergency Grant / TAA Services / Competitive Grants
If National Emergency Grants or TAA Grants are received, the Service Provider must provide services to those new dislocated workers. If new National Emergency Grants or TAA Grants are received which require additional staffing to provide services, the Service Provider, and the GCWDB may negotiate a modification to the Service Provider contract for any additional costs that are required in providing these services. If the GCWDB receives any other grants that include services being delivered in a one-stop environment, then the Service Provider, and the GCWDB may negotiate a modification to the existing contract, or any additional costs required in providing these services.

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Prospective Bidder(s) may submit written questions beginning Friday, April 16, 2021. Questions may be emailed. Responses to written questions received prior to the deadline will be addressed in the Q&A posted on the website www.greencountryworks.org. Submit questions to; Rachel Hutchings at rhutchings@greencountryworks.org

Written questions will be accepted no later than Monday, April 26, 2021 at 12:00 p.m. CST. Questions received after this deadline will not be answered. Therefore, Respondents are encouraged to view the website frequently to ensure they are fully aware of the most current information. All answers issued in response to Respondent questions become part of the RFP and the RFP process.

Proposers must also be aware that there are certain policies and guidance that have been issued by the State Administrative Entity, the Oklahoma Office of Workforce Development or previous guidance from Oklahoma Employment Security Commission (OESC). Those policies and guidance are provided to the local workforce development areas in the form of Oklahoma Workforce Development Issuances (OWDI) or previously issued guidance from Oklahoma Employment and Training Issuances (OETI) and also in the form of Memorandums. These guides are available to the public through the Oklahoma Works website.

Proposers should review the policies and memorandums that apply to WIOA Title I programs as the Contractor chosen will be required to comply with those documents.

Demographics and Labor Market Information specific to the Green Country Workforce Development Area are available through the websites of the Office of Workforce Development http://www.oklahomaworks.gov/, Oklahoma Department of Commerce www.OKcommerce.gov, Oklahoma Employment Security Commission: https://www.ok.gov/oesc/. Labor market information specific to this workforce development area is available.

For general information only, the total GCWDB award amounts for PY 21 were as follows: $2,009,428 Youth. Adult funding, $277,601. Currently estimated funding available for program year 2022; Adult, $1,523,700.   No other funding information is available at the time.

GCWDB Adult, Dislocated Worker and Youth

SECTION 9. BUDGET INFORMATION

Budget forms are provided in Section 9 (Attachment B) of this RFP. Those forms are to be used to present your proposed budget. Only include a budget for the period July 1, 2021 through June 30, 2022. A new budget for the subsequent periods will be negotiated prior to entering contract extensions, if so allowed.

Indirect costs and allocated costs can be charged to the contract only if the proposer has an approved indirect cost plan or cost allocation plan included with the budget. The budget should be presented for the period of time that is shown in the Dates and Deadlines section of this RFP. The Budget Information Forms must be used and must be completed by detail line items. Multiple pages of these forms may be necessary. If multiple pages are used, please label them appropriately.

Proposers should include detail costs such as, but not limited to:
- Staff Positions & Salaries
- Staff Fringe Benefits
  - Payroll Taxes
  - Unemployment Insurance
  - Workers Compensation
  - Health Insurance
  - Retirement
- Staff Travel/Training
- Copying/Printing
- General Insurance
- Postage/Freight
- Office Supplies
- Telephone/Communication
- Program Management/Support Staff
- Profit (if applicable)

Proposers should include a copy of their most recent Negotiated Indirect Cost Rate Agreement, if applicable.

Proposers should **NOT** include in the budgets any amounts that are to be paid by the GCWDB. Costs which are **NOT** to be included in the service provider budgets are:
- Amounts paid through Individual Training Accounts
- Amounts paid for support services payments
- OJT reimbursements to employers
- Cost associated with participants' wages while engaged in a Work Experience activity
- Costs for special projects approved by the GCWDB and workforce system management, rent, utilities, internet access fees, lawn and grounds maintenance, equipment purchases, equipment maintenance, equipment software, and assessment supplies for One-Stop Centers and Oklahoma Works Office Locations.

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The actual costs incurred during the performance of the contract will require that the actual costs be distributed among various cost categories and different funding streams. The amount of funds available per funding streams (Adult, Dislocated Worker and Youth) will be identified during the contract negotiations.

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SECTION 10.   PROPOSAL EVALUATION CRITERIA

Proposals received subsequent to the deadline will not be reviewed and considered for funding. The signature page must be complete, signed, and notarized or the proposal will not be considered.

A proposal must receive at least 140 points to be considered. A proposal receiving less than 140 points will be considered to be unacceptable. The total maximum points that can be awarded are 200.

The following criteria will be used to evaluate all proposals. The evaluators will award some, all, or none of the points that are shown for each evaluation item.

Evaluation Item	Range	Maximum
Contact Information and Description of Organization (A)	0 -10	10
Narrative Outlining Staff Required (B)	0 - 40	40
Qualifications of Staff (C)	0 -20	20
Performance and Performance Measures (D)	0 - 30	30
Previous Experience (E)	0 - 20	20
Monitoring and Self-Evaluation (F)	0 - 10	10
Budgets (G)	0 - 35	35
Statement of Administrative Ability (H)	0 - 10	10
Demonstrated Program Knowledge and Objectives (All)	0 - 25	25
Totals	(0 - 200	200 MAX
Small, Minority, Women's and Labor Surplus	+5	

*Small, Minority, Women's and Labor Surplus businesses will receive an additional 5 points.

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All responses must be sent as follows:

Mail one (1) signed original and include 1 digital copy saved to a USB flash drive to:

Green Country Workforce Development Board
907 S. Detroit Ave #1325
Tulsa, OK 74120
Email: rhutchings@greencountryworks.org

One (1) signed original and digital copy MUST be submitted in a **sealed** envelope with the **proposer's name** and the words: **Proposal for GCWDB Workforce Innovation and Opportunity Act Adult/Dislocated Worker and Youth Programs** written on the exterior of the envelope. Use only white letter sized paper in preparing your proposal.

Forms/Outline to Be Used by Proposers

This page is only for instructions and should not be included as a part of the completed proposal. When completed, your proposal must be in the following sequence:

The cover page
The narrative sections (A-H)
The Certifications and Signature section (I)
Projected Performance Form (Attachment A)
Budget Information Forms (Attachment B)
Additional Signed Certificates (Attachment C)
Most recent audit report & monitoring reports

All pages must be numbered. The cover page must be page #1. Please check the formatting of the pages containing charts. Each of those pages should fit on a single page.

Your completed proposal must be submitted to the location and within the time limits as shown in the RFP package.

GCWDB Adult, Dislocated Worker and Youth

Proposal For: Workforce Innovation and Opportunity Act—Title I Integrated Services for Adults, Dislocated Workers and Youth Services

To: Green Country Workforce Development Board

907 S. Detroit Ave. #1325

Tulsa, OK 74120

Proposer Information

Legal Name:

Address:

Name and Title of Contact Person:

Date This Proposal Was Prepared:

Proposers Federal Tax Identification Number:

Total Budget of This Proposal: _____ $

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PROPOSERS CONTACT INFORMATION AND DESCRIPTION OF ORGANIZATION (PAGE LIMIT – 1)

The proposer should name a responsible person as the contact person. This individual should be familiar with the capabilities of the proposing organization, knowledge in contracting including financial budgets, and should have the authority to negotiate contractual issues on behalf of the proposer.

1. Include the full name, title, address, telephone numbers, e-mail addresses, etc.

2. Include a description of the entity type and the principal functions which are performed by the proposer entity.

3. Include an organizational chart showing names and positions.

4. Include data on how long your organization has been in business and how long your organization has been providing services similar to those being proposed.

PREPARE A NARRATIVE OUTLINING HOW YOU WILL PROVIDE THE STAFF REQUIRED IN THE RFP. (PAGE LIMIT – 8)

Describe how you plan to deliver each of the services.
1. Describe how you will deliver the services in the context of the One-Stop System and Integrated/Functional Systems, while specifically addressing how you will handle positions that utilize part time staff in locations.

2. Describe how staff will work with One-Stop Partner staff to achieve an integrated system where customer service and performance are high priorities.

3. Describe your organizational philosophy on community involvement of service delivery staff with local organizations, agencies, schools, Chambers of Commerce, etc. and participation of staff on boards and committee throughout the region.

4. Include a description of any special projects that the proposer feels would be of benefit to workforce customers.

5. Include a description of the specific challenges that the general population and WIOA Title I eligible adults and dislocated workers face in maintaining self-sufficiency in today's economy and workforce.

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6. Include a description of your perceived role in providing services to dislocated workers who are receiving services through National Emergency Grant or Trade Adjustment Assistance.

7. Include a description of your perceived role in providing services to eligible youth who are receiving services.

8. Include a description of your organizational philosophy in providing Business Services and Employer Engagement and Participant recruitment.

QUALIFICATIONS OF STAFF. (PAGE LIMIT – 2)

1. Describe the qualifications for staffing that will be providing services to the customers.

2. If staff has already been selected for this project, provide names and prior experience of each staff.

3. Provide a narrative describing the management, onboarding process and ongoing training of support staff and career managers.

PERFORMANCE AND PERFORMANCE MEASURES. (PAGE LIMIT – 2)

1. Prepare a narrative relating your understanding of each of the performance measures, including state and federal core measures.

2. Explain fully the steps you will take to assist the local workforce system in meeting the performance measures. Complete Projected Performance Form.

3. Describe successful performance in the entity's history with workforce development programs.

PREVIOUS EXPERIENCE. (PAGE LIMIT – 4)

1. Describe your previous/current experience in delivering similar programs or services.

2. Provide data that will show the demonstrated effectiveness of those programs or services. This should include financial as well as programmatic demonstrated effectiveness.

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3. Describe past experience with service integration, functional supervision, information sharing, joint case management of mutual clients, cross training of staff.

4. Describe past experience in the development of Individual Employment Plans (or similar terminology) for programs similar to WIOA. Include the entity name, contact person, and telephone number of references.

MONITORING AND SELF-EVALUATION. (PAGE LIMIT – 2)

1. Describe the monitoring and self-evaluation procedures that will be followed. This should include the processes, the activities that will be monitored, who is responsible for the monitoring, and procedures by which deficiencies noted are corrected.

2. Include a description of the self-evaluation procedures that will be followed for analyzing expenditures versus budget or other measurements.

3. Include your audit plan timeline.

4. Include a copy of the most recent audit and Board or Management letter regarding audit. (audit not included in page limitation)

BUDGETS. (BUDGET FORMS NOT INCLUDED IN PAGE LIMIT)

Present a program budget by line item using the Budget Information Forms. Proposers should refer to the Budget Information section of the RFP for additional information regarding budget content. This section should include the Budget Information Forms and the In-Kind Contributions Form.

If the proposer wishes to make comments regarding the budgets, the proposer should prepare a narrative to include those comments.

Present a Statement of Administrative Ability. (Page Limit – 2)
1. Include a statement explaining the systems that you have in place and how they will provide the administrative support that is necessary to carry out their tasks.
2. Include a description of financial systems and include a narrative describing your cost allocation plan.
3. Describe systems that are in place to prevent over obligations of funds.
4. Describe procedures that are in place to ensure proper charging of costs to cost categories, grants and contracts, and other cost objectives.

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Certificate Regarding Equal Employment Opportunity

Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

Certificate Regarding Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708)

Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

Certificate Regarding Rights to Inventions Made Under a Contract of Agreement

If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

Certificate Regarding Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended

Contracts and sub-awards grants of amounts in excess of $150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

GCWDB Adult, Dislocated Worker and Youth

Certificate Regarding Debarment and Suspension (2CFR 200.13, 2CFR 180, and Executive Orders 12549 and 12689)

A contract award (see 2 CFR 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

Certificate Regarding Byrd Anti-Lobbying Amendment (2 CFR 200.450 and 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 award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

Certificate Regarding Audit and Access to Records

Contract certifies that it will comply with the Uniform Guidance, will provide notice of the completion of required audits and any adverse findings which impact this sub-award as required by parts 200.501-200.521, and will provide access to records as required by parts 200.336, 200.337, and 200.201, as applicable.

Certificate Regarding Conflict of Interest

The Green Country Workforce Development Board maintains a written code of conduct that governs the performance of its Board Members, employees, and agents engaged in the award and administration of contracts.

The proposer certifies that it is either not aware of any potential conflicts of interest between itself and the Green Country Workforce Development Board, or that if there is a potential conflict of interest between itself and the Green Country Workforce Development Board, the proposer shall declare this potential conflict of interest below:

Certificate Regarding Compliance with Federal Laws

The proposer certifies that it is in compliance with:
- Americans with Disabilities Act of 1990
- Age Discrimination Act of 1976
- Civil Rights Act of 1964
- Drug-Free Workplace Act of 1988
- Drug-Free Workplace Act of 1998
- Hatch Act, the Pro Children Act of 1994
- Title IX of the Education Amendments of 1972, 31 U.S.C. Section 1352, Public Law 105-78
- Section 504 of the Rehabilitation Act of 1973 (as amended)
- Single Audit Act of 1984, as applicable

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- Executive Orders 11246 and 11375
- Section 188 of WIOA of 2014

The proposer certifies that it will provide guidelines for client grievance procedures.

Certification of Intent to Participate in the One-Stop Delivery System

The proposer certifies that it, if selected for a contract through this proposal, agrees to support the WIOA One-Stop concept and agrees to establish a cooperative and mutually beneficial relationship between the One-Stop Partners to participate in the planning and implementation of individual and mutual duties, obligations, and responsibilities under WIOA. The proposer certifies that it will participate in the local integration plan and will fully participate in the integrated delivery of services that have been approved by the GCWDB.

Certification of Indemnification

The proposer certifies that it is aware that an indemnification clause will be included in the contract that is awarded as a result of this proposal. The proposer certifies that it is aware that the indemnification clause will state that the proposer (contractor) shall indemnify and hold harmless the Green Country Workforce Development Board, officers, agents, and employees and Green Country Local Elected Officials from liability of any nature and kind, including costs, expenses, and attorney fees, for or on account of any actions, claims, suits, and damages of any character whatsoever arising out of any negligent act or omission of the proposer (contractor) or any of its employees, agents, volunteers, subcontractors, or representatives.

Certificate Regarding Cost

The proposer certifies that to the best of its knowledge and belief, the cost data submitted is accurate, complete, and current at the time this proposal is submitted.

Certificate Regarding Transitioned Clients

The proposer certifies that it will honor the original plan of service to all clients that are being transitioned from a previous service provider. Clients that are "transitioned" are those eligible participants that are receiving WIOA services and have been registered as a WIOA client prior to the effective date of the contract arising from this RFP. The proposer certifies that services to those transitioned clients will not be interrupted.

Certificate Regarding RFP Content

The proposer certifies that it has read all of the information presented in the RFP. The proposer certifies that it understands that the contract that will arise from this RFP will have the conditions, stipulations, and requirements that are stated in the RFP and that the contract will have other legal provisions that are standard and customary contract provisions, but which are not specifically shown in this RFP.

The proposer (proposer's representative) being duly sworn upon oath, deposes and says:

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- That I executed the accompanying proposal on behalf of the Proposer, and that I had the lawful authority to do so.
- That the prices in this proposal have been arrived at independently.
- That the Proposer has not directly or indirectly entered into any agreement, express or implied, with any other actual potential proposer or Proposers having for its objective the controlling of the amounts of proposals, or the limiting of the number of proposals or proposers.
- That the Proposer has not paid, given or donated or promised to pay, give or donate to the GCWDB and/or the Fiscal Agent or any officer or employee of the GCWDB and/or the Fiscal Agent any money or other thing of value, including any special consideration, either directly or indirectly, in seeking to procure this contract.
- That, unless otherwise required by law, the prices quoted in this proposal have not been and will not be knowingly disclosed by Proposer until after proposals are opened.
- I understand that this proposal represents a legal offer to provide the services herein described, at the prices stated herein. This proposal is binding for a period of 60 days from the date submitted.
- That by signing and submitting this proposal, the proposer agrees to each of the certifications contained in this proposal.

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_____

Signature of Proposers Representative

_____

Typed Name and Title

_____

Name of Proposer

Subscribed and sworn to before me this _____ day of _____, 20_____.

_____

Notary Public

My Commission Expires _____/_____   SEAL

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Period of Performance – July 1, 2021 through June 30, 2022

Projected Performance

Adult, Dislocated Worker

The GCWDB has established performance measures for the basis of awarding a renewal of the contract for the Adult and Dislocated Worker and Youth Programs for the performance period of July 1, 2021– March 31, 2022.   Renewals are possible from this contract's ending date and will be in one-year increments as allowable by federal and state law. Contract extensions will be based on Contractor's documented and verified performance of the outcomes referenced below.

(See Table on Next Page)

Adult, Dislocated Worker and Youth

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CONTRACTUAL PERFORMANCE STANDARDS – ADULT AND DLW SERVICES

Period of Performance: July 1, 2021 through June 30, 2022

Projected *Cumulative* Participant Service Levels	Ending 9/30/2021	Ending 12/31/2021	Ending 3/31/2022	Ending 6/30/2022
1. Of the direct client dollars budgeted to the service provider to obligate for direct customer cost, at least 65% will be obligated each year by March 31st. Please provide the percentage for each quarter leading up to the Mach 31st deadline.				
2. No unresolved monitoring issues/no disallowed cost.				
3. Number of Adult/DLW participants who receive an Occupational Skills Training Service.				
4. All Adults/DLWs completing Occupational Skills training who exit between July 1 and March 31 will receive a credential or certification for the training program or will enter employment at a wage of no less than the GCWDB's self-sufficiency wage.				
5. 60 documented recruitment and outreach contact per quarter to promote workforce programs and services with emphasis on priority of service populations as evidenced in quarterly reports and client enrollment outcomes.				

Adult, Dislocated Worker and Youth

CONTRACTUAL PERFORMANCE STANDARDS – YOUTH SERVICES

Period of Performance: July 1, 2021 through June 30, 2022

Projected *Cumulative* Participant Service Levels	Ending 9/30/2021	Ending 12/31/2021	Ending 3/31/2022	Ending 6/30/2022
1. Of the direct client dollars budgeted to the service provider to obligate for direct customer cost, at least 65% will be obligated each year by March 31st. Please provide the percentage for each quarter leading up to the Mach 31st deadline.				
2. No unresolved monitoring issues/no disallowed costs.				
3. All WIOA Youth, ages 16-24, who were active in the Title I youth program during the period of July 1 through March 31 and who are identified as needing work readiness services will receive a Work Readiness Certificate prior to exit.				
4. Out-Of-School Youth who do not have a high school diploma at program entrance, who exit during the period of July 1 through March 31 will have obtained an HSE or High School Diploma.				

Adult, Dislocated Worker and Youth

5. All WIOA Youth, ages 16-24, who exit during the period July 1 through March 31, will enter employment at a wage of no less than the GCWDB's Board approved self-sufficiency wage or enter post-secondary Occupational Skills Training.				
6. 60 documented recruitment and outreach contact per quarter to promote workforce programs and services with emphasis on priority of service populations as evidenced in quarterly reports and client enrollment outcomes.				

Adult, Dislocated Worker and Youth

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Budget Information Forms

Proposer Name: _____ Budget for Period: 7/1/2021 through 6/30/2022

Detail Budget Item	Basis for Determining the Amount	Adult/DLW	Youth	Total Costs

Adult, Dislocated Worker and Youth

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Adult, Dislocated Worker and Youth

Proposed Budget – WIOA Title I Services (Need a budget for each service program proposed)

Proposed Budget Summary July 1, 2021 through June 30, 2022

Counties Served: _____

Budget Form			
RFP-21-GCWB-01			
Workforce Programs and Operations			
July 1, 2021 - June 30, 2022			
Budget Item	**WIOA Adult**	**WIOA Dislocated Worker**	**WIOA Youth**
Salaries			
Fringe Benefits			
Temporary Staffing			
Staff Travel			
Staff Development			
Other Personnel Costs (please specify)			
Sub-Total Personnel Costs			
Non-Personnel Costs			
Supplies/Materials			
Printing/Reproduction			
Postage/Shipping			

Adult, Dislocated Worker and Youth

Memberships and Subscriptions			
Insurance/Bonding			
Other Non-Personnel Costs			
Sub-Total Non-Personnel Costs			
Contractual Costs			
Audit Services			
Consulting Services			
Other Contractual Costs			
Sub-Total Contractual Costs			
Indirect Costs			
Management Fees			
Profit			
TOTAL OPERATIONAL COSTS			

Direct costs are those costs associated with staff providing direct client services and housed in a workforce center or satellite office.

Program Management is the costs associated with the corporate overhead cost in administering the contract. These costs would typically include the cost of required insurances, audit, a portion of space rental, communications needs, utilities, accounting functions and other necessary administrative costs. The proposed cost should be documented and explained in the budget narrative. The bidder would need to detail how cost would be shared and distributed to the locations in the area they propose to serve. *If the organization has an approved indirect rate, then their proposed indirect cost would show on this line.*

Adult, Dislocated Worker and Youth

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Staffing Costs – Adult, Dislocated Worker and Youth Services

Salaries: Include all positions, which will be charged to the contract award. Record the number of people who will fill the position, the position's gross monthly salary, its time distribution to WIOA by cost category, and the number of months the position will be filled. "Program total" is a sum of these factors.

Direct Programmatic Costs: Leveraged from other Programs/Resources:

# of Positions	Title * (must be described below)	Gross Monthly Salary ($)	% of Time	# of Months	WIOA Total Cost ($)	*Other* Program Name	Salary %	*Other* Program Total	Both: WIOA and *Other* Program(s) Total ($)

Adult, Dislocated Worker and Youth

Certificates

Certification Regarding Debarment, Suspension, and Other Responsibility Matters
Primary Covered Transactions

Applicant Organization

This certification is required by the regulations implementing Executive Order 12549 and 12689, Debarment and Suspensions and 2 CFR Part 180—Grants and Agreements

(1) The prospective subrecipient, (i.e., grantee) certifies to the best of its knowledge and belief, that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

(b) Have not within a three-year period preceding this proposal 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 statues or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

(2) Where the prospective subrecipient is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

_____
Signature   Date

_____
Typed Name and Title of Authorized Representative

Adult, Dislocated Worker and Youth

CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS

This certification is required by the regulations implementing the Drug-Free Workplace Act of 1988, 29 CFR Part 98, Subpart F Drug-Free Workplace Act of 1998. The statute ([PL 100-690] P.L. 100-690, 102 Stat. 4181; Title V, Subtitle D, [41 USC 701] 41 U.S.C. 701 - 707); WIOA 683.200(d) Government-wide debarment and suspension, and government-wide drug-free workplace.

The grantee certifies that it will or will continue to provide a drug-free workplace by:

A.   Publishing a policy statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;

B.   Establishing an ongoing drug-free awareness program to inform employees' about—

   1.   The dangers of drug abuse in the workplace;
   2.   The grantee's policy of maintaining a drug-free workplace;
   3.   Any available drug counseling, rehabilitation, and employee assistance programs; and
   4.   The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

C.   Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph A.

D.   Notifying all employees in the Statement required by paragraph A. that, as a condition of employment under the grant, the employee will—

   1.   Abide by the terms of the statement; and
   2.   Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction.

E.   Notifying the agency in writing, within ten calendar days after receiving notice under paragraph D.2. from an employee or otherwise receiving actual notice of such conviction Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant.

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F. Taking one of the following actions, within 30 calendar days of receiving notice under paragraph D.2., with respect to any employee who is so convicted –

1. Taking appropriate personnel action against such an employee, up to and including termination consistent with the requirement of the Rehabilitation Act of 1973, as amended; or
2. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

G. Making a good faith effort to continue to maintain a drug-free workplace through the implementation of paragraphs (A), (B), (C), (D), (E), and (F).

_____   _____   _____

Typed Name of Certifying Official   Signature   Date

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CERTIFICATION REGARDING LOBBYING FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an Officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

_____

Signature   Date

_____

Typed name and Title of Authorized Representative

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CERTIFICATE REGARDING CONFLICT OF INTEREST

By signing and submitting this Certificate Regarding Conflict of Interest the undersigned covenants that no officers, members or employees of its governing board have any interest, and that none shall acquire any interest, direct or indirect, that would conflict with full and complete execution of this contract. Contractor further covenants that in the performance of this contract, no person having any such interest will be employed

No employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the recipient shall neither solicit no accept gratuities, favors or anything of monetary value from contractors, or parties to sub agreements.

_____

Signature   Date

_____

Typed Name and Title of Authorized Representative

Adult, Dislocated Worker and Youth

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Oklahoma Works American Job Centers offer or refer;

- WIOA Title I Adult, Dislocated Worker and Youth
- WIOA Title II Adult Education and Literacy Programs
- WIOA Title III Wagner Peyser
- WIOA Title IV Rehabilitation Acts Programs
- Temporary Assistance for Needy Families
- Older American Act Programs
- Job Corps
- Youth Build
- Perkins Post-Secondary Vocational Education Activities
- Trade Adjustment Assistance and NAFTA-TAA Programs
- Veterans Employment and Training
- Housing and Urban Development (HUD) ETA
- Unemployment Compensation Programs
- Second Chance Act Programs
- Community Service Block Grant ETA
- Indian and Native American Programs
- SNAP ETA
- Small Business Administration ETA
- National Farmworkers Job

Adult, Dislocated Worker and Youth

Green Country Workforce One-Stop Center's Product Box
These Products May be Delivered Directly by One-Stop Staff or by referral process.

Orientation/Informational

- Labor Market Information

- Supportive Service Information

- Unemployment Insurance (UI) Information

- Self Service/Job Referral

- Occupational Demand Information

- Financial Aide Information

- Follow Up Services

- Training Provider Information

- Initial Skills Assessment

- Veterans Service Information

- Career Consultation

- Youth Services

- Dislocated Worker Information

- Educational Opportunities

- English as a Second Language (ESL)

Talent Improvement   (Short-Term Pre-Vocational) – Skills Improvement

- Job Readiness /Soft Skill/ Life Skills

- High School Equivalency Preparation

Adult, Dislocated Worker and Youth

- High School Equivalency Education and Training

- Career Pathways Development Assistance

- Skills Assessments

- High School Equivalency(HSE) Preparation (TASC, GED, or HiSet)

Job Search Skills

- Interviewing Preparation

- Resumes and Application

- Job Search Overview

- Customized Resume Assistance

- Customized Labor Market Information

- Job Referrals

Occupational Training /Credentialing Opportunities /Skill Development Lab Opportunities

- Occupational Training

- OJT/Customized Training Opportunities

- Individual Training Account (ITA)

- Individual Employment Plan

- Case Management

- Supportive Services

- Paid Pre-Voc/ Pre-Voc

- Comprehensive Assessment

- Individual Career Management

- Career Planning

- Proficiency Testing

- Basic Skills Assessment

- Distance Learning

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- Work Based Learning

Employer Based Services

- Job Fairs

- Employer Application Management

- Mass Hiring Events

- Job Order Management

- WOTC Tax Credit

- Federal Bonding

- Pre-employment Skills Assessments

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Center Certification

WIOA Sec. 121(g)(1) requires the State workforce development board (state board), in consultation with chief local elected officials (CLEOs) and Local Workforce Development Boards (LWDB), establish objective criteria and procedures for use by LWDBs in assessing and certifying comprehensive and affiliate one-stop centers for effectiveness, including customer satisfaction, physical and technology accessibility, and continuous improvement.

In accordance with the Oklahoma Department of Workforce Development OWDI 01-2019 entitled "Certification of comprehensive and affiliate Oklahoma Works (One-Stop) Centers, a proud partner of the American Job Center network, under the Workforce Innovation and Opportunity Act of 2014 (WIOA)", the Green Country Workforce Development Board (GCWDB) will set criteria and procedures in Operations Memorandum OP-0500100 entitled Center Certification Criteria and Process outlining a high-quality one-stop-center system that is business driven, customer-centered, integrated, and tailored to meet the needs of our region.

I.   **Types of Centers:**

A.   Comprehensive Center: A comprehensive one-stop center is a physical location where job seeker and employer customers can access the programs, services, and activities of all required one-stop partners. A comprehensive one-stop center must have at least one title I staff person physically present.

B.   Affiliate Center: An affiliated site, or affiliate one-stop center, is a site that makes available to job seeker and employer customers one or more of the one-stop partners' programs, services, and activities with a physical presence of combined staff more than 50 percent of the time the center is open. An affiliated site does not need to provide access to all required one-stop partner programs.

C.   Specialized Center: Any network of one-stop partners or specialized centers that is connected to the comprehensive one-stop center and any appropriate affiliate one-stop centers, for example, by having processes in place to make referrals to these centers and the partner programs located in them. Wagner-Peyser Act employment services cannot stand alone in a specialized center. Unlike comprehensive and affiliate centers, specialized centers do not need to be certified.

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II.   Designation:

A.   Comprehensive: The Green Country Workforce Development Board (GCWDB) designates the Tulsa location as the area's Comprehensive Center.

B.   Affiliate: The Sapulpa and Muskogee American Job Centers are designated as Affiliate Centers.

C.   Specialized Centers: To meet the needs of outlying areas, Specialized Centers will be developed as opportunity and need arise. Current locations include Tahlequah, Okmulgee, Eufaula, Sallisaw, Stilwell, and Wagoner.

III.   Certification Criteria: GCWDB will utilize the standards for certification as outlined in OOWD 01-2019. Focus will center on:

- Effectiveness
- Physical Accessibility
- Programmatic Accessibility and Technology
- Continuous Improvement

IV.   Center Evaluation and Certification Frequency: The one stop center(s) located within the GCWDB area will be evaluated for certification at a minimum of every two years. Evaluations will be conducted on an established timeline and include at least one on-site observation visit. Self-assessments will be conducted by the GCWDB, One Stop Operator and Service Provider annually utilizing the attached tools.

Updates to the local operations memorandum outlining criteria and processes will be updated every two years as part of the Local Plan update process.

V.   Equal Opportunity and Nondiscrimination Statement: All recipients, and subrecipients/subgrantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination 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, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title-I financially assisted program or activity.

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VI.   **Action:** The Executive Director is responsible for compliance of this policy. The Executive Director is responsible for annual review and revisions if needed. Any exceptions to this policy statement will require prior written approval from the Executive Director or chair of the GCWDB.

This policy will be effective immediately upon approval of the GCWDB membership.

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Chair, Green Country Workforce Development Board / Date

Attachments:

A. Guide to Improving One-Stops through Benchmarked Critical Success Factors
B. Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended
C. OOWD Integrated Business Services
D. Physical Site Accessibility Checklist
E. OWDI #1-2019 Evaluation Summary for Oklahoma Works AJC Certification

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Guide to Improving One-Stops through Benchmarked Critical Success Factors

Prepared by

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Table of Contents

I. Introduction

Background

The purpose of this guide is to help state and local policy makers improve their One-Stop systems through the application of critical success factors. The critical success factors were initially identified as a result of a benchmarking study of 20 One-Stops around the country. They have been updated as a result of more recent case studies and analyses of best practices. The guide includes a description of a "good" One-Stop, considerations for policy makers who want to implement the criteria, and a self-assessment tool for local One-Stop operators and partners.

Defining One-Stop center success is a matter of customer and stakeholder perceptions and local control. Early attempts to develop One-Stop criteria were geared toward ensuring minimum consistency across multiple sites; e.g., sites must offer a standard customer orientation, utilize a certain set of assessment tools, have specified resources in the resource room, and so forth. The minimum criteria approach was an early phase of assessment aimed at certifying whether a site met the definition of being a One-Stop center.

Influenced by private sector quality initiatives, several states and local workforce boards pushed to establish criteria that defined quality, not just compliance. Assessment of One-Stop success in leading edge workforce areas moved to an on-going dialogue between workforce investment board (WIB) and operator that addressed local priorities and context rather than uniformity, and promoted the principles of continuous improvement rather than meeting minimum standards as evidence of success. Without exception, however, the criteria that defined success were developed by a consensus of stakeholders (often policy makers and providers) rather than derived from a research base.

This guide is grounded in the *Benchmarking One-Stop Centers: Understanding Keys to Success* study, the first attempt to define success factors using a research base instead of consensus or case studies. This study drew considerable interest from all levels of the workforce development industry.[1] CSW led the study, in cooperation with Leaders in Excellence, on behalf of four workforce boards in Illinois with funding from the Illinois Department of Employment Security.

While several types of benchmarking can be undertaken, benchmarking is not to be confused with "best practices." Best practice case studies are *vertical*

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[1] The full study may be downloaded from the Corporation for a Skilled Workforce website at www.skilledwork.org

research projects that examine in depth a practice or set of practices at a given locale. Benchmarking, on the other hand, looks at pre-identified factors across several sites. It is *horizontal* research that compares a wide variety of practices related to a single factor of success.

The specific goals of the Benchmarking study were to:

➢ Identify and explore critical success factors of One-Stop centers;

➢ Examine other service centers to understand how they serve customers and manage operations;

➢ Define appropriate expectations for the One-Stops in meeting critical success factors;

➢ Establish a benchmarking process that other boards and One-Stop quality.

This guide builds on that last goal and refines the study's list of *critical success factors* for One-Stop centers by integrating the factors with other One-Stop experiences.

A similar effort was completed in June 2003 by the General Accounting Office (GAO).[2] Although the GAO study approached the task as promising practices, it identified characteristics across One-Stops that neatly supported the Critical Success Factors identified in the Benchmarking report.

Understanding of One-Stop center success continues to evolve as more information is gathered from experience with chartering processes, mystery shopping initiatives, balanced scorecard initiatives, and revised state and local definitions of success. These learnings have been incorporated into a new generation of critical success factors, as detailed in this report.

Assumptions

➢ *Benchmarking One-Stop Centers* is the foundation piece for defining critical success factors. The original success factors have been amplified with criteria extracted from case studies and commonalities among criteria developed at the state and local level through stakeholder consensus.

➢ **The indicators for success are affected by the political, social, and market factors of the area where the One-Stop is located.** While all the critical success factors are essential, the indicators can be sorted into those that are basic and those that are supplemental, or "good to have." There are some indicators that are key to success regardless of

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[2] The GAO study "Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed", GAO 03-725, June 18, 2003 may be found at www.gao.gov.

the environment (such as regular staff development), and others that are indicators only under certain conditions (e.g., offering services on a fee basis).

> **Targeting is important.** One-Stops can only be "all things to all people" for a prescribed set of core services. Segmenting markets and identifying niches is standard private sector practice that One-Stops should emulate. Identifying and meeting the needs of key industry clusters will help One-Stops become more relevant to communities than broad, but shallow, service strategies. Targets will differ from one state and local area to the next, which only points to the importance of *local* definitions of success.

Resources

The following resources were used to revise the critical success factors originally identified in the Benchmarking study:

> Social Policy Research Associates' "Overview of State Certification/Chartering Criteria for One-Stops," (final matrices of September 30, 1996 for twelve states and final narrative of January 30, 1997).

> Certification or chartering criteria used by various states and local workforce boards.

> Two case studies done by Public Sector Labor Management Committee, Feb. 2002.

> Commission on Accreditation of Rehabilitation Facilities' "Employment and Community Services Standards Manual;" July 2003-June 2004.

> John J. Heldrich Center for Workforce Development at Rutgers University case studies.

> NGA Center For Best Practices survey of state chartering criteria, April, 2003.

> General Accounting Office (GAO) report of June, 2003, "One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed"

Analysis Process

The descriptions and criteria contained in the above documents were compared with the original critical success factors identified in the Benchmarking report to identify commonalities and gaps. New factors and indicators were created or old indicators reworded as common themes were

identified from these sources. The range of resources includes Baldrige and non-Baldrige-based formats; single level and multi-level certifications; state and local designs; and case study, consensus, and research-based analyses.

Using this Document

This guidebook is divided into six chapters. While all stakeholders can benefit from the full document, Chapter III is specifically targeted to policymakers and Chapter IV is a self-assessment tool targeted to One-Stop partners. Appendix A identifies quality resources that are available to policymakers and partners in thinking about One-Stop center quality. There is a separate document that provides a comparison between the Critical Success Factors and revised indicators with quality criteria identified by other national studies and national, state, and local certification systems that may be accessed at www.skilledwork.org.

State and local workforce investment boards should use this document to frame local discussions of One-Stop quality. The critical success factors outline the characteristics of One-Stops that are considered to be industry leaders. Policymakers and providers may benchmark their own behavior against the leaders' characteristics and indicators using the self-assessment tool, and discuss how each factor applies within their own policy and labor market environment. Further, the critical success factors and indicators can be used to set improvement targets based on where the One-Stop is in its developmental process. The end result should be customized criteria within a common vision of excellence. Application recommendations are in Chapter VI.

Important Considerations

The self-assessment tool is not meant to be used to rank, grade, or score One-Stop centers. It is a continuous improvement tool intended to assist local entities in their pursuit of quality.

No connection has been made to outcomes. Individual federal program measures of performance – often the only formal indicators available in many areas – apply to single funding streams which measure outcomes for the small percentage of total One-Stop users they enroll. Some states include program specific measures from multiple programs in their evaluation of One-Stop success, yet those still don't quantify the overall success of the joint venture. The most effective center-wide outcome measures should be locally defined, taking into account local economies, community priorities, unique partnerships, data sharing agreements, and baseline starting points. **In this guide, the critical success factor is that center-wide performance is measured. It does not dictate** *what* **the center-wide measures are**. Validation of the critical success factors and indicators against agreed-upon measures of success is an important step yet to be taken.

II. What Does a "Good" One-Stop Look Like?

"Good" Must Be Locally Defined

The Workforce Investment Act outlines the basic principles for One-Stops, but a basic principle of the Act is state and local flexibility to define, within the parameters of the legislation, the right set of services, service design, and service standards that fit the local context. Thus all of the Act's descriptions either remain at the theoretical level or focus on the administrative details of how to confirm compliance with the law. Since so much of an effective One-Stop is about finding the right blend of collaboration, given the local situation, it is impossible to define a model One-Stop at a national level.

However, we can look at some leaders in the workforce development industry to identify common characteristics or behaviors that cut across leading edge One-Stops and indicate greater potential for success. Identifying these characteristics will help states and local areas carry out their responsibilities for defining quality in a state or local context. These characteristics and behaviors may be termed *critical success factors*.

A Good One-Stop Satisfies Employers

A key element of a One-Stop must be a dedication to satisfying employers. While this may seem obvious, it is difficult to maintain a focus on the employer customer when   job seekers are walking into the center every day demanding attention. Additionally, nearly all the partners in the One-Stop are measured by their federal funding sources on how well they serve job seekers, not employers. It requires a concerted effort to dedicate time and resources to meeting employer needs, and to implementing state and/or local measurement systems to determine how well you are doing.

Good One-Stops know how well they are satisfying employers *as a joint venture*. They know, because they measure it across all programs in the center. While federal and state requirements often force partners to collect data to see how a particular funding source satisfies employers, good One-Stops are interested in how all partners *collectively* satisfy employers. Is there any benefit gained from the One-Stop integration of programs and services, or does it look to the employer like business as usual with nothing but a change in brochures?

There are many ways to capture employer satisfaction at the center level. Options we have seen successful One-Stops employ:

★ Provide all staff with a couple brief questions to ask an employer at the end of every phone interaction.

★ Survey employers in person; equip business services team representatives (or anyone who meets personally with employers) with a short survey that can be done verbally, with the opportunity to explore responses in greater depth.

★ Consolidate the employer satisfaction requirements of individual partner program measures into one satisfaction tool that is used by all programs.

★ Tag One-Stop awareness and satisfaction questions onto some other entity's survey tool (like a chamber of commerce).

Regardless of the method selected, a One-Stop will define the tools and the process, collect data to create a baseline against which improvements can be gauged, set improvement goals, and have a formal process for reviewing results and acting on the implications.

To satisfy employers, the One-Stop has to actively listen to what employers need and want. Good One-Stops *plan* on getting input from employers; it doesn't happen by accident or only on an "as needed" basis.

There are many ways a One-Stop can listen to employers. The best of the best use multiple methods. A One-Stop can:

★ Facilitate regularly scheduled focus groups, using questions designed to elicit input on service or delivery needs. Related methods may include industry summits or employer conferences.

★ Use another organization, such as an economic development group, to be the "ears" for the One-Stop, and collect regular, agreed upon input.

★ Implement a business calling program with a set "script" that might combine needs analysis, relationship building, and satisfaction elements in one personal contact.

★ Reach out to employers who do not currently use the One-Stop to find out what services or delivery mechanisms are lacking. This might be done through presentations at Rotary, Chamber, Lyon's Club, or other civic organizations.

Regardless of the ways used, a good One-Stop knows in advance what kind of information it needs, identifies the avenues for getting the information, synthesizes and analyzes the input, and turns the analysis into specific action to add services or change delivery techniques.

Supplemental Considerations

The above points describe a "good One-Stop." Supplemental considerations for *exceptional* One-Stops include:

➢ **Customer behavior (e.g., repeat usage) is tracked as an indicator of satisfaction.** Usage doesn't just mean tracking repeat job orders. An employer who isn't hiring has no need to place job orders. "Usage" should be defined more broadly to include workshop attendance, requests for labor market information, use of an employer resource room, borrowing videos on issues like working with individuals with disabilities, or seeking assistance in assessing and training incumbent workers. If an employer who is not hiring is *not* taking advantage of other services, it may be because there are no other services of value. The One-Stop should be seeking to develop those services that will attract consistent usage of the system.

➢ **Employer satisfaction is measured for both processes (services) and outcomes.** Processes may include telephone wait time, the ease of placing internet job orders, length of time required to get referrals on a job order, and so forth.

➢ **Employer satisfaction data is disaggregated by size and/or industry type.** The excellent One-Stop wants to know whether it is satisfying large employers but not small ones; if it is satisfying manufacturing employers but not health care employers. Being able to disaggregate satisfaction data assists the One-Stop in making targeted improvements rather than guessing at what factors are affecting satisfaction scores.

A Good One-Stop Manages Employer Services

Good One-Stops don't think of business services as a menu item. They consider it to be a key function and they *manage* it to ensure success. The industry leaders work hard at managing the process so they can control delivery and satisfaction.

Good One-Stops make employer services a clear priority in the One-Stop with dedicated staff time and resources supporting them. Making employer or business services a priority implies defining what those services are. Taking the occasional job order by phone on a catch-as-catch-can basis in between talking to job seekers doesn't constitute dedicated staff time. Even job fairs are often done more for the job seeker's benefit than the employer's benefit, and may not qualify as a true business service. A good One-Stop doesn't decide whether or not it has time to devote to business services. It *makes* time and doesn't sacrifice business services to other activities just because unemployment goes up or program funds are cut.

One-Stops demonstrate commitment to business services in multiple ways. A One-Stop can:

★ Identify staff who devote 100% of their working hours to business services. This is the surest method to making such services a priority. With 100% commitment, there is no danger that the business services staff will get bogged down in working with job seekers and let their business service hours slide.

★ Broaden staff exposure to the business community and its needs by doubling the number of staff who provide business services, but dedicating only 50% of each person's time. This has advantages for staff development and allows for "understudies" to be created who can step in when another team member is away or leaves employment.

★ Ensure advancement of business services by dedicating a pre-determined amount of team member time – say 80% – to direct employer interaction and budgeting the remaining 20% of the time to development of new services, research, interaction with job seeker service teams to share knowledge, creating partnership with employer groups such as chamber and trade associations, and so forth.

★ Budget resource beyond staff time. Resources may be needed for cell phones, laptop computers, mileage, membership fees, and other costs associated with on-site employer interactions. A good business services team member should rarely be in the office except when he/she is researching LMI for an account, making appointments, developing new services, or otherwise enhancing their interactions with employers.

One-Stops that manage employer services well do so in an integrated way. Employers served by these One-Stops perceive the system as having a single business services unit with which they can connect with a single phone call. In the Benchmarking study, all regions where employer services were considered successful operated with unified account representative systems. The account representatives may be organized in various ways, including mixes of geographic and industry specialists. The site from which they operate appears irrelevant, typically because most employer contacts are made either at the firm's offices or by telephone or electronic communication

Account representatives are sometimes located centrally and other times at One-Stop centers. One region chose to drive business services from the workforce board level. The staff were selected and hired by the board and report directly to the board. One business strategist was assigned to each One-Stop in the region and worked full time out of that office. A key staff person at the board level convened the strategists on a regular basis to convey board goals and priorities. Since the region had multiple operators for its many One-Stops, driving employer services through the board staff achieves consistency that might not otherwise be possible, and minimizes competition among the sites for employer customers.

In another community, the board required a focus on employer services but gave no further direction to the competitively procured operator about how that was to be accomplished. The operator used the opportunity to create its own business services division, with its own budget and dedicated staff. Under strong leadership from a former private sector entrepreneur, the division coordinates traditional "no fee" services with "for fee" services that address employer needs not otherwise possible within the constraints of the system.

In yet another region, several partners banded together to form a collaborative to manage One-Stop business services. Staff from several partner agencies work in unison under a single team manager.

Regardless of the management locus, business customer satisfaction with services appeared to be consistently stronger when a single, unified team worked cohesively to provide that service, rather than when several organizations provided their own services to employers in isolation. Whether done by employees of a single service provider, such as the workforce board or a single agency, or done by an integrated team involving staff from several partners, the key business rule is that a single account representative is authorized to work with the employer on behalf of the entire One-Stop center or system.

A One-Stop can:

★ Assign account representatives on the basis of geography. In a multi-county area, each account representative may be assigned one or more counties for which he/she is responsible. An advantage to this approach is that the representative can develop relationships with stakeholders that impact all industries in the local jurisdiction, including elected officials and chambers that represent multiple sectors.

★ Assign account representatives on the basis of industry sectors. One account representative may cover all biomed, health care, and environmental employers, regardless of location in the region. Another may focus on durable goods manufacturing and logistics. The advantage of this approach is that account representatives become more knowledgeable about specific industries and are better able to develop sector-based approaches to workforce development.

★ Assign staff from different partner agencies by sector. For example, a TANF partner may accept responsibility for working with the hospitality sector because more of their job seekers are placed in that industry than others.

Assigning account representative by geography or sector does not give anyone ownership of that locale or industry. All team members are still part of the same team, and they share information and support each other to the maximum extent possible.

Good One-Stops don't try to be everything to everyone; there aren't enough resources to go around. They target their efforts to specific community goals. Relationships are developed with employers who are economy-critical, rather than just employers who are easiest to serve. Account representatives use community audit information and direction from the WIB to make their target selections. The staff research the trends in the target sectors so they can talk intelligently with employers about their needs. They ask questions – and they listen. Staff are able to identify themes in what they hear from employers in key industries and use that to make service decisions in the One-Stop.

A One-Stop can:
- ★ Invest in memberships in trade associations and subscriptions to trade publications to keep business team members aware of current events and trends.
- ★ Develop a common tool for team members to use when they contact employers to solicit information that will give them key data about an industry in a format that allows information to be aggregated and analyzed.
- ★ Expect business team members to spend a required number of hours per year in developmental activities that will enhance their knowledge of an industry. This may even include job shadowing a number of occupations within an industry.
- ★ Annually re-evaluate their targeted sectors in partnership with the WIB. What economic events may have occurred that impact the business team's focus and priorities?

Relationship building is important to sales, as any private sector firm will tell you. A One-Stop may not be selling services for a fee, but it is marketing itself in an environment that includes temporary agencies, headhunters, and private internet job boards. It is because it does not have to sell to stay alive that the One-Stop can provide value to employers by playing a brokering role. Quality One-Stops have a passion for meeting employer needs, including finding other private and public sector providers who can do what the One-Stop can't.

Job seekers come and go, but employers are potentially on-going customers for life. By nurturing relationships, spending time with employers even when they aren't hiring, and finding ways to meet employer needs that are outside the One-Stop's realm of expertise, the business team ensures that the One-Stop becomes the employer's *first choice* rather than *last resort* when there is a workforce need.

> **A One-Stop can:**
> - ★ Host after-hours receptions for employers at the One-Stop.
> - ★ Require account representatives to call on key employers in person a requisite number of times per year.
> - ★ Leave something of value to the employer with every contact – be it targeted labor market data, an interesting quote, a list of relevant websites, or a pen or mousepad emblazoned with the One-Stop brand name and phone number.
> - ★ Create e-mail newsletters that are about issues of interest to employers, such as industry or economic trends, upcoming events like industry summits, initiatives in the community beyond the One-Stop, and so forth. Employers don't want to read about job seeker successes, program performance standards, or be sold to in a newsletter. A relationship is built by providing value to the employer.

Supplemental Considerations

The above points describe a "good One-Stop." Supplemental considerations for *exceptional* One-Stops include:

- ➢ **Niche markets served by One-Stop centers are identified/maintained.** A One-Stop must carefully consider its unique environment. In a large city with many competing providers, the One-Stop niche may be working with employers and job seekers on the first rung of a career ladder. This does not mean the One-Stop has no other role to play. For example, in the health care industry, the One-Stop may find its niche in recruiting and training licensed practical nurses (LPNs) and helping them develop career advancement plans that will lead to becoming a registered nurse (RN). A postsecondary institution with whom the One-Stop partners may occupy the niche of preparing RNs and working with hospitals to create human resource policies that foster pursuit of the RN license.

- ➢ **Data reflecting contacts, delivery of employer services, and outcomes is tracked, shared, and used to improve services and results**. The simple notations permitted in some automated job matching systems are usually inadequate for the job. With quality databases, partners in an excellent One-Stop are enabled and encouraged to read or add to the data, with the expectation that shared information will improve customer service and reduce duplicated efforts. The tracking systems cover such items as company name, address, phone and fax numbers, contact person name and e-mail address, federal identification number, standard industrial code, contact history including contact type, subject, date, location, name of contactor, case notes, and projected date of next contact; WARN data including date of notice,

number of affected workers, targeted lay-off date, Trade Adjustment Assistance/NAFTA eligibility, and willingness to participate in various school-to-work activities or work-based learning activities. One region that is heavily focused on fee-based services uses its database to track contracts for services, payments, and delivery of scheduled services.

A Good One-Stop Delivers Quality Services to Employers

As stated before, quality is what the customer says it is. A One-Stop that designs and delivers its business services to meet customer requirements is much more likely to be successful than one that creates a generic menu written in indelible ink, and then tells employers what they can get and how they can get it. In a statewide survey of employers in one midwestern state, nearly half (48%) of employer respondents said they had never been asked for input about the types of services offered. When asked what would be the one most important thing the One-Stop system could do for them, the answers included "Know what we are looking for by knowing our business," "More communication with business," "Proactive steps taken to identify needs," "Provide a product that meets expectations and has value over other options," "Provide prompt responses to our expressed needs," and "Understand the needs of an industry on an individual basis."

Attitudes are critical. Employers don't want to hear excuses (e.g., "we can't do that because we have no money; it is against our regulations; state policy won't let us; we don't have enough staff; what you want isn't one of our current services and it would take us six months to go through the process of developing it"). Good One-Stops never say "we can't"; they say "we'll find a way." That way may require brokering to other public intermediaries or finding another partner or provider who can address the needs. It may require using other intermediaries to fill an employer request immediately, while it pursues a slower process to develop a new capacity within the One-Stop itself.

A One-Stop in the Benchmarking study used private sector partners from the community to fill gaps for services for which it did not possess expertise. It brokered services to others while maintaining its position as a focal point for developing responses to employer needs. The staff hired for the business services unit came mostly from the private sector. They discovered that existing system staff did not possess the kind of entrepreneurial mindset and attitudes needed to be successful in working with employers. Attitude is as important, if not more important, than expertise.

A One-Stop can:

- ★ Create a team to create new services or new ways of delivering services in response to business needs.

- ★ Develop partnerships with small business administration assistance centers, local colleges, private training providers and recruiters, temporary agencies, and others. The business team members should know everything these other intermediaries can do. They should have personal contacts they can call upon for quick response.

- ★ Utilize a needs analysis tool in personal interactions with employers, then assemble a team made up of people both in and outside the One-Stop to create a response to the analysis.

- ★ Practice responding to employer needs. Use the private sector members of the board to propose scenarios, and then assess how the business team members respond.

- ★ Select business team members based on demonstrated entrepreneurial attitude and creativity. Evaluate them based not only on what they deliver, but how well they broker and bring in other intermediaries.

- ★ Ensure employer satisfaction tools ask for ratings of satisfaction with response time and staff attitudes.

The above description of a good One-Stop applies anywhere. In many cases, it may be appropriate for a One-Stop to develop fee-based services. A wide range of "no fee" services is possible in regions where allocations of federal program funds are sufficiently large to meet demand. Boards and operator staff in these regions express a preference for delivering the maximum variety of services possible without charging fees, although they admit they may be driven to fees in the future if funding becomes an issue. In the Benchmarking study, one workforce board felt there was enough to be done to improve the quality of existing services without expending time and energy on the development of "for fee" services. Another area that already had quality services simply didn't think there was any reason to pursue fee-based services, except as a last resort.

One area that has aggressively pursued fee-based services has done so for several reasons. First and foremost is meeting employer needs that were not being met in the community. As such, the services enhance the range of options available to employers to increase their productivity. It is an economic development strategy. Secondly, the effort establishes credibility with the employers. Since the operator can offer services for a fee and broker or subcontract for what they cannot deliver themselves, they never have to

say "no" or "we can't do that" to an employer. Further, employers tend to value more highly what they pay for.

A market analysis is required before developing fee-based services.   Are there gaps in the kinds of services available to employers in the community? Do employers need those services badly enough that they are willing to pay to have their needs met? Are they willing to pay enough to cover the cost of the activity?   Who else might be providing such services now? Is there any added value the One-Stop could provide to the service that would make it competitive with existing providers? Are the board and the cognizant state agencies comfortable with the One-Stop pursuing fee-based activities? Does the One-Stop have a means to receive and account for fees paid by employers? How will revenues in excess of cost be used? How will potential losses be covered?

A Good One-Stop Satisfies Job Seekers

Individual partner programs often measure satisfaction of their own participants. It may be a requirement of their federal funding source to satisfy a performance measure. It may be because a local fund manager wants to know how his/her program's particular set of services satisfies clientele so that improvements can be made. One-Stop staff may balk at inflicting yet another survey on customers, particularly when response rates can be low and the cost high.

However, the "joint" part of the joint venture is mostly the up-front, core services; the services that are provided before a program enrollment decision is ever made. The One-Stop can focus on quick, on-site feedback that addresses only the core services, and leave program-specific satisfaction to the individual programs.

Satisfaction tools can serve two purposes. The first, of course, is to determine satisfaction with what has already been delivered. The second is to seek input from customers on what *should* be offered.   In a survey of job seekers in one state, 73% of the respondents said they expected help in assessing their skills and understanding what jobs they were qualified for. Sixty percent thought someone should tell them what skills they need to improve in order to qualify for a better job, and 50% expected skills training.   It would be easy to simply dismiss such input due to lack of sufficient staff resources to assess three-quarters of the job seekers who come to the center, but there are other ways to learn from and work with this input. A major problem in many centers is that customers have no idea what to expect. There is no service menu posted, and it is not clear what services can be accessed at what point. A private sector practice is that customers first get an explanation of what they are going to get; then those services are provided to them; then

satisfaction levels are assessed to see if they got what they were told they would get in a timely and satisfying way. If customers see skills assessment in your brochures and then can't find it when they get there, they are likely to be unhappy. If they understand that skills assessment is available if they are unable to find work in a reasonable period of time or have certain barriers, *and* they request such assessment, *and* they know an appointment will be necessary, then their expectations can be adjusted.

Good One-Stops use multiple means of measuring center-wide satisfaction and listening to the customer.

★ A One-Stop can measure satisfaction with core services, staff attitudes, and the facility with limited burden. Every staff person who works one-on-one with customers should have a succinct set of questions to pose to the job seeker at the end of their time together. This method ensures the highest rate of response. While a customer may not be totally honest in responding face-to-face, if this is just one of several ways satisfaction is measured, it still can add substantial information to the full picture.

★ Some One-Stops use an opinion meter. Standalone meters are positioned in one or more places in the facility. Job seekers voluntarily answer a small set of questions – perhaps 3 – and the meter tallies them. One office reported minimal use of the meters. Usage may vary depending on location in the office and how and when customers are encouraged to use it.

★ Opinion cards can be provided all over the office with multiple drop-off boxes. Staff can hand customers cards at the end of each personal interaction. One office reduces the burden on both customers and staff by doing this on a sample basis. The cards and boxes are used one week out of every month. During that week, there is a general "blitz" to get job seeker feedback.

★ Focus groups are a tremendous addition to the multiple methods of measuring satisfaction. The focus group session can combine use of a written survey (which can be longer than one used daily in the office) with a facilitator posing pre-developed questions designed to dig deeper into why participants may have responded the way they did.

★ Several states and One-Stops around the country are using mystery shoppers to look at the One-Stop through customers' eyes. The U.S. Department of Labor recently funded a pilot that used mystery shoppers familiar with the One-Stop system and what it provides, as well as shoppers who were completely unaware of the system's existence. A key learning that came out of the pilot is that it is important to identify and define beforehand what aspects of the service and facility you want shoppers to explore, and agree on how those service features will be rated. Board members' family members could be inexpensive mystery shoppers, and provide interesting feedback to the entity responsible for overseeing One-Stop quality.

Regardless of the methods used, good One-Stops *act* on the input. Too often, customer satisfaction results sit on a shelf.

A good One-Stop has a process for regularly analyzing customer feedback and input from multiple sources on at least a quarterly basis, and creating recommendations and assignments to implement those recommendations. If 73% of the customers expect a skills assessment, a computerized, self-serve skill assessment should be made available and prominently advertised. If customers expect or need someone to interpret the assessment for them, the assessment should end with an opportunity to make an appointment with a counselor. If there are no counselors at the One-Stop, the customer should be able to print the assessment and be given a list of places in the community – both no-fee and those that charge a fee – where the assessment can be taken for consultation. In other words, a good One-Stop finds ways to meet customers' expectations.

All good One-Stops measure customer satisfaction at the center level and design their services and delivery strategies in consultation with the job seekers. *Exceptional* One-Stops may also:

> **Measure satisfaction for both processes (services) and outcomes.** They want to know not only that they met a customer expectation effectively, but that they did it quickly and professionally. When asked on a survey what was the factor most likely to make them unhappy with One-Stop services, only 15% of job seeker respondents said not getting a job referral, while 60% said rude or unhelpful staff. A state agency noted in looking across satisfaction results and comparing them to outcome results that a One-Stop that had one of the lowest placement rates in the state had one of the highest customer satisfaction rates. Customers are pleased by *good service* and staff who *ask for their input and listen* even if they don't find a job. Process counts!

> **Exceptional One-Stops gather enough demographic data** in their customer satisfaction tools to enable them to disaggregate findings by different customer groups.   Is the One-Stop satisfying the unemployed, but not the employed? Is it satisfying high school dropouts, but not college graduates? Are non-English speaking customers less likely to be satisfied than those who are fluent in English? Disaggregating the data can allow the One-Stop to target changes in operations for specific demographic groups.

> **An exceptional One-Stop also compares its levels of satisfaction with that of other public and private providers.** A survey or focus group question may be "have you ever used a temporary agency? A private employment agency? If so, how did their services compare to ours?" One state's job seeker survey revealed that 55% of respondents had

used a temporary agency to find work, and 14% had used outplacement firms.

A Good One-Stop Manages Job Seeker Services

It may be self-evident to say that job seeker services have to be managed, but One-Stops often manage *program* services rather than *job seeker* services. They may assume that all job seekers are Wagner-Peyser customers until otherwise proven eligible. In a good One-Stop, partners work together to ensure customer flow is efficiently designed and organized. They assume all job seekers are their potential customers until otherwise proven ineligible, so they have a vested interest in ensuring that all customers are served well. That's a major philosophical and attitudinal difference.

As described in the Benchmarking report, organizing the staff to manage job seeker services as a center rather than as individual programs can be done in different ways:

★ In the specialist approach, staff have unique service positions within the One-Stop. There may be staff who are fully dedicated to working the resource area, those who are consistently counselors or intake specialists, or those who specialize in a program such as WIA youth services. The specialist approach is the least integrated and least ideal, but it may be necessary when state policies inhibit multi-agency cost allocation. Sometimes, the One-Stop can only be as good as the state allows it to be.

★ When permissible, the generalist approach offers distinct advantages. The generalist follows a job seeker from resource room, to assessment, to enrollment in one or more programs, to follow-through. The customer has a single contact and a one-on-one relationship is developed. Advantages include a more seamless delivery from the customer's perspective, less staff burn-out, and reduced customer loss as they move from one referral point to another within the building.

★ A team approach can take the form of a functional team or case management team. A functional team is comprised of staff from multiple One-Stop partners who work on teams based on a specific services component. The most common is the business services team, but there are also resource room teams, job search teams, etc. The case management team approach is patterned after medical care, where a team of experts is assembled to meet the holistic needs of the patient. Several staff of different agencies with different functions in the One-Stop may meet regularly to assess a customer's case. Because the approach is fairly labor intensive, it works best in offices with smaller numbers of customers.

Part of managing job seeker services well is reducing bottlenecks and having contingency plans for periods of high traffic. Good One-Stops don't need a waiting area. The facility design fosters movement and ease of self-access, and there is always *something* constructive that a job seeker can be doing. Reading brochures while in the waiting area does not constitute constructive activity. Customers who have to do something bureaucratic, like filling out forms, should be directed to round work tables in the resource room, or to a classroom that is out of the general traffic flow, or sent to a kiosk or individual work station. The objective is not to let other job seekers walk in and immediately be faced with a line-up of other job seekers in a barren space, either unoccupied or doing routine paperwork. A facility that *looks* active is more likely to *be* active. An open, attractive, and professional center starts satisfying customers the minute they walk in the door.

A good One-Stop:

★ Looks inviting and organized because there are no lines and no waiting area. While playing a continuous loop orientation video in a reception area is better than nothing, better yet is to have a separate room designated as a "theater" where customers are sent for the express purpose of seeing the video. The video is not just an entertaining stop-gap measure used to cover the fact that what people are really doing is waiting; it has a purpose in overall client service design.

★ Tracks patterns of customer usage and makes staffing decisions accordingly to reduce any waiting times. If most people show up on Monday morning, the center uses flex time to open earlier on Mondays and increases the number of staff who are present (perhaps by drawing in staff from lesser used satellite locations, ensuring partners use that time for itinerant presence, or reassigning staff within the center from counseling to working the resource room).

★ Tracks local economic events and plans accordingly. If a large lay-off took place on Friday, the One-Stop center gears up for Monday morning. If the event is known about beforehand, the One-Stop makes plans to go on-site to deliver orientations, provide Internet access to register for work on laptop computers, and answer questions about unemployment. If the work-site itself isn't available, the One-Stop makes arrangements with a local organization to use their facility to expedite customer flow in order to keep crowds from forming lines in the One-Stop center. A key to effective customer flow that many One-Stops have discovered is moving Unemployment Insurance out of the building. As noted in the Benchmarking report, removing claims filing from the One-Stop is the biggest single lever of change in service focus and community image. UI drives a bureaucratic client flow, complete with ropes, lines, number systems, and waiting chairs. Contrary to frequently expressed fears, removing UI does not cause a drastic reduction in the number of customers. They still come in to register and look for work. Plus, a new clientele is attracted once the unemployment office stigma is dispelled.

★ Conducts process mapping of its client flow. Process mapping outlines how customers move through the One-Stop services, where and how decisions are made, who makes them, and what the options are for the next step. Staff review the maps together to identify potential bottlenecks, service gaps, inefficient decision making points, duplication of effort, and steps that add no value to the customer. Common questions to be asked include:

- Does the process promote errors or rework?
- Are there unnecessary (non-value-added) steps?
- Can activities be combined?
- Should some processes be automated?
- Can the number of decisions required be reduced without hurting the customer?
- Could activities run parallel rather than in a series?
- Is there a more effective means of transferring information or materials?
- Are there places where roles and responsibilities are unclear?

★ Uses well-constructed web sites, virtual resource rooms, and telephone systems to increase services available from customers' homes. This not only increases convenience for the job seeker, but reduces crowding and potential waiting at the center.

You cannot effectively manage what you don't measure. Managing job seeker services requires data on customer interactions, delivery of services, and outcomes.

There is more than one way to collect job seeker data. How it is done is not as important as doing it.

★ Many One-Stops have invested in swipe card systems. Job seekers are registered in a tracking database using minimal identifying information. Each time they use a service, their card is swiped. Managers can identify how many people use the resource room, and which resource room materials they used, allowing the One-Stop to invest more heavily in resources that are most popular. The system is also handy for tracking referrals between partners. That information can be used to correct a perceived lack of referrals, or to highlight the need for a certain partner to spend more time on-site if referrals are heavy.

★ One-Stops that can't afford swipe card systems have used paper systems. In one center, a resource room staffer carries a tally sheet around to note what resources customers are using and what kinds of questions they ask.

★ Some One-Stops use a sampling process where they may keep detailed paper records on service usage for one day a week, one week a quarter, or some other sampling basis.

A Good One-Stop Delivers Quality Services to Job Seekers

The resource room is the heart of the One-Stop. The Benchmarking study found that good One-Stops have well-equipped resource rooms that use customer-oriented, dedicated staff on a full time basis. There should be no barriers to use of the resources. This means:

➢ The resource room is in front where customers come in, not off to the side, in the back, behind the receptionist desk, or up the stairs. It is large enough that it can accommodate a peak load of users and customers can move around it easily.

➢ The resources are all in one place rather than spread throughout the building. Job seekers do not have to move from place to place to access everything and risk missing some resources all together.

➢ Internal signage is professional and easy to understand. There is clear and prominent signage for the job board, career videos, periodicals, area maps, fax/phone/and copier area, computers that are set up for work registration and that link to multiple job websites, computers that are set up for self assessments or tutorials, resume guides, workshop sign-up, and so forth. Customers may be greeted with a map that shows the physical layout of the various resources. The map may even be color-coded to match colors in signage and wall coverings to help customer negotiate the room more easily.

➢ Orientations are frequent, optional and encouraged, but no one is required to sit through one before being allowed to access the resources.

➢ Accommodations for individuals with disabilities are present in the form of workstations that are wheelchair accessible, large screen monitors, voice-to-print software, and so forth.

A One-Stop that has a large and well-stocked resource room will have little trouble with lines or wait times. There is always something of value that a job seeker can be doing.

Resource room staff must be well trained, knowledgeable about all the resources in the room, knowledgeable about all the programs and services in the center, and attuned to customer behaviors that may indicate a need for special attention or referral. As the heart of the One-Stop, this is the place where the highest caliber staff should be placed, not just convenient volunteers or program participants who staff it so the paid staff can do other work.

The One-Stop cannot be everything to everybody, so it needs lots of connections with other community services to ensure customers can access a comprehensive range of training and education services, and information about and referral to sources of related assistance.

One-Stops can be very creative in how they address a customer's holistic needs:

★ In one region, the One-Stop has a linkage with a local community clothes closet. The clothes closet provides attire suitable for interviewing to the One-Stop, which has a separate room for customers to "shop" and borrow what they need. This same center also obtains donations from local merchants to keep a cabinet of emergency supplies that includes baby formula and diapers, food, and personal hygiene items.

★ Many One-Stops have childcare areas where young children can be kept occupied while their parents use the facility's services. Toys are often donated or picked up by staff at garage sales. The area is staffed and may include career information geared to young children.

★ Yet another region partnered with a transportation entity, which actually became a partner on-site. Job seekers could find work and find a way to get to the job without leaving the building.

★ Centers that are unable to provide extended hours have partnered with libraries or community colleges to offer basic resource room services in the evenings or on weekends.

A Good One-Stop Designs and Manages the Center as a Business

Leadership

As in any business venture, leadership and management matter. Good One-Stops have a champion who cares about making the center work. Many times success has come from long-term relationships among the partners or with community leaders that allowed staff to focus on the customer instead of on protecting turf. There really is no adequate substitute for leadership. It cannot be legislated or created through policy. Regions that are not getting the quality or speed of One-Stop development they want should look to the board, operator, and partners first to determine whether the vision and the will is there to support a high performance operation. If leadership is not there, some changes may be in order.

Local workforce boards play a crucial leadership role. They can promote high quality through:

- ★ Using a collaborative approach to creating a vision for the system to inspire and achieve buy-in.

- ★ Collecting and interpreting workforce intelligence data that provides strategic direction and focus for the partners.

- ★ Chartering sites using a quality-based framework such as Baldrige, and not allowing sites to operate or use the brand name if they cannot achieve quality operations.

- ★ Requiring One-Stops to develop business plans that steer partners toward thinking about their markets, operational requirements, and management issues for the center as a whole rather than just their individual agencies and programs.

- ★ Maintaining an on-going quality dialogue with the operator that keeps the board's vision and expectations in the forefront. Good boards have a committee and/or staff liaison in regular contact with the operator.

- ★ Selecting an operator with leadership ability and entrepreneurial qualities. If the current operator entity or consortium cannot provide the level of leadership required, the board will either define a new consortium or competitively procure the leadership it needs.

- ★ Creating a board/operator agreement that includes obligations on both sides and spells out the roles each needs the other to play. A board's commitment to the operator may include:

  - Staff development

  - Technical assistance

  - Marketing of the brand name

  - Creating connections in the employer community

  - Centralized purchasing, if it is more efficient and cost-effective

  - Paying for a neutral manager who has no program responsibilities and can focus on the work of the center

  - Building new partnerships and relationships in the community

  - Grant writing to seek funds that expand One-Stop services and sustain the center

  - Working with state and federal agencies to remove barriers to integration.

- ★ Fostering a Memorandum of Understanding process that focuses on customers and their needs rather than on agencies and money.

The leadership of the One-Stop operator and partners is also critical to success. While long-standing and deep relationships are helpful, strong friendships do not necessarily translate into strong leadership if all the

partners are equally comfortable with the status quo. They must be equally interested in and committed to creating a high quality center.

Good One-Stop operators and partners demonstrate leadership by:

- ★ Involving frontline staff in visioning and planning.
- ★ Keeping the vision alive.
- ★ Conducting regular team meetings for making strategic decisions.
- ★ Having a tolerance for risk.
- ★ Empowering staff to create and implement new ideas.
- ★ Looking for ways to make things work rather than excuses for why they can't.
- ★ Modeling positive attitudes, collaboration, and customer focus for staff.
- ★ Learning from failure rather than laying blame.
- ★ Developing community relationships and using them to enhance One-Stop services.
- ★ Working in a positive manner with employee unions.
- ★ Creating new partnerships to bring more resources to bear on customer services.
- ★ Promoting the good of the One-Stop and the customer over the good of the agency and the program.

Good One-Stops enjoy strong board and operator leadership. *Exceptional* One-Stops benefit from local elected official support as well. Local elected officials can supply political clout to get things done, commit local tax dollars to sustaining the One-Stop, mediate turf issues, engage the One-Stop in economic development initiatives, link the center to community resources, and promote use of the system among constituents.

Management

Management of the One-Stop is closely related to leadership, although they are not the same thing. There are great leaders who cannot manage, and great managers who cannot lead. While the leader describes the destination and clears the path for getting there, good managers develop the map, find the best road, gauge the conditions, track progress, and keep looking for better paths.

Managers at good One-Stops:

- ★ Invest in and use management tools such as swipe card systems, integrated databases, or paper reporting systems; make mid-course corrections based on analysis of the data available.

★ Plan for and invest in staff development. Individual agencies usually provide some level of training for their staff, often focusing on developing knowledge or skills that are very specific to the task at hand or understanding of the rules of their funding source. In a good One-Stop, managers:

- Assess staff skills and assign staff accordingly. They don't assume that everyone has the right skills for the job. Business services team members need very different skills and aptitudes than case managers. Case managers need very different skills and aptitudes than trainers. Staff need to be assigned to functional teams and positions based on skills sets, not their content knowledge. Many One-Stops are finding that they can't reasonably use existing staff as business services team members because the right mind-set does not exist. They hire private sector people with pre-existing connections, experience, and aptitudes.

- Place high caliber staff in business-critical functions. Many One-Stops are finding that the greeter and resource room staffing functions are business-critical. The success of the venture depends on how well they assist and move customers. Short-changing these functions does not make good business sense.

- Invest in staff development across all programs. A functional team comprised of staff from a variety of agencies cannot have some trained and others not due to individual partner policies and budgets. Thinking creatively, some hire a trainer using funds from one program (a fixed cost regardless of the number of trainees) and then allow staff from other programs to participate. In a One-Stop that needed Microsoft Office training for all staff, the local community college agreed to provide the training with their instructors as part of their fair share of center costs. Good One-Stops have individual staff development plans and ensure the plans are carried out.

- Provide meaningful cross-training. In too many centers, cross-training consists of a one-time event where staff of each agency take turns talking about their rules, policies, eligibility requirements, and service menus. In the best One-Stops, cross-training is on-going. Methods of accomplishing cross-training include job shadowing, pretending to be an applicant and being guided through the process, and internships where a staff person might actually work in another program area for several days.

- Promote continuous improvement. Good centers perform annual self-assessments, seek third party evaluations, challenge staff to find better ways of doing things, and use data to determine whether changes have made an impact.

- Seek new partners that can expand delivery capacity. They may find they need a partnership with the literacy council, food pantry, Small Business Administration, library, transportation authority, temporary agencies, rehabilitation facilities, mental health clinics, Hispanic league, or other organizations that can address the One-Stop's unique customer base.

While the above describes a good One-Stop, *exceptional* One-Stops:

> **Have a neutral center manager that works for the One-Stop, rather than a single program.** Managing a program detracts from focusing on the needs of the One-Stop, can lead to conflict of interest, and can cost the manager credibility with partner staff. In some cases, the board may provide the funds for a neutral manager. In other situations, the partners all contribute resources toward hiring a neutral person. The partners determine the job description, interview prospects, and make the hiring decision. In one model, the neutral manager works *for* the One-Stop's management team and carries out duties at their direction. In another model, the hired manager is expected to establish the direction and provide the leadership needed to advance the One-Stop.

> **Recruit partners based on the value they add, rather than because they are mandated.** Not every partner belongs in the One-Stop. It may actually be preferable to have a partner accessible only through technology – if its physical presence would affect the image of the center, reintroduce lines or waiting chairs, or negatively impact existing partnerships among staff. If a partner is not willing to share in the vision and is not committed to the success of the One-Stop, it has no business being there until further development takes place to align its goals with the center's.

> **Utilize technology to maximize effective service delivery.** In one region, the TANF provider was a desirable partner, but unable to physically collocate in the center. Webcams have been planned at both the One-Stop and the TANF site. Customers will be able to meet with TANF workers in real time without having to travel to another site.

Business Planning

The best One-Stops manage using a *business plan* to define what work needs to be accomplished, how it should be done, and who is responsible. The business plan is a comprehensive tool that can be used to push thinking about One-Stops as joint ventures and not merely agency collocations into common facilities. The business plan reinforces the role of the One-Stop within an overall regional workforce development plan. Good One-Stops review and update their business plan on a regular basis. Common elements of a business plan include:

> Defining the Business

> Products and Services

> Marketing Plan

> Management and Organizational Structure

- ➢ Operational Plan
- ➢ Measuring Success
- ➢ Financial Plan
- ➢ Continuous Improvement Plan

A survey of One-Stop operators around the country who have been required to develop business plans found that most discovered it to be a useful tool for everyday management. Their comments included:

- ➢ "The business plan should be your operational guide to management structure, service flow, and measured outcomes. The plan should resolve any disputes over agency responsibilities and service structure."
- ➢ "The plan is the reference book for doing business throughout the year. The plan is looked at monthly by the One-Stop operator consortium to see if the goals established are being met. Also, to see if the partners are following through on their individual commitments for system support."
- ➢ "It is a good reference point to measure where we have come from and a guide of where we plan to head. The mission and vision process add value to our operation and bring together a focus."
- ➢ "We refer to it on a regular basis to keep our direction. We share it with staff and new partners."

Exceptional One-Stops include financial strategies in their business plan that go beyond cost sharing among the partners to pay for existing costs. The financial plan outlines how the center will secure funds to sustain and grow services to meet community needs. Revenue generation approaches may include securing new partners, developing proposals to obtain grants, and fee-for-service strategies.

Measurement

Measurement is key to good management. However, the Benchmarking study found that none of the One-Stops examined had yet implemented center-wide or system measures that were meaningful beyond some basic customer satisfaction measures. The reason was not for lack of will, but for lack of data tools and agreement as to what constitutes meaningful measures on a center-wide level.

There is widespread interest in center-wide performance measures, particularly among private sector board members, but such measures have been difficult to produce. A General Accounting Office (GAO) report dated February, 2002 entitled "Improvements Needed in Performance Measures to Provide a More Accurate Picture of WIA's Effectiveness" noted that "no

measures exist to assess how well the overall One-Stop systems are working." The GAO observed that performance measures for different programs cannot be combined to obtain an overall view due to differences in definitions, and that it is difficult to even get an unduplicated count of job seekers using the One-Stops. GAO reiterated this finding in their June, 2003 report, "One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed," when they commented "… no system-wide data exists by which to judge the success of various One-Stop approaches… There are no overall One-Stop performance measures."

Several states have struggled with One-Stop measurement, but very few have made any substantial progress. Even those that have implemented center-wide measures do not include every one of the mandated partner programs in the database.

Many progressive boards have moved to a *balanced scorecard* approach that includes "soft" indicators of success in addition to number counts and client outcomes. The scorecard indicators are linked to the board's strategic objectives for the region and its system. An example of a balanced scorecard from Lake County, Illinois follows:

Indicators that the One-Stop is Meeting the Economic needs of the COMMUNITY:	**Indicators that the One-Stop is satisfying CUSTOMERS:**
♦ Fill rate of non-managerial job openings for new employer customers in three key industry sectors: health, manufacturing, technology. ♦ Percent of target youth who have career plans for jobs in the three target industries. ♦ Number and percent of job seekers enrolled in training through any partner resource that prepares them for occupations in the target industries.	♦ Satisfaction of employers contacted by business teams in the three key sectors: • Satisfaction with single point of contact • Satisfaction with ease and simplicity of access • Satisfaction with ability to meet identified needs • Satisfaction with staff understanding of business needs • Satisfaction with referrals to other sources • Would they use the Job Center again • Were they made aware of Job Center services at time of initial contact ♦ Satisfaction of the emerging workforce for youth in the target group: • Satisfaction with career planning assistance • Satisfaction with their case manager relationship

Indicators that the One-Stop is Meeting the Economic needs of the COMMUNITY:	Indicators that the One-Stop is satisfying CUSTOMERS:
	• Satisfaction with networking opportunities • Satisfaction with the training they receive beyond a high school diploma or GED. ♦ Satisfaction of job seekers who are enrolled in training for occupations in the key sectors ♦ Annual job seeker focus group at each One-Stop
Indicators that the One-Stop is LEARNING AND GROWING:	**Indicators that the One-Stop is improving its internal BUSINESS PROCESSES and becoming more EFFICIENT:**
♦ Staff satisfaction ♦ Annual center-wide meeting ♦ Non-duplicated count of staff who participated in training of any kind and the number of staff certifications awarded ♦ Design and implementation of a center-specific certified One-Stop worker designation.	♦ Development of key service offerings through a joint business plan among the partners that identifies how, when, and what services will be developed to satisfy the needs of the target employers. The plan will result in: • 72 initial employer presentations. • Of the 72, twenty-four employers will receive follow-up. • Of those 24, twelve employers that had not used the One-Stop before will utilize a Job Center service. ♦ Bring in at least one new non-mandatory partner that fits a perceived gap in services.

The workforce board for Michigan Works! Centers in Jackson, Lenawee, and Hillsdale Counties identified measures for employer services, job seeker services, and community awareness:

➢ **Employer Services**
  ♦ Employer satisfaction
  ♦ Employer usage
  ♦ Repeat Employer usage

➢ **Job Seeker Services**
  ♦ Customer Satisfaction 1 (collected at the time services are rendered)
  ♦ Customer Satisfaction 2 (conducted three months following receipt of services)

- ♦ Average wage and benefits at placement (disaggregated by program and degree)
- ♦ Job Seeker Usage 1 (number of first-time job seekers using the One-Stop compared to previous year)
- ♦ Job Seeker Usage 2 (number of first-time job seekers categorized by program)
  - ➢ **Community Awareness**
    - ♦ Community awareness of One-Stop services (random sample survey)

Philadelphia's One-Stop measures include:

Outcomes for Employer Customers	Outcomes for Individual Customers
♦ Employer satisfaction	♦ Entered employer rate
♦ Repeat usage rate	♦ Individual customer satisfaction
♦ Market share	♦ Increased earnings
	♦ Training-related placements
	♦ Market share

Financial Viability	Internal Controls
♦ Diverse core funding	♦ Material audit findings
♦ External fundraising	♦ Spending variation
♦ Fee-for-service activities	♦ Customer/staff ratio
♦ Cost per customer	♦ Staff training/development

Marketing

Good One-Stops have a clear brand identity that the public knows and associates with quality. The brand name is particularly important when it can only be used by One-Stops that the board determines have met defined standards of excellence. When the name becomes meaningful, it also becomes desirable, and there is more motivation for partners to want to be part of the venture. Useful brand names are non-bureaucratic, short and convey what the center does. Examples are Career Link, Job Link, Work Source, WorkOne, and Michigan Works! Changing names when a One-Stop becomes a high performance, comprehensive center conveys to the public that this is no longer the unemployment office. To be of value, the brand name needs to be protected by a style guide in terms of color, font, usage, placement, and so forth in addition to being protected by its association with a quality operation. Investments have to be made in marketing the brand identity so the public becomes familiar with it. Memoranda of Understanding with partners should spell out how and when partners are expected to operate under the center brand, rather than their own.

In one region, the operator offers "logo wear" clothing to staff. The logo wear not only markets the name, but allows customers to distinguish the staff from other customers and ensures a professional appearance.

One state forbids the use of any name other than the One-Stop brand name on the building. In another, the partner agency names are permitted along with the brand, but they have to be smaller than the One-Stop name.

Some areas use marketing give-aways such as pens, mousepads, or coasters.

Protocols are needed for how staff answer phones in the One-Stop so that the brand name is always first.

One-Stop staff might have two business cards: one with the center's brand name for working with employers or "universal" job seekers, and another with their own agency name when working with enrolled participants or when working out of another office.

An **exceptional One-Stop** will not only develop, protect, and market a brand name for generic marketing to the general public, but will also develop marketing materials that are geared toward specific service targets.   There may be marketing strategies developed specific to employers in the health care industry; there may be strategies that target employers who are downsizing.   Marketing to job seekers will be different depending on whether the One-Stop is trying to attract people who are working, but at low wages, or trying to attract a particular ethnic group.

III. Critical Success Factors and Indicators (Summary)

All eleven of the critical success factors are central to success, regardless of state or local policy context. The specific indicators, however, may vary among environments. Indicators shown in italics are those that are basic and essential, and applicable to most or all One-Stops. Other indicators are "supplemental;" they are good to have, but not necessarily central to success.

Critical Success Factors for Employers

Critical Success Factor 1: Satisfy Employers

Core Indicators

➢ Employer satisfaction is measured at the center level, not the program level.

➢ Service design and delivery strategies are developed in conjunction with employers.

Supplemental Indicators

➢ Customer behavior (e.g., repeat usage) is tracked as an indicator of satisfaction.

➢ Employer satisfaction is measured for both processes (services) and outcomes.

➢ Employer satisfaction data is disaggregated by size and/or industry type.

Critical Success Factor 2: Manage Employer Services

Core Indicators

➢ Employer services are a clear priority in a One-Stop, with dedicated staff time and resources supporting them.

➢ Employer services are managed as a single function using account representatives or similar approach.

➢ Employer services staff are focused on and knowledgeable about industries and employers important to the local economy.

➢ One-on-one relationships with employers are developed and nurtured.

Supplemental Indicators

➢ Niche market(s) served by One-Stop centers are identified/maintained.

➢ Data reflecting contacts, delivery of employer services, and outcomes is tracked, shared, and used to improve services and results.

Critical Success Factor 3: Deliver Quality Services to Employers

Core Indicators

➢ Services are designed around customers' requirements, rather than generic in nature.

➢ A "never say no" attitude is prevalent among employer services staff (i.e., the staff find ways to address an employer's needs either by developing new services or finding another partner or provider in the community who can address the needs).

➢ Other public intermediaries are perceived by the One-Stop as partners, not competitors.

➢ A sense of urgency and commitment to work in "real-time" is evident.

Supplemental Indicators

➢ Fee-for-service activities that meet specific employer needs are offered when appropriate for the local market and environment within which the One-Stop operates.

Critical Success Factors for Job Seekers

Critical Success Factor 4: Satisfy Job Seekers

Core Indicators

➢ Customer satisfaction is measured at the center level, not the program level.

➢ Service design and delivery strategies are developed in consultation with job seekers.

Supplemental Indicators

➢ Customer satisfaction is measured for both processes (services) and outcomes.

➢ Variations in levels of satisfaction among different customer groups are tracked, examined, and acted upon.

> ➢ The center's customer satisfaction level is compared with that of other public and private providers.

Critical Success Factor 5: Manage Job Seeker Services

Core Indicators

> ➢ The center manages job seeker services as an integrated function or functions.
> ➢ The One-Stop center appears inviting, organized, and professional.
> ➢ Customer flow is efficient, enabling customers to get their needs met quickly.
> ➢ Peak loads are well-managed (strategies are in place).
> ➢ There are few physical barriers.
> ➢ Data reflecting customer interactions, delivery of services, and outcomes is tracked, shared, and used to improve services and results.

Critical Success Factor 6: Deliver Quality Services to Job Seekers

Core Indicators

> ➢ The resource room is the focal point for services and activity.
> ➢ Customers can access a comprehensive menu of training and education services and information about, and referral to, sources of related assistance (e.g., housing, transportation).

Critical Success Factors in One-Stop Design and Management

Critical Success Factor 7: Provide Leadership

Core Indicators

> ➢ The workforce investment board exhibits strong leadership.
> ➢ The One-Stop operator exhibits strong leadership.

Supplemental Indicators

> ➢ Local elected officials demonstrate support of the One-Stop system.

Critical Success Factor 8: Manage the Center and Staff

Core Indicators

➢ Front line staff and partners are involved in visioning and planning with the One-Stop manager.

➢ Regular staff development occurs.

➢ Investments are made in management tools.

➢ Continuous quality improvement processes are in place.

➢ Partnerships enhance services and delivery capacity, enabling the One-Stop to better meet customer needs.

Supplemental Indicators

➢ The center manager is neutral; i.e., he/she works for the One-Stop, rather than for a single program.

➢ Partners are recruited based on the value they add, or developed to maximize their effectiveness.

➢ Technology is used effectively to deliver and manage services.

Critical Success Factor 9: Develop a Business Plan

Core Indicators

➢ A center-wide business plan guides day-to-day operations and decision-making.

➢ The business plan is reviewed and updated regularly.

Supplemental Indicators

➢ Financial strategies are developed for sustaining and growing services to meet community needs.

Critical Success Factor 10: Measure Progress and Outcomes

Core Indicators

➢ Center-wide measures are used in center and program management, supported by integrated information systems to which multiple program partners have access.

Supplemental Indicators

➢ The center benchmarks its performance against that of other One-Stops and providers.

Critical Success Factor 11: Market the One-Stop

Core Indicators

- ➢ Clear brand identity exists or is under development.

Supplemental Indicators

- ➢ The One-Stop identifies and strategically pursues service niches.

IV. Policymakers' Guide to Using Critical Success Factors in Improving One-Stops

Introduction

Considerable materials have been produced over the years that address One-Stop quality. There have been guidebooks, self-assessments, case studies, survey results, and, of course, the Benchmarking report. This guidebook differs from the others in that:

➢ It is based on the Critical Success Factors identified in the Benchmarking study, and revised through analysis of other state and local quality criteria.

➢ It presents options and considerations for policymakers as they develop their own criteria, rather than assuming that one size fits all.

While the primary purpose of the guide is to assist state and local boards in the improvement of One-Stop centers and systems, a secondary purpose is to provide guidance for developing criteria that can be used in certification or chartering of centers. As used in the workforce development industry, a charter is an agreement between the WIB and One-Stop operator and affiliated sites that:

➢ Outlines roles and responsibilities of each party.

➢ Transfers certain privileges or authorities to the operator or affiliate as a result of meeting quality criteria outlined by the board.

The charter agreement is similar to the board/operator agreement, except that it goes a step further and requires that specified criteria for excellence be met. Additionally, the *process* of chartering is just as important in quality management as the charter itself. The process:

➢ Involves the WIB, the partners, and the community in establishing expectations of quality and clearly defines those expectations in the form of **criteria.**

➢ Frames a **quality dialogue** between the WIB and partner/affiliate that goes beyond a simple reporting of numbers and standards.

➢ Opens the door for **new providers and partnerships** to enter the delivery system since the focus is on meeting criteria rather than on who the providers are.

➢ Requires applicants to develop **business plans** that outline their business objectives, business practices, and operational plans.

Chartering has been used in the One-Stop career center environment for many years, although states and boards that use it are still in the minority. A

few states have mandated that workforce investment boards charter the One-Stops in their respective areas, notably North Carolina, Pennsylvania, and Indiana. Other boards have independently taken it upon themselves to charter One-Stops in order to improve the quality of operations and clearly communicate their expectations.

How This Guide is Organized

The guide provides policy considerations for core indicators; i.e., those indicators of success that are important in any context. The supplemental indicators identified in the previous section are those indicators that are of a higher level, and which may be contextual depending on local conditions. Ordinarily, you would not expect any supplemental indicators in a One-Stop that had not yet demonstrated core indicators.

The guide sets forth:

> ➢ The 11 critical success factors for One-Stops; e.g., satisfy employers.
> ➢ For each of the 11 success factors, the core indicators of that factor; e.g., employer satisfaction is measured at the center level, not the program level.
> ➢ For each core indicator, the kinds of questions policymakers need to consider when establishing their specific quality criteria; e.g., what is meant by center-level?
> ➢ A suggestion of what an excellent center may look like; e.g., employer satisfaction is assessed in multiple ways, which may include surveys, focus groups, and one-on-one interviews.

If a state or local board has already established quality criteria, it may find that existing criteria fit very well within these success factors and no additional action is needed. Or, the board may choose to expand or supplement existing criteria using the recommendations here. The matrix included on the www.skilledwork.org website of national organization, state, and locally developed criteria compared to the critical success factors clearly shows the alignment of the various definitions of success around the country, and how other boards have built detail around universal indicators.

If a state or local board has not yet defined quality criteria, this tool will help guide you through the process. Ideally, state and local boards should consider these issues *together*, with the state providing overall vision and direction and removal of state legislative and policy barriers, and the local boards designing specific, locally-relevant criteria within the broad policy direction provided by the state.

Critical Success Factors and Core Indicators

Critical Success Factor 1: Satisfy Employers

CORE INDICATOR 1. EMPLOYER SATISFACTION IS MEASURED AT THE CENTER LEVEL, NOT THE PROGRAM LEVEL.

Considerations for policymakers:

1. What is meant by center-level? Does it include any activity by any partners who participate at any time in the One-Stop, or only the activity of the programs that are on-site full time? (For example, if Job Corps comes once a month to recruit youth, are the employers with whom they work outside of the One-Stop environment included in satisfaction measures?)

2. Will satisfaction only address activity that happens in personal interactions, or does it include services like web-based interactions? If web-based, are those services within the control of the One-Stop (e.g., many employers will only access the system through the internet to place a job order, but the job order system is designed and managed by the state, not the One-Stop).

3. Will you include soft measures such as focus group results, or only hard measures, such as surveys?   What will those soft measures look like?

4. What are the components of satisfaction that will be measured (e.g., response time, staff attitudes, staff knowledge, quality of referrals, speed of referrals, follow-up to referrals, quality of customized training, etc.).   How do those components relate to what employers have described as the satisfaction elements that are most important to them?

5. How will you accommodate a variety of options for managing employer services? For example, if employer services in a local area are contracted to an entity outside the One-Stop or centrally managed by the WIB, how does that impact quality assessment considerations for the One-Stop as it relates to satisfying employers?

6. What are the points at which satisfaction will be measured? Annually or more frequently? At time of contact, within a certain number of days of service delivery, or at completion of services? What constitutes completion of services?

7. Will all employers' satisfaction be measured? A random sample? Only for employers in targeted industries? Only for employers who received specific services?

8. Who will conduct measurements of satisfaction? How will they be financed? Is the proposed measurement feasible and affordable, or do other methods need to be found?

In an excellent center:

➢ All mandatory partners use the same employer satisfaction tools, so results reflect the collective performance of the One-Stop rather than any individual program

➢ Employer satisfaction is assessed in multiple ways, which may include surveys, focus groups, and one-on-one interviews.

➢ A process is in place for regularly analyzing the results and acting on the analysis. Partners are involved in the analysis and action decisions.

CORE INDICATOR 2. SERVICE DESIGN AND DELIVERY STRATEGIES ARE DEVELOPED IN CONSULTATION WITH EMPLOYERS.

Considerations for policymakers:

1. What is the expectation for consulting with employers? Is contact with employers on the WIB enough, or does the One-Stop need more?

2. Are multiple methods of consulting with employers expected? For example, focus groups, one-on-one interviews, surveys, etc. If so, how many employers and how often?

3. Is there an expectation that consultation with employers includes those who do not currently use the One-Stop? Does it include all employers, or just those most likely to use One-Stop services?

4. How will you determine whether there is a link between what employers say they need and what the One-Stop offers? What evidence are you looking for?

5. If the WIB is the source of consultation with employers based on local decisions regarding management of employer services, how does that impact the certification criteria for One-Stops?

In an excellent center:

➢ The center's menu of employer services is based on what employers say they need.

➢ Services are delivered in ways that employers say works best for them.

➢ The One-Stop actively seeks out employer input into design and delivery through multiple means, which may include focus groups, one-on-one interviewing, and surveys.

➢ Information gathered to measure employer satisfaction is used in design and delivery strategies.

➢ Input is sought from employers in a variety of industries, from employers of a variety of sizes, and with a variety of types and levels of occupations.

➢ Input is sought from employers who do not currently use the One-Stop.

Critical Success Factor 2: Manage Employer Services

Core Indicator 1. Employer services are a clear priority in the center with dedicated staff time and resources supporting them.

Considerations for policymakers:

1. What exactly is an "employer service" so that dedicated staff know what falls within the umbrella of their dedicated time?

2. What is dedicated staff time? Does it have to be full time dedication, or can there be a larger number of people, each with a certain amount of dedicated hours?

3. How much dedicated time and resources is enough? Will it be determined based on a proportion of all center staff, or percentage of all number of hours worked by any partner in the center, or percentage of funds allocated to any partner who spends any time in the center?

4. Do the dedicated staff have to be located in the One-Stop? Do they have to be specific to the One-Stop, or can they work for multiple centers or operators (and thus not be full time for any one center)?

In an excellent center:

➢ There are business services staff whose primary responsibility is meeting the needs of business.

➢ Funds are identified in the One-Stop budget to support business services, not only in terms of staff time, but also in postage, travel, database support, etc. There is a rationale for the amount of time or staff that is dedicated to business services compared to job seeker services.

➢ When resources are reduced, business services is not considered an expendable luxury. If at all, business services' budget is reduced only in proportion to reductions in job seeker services.

Core Indicator 2. Employer services are managed as a single function using account representatives or a similar approach.

Considerations for policymakers:

1. What does it mean to be "managed as a single function?" Is there one person designated as manager or team leader for the team? What level of management authority does that person need to have to say it is managed as a single function?

2. If one partner volunteers to provide all the employer services staff, the service will be managed as a single function, but only include staff from one partner. Is that acceptable, as long as it is a single function?

3. If other partners are required to participate on the team for it to be considered a quality team, what level of participation is expected? From how many partners? What if they don't have the resources to participate?

4. If partners participate on a business services team while they are in the One-Stop, but also maintain employer service functions apart from the team back in their home office, is that acceptable? If the operator cannot control what partners do back at their home offices, resulting in management as a 'multi-function,' will that have any impact on whether the One-Stop can get certified?

5. For the approach to be considered a single function, do the team members have to use identical business cards and stationary?

In an excellent center:

➢ A business services team exists that is made up of dedicated staff from any partner that works with employers.

➢ There is one manager or team leader who oversees the business services function, regardless of how many partner agencies participate on the team or in the One-Stop. The manager can make assignments and deploy staff as needed to meet employers' needs. The manager can expect staff to develop certain skills and can remove staff who do not have those skills from the team.

➢ The functional team is organized using an account representative approach. The team members have geographic and/or industry specialties, and they are the primary contact point for employers in that industry or geography.

Core Indicator 3. Employer services staff are focused on and knowledgeable about industries and employers important to the local economy.

Considerations for policymakers:

1. Whose responsibility is it to identify economy-critical industries and employers? If it is the WIB's responsibility, how will that impact the certification decision for the One-Stop if the WIB has not done its job?

2. What evidence will you look for that demonstrates that an analysis substantiates the industries and employers selected for focus?

3. What do you expect staff to know and understand about specific industries or specific employers? How do you anticipate they will collect data to add to that knowledge?

In an excellent center:

➢ Business services staff keep up-to-date on the economic trends that affect their region and industries, including the broad picture, not just their geographic or industry specialties.

➢ Staff don't scatter their efforts. They pay the most attention to employers in the industries that are most critical to maintaining and growing the local economy. This decision is based on labor market data.

➢ Staff work with economic developers to share information and insights, and align industry targets.

➢ Business services staff add to the One-Stop center's general wealth of knowledge by summarizing and sharing key issues they learn about from data, reading, and personal contacts.

Core Indicator 4. One-on-one relationships with employers are developed and nurtured.

Considerations for policymakers:

1. Does one-on-one imply one person assigned to one employer, or can there be a team of two or more assigned to an employer that collectively develop a relationship?

2. How should relationships be nurtured? Is there an expectation for a certain number of contacts with an employer in a given time period? Can the contacts be by phone or e-mail? How many, if any, have to be in-person?

3. Is there a back-up plan for when the person who has built the relationship with the employer is not available?

In an excellent center:

➢ Business services staff spend more time at employers' places of work than they do at the One-Stop.

➢ Visits and relationships are maintained even when an employer has no job openings. There are other services the One-Stop can provide.

➢ Employers know their account representative by name, and business team members know their accounts by name.

Critical Success Factor 3: Deliver Quality Services to Employers

Core Indicator 1. Services are designed around customers' requirements, rather than generic in nature.

Considerations for policymakers:

1. What is the difference between a generic and a customized service?

2. How far can the One-Stop go in developing customized services before it becomes cost prohibitive?

3. How are customer requirements defined? Is there a format or protocol?

See: "Service design and delivery strategies are developed in consultation with employers."

In an excellent One-Stop:

➢ Core employer services are a starting point, not the end point, of service design.

➢ Staff use a prescribed format and protocol for eliciting information from employers about their design requirements.

➢ Staff have a process for turning design requirements into service delivery mechanisms.

See: "Service design and delivery strategies are developed in consultation with employers."

Core Indicator 2. A "never say no" attitude is prevalent among employer services staff (i.e., the staff find ways to address an employer's needs either by developing new services or finding another partner or provider in the community who can address the needs).

Considerations for policymakers:

1. What would a "never say no" attitude look like in reality? What behavior would lead an employer to agree that the staff express this attitude?

2. Are there any state or local policies among any of the partners that could potentially impact this attitude being evident (e.g., prohibitions

against staff bringing in a for-profit private sector partner from the community)? Is it really a policy issue, or is it a staff interpretation issue? If it is a real issue, how can the policy be changed?

In an excellent One-Stop:

➢ Staff see themselves in a broker role. The idea is to meet employers' needs, not to be the sole source of services.

➢ Staff approach an employer believing they are there to meet the employer's needs, not to "sell" their own services.

➢ Even if a One-Stop provides a certain service – like job matching – staff will encourage an employer to use other, non-One-Stop services if another entity can meet the employer's needs better than the One-Stop can. For example, if staff know that their database of job seekers is unlikely to generate sufficient matches for an employer seeking a highly specialized set of skills, they may refer the employer to specialty job boards on the internet.

Core Indicator 3. Other public intermediaries are perceived by the One-Stop as partners, not competitors.

Considerations for policymakers:

1. Who are the other public intermediaries? Which ones are appropriate for the One-Stop to partner with, considering the local priorities and customer base? (Other public intermediaries may include schools, public assistance offices, economic development entities, etc.).

2. What level of partnership is possible? How do other intermediaries perceive the One-Stop? As a partner or a competitor? If the One-Stop is perceived as a competitor, why is that so?

3. Who should take responsibility for developing new partnerships in the community? What are the roles of the board versus the One-Stop?

In an excellent One-Stop:

➢ The roles of the board and the One-Stop are clearly spelled out in a board/operator agreement.

➢ Staff take time to identify, learn about, and develop personal relationships with other public intermediaries.

➢ Staff not only develop partnerships between the One-Stop and other intermediaries, but also foster partnerships among the intermediaries themselves.

Core Indicator 4. A sense of urgency and commitment to work in "real time" is evident.

Considerations for policymakers:

1. What would a sense of urgency and commitment look like in reality? What behavior would lead an employer to agree that the staff express this commitment?

2. Are there any state or local policies among any of the partners that could potentially impact fast service (e.g., a requirement that un-empowered staff run everything that is not generic through a hierarchy of decision making)?   Is it really a policy issue, or is it a staff interpretation issue? If it is a real issue, how can the policy be changed?

In an excellent One-Stop:

➢ Staff are empowered to make decisions on the spot (within broad parameters) in order to meet a customer's needs.

➢ Staff don't tell an employer in a hurry that his/her job order has to be held for 48 hours before it gets openly posted.

➢ Staff will "go the extra mile" to satisfy their customers. This may include working on a weekend or in the evening to get the job done.

➢ Staff have the tools they need while in an employer's place of business to fulfill the sense of urgency (e.g., cell phones, laptops loaded with appropriate tools, information at their fingertips).

Critical Success Factor 4: Satisfy Job Seekers

Core Indicator 1. Customer satisfaction is measured at the One-Stop level, not the program level.

Considerations for policymakers:

1. What is meant by "center-level?" Does it include any activity by any partners who participate at any time in the One-Stop, or only the activity of the programs that are on-site full time? (For example, if vocational rehabilitation comes once a week to serve individuals with disabilities, are the participants with whom they work outside of the One-Stop environment included in satisfaction measures?)

2. Will satisfaction only address activity that happens in personal interactions, or does it include services like web-based interactions? If web-based, are those services within the control of the One-Stop (e.g., many job seekers will only access the system through the internet, but

the job matching system is designed and managed by the state, not the One-Stop).

3. Will you include soft measures such as focus group results, or only hard measures, such as surveys? What will those soft measures look like?

4. What are the components of satisfaction that will be measured (e.g., staff attitudes, staff knowledge, accuracy of information provided about the job, speed of service in the One-Stop, quality of resource room materials, etc)? How do those components relate to what job seekers have described as the satisfaction elements that are most important to them?

5. How will you accommodate a variety of options for managing job seeker services? For example, if intensive services in a local area are contracted to an entity outside the One-Stop, how does that impact quality assessment considerations for the One-Stop as it relates to satisfying job seekers?

6. What are the points at which satisfaction will be measured? Annually or more frequently? At time of contact, within a certain number of days of service delivery, or at completion of services? What constitutes completion of services?

7. Will all job seekers' satisfaction be measured? A random sample? Only for job seekers s in targeted demographic groups? Only for job seekers who received specific services, such as a resume workshop?

8. Who will conduct measurements of satisfaction? How will it be financed? Is the proposed measurement feasible and affordable, or do other methods need to be found?

In an excellent One-Stop:

➢ All mandatory partners use the same job seeker satisfaction tools, so results reflect the collective performance of the One-Stop, rather than any individual program. The common process may only be for a certain set of services, such as core services, while partners continue to use their own tools for individuals who enroll in their programs for more intensive services.

➢ Job seeker satisfaction is assessed in multiple ways, which may include surveys, focus groups, and one-on-one interviews.

➢ A process is in place for regularly analyzing the results and acting on the analysis. Partners are involved in the analysis and action decisions.

Core Indicator 2. Service design and delivery strategies are developed in consultation with job seekers.

Considerations for policymakers:

1. What is the expectation for consulting with job seekers?

2. Are multiple methods of consulting with job seekers expected? For example, focus groups, one-on-one interviews, surveys, etc.? If so, how many job seekers and how often?

3. Is there an expectation that consultation with job seekers includes those who do not currently use the One-Stop? Does it include all job seekers, or just those most likely to use One-Stop services?

4. How will you determine whether there is a link between what job seekers say they need and what the One-Stop offers? What evidence are you looking for?

In an excellent One-Stop:

➢ The One-Stop's menu of job seeker services is based on what job seekers say they need.

➢ Services are delivered in ways that job seekers say works best for them, and there may be a variety of delivery methods to satisfy different delivery preferences.

➢ The One-Stop actively seeks out job seeker input into design and delivery through multiple means, which may include focus groups, one-on-one interviewing, and surveys.

➢ Information gathered to measure job seeker satisfaction is used in design and delivery strategies.

➢ Input is sought from job seekers in a variety of ethnic groups, employment status, educational backgrounds, age levels, and occupational backgrounds.

➢ Input is sought from job seekers who do not currently use the One-Stop.

Critical Success Factor 5: Manage Job Seeker Services

Core Indicator 1. The One-Stop manages job seeker services as an integrated function or functions.

Considerations for policymakers:

1. What are the identifiable functions in serving job seekers that must be managed (e.g., self-service, intake, assessment, case management,

training, follow-up)? Should each function be managed independently, or managed collectively as "job seeker services?"

2. Who actually manages the function? Can the function manager manage across multiple program staff? If not, why not? Are there state or local policies that prohibit functional management, or is it a matter of staff perception? If the issue is real, what can be done to change the policy?

3. How should the functional manager be accountable for performance? How do you determine whether an individual function is managed well?

In an excellent One-Stop:

➢ Key functions have been identified and there are "process champions" or managers for business critical functions.

➢ Each function is managed as a whole for the One-Stop. While a manager may have to manage across the rules of various programs, the overall function is still considered a single process.

➢ The role of the functional manager has been defined. The functional manager provides day-to-day supervision of all staff who perform the function, even though formal supervision (hiring, firing, appraisal) may be done by an agency supervisor of record. The formal supervisor confers with the functional manager in writing performance appraisals.

Core Indicator 2. The One-Stop appears inviting, organized, and professional.

Considerations for policymakers:

1. What should be the standards for an inviting and professional appearance? What are the implications for internal signage, furniture, flooring, wall coverings, wall hangings, lighting, layout, visibility of staff personal items, and staff dress code? How will you define these standards in a way that staff can translate into action?

2. Are there individual partner agency policies that may conflict with raising One-Stop standards? If so, how can those policies be changed?

3. Is there an expectation for a facility manager or facility committee? Who is accountable for problems with the appearance of the One-Stop?

4. If funding is required to upgrade the One-Stop to meet professional standards, where will the funding come from? What should be the responsibility of each partner in enhancing the appearance of the One-Stop?

5. Is the building itself an issue? Is the site not amenable to upgrading? If so, what will be required to identify a better facility and gain support and funding for the move? What are the "specs" needed for the new facility? How will the location for the new facility be determined in a customer-focused way?

In an excellent One-Stop:

➤ The appearance compares favorably with other public venues, such as libraries and with private sector sites.   Customers cannot come in and immediately identify the center as a "government unemployment office."   The appearance of the One-Stop is such that any staff or board member would be happy to refer one of his or her family members.

➤ The space appears clean and open as customers gaze across it.

➤ A facility team comprised of staff from all partners sets agreed upon standards that everyone buys into. The team develops its own internal policing so that managers don't have to.

➤ Staff are distinguishable from the customers by name tags. The facility team may also set standards for staff attire and rules of behavior, which may include: no cell phones while in the building; no eating in public view; no chewing gum while talking to customers; all customers greeted by name, if known.

Core Indicator 3. Customer flow is efficient, enabling customers to get their needs met quickly: peak loads are well managed and there are few physical barriers.

Considerations for policymakers:

1. How accessible is the facility? Is the One-Stop not just ADA compliant, but also ADA friendly? What standards should be set beyond the minimum required for accessibility and user-friendliness for all customers?

2. What should be the expectations for "wait times?" How might customers be occupied through a variety of options to minimize or eliminate wait times?

3. Are contingency plans in place for when customer numbers peak? What should be the trigger points for setting a contingency plan in place?

4. Where are the potential bottlenecks? (e.g., only one person has the authority to approve training plans and a large local lay-off will cause many people to be seeking training in a short time period).   How can

bottlenecks be eliminated? What expectations might be described for eliminating bottlenecks?

5. How can expectations be set for enabling customers to get their needs met quickly without making a perverse incentive to get customers out the door before all their needs have been addressed? Are there state or local policies or measurements that motivate staff to short-change customers (e.g., counseling sessions can't last longer than 10 minutes, or customers may use the computer for only 20 minutes, etc.).   If such policies exist and they conflict with good customer service, how can those policies be changed?

In an excellent One-Stop:

➤ Customers can flow freely through public areas without having to get permission from staff people to utilize various self-service options.

➤ Contingency plans are in place, not only for when customer loads peak, but also for when various staff are sick or on vacation.

➤ There is no staff person who is the single repository of knowledge for a given program or service; everyone has a "back up."

➤ Process mapping has been used to identify potential bottlenecks, and decision-making processes are changed to reduce the problem.

➤ Customers do not have any down time. If they have to wait for an appointment or for a workshop to start, there is always something for them to do and someone to guide them in doing it. Any necessary wait times are tracked for frequency and length; staff try options to reduce wait times and measure again to see if their strategies have been effective.

➤ Efficiency is not equated with hurrying customers.

Core Indicator 4. Data reflecting customer interactions, delivery of services, and outcomes is tracked, shared, and used to improve services and results.

Considerations for policymakers:

1. What kind of data systems are in place that can track customers across all programs? Can center-wide data be generated so that it can be managed?

2. What is the minimal data that should be tracked to enable the One-Stop to manage against objectives? If there is no unified tracking system, are there state or local policies among the partners that would prohibit implementing such a system? How can those policies be changed?

3. What should be the expectation for review and action on the data? What continuous improvement strategies and plans should be evident?

In an excellent One-Stop:

➢ Unduplicated counts of total center customers are possible, as well as unduplicated counts of which services customers use and how often they use them.

➢ Outcomes are compared to service strategies. For example, are people who receive orientations more likely to return? Are people who participate in interviewing workshops more likely to get a job than those who don't?

➢ A management team convenes at regular intervals to review the data and discuss the implications for service delivery. Changes in the service mix or service sequence are made and results are measured again.

➢ Meeting performance standards is never good enough. Staff continually use data to improve over prior performance

Critical Success Factor 6: Deliver Quality Services to Job Seekers

Core Indicator 1. The resource room is the focal point for services and activity.

Considerations for policymakers:

1. Are there state minimums for resource room content, staffing, and activity? To what degree can a local WIB "raise the bar" by adding to the state minimums?

2. Does the facility lend itself to a prominent, up-front, easy-to-access resource room where all self-serve resources are gathered so that customers can readily find and access all services? If not, are there barriers to changing the facility? If so, what steps need to be taken to find a new facility? What "specs" should there be for the resource room in the ideal facility?

3. What should be the expectations for obtaining customer input on resource room content, services, and layout?

4. Is there value to using a mystery shopper to explore the resource room (and the rest of the One-Stop!) to provide feedback on its utility and accessibility?

In an excellent One-Stop:

➢ The resource room is the heart of the One-Stop. It is the first thing the customer sees when he/she walks in the door, and the customer is repeatedly reintroduced to it during his/her service period.

➢ The customer can access all "self serve" resources in a single area, without having to roam through the center.

➢ All services and materials of the resource room are clearly marked and easy to use. Resources are available in multiple media, in more than one language, and in ways accessible to individuals with disabilities.

➢ Arrangements are made with local schools to take students on field trips to the resource room so they learn to view the One-Stop as a resource for their career planning.

➢ The resource room is staffed at all times with sufficient personnel to provide attention as needed to customers. Contingency plans are in place to shift staff to the resource room when usage is heavy.

➢ Resource room staff are highly knowledgeable of all the materials in the room.

Core Indicator 2. Customers can access a comprehensive menu of training and education services and information about, and referral to, sources of related assistance (e.g., housing, transportation).

Considerations for policymakers:

1. What are the minimums for a "comprehensive menu?" What public and private training and education services should be included that are not part of the One-Stop system?

2. How should customers be able to view or access the menu? Should it exist in multiple formats? What format or formats should be used?

3. Should there be minimum expectations for a referral mechanism to sources of assistance both in and out of the One-Stop? What are the minimums?

4. Should there be minimum expectations for resource mapping to identify community resources?

5. What level of knowledge should staff have about the comprehensive menu? Which staff need that knowledge, and how can it be attained?

In an excellent One-Stop:

➢ Resource mapping has been done to identify education, training, and supportive service resources in the region, and surrounding regions, in

recognition of the fact that people live and work without regard to artificial workforce area boundaries.

➤ The resource inventory is organized at a minimum by county, but wherever possible by city or town.

➤ Geographic mapping has been done so both customers and staff can visualize at a glance where certain resources are physically located in relationship to the One-Stop, or in relationship to where they live.

➤ Staff compare the physical location of resources to the density of where customers live, work, or conduct business to determine if there are gaps or barriers in accessibility. Physical locations are also plotted along public transportation routes.

➤ Resource inventories are available on an interactive website that allows customers and staff to search for a resource by type and location.

➤ Resource inventories include access information; i.e., the process and requirements for eligibility

➤ Resources available within the One-Stop itself are prominently posted as a menu, perhaps as a menu board. The resources are not identified by funding stream or agency name, but by what the service actually *is* in a way that customers would recognize and find meaningful.

➤ Formal referral mechanisms are in place both internally and externally to ensure customers do not "fall through the cracks" in moving from one resource to another.

Critical Success Factor 7: Provide Leadership

Core Indicator 1. The workforce investment board exhibits strong leadership.

Considerations for policymakers:

1. What should be the expectations for the WIB to demonstrate leadership with regards to the One-Stop? What would be evidence of that leadership?

2. What should be the expectations for the WIB to demonstrate leadership in working with local elected officials, particularly with regards to establishing criteria and certifying One-Stop centers?

3. How should the board model "high quality" itself? What are the characteristics of a high quality board?

4. How does the board evidence leadership without crossing over into operations?

5. How do you clearly separate the roles of the WIB and the One-Stop operator and partners? What should be the minimum content of a board/operator agreement?

6. Will the board certify or charter One-Stops for excellence? If so, how will the criteria be established? What are the expectations for including the partners in setting the criteria? How will the actual application and review processes be handled? Will satellite or branch offices also be certified or chartered? How will their service minimums differ from that of the comprehensive One-Stop?

7. What is the board's authority for corrective action – up to and including closure – for One-Stops that do not meet or maintain quality expectations? Is there a date by which all centers must be certified or chartered?

8. How will high quality One-Stops be designated as such to the public? Through a brand name? Through a "star" system? A certificate on the wall? How will it be marketed?

9. What are the state and local board roles for overseeing the quality of the One-Stop? How are those roles defined?

10. What center-wide and/or system-wide performance measures will be established? How will those measures be linked to the board's strategic goals for the region? What will be the incentives for exceeding expected performance? Will there be any sanctions for poor performance? How will incentives and sanctions apply across the center and all partners?

11. Are there any state policies that limit the authority or oversight ability of the WIB to promote high quality? If so, how can those barriers be removed, or perceived barriers overcome?

12. How should the state address the issue of boards that fail to attain high quality themselves? How can the state and local boards work collaboratively to define high quality boards and outline the applicable incentives and sanctions?

In an excellent One-Stop, the workforce investment board:

➤ Uses a collaborative approach to creating a vision for the system to inspire and to achieve buy-in.

➤ Collects and interprets workforce intelligence data that provides strategic direction and focus for the partners.

➤ Charters or certifies sites using a quality-based framework such as Baldrige, and doesn't allow sites to operate or use the "brand name" if they cannot achieve quality operations.

> ➢ Requires One-Stop centers to develop business plans that steer partners toward thinking about their markets, operational requirements, and management issues for the center as a whole rather than just their individual agencies and programs.

> ➢ Creates a balanced dashboard of center-wide performance measures that are linked to the board's strategic direction.

> ➢ Maintains an on-going quality dialogue with the operator that keeps the board's vision and expectations in the forefront. Good boards have a committee and/or staff liaison in regular contact with the operator.

> ➢ Selects an operator with leadership ability and entrepreneurial qualities. If the current operator entity or consortium cannot provide the level of leadership required, the board will either define a new consortium or competitively procure the leadership it needs.

> ➢ Creates a board/operator agreement that includes obligations on both sides and spells out the roles each needs the other to play

> ➢ Fosters a Memorandum of Understanding process that focuses on customers and their needs, rather than on agencies and money.

Core Indicator 2. The One-Stop operator exhibits strong leadership.

Considerations for policymakers:

1. What are the characteristics of strong operator leadership? What would be evidence of that leadership?

2. How should the operator be expected to model leadership for the other partners?

3. How do you clearly define the role of the operator, separate from that of the partners? How do you define accountability of the operator and that of the individual partners?

4. What does "staff empowerment" look like in reality? Are there any state or local policies that negatively impact staff empowerment? If so, how can those barriers be removed?

In an excellent One-Stop, the operator:

> ➢ Involves frontline staff in visioning and planning.
> ➢ Keeps the vision alive.
> ➢ Conducts regular team meetings for making strategic decisions.
> ➢ Has a tolerance for risk.
> ➢ Empowers staff to create and implement new ideas.

- ➤ Looks for ways to make things work, rather than excuses for why they can't.
- ➤ Models positive attitudes, collaboration, and customer focus for staff.
- ➤ Learns from failure rather than laying blame.
- ➤ Develops community relationships and uses them to enhance One-Stop services.
- ➤ Works in a positive manner with employee unions.
- ➤ Creates new partnerships to bring more resources to bear on customer services.
- ➤ Promotes the good of the One-Stop and the customer over the good of the agency and the program.

Critical Success Factor 8: Manage the One-Stop

Core Indicator 1. Front line staff and partners are involved in visioning and planning.

Considerations for policymakers:

1. What are the minimum expectations for frontline staff and partner involvement? Who are the frontline staff? Are they only staff at a certain level and above? Does it include clerical workers? Does it include only staff who work full time in the One-Stop, or also those who are itinerant?   Who are the partners? Does that mean only the managers of partner resources, or also their staff? Does it mean only those partners who are on site full time, or all partners who sign an MOU, regardless of time on-site?

2. Are there barriers to frontline staff participation (e.g., prohibitions against certain agency staff participating on committees or spending a certain number of hours away from their desks during the week? If so, how can those barriers be overcome?

3. What are the expectations for employee union involvement in visioning and planning? Does involvement of frontline staff address that issue, or is more formal representation required?

In an excellent One-Stop:

- ➤ All frontline staff at all levels are involved in some capacity. They serve on work committees, participate in visioning exercises, are invited to review and comment on drafts, and are challenged to identify gaps and propose ways to fill the gaps.
- ➤ Time is made during the work week for any staff person who wants to participate to serve on a planning committee.

➢ Partners are asked to participate, including their frontline staff, regardless of whether those staff are on-site at the One-Stop or not, to promote ownership of the One-Stop.

Core Indicator 2. Regular staff development occurs.

Considerations for policymakers:

1. Are there any state or local policy barriers that limit staff development (e.g., prohibitions against cross training, limits on how many hours a year any staff person can participate in training, limits on the kind of training that can be offered to certain levels of staff, etc.)? If so, how can those barriers be minimized?

2. Are there any financial limitations placed on staff development? For example, one or more partners have no budget for training? How can that be addressed? How will a staff development budget be created?

3. How will staff development needs be identified? Individually, or only as a center-wide aggregate?

4. Will there be individual staff training plans related to individual staff skill assessments, or only collective training to meet center-wide developmental needs?

5. What staff will be included in what kinds of training? Do the training needs of full-time staff differ from that of itinerant staff? What about partner staff who work with, but not at, the One-Stop?

6. What should be the expectations for regular staff development? How regular? Will staff have an expectation for an annual number of hours spent in some developmental activity?

7. What kinds of activities are considered to be staff development? Only formal training? Conference attendance? Job shadowing? Attending community events such as Chamber breakfasts? How can the information individual staff pick up at conferences and other events attended by a small number of people be communicated with all staff?

8. What are the skills that every staff person needs? What are the skills that are needed only by staff in certain functions (e.g., counseling)? Will there be some recognition for staff who attain certain skills or reach mastery level?

9. How can staff development be used to create career ladders within the One-Stop system?

In an excellent One-Stop:

> ➢ Skills required for working in the One-Stop are identified for the center as a whole and by function, in collaboration with staff and partners.

> ➢ Skill assessments are done for individual staff and for the center as a whole against the identified desired skills.

> ➢ Individual staff development plans are devised. Staff are expected to engage in developmental activities a certain number of hours per year.

> ➢ A center-wide staff development plan is created.

> ➢ A center-wide staff development budget is created. All partners contribute to the budget. Contributions may be in-kind, such as offering to provide training to other staff.

> ➢ The staff development plan is reviewed regularly to ensure it is being carried out and determine if updates are needed.

> ➢ Staff do not have to limit themselves only to developmental activities relevant to their current jobs. They may attend training to prepare themselves for other jobs in the One-Stop consistent with their career goals (e.g., a frontline staff person who wants to become a manager would be permitted to attend management training).

> ➢ Staff who attain mastery level of certain skills are recognized, financially if possible.

Core Indicator 3. Investments are made in management tools.

Considerations for policymakers:

1. What data needs to be collected and managed consistent with the goals, objectives, and performance measures of the One-Stop? What kind of reports need to be generated?

2. What are the options for data collection and management? What tools are available? What are the pros and cons of each option? Who else is using the various options who can provide input on pros and cons?

3. How do the various options connect with existing program-specific management tools?

4. What will be the budget for management tools? How will partners contribute to the investments in management tools? What benefit will partners derive from the management information?

In an excellent One-Stop:

> ➢ Investments are made in management tools that can provide the kind of data and reports needed to manage the One-Stop effectively against its goals, objectives, and performance measures.

- There is a process in place to review and act upon management information.
- Management tools are sufficiently flexible that they can be easily changed when performance measures or goals change.
- Not all management tools have to be high-tech. The One-Stop also pursues low-tech options as long as they meet the data management needs.
- The One-Stop consults with other leading One-Stops around the country to learn about tools used elsewhere.

Core Indicator 4. Continuous quality improvement processes are in place.

Considerations for policymakers:

1. What is meant by "continuous quality improvement?" How will the state and local boards communicate continuous improvement concepts and expectations to operators and partners?

2. How will the state and local boards model continuous quality improvement in their own operations?

3. What is the content of a continuous quality improvement plan? How does it fit into an overall business plan?

4. How can the continuous improvement plan be implemented? How can it be determined that the continuous quality improvement processes are in place?

5. How can the impact of continuous improvement processes be evaluated to determine the degree of improvements?

In an excellent One-Stop:

- Staff understand the concept of continuous improvement and view it *as a way of doing business*, not as an "add on."
- There is a role for all staff in continuous quality improvement. Performance appraisals take continuous improvement demonstrations into consideration.
- There is a defined plan in place for analyzing key processes on a regular basis. "Regular" is defined. Who is expected to review which processes is defined.
- Implementation plans are developed to operationalize improvement strategies. Data is collected to determine whether a strategy actually resulted in improvement.

Core Indicator 5. Partnerships enhance services and delivery capacity, enabling the One-Stop to better meet customer needs.

Considerations for policymakers:

1. Which partnerships should be cultivated that go beyond the mandatory One-Stop partners?

2. What should be the roles of the state, the local board, and the One-Stop operator in cultivating these new relationships?

3. Are there any state or local policies that may limit partnership (e.g., partnerships with private for-profit organizations)? If so, how can these barriers be minimized?

4. What is the evidence that a partnership exists? Is a referral relationship enough, or do you expect something more?

In an excellent One-Stop:

➢ State-level MOUs set the stage for local level partnerships.

➢ The One-Stop identifies business and job seeker service gaps that could be filled through partnerships.

➢ Partners are identified and pursued based on their ability to help meet the needs of the One-Stop's employer and job seeker customers, and the strategic goals of the community.

➢ Formal partnership agreements are developed between partners that address the mechanisms for referrals, data sharing, and cost sharing to meet customer needs. Partnership agreements are regularly reviewed to determine if they need to be updated or renewed, particularly if there have been any changes in key people who were party to old agreements.

Critical Success Factor 9: Develop a Business Plan

Core Indicator 1. A center-wide business plan guides day-to-day operations and decision-making.

Considerations for policymakers:

1. Will a business plan be required only of comprehensive One-Stops, or also of satellite sites? Will satellites submit their plans independently, or are they part of a comprehensive One-Stop's overall plan?

2. What will be the minimum content requirements of the business plan? How will the state and/or local board communicate plan expectations to potential applicants?

3. Who will the plan be submitted to? How will the plan be reviewed and who will be involved?

4. How will a determination be made as to whether a business plan is approved or not? Who makes that decision and how is it communicated? What are the state and local board roles in the review and approval process?

5. Will a feedback report be returned to the applicant? Who will be responsible for development of the feedback report?

6. What kind of assistance will be available to One-Stops prior to business plan submittal? What kind of assistance will be available to One-Stops whose plan was not approved?

7. What are the expectations for on-going use of the business plan at the One-Stop level? How does the plan figure into the local board's oversight of the One-Stop?

8. Will the business planning process be used to expand the field of potential players in the system? That is, can an entity that is not currently an operator submit a plan and be awarded One-Stop operator status?

In an excellent One-Stop:

➢ A business plan is developed regardless of whether a state or local board requires it.

➢ Frontline staff and all partners are involved in business plan development.

➢ Progress on implementation of the business plan is the basis for regular dialogue with the local board regarding One-Stop quality.

Core Indicator 2. The business plan is reviewed and updated regularly.

Considerations for policymakers:

1. How often should the plan be updated?

2. Are there trigger points that flag the need to update the plan? For example, a major new funding source is identified, the economy changes dramatically, or a new partner enters the One-Stop.

3. Should there be a point at which an update is not enough; i.e., operators should be expected to submit an entirely new plan?

In an excellent One-Stop:

➢ The business plan is a flexible, living document that guides day-to-day operations and is regularly reviewed for continued relevance.

➢ Staff don't wait for a state or local board to demand a business plan update. They update the plan when they identify it needs to be done. At a minimum, the plan is reviewed and updated annually. The plan is completely re-done if a new partner comes into the One-Stop. This is partly because the business now looks different, but also partly because the new partner may need to be involved in creating the plan to know and accept where they fit into it.

➢ All frontline staff have a copy of the business plan. Management regularly updates the staff on the progress of implementation of the business plan.

Critical Success Factor 10: Measure Progress and Outcomes

Core Indicator 1. Center-wide measures are used in One-Stop and program management, supported by integrated information systems to which multiple program partners have access.

Considerations for policymakers:

1. How will center-wide measures be used to support the vision and mission?

2. Who will be involved in development of the measures? How will buy-in be achieved?

3. Will a balanced dashboard approach be used? If so, what will be the dashboard design? What are the categories around which measures will be organized? How will you balance considerations of customer focus, efficiency, operations, and outcomes?

4. How will the measures be used to encourage continuous improvement, rather than just meeting a specified level of performance? How will they promote a quality-based dialogue between the board and operator?

5. Will performance affect resource allocation?

6. How will the priorities implied by the measures be communicated to all staff?

7. How regularly will the measures be reviewed and updated to ensure continued relevance, and reflect any change in priorities?

8. Is it financially feasible and cost effective to collect the data needed for the measures? If not feasible, are there proxy measures that could be used to stand in?

9. Are there any state or local policies that may interfere with data collection for certain measures? If so, how can those policies be changed?

10. Are the selected measures easily understandable to the partners and the general public?

11. Do the selected measures include both leading and lagging indicators?

12. Are the measures sufficiently informative that the operator can actually use the information to manage the One-Stop better?

In an excellent One-Stop:

➢ Center-wide measures are developed regardless of whether the state or local board requires them.

➢ Measures are collaboratively developed in a partnership of the state and local board and the One-Stop partners. The partners should see the indicators as a valuable tool to help them manage continuous improvement, rather than as an unfunded mandate that carries the threat of sanctions for perceived failure.

➢ Center measures are few in number. Any staff person can tell you what they are.

➢ Measures provide trend information that allows a One-Stop to gauge its progress over time.

➢ The measures are used by management not only to observe whether the system is on course, but also as a means of communication. The indicators clarify policy direction and priorities, and allow employees to direct their energy toward desired results

➢ Performance indicators help management make tactical choices that keeps the center on course to achieving the vision.

➢ All partner and frontline staff know what the current status is on attainment of the measures.

➢ The measures help formulate thinking about evaluation beyond silo federal performance standards.

➢ The measures allow One-Stops to benchmark themselves against other areas by sharing measurement tools and approaches.

Critical Success Factor 11: Market the One-Stop

Core Indicator 1. Clear brand identity exists or is under development.

Considerations for policymakers**:**

1. How will a brand identity be established? Who should be involved in selecting the identity? What should be the roles of state and local boards?

2. How will it be determined who will get to use the brand name, and how will it be used?

3. Will there be a style guide that outlines the parameters for how the identity is used?

4. Should there be mandates on how the name is used at the local level? How are partner identities considered?

5. How will the identity be marketed? Who will do the marketing? Will there be policy parameters on marketing?

6. Are there any state or local policies that would impact how a brand name is developed and used? If so, how can those policies be changed?

In an excellent One-Stop:

➢ The center must be certified or chartered for excellence before being allowed to use the brand name to protect how the public associates the name with quality.

➢ A style guide exists for use of the brand name and/or logo.

➢ The brand name is the most prominent name on the facility.   If any partner names are used at all, they are much smaller.

➢ Partner agreements spell out how the brand name will and won't be used, and when by partners.

➢ The brand name carries through to internal signage, business cards, stationary, and staff name tags.

➢ There is a marketing budget to market the brand name. All partners contribute to the marketing budget. Their contributions may be in kind; e.g., "piggy back marketing" where partners market the One-Stop at the same time they are marketing their own programs.

➢ There is a marketing team responsible for providing development and oversight of marketing strategies. The team includes members from multiple partners.

➢ The roles of the board and the One-Stop in marketing the brand name are clearly defined.

V. Self-Assessment Tool

The self-assessment tool that follows is based on the critical success factors and core indicators described in preceding sections. Partners are asked to rate themselves as poor, fair, good, or excellent, and provide a rationale for their assessment. They are also asked to identify one thing they could do that would move them towards the picture of an excellent One-Stop that is described for each core indicator. The description of excellence is repeated from the policymakers' guide so that the self-assessment piece can stand alone.

The primary reason for One-Stops to assess themselves against the core indicators of critical success factors is to make improvements to their centers. A secondary consideration is to prepare One-Stops for future certification or chartering processes that may be implemented by their respective state or local boards. When a One-Stop has achieved what the partners consider to be good or better rating on the core indicators, they may want to go back to the supplemental indicators to determine if they can assess themselves one step further along the continuum of excellence.

Many states and local boards already have certification or chartering processes. In those situations, One-Stops may use this self-assessment as a supplement to see how they fair against the industry leaders, and to spark new discussions about quality in the One-Stop.

In conducting the self-assessment, partners should:

- ➢ Ensure all partners are included in the discussion and assessment.
- ➢ Ensure frontline staff participate in the assessment. This should not be dictated by management.
- ➢ Include one or more board members and a job seeker and employer customer or two who can give you honest feedback about whether you have met the criteria.
- ➢ Talk about your own definitions of quality. What does a high performance One-Stop look like to you?
- ➢ Of all the core indicators where you rate yourselves as anything less than good, prioritize which ones you will work on first. Don't prioritize them by how easy they are to do; prioritize them by how important they are to your overall success.
- ➢ Don't look for excuses about why you can't rate your One-Stop as excellent. Look for strategies about how you can get there.

Critical Success Factors and Core Indicators of Success

Employer Services

Critical Success Factor 1: Satisfy Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Employer satisfaction is measured at the center level, not the program level. In an excellent One-Stop: ➢ All mandatory partners use the same employer satisfaction tools, so results reflect the collective performance of the One-Stop rather than any individual program ➢ Employer satisfaction is assessed in multiple ways, which may include surveys, focus groups, and one-on-one interviews. ➢ A process is in place for regularly analyzing the results and acting on the analysis. Partners are involved in the analysis and action decisions. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 1: Satisfy Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. Service design and delivery strategies are developed in consultation with employers. In an excellent One-Stop: ➢ The center's menu of employer services is based on what employers say they need. ➢ Services are delivered in ways that employers say works best for them. ➢ The One-Stop actively seeks out employer input into service design and delivery through multiple means, which may include focus groups, one-on-one interviewing, and surveys. ➢ Information gathered to measure employer satisfaction is used in design and delivery strategies. ➢ Input is sought from employers in a variety of industries, a variety of sizes, and with a variety of types and levels of occupations. ➢ Input is sought from employers who do not currently use the One-Stop. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 2: Manage Employer Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Employer services are a clear priority in the One-Stop, with dedicated staff time and resources supporting them.				
In an excellent One-Stop:				
➤ There are business services staff whose primary responsibility is meeting the needs of business.				
➤ Funds are identified in the One-Stop budget to support business services, not only in terms of staff time, but also in postage, travel, database support, etc. There is a rationale for the amount of time or staff that is dedicated to business services compared to job seeker services.				
➤ When resources are reduced, business services are not considered an expendable luxury. If at all, the business services budget is reduced only in proportion to reductions in job seeker services.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				

Critical Success Factor 2: Manage Employer Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. Employer services are managed as a single function using account representatives or similar approach. In an excellent One-Stop: ➢ A business services team exists that is made up of dedicated staff from any partner that works with employers. ➢ There is one manager or team leader who oversees the business services function, regardless of how many partner agencies participate on the team or in the One-Stop. The manager can make assignments and deploy staff as needed to meet employers' needs. The manager can expect staff to develop certain skills, and can remove staff from the team who do not have those skills. ➢ The functional team is organized using an account representative approach. The team members have geographic and/or industry specialties, and they are the primary contact point for employers in that industry or geography. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 2: Manage Employer Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 3. Employer services staff are focused on and knowledgeable about industries and employers important to the local economy. In an excellent One-Stop: ➤ Business services staff keep up-to-date on the economic trends that affect their region and industries, including the broad picture, not just their geographic or industry specialties. ➤ Staff don't scatter their efforts. They pay the most attention to employers in the industries that are most critical to maintaining and growing the local economy. This decision is based on labor market data. ➤ Staff work with economic developers to share information and insights, and align industry targets. ➤ Business services staff add to the One-Stop's general wealth of knowledge by summarizing and sharing key issues they learn about from data, research, and personal contacts. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 2: Manage Employer Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 4. One-on-one relationships with employers are developed and nurtured. In an excellent One-Stop: ➢ Business services staff spend more time at employers' places of work than they do at the One-Stop. ➢ Visits and relationships are maintained even when an employer has no job openings. There are other services the One-Stop can provide. ➢ Employers know their account representative by name, and business team members know their accounts by name. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 3: Deliver Quality Services to Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Services are designed around customers' requirements, rather than generic in nature. In an excellent One-Stop: ➤ Core employer services are a starting point, not the end point, of service design. ➤ Staff use a prescribed format and protocol for eliciting information from employers about their service design requirements. ➤ Staff have a process for turning service design requirements into service delivery mechanisms. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 3: Deliver Quality Services to Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. A "never say no" attitude is prevalent among employer services staff (i.e., the staff find ways to address an employer's needs either by developing new services or finding another partner or provider in the community who can address the needs). In an excellent One-Stop: ➢ Staff see themselves in a broker role. The idea is to meet employers' needs, not to be the sole source of services. ➢ Staff approach an employer believing they are there to meet the employer's needs, not to sell One-Stop services. ➢ Even if a One-Stop provides a certain service – like job matching – staff will encourage an employer to use other, non-One-Stop services if another entity can meet the employer's needs better than the One-Stop. For example, if staff know that their database of job seekers is unlikely to generate sufficient matches for an employer seeking a highly specialized set of skills, they may refer the employer to specialty job boards on the internet **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 3: Deliver Quality Services to Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 3. Other public intermediaries are perceived by the One-Stop as partners, not competitors. In an excellent One-Stop: ➢ The roles of the board and the One-Stop are clearly spelled out in a board/operator agreement. ➢ Staff take time to identify, learn about, and develop personal relationships with other public intermediaries. ➢ Staff not only develop partnerships between the One-Stop and other intermediaries, but also foster partnerships among the intermediaries themselves. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 3: Deliver Quality Services to Employers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 4. A sense of urgency and commitment to work in real time is evident.				

In an excellent One-Stop:

➢ Staff are empowered to make decisions on the spot (within broad parameters) in order to meet a customer's needs.

➢ Staff don't tell an employer in a hurry that his/her job order has to be held for 48 hours before it gets openly posted.

➢ Staff will "go the extra mile" to satisfy their customers. This may include working on a weekend or in the evening to get the job done.

➢ Staff have the tools they need while in an employer's place of business to fulfill the sense of urgency (e.g., cell phones, laptops loaded with appropriate tools, information at their fingertips).

Rationale – why did you rate yourselves as you did?

Continuous improvement – what is one thing you can do to move towards excellence?

OVERALL RATING ON EMPLOYER SERVICES:	We rate ourselves as:			
	Poor	Fair	Good	Excellent

Job Seeker Services

Critical Success Factor 4: Satisfy Job Seekers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Customer satisfaction is measured at the One-Stop level, not the program level. In an excellent One-Stop: ➢ All mandatory partners use the same job seeker satisfaction tools, so results reflect the collective performance of the One-Stop, rather than any individual program. The common process may only be for a certain set of services, such as core services, while partners continue to use their own tools for individuals who enroll in their programs. ➢ Job seeker satisfaction is assessed in multiple ways, which may include surveys, focus groups, and one-on-one interviews. ➢ A process is in place for regularly analyzing the results and acting on the analysis. Partners are involved in the analysis and action decisions. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 4: Satisfy Job Seekers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. Service design and delivery strategies are developed in consultation with job seekers.				
➢ The One-Stop's menu of job seeker services is based on what job seekers say they need.				
➢ Services are delivered in ways that job seekers say works best for them, and there may be a variety of delivery methods to satisfy different delivery preferences.				
➢ The One-Stop actively seeks out job seeker input into design and delivery through multiple means, which may include focus groups, one-on-one interviewing, and surveys.				
➢ Information gathered to measure job seeker satisfaction is used in service design and delivery strategies.				
➢ Input is sought from job seekers in a variety of ethnic groups.				
➢ Input is sought from job seekers who do not currently use the One-Stop.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				

Critical Success Factor 5: Manage Job Seeker Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. The One-Stop manages job seeker services as an integrated function or functions.				
In an excellent One-Stop:				
➢ Key functions have been identified and there are "process champions" or managers for business critical functions.				
➢ Each function is managed as a whole for the One-Stop. While a manager may have to manage across the rules of different programs, the overall function is still considered a single process.				
➢ The role of the functional manager has been defined. The functional manager provides day-to-day supervision of all staff who perform the function, even though formal supervision (hiring, firing, appraisal) continues to be done by an agency supervisor of record. The formal supervisor confers with the functional manager in writing performance appraisals.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				

Critical Success Factor 5: Manage Job Seeker Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. The One-Stop appears inviting, organized, and professional. In an excellent One-Stop: ➢ The appearance compares favorably with other public venues, such as libraries, and with private sector sites. Customers cannot come in and immediately identify the One-Stop as a government unemployment office. The center appearance is such that any staff or board member would be happy to refer one of his or her family members to the One-Stop. ➢ Personal items cannot be viewed over the tops of cubicles. The space appears clean and open as customers gaze across it. ➢ A facility team comprised of staff from all partners sets agreed upon standards that everyone buys into. The team develops its own internal policing so that managers don't have to. ➢ Staff are distinguishable from the customers by wearing name tags. The facility team may also set standards for staff attire and rules of behavior. Rules of behavior may include: no cell phones while in the building; no eating in public view; no chewing gum while talking to customers; all customers greeted by name, if known; **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 5: Manage Job Seeker Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 3. Customer flow is efficient, enabling customers to get their needs met quickly: peak loads are well managed and there are few physical barriers. In an excellent One-Stop: ➢ Customers can flow freely through public areas without having to get permission from staff people to utilize various self-service options. ➢ Contingency plans are in place, not only for when customer loads peak, but also for when various staff are sick or on vacation. ➢ There is no staff person who is the single repository of knowledge for a given program or service. Everyone has a back up. ➢ Process mapping has been used to identify potential bottlenecks, and decision-making processes are changed to reduce the problem. ➢ Customers do not have any down time. If they have to wait for an appointment or for a workshop to start, there is always something for them to do and someone to guide them in doing it. Any necessary wait times are tracked for frequency and length; staff develop options to reduce wait times, and measure again to see if their strategies have been effective. ➢ Efficiency is not equated with hurrying customers. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 5: Manage Job Seeker Services	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 4. Data reflecting customer interactions, delivery of services, and outcomes is tracked, shared, and used to improve services and results. In an excellent One-Stop: ➢ Unduplicated counts of total One-Stop customers are possible, as well as unduplicated counts of which services customers use and how often they use them. ➢ Outcomes are compared to service strategies. For example, are people who receive orientations more likely to return? Are people who participate in interviewing workshops more likely to get a job than those who don't? ➢ A management team convenes at regular intervals to review the data and discuss the implications for service delivery. Changes in the service mix or service sequence are made and results are measured again. ➢ Meeting performance standards is never good enough. Staff continually use data to try and improve over prior performance. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 6: Deliver Quality Services to Job Seekers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Customers can access a comprehensive menu of training and education services and information about, and referral to, sources of related assistance (e.g., housing, transportation). In an excellent center: ➢ Resource mapping has been done to identify education, training, and supportive service resources in the region and surrounding regions in recognition of the fact that people live and work without regard to artificial workforce area boundaries. ➢ Geographic mapping has been done so both customers and staff can visualize at a glance where certain resources are physically located in relationship to the One-Stop or in relationship to where they live. ➢ Staff compare the physical location of resources to the density of where customers live, work, or conduct business to determine if there are gaps or barriers in accessibility. Physical locations are also plotted along public transportation routes. ➢ Resource inventories are available on an interactive website that allows customers and staff to search for a resource by type and location. ➢ Resource inventories include access information; i.e., the process and requirements for eligibility. ➢ Resources available within the One-Stop itself are prominently posted as a menu, perhaps as a menu board. The resources are not identified by funding stream or agency name, but by what the service actually *is* in a way that customers can recognize and find meaningful. ➢ Formal referral mechanisms are in place both internally and externally to ensure customers do not "fall through the cracks" in moving from one resource to another.				

Critical Success Factor 6: Deliver Quality Services to Job Seekers	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Rationale – why did you rate yourselves as you did? **Continuous improvement – what is one thing you can do to move towards excellence?**				

OVERALL RATING ON JOB SEEKER SERVICES:	We rate ourselves as:			
	Poor	Fair	Good	Excellent

One-Stop Design and Management

Critical Success Factor 7: Provide Leadership	We rate ourselves as:			
	Poor	**Fair**	**Good**	**Excellent**
Core Indicator 1. The workforce investment board exhibits strong leadership. In an excellent One-Stop, the workforce investment board: ➢ Uses a collaborative approach to creating a vision for the system to inspire and to achieve buy-in. ➢ Collects and interprets workforce intelligence data that provides strategic direction and focus for the partners. ➢ Charters or certifies sites using a quality-based framework such as Baldrige, and doesn't allow sites to operate or use the brand name if they cannot achieve quality operations. ➢ Requires One-Stops to develop business plans that steer partners toward thinking about their markets, operational requirements, and management issues for the center as a whole rather than just their individual agencies and programs. ➢ Creates a balanced dashboard of center-wide performance measures that are linked to the board's strategic direction. ➢ Maintains an on-going quality dialogue with the operator that keeps the board's vision and expectations in the forefront. Good boards have a committee and/or staff liaison in regular contact with the operator. ➢ Selects an operator with leadership ability and entrepreneurial qualities. If the current operator entity or consortium cannot provide the level of leadership required, the board will either define a new consortium or competitively procure the leadership it needs. ➢ Creates a board/operator agreement that includes obligations on both sides and spells out the roles each needs the other to play. ➢ Fosters a Memorandum of Understanding process that focuses on customers and their needs rather than on agencies and money.				

Critical Success Factor 7: Provide Leadership	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Rationale – why did you rate yourselves as you did? **Continuous improvement – what is one thing you can do to move towards excellence?**				
Core Indicator 2. The One-Stop operator exhibits strong leadership. In an excellent One-Stop, the operator: ➤ Involves frontline staff in visioning and planning. ➤ Keeps the vision alive. ➤ Conducts regular team meetings for making strategic decisions. ➤ Has a tolerance for risk. ➤ Empowers staff to create and implement new ideas. ➤ Looks for ways to make things work, rather than excuses for why they can't. ➤ Models positive attitudes, collaboration, and customer focus for staff.				

Critical Success Factor 7: Provide Leadership	We rate ourselves as:			
	Poor	**Fair**	**Good**	**Excellent**
➢ Learns from failure rather than laying blame.				
➢ Develops community relationships and uses them to enhance One-Stop services.				
➢ Works in a positive manner with employee unions.				
➢ Creates new partnerships to bring more resources to bear on customer services.				
➢ Promotes the good of the One-Stop and the customer over the good of the agency and the program.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	**Fair**	**Good**	**Excellent**
Core Indicator 1. Frontline staff and partners are involved in visioning and planning. In an excellent One-Stop: ➢ All frontline staff at all levels are involved in some capacity. They serve on work committees, participate in visioning exercises, are invited to review and comment on drafts, and are challenged to identify gaps and propose ways to fill those gaps.				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	Fair	Good	Excellent
➢ Time is made during the work week for any staff person who wants to participate to serve on a planning committee. ➢ Partners are asked to participate, including their frontline staff, regardless of whether those staff are on-site at the One-Stop or not, to promote ownership of the One-Stop. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				
Core Indicator 2. Regular staff development occurs. In an excellent One-Stop: ➢ Skills required for working in the One-Stop are identified for the center as a whole and by function, in collaboration with staff and partners. ➢ Skill assessments are done for individual staff and for the One-Stop as a whole against the identified desired skills. ➢ Individual staff development plans are developed. Staff are expected to engage in developmental activities a certain number of hours per year. ➢ A center-wide staff development plan is created, including a budget. All partners contribute to the budget. Contributions may be in-kind, such as offering to provide training to other staff. ➢ The staff development plan is reviewed regularly to ensure it is being carried out and determine if updates are needed. ➢ Staff do not have to limit themselves only to developmental activities relevant to their current jobs. They may to go to training to prepare themselves for				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	Fair	Good	Excellent
other jobs in the One-Stop consistent with their career goals (e.g., a frontline staff person who wants to become a manager would be permitted to attend management training).				
➢ Staff who attain mastery level of certain skills are recognized, financially if possible.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				
Core Indicator 3. Investments are made in management tools. In an excellent One-Stop: ➢ Investments are made in management tools that can provide the kind of data and reports needed to manage the One-Stop effectively against its goals, objectives, and performance measures. ➢ There is a process in place to review and act upon management information. ➢ Management tools are sufficiently flexible that they can be easily changed when performance measures or goals change. ➢ Not all management tools have to be high-tech. The One-Stop also pursues low-tech options as long as they meet the data management needs. ➢ The One-Stop consults with other leading One-Stops around the country to learn about tools used elsewhere.				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Rationale – why did you rate yourselves as you did? **Continuous improvement – what is one thing you can do to move towards excellence?**				
Core Indicator 4. Continuous quality improvement processes are in place. In an excellent One-Stop: ➢ Staff understand the concept of continuous improvement and view it *as a way of doing business*, not as an add on. ➢ There is a role for all staff in continuous quality improvement. Performance appraisals take continuous improvement demonstrations into consideration.				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	**Fair**	**Good**	**Excellent**
➢ There is a defined process in place for analyzing key processes on a regular basis. "Regular" is defined. Who is expected to review which processes is defined. ➢ Implementation plans are developed to operationalize improvement strategies. Data is collected to determine whether a strategy actually resulted in improvement. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 8: Manage the Center	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 5. Partnerships enhance services and delivery capacity, enabling the One-Stop to better meet customer needs. In an excellent One-Stop: ➢ State-level MOUs set the stage for local level partnerships. ➢ The One-Stop identifies business and job seeker service gaps that could be filled through partnerships. ➢ Partners are identified and pursued based on their ability to help meet the needs of the One-Stop's employer and job seeker customers, and the strategic goals of the community. ➢ Formal partnership agreements are developed between partners that address the mechanisms for referrals, data sharing, and cost sharing to meet customer needs. Partnership agreements are regularly reviewed to determine if they need to be updated or renewed, particularly if there have been any changes in key people. **Rationale – why did you rat yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 9: Develop a Business Plan	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. A center-wide business plan guides day-to-day operations and decision-making.				
In an excellent One-Stop:				
➢ All frontline staff at all levels are involved in some capacity.				
➢ A business plan is developed regardless of whether a state or local board requires it.				
➢ Frontline staff and all partners are involved in business plan development.				
➢ Progress on implementation of the business plan is the basis for regular dialogue with the local board regarding One-Stop quality.				
Rationale – why did you rate yourselves as you did?				
Continuous improvement – what is one thing you can do to move towards excellence?				

Critical Success Factor 9: Develop a Business Plan	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 2. The business plan is reviewed and updated regularly. In an excellent One-Stop: ➤ The business plan is a flexible, living document that guides day-to-day operations and is regularly reviewed for continued relevance. ➤ Staff don't wait for a state or local board to demand a business plan update. They update the plan when they identify it needs to be done. At a minimum, the plan is reviewed and updated annually. The plan is completely re-done if a new partner comes into the One-Stop. This is partly because the business now looks different, but also partly because the new partner may need to be involved in creating the plan to know and accept where they fit into it ➤ All frontline staff have a copy of the business plan. Management regularly updates the staff on the progress of implementation of the business plan. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 10: Measure Progress and Outcomes	We rate ourselves as:			
	Poor	**Fair**	**Good**	**Excellent**
Core Indicator 1. Center-wide measures are used in One-Stop and program management, supported by integrated information systems to which multiple program partners have access. In an excellent One-Stop: ➢ Center-wide measures are developed regardless of whether the state or local board requires them. ➢ Measures are collaboratively developed in a partnership of the state and local board and the One-Stop partners. The partners should see the indicators as a valuable tool to help them manage continuous improvement, rather than as an unfunded mandate that carries the threat of sanctions for perceived failure. ➢ Center measures are few in number, easily identified by staff. ➢ Measures provide trend information that allows a One-Stop to gauge its progress over time. ➢ The measures are used by management not only to observe whether the system is on course, but also as a means of communication. The indicators clarify policy direction and priorities, and allow employees to direct their energy toward desired results ➢ Performance indicators help management make tactical choices that keeps the One-Stop on course to achieving the vision. ➢ All partner and frontline staff know what the current status is on attainment of the measures. ➢ The measures help formulate thinking about evaluation beyond silo federal performance standards. ➢ The measures allow One-Stops to benchmark themselves against other areas by sharing measurement tools and approaches.				

Critical Success Factor 10: Measure Progress and Outcomes	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Rationale – why did you rate yourselves as you did? **Continuous improvement – what is one thing you can do to move towards excellence?**				

Critical Success Factor 11: Market the One-Stop	We rate ourselves as:			
	Poor	Fair	Good	Excellent
Core Indicator 1. Clear brand identity exists or is under development. In an excellent One-Stop: ➢ The One-Stop must be certified or chartered for excellence before being allowed to use the brand name to protect how the public associates the name with quality. ➢ A style guide exists for use of the brand name and/or logo. ➢ The brand name is the most prominent name on the facility. If any partner names are used, they are much smaller. ➢ Partner agreements spell out how the brand name will be used. ➢ The brand name carries through to internal signage, business cards, stationary, and staff name tags. ➢ There is a marketing budget to market the brand name. All partners contribute to the marketing budget. Their contributions may be "in kind;" for example, "piggy-back marketing where partners market the One-Stop at the same time they are marketing their own programs.				

Critical Success Factor 11: Market the One-Stop	We rate ourselves as:			
	Poor	Fair	Good	Excellent
➢ There is a marketing team responsible for providing development and oversight of marketing strategies. The team includes members from multiple partners. ➢ The roles of the board and the One-Stop in marketing the brand name are clearly defined. **Rationale – why did you rate yourselves as you did?** **Continuous improvement – what is one thing you can do to move towards excellence?**				

OVERALL RATING ON ONE-STOP DESIGN AND MANAGEMENT:	We rate ourselves as:			
	Poor	Fair	Good	Excellent

VI. Application

Implementation Options and Decision Points

There are numerous decisions that must be made within a field of implementation options. Before designing criteria and creating policy, state and local boards have many decisions to make. Answering these questions up-front sets the stage. It may be easier for people to concentrate on developing criteria if they first agree on the "rules of the game" in which the criteria will be applied.

1. Who will be the driver of the process? Who owns the franchise? Options include:

    - The state

    - The local boards

    - Local governments

    - A collaboration between the above

2. What should be the state's level of involvement? Options include:

    - State expects credentialing; vision and criteria are up to locals.

    - State sets vision – locals interpret and develop criteria.

    - State sets minimum criteria; local boards make additions.

3. What framing will be used for the quality criteria? Options include:

    - Baldrige (Malcolm Baldrige National Quality Award. See www.quality.nist.gov)

    - Mixture of Baldrige and other frames.

    - Adoption of other existing frameworks such as CARF (Commission on Accreditation of Rehabilitation Facilities. See www.carf.org)

    - Unique state or locally developed frameworks.

4. How many levels of quality are possible? Options include:

    - Just one; a One-Stop either meets the criteria or it doesn't.

    - Multiple levels are available to which a One-Stop may strive.

5. How will satellite sites be handled? Options include:

    - Satellite sites apply individually for certification or quality recognition.

    - Satellites must be linked to comprehensive sites; comprehensive One-Stops are evaluated in part by how they establish and ensure quality in their branch locations.

6. Who is eligible to apply for high quality status?
   - The process is non-competitive and limited to current players.
   - The process is non-competitive and open to any entity or consortium of entities that feels it can meet the criteria.
   - The process is competitive; only a set number of sites can be awarded high quality status.
   - A mixture of the above; some sites may be evaluated on a non-competitive basis and others on a competitive basis, even within the same workforce area.

7. What are the consequences for not meeting criteria?
   - Mandatory technical assistance.
   - Loss of use of the brand name.
   - Loss of use of certain resources.
   - Closure of the site.

8. What is the process by which an entity or consortium of entities applies for high quality status?
   - A business plan where there is both desktop review of the plan plus on-site observation.
   - A simple application where the evaluation itself is done completely through on-site observation and review of existing administrative records.
   - A response to an RFP in a competitive situation.

Lessons Learned from Others

If you are just now embarking on defining criteria for One-Stop quality, lessons learned from others who have engaged in this process may prove valuable. If you have already engaged in the process of establishing and implementing criteria, the lessons learned may be used for reflection to determine whether the process needs to be revisited and revamped.

Corporation for a Skilled Workforce (CSW) surveyed local boards and One-Stop operators around the country on behalf of the Chicago Workforce Board to learn how they perceived the process of developing and using quality criteria (specifically in the context of certification or chartering), and what they would recommend to others. Additionally, CSW interviewed private sector franchisors and franchisees who live in a world where well-defined criteria are key to staying in business. There are striking similarities between the One-Stop certification/chartering process and private sector franchising. The findings included:

> ➢ **The involvement of top leadership is important**. The process cannot be assigned to just staff. Private sector businesses indicated that top leadership involvement from the corporate level is critical, and that during site visits and training sessions, the president and key executives are visible and vocal. WIB respondents to the survey emphasized the importance of board member participation.

> ➢ **The board, board staff, and partners must work together** to develop the criteria. This requires time, energy, and consensus building. Additionally, input should be sought from employer and job seeker customers. This is no different than what private sector firms do when developing quality standards. The widely used International Organization for Standardization (ISO) standards are developed on the consensus principle. The views of all interests are taken into account: manufacturers, vendors and users, consumer groups, testing laboratories, governments, engineers, and research organizations. Government is not the only sector that must acknowledge a wide array of stakeholders!

> ➢ **Criteria should be revisited and revised** on a regular basis. Establishing criteria is not a one-time event. Sixty-seven percent (67%) of WIB respondents to the survey indicated that they "raised the bar" for One-Stops to retain a charter. Again, this is parallel to private sector experience. ISO standards require periodic revision. Factors that can render a standard out of date include technological evolution, new methods and materials, and new quality requirements.

> ➢ **Support must be provided to the field** (new owners/new operators). The private sector reports that supporting new franchisees is essential, and various positions have been created to lend the support and oversight needed to make the franchisee successful. Some of the WIBs who created strong chartering processes have assigned staff to exactly the same charge.

> ➢ **Intermittent quality assessments must be done during the charter or certification period.** One corporation established a compliance officer position to make sure quality standards are adhered to. One WIB indicated that they contract with an independent CPA to monitor for quality improvement and adherence to the criteria.

> ➢ **Consequences must be enforced if criteria are not met**. Franchising is a collaborative model where both parties have a vested interest in success. To protect the brand name, however, the franchise rights may be taken away if quality standards are not maintained. Similarly, boards must be in a position to act if a One-Stop fails to meet quality criteria. Due to the nature of One-Stops and the political environment, however, boards are rarely in a position to close an office. The

consequences they impose for failure to meet or maintain criteria range from mandated technical assistance, to loss of the brand name, to competitive procurement of a new operator.

- ➤ **The process should include preparing a feedback report** to the One-Stop operator. Operators almost unanimously found the feedback report useful in helping them target where to invest the most energy in making improvements.

None of these steps may be taken lightly. There is a significant investment of time and resources needed to:

- ➤ Facilitate local consensus building around defining criteria.
- ➤ Conduct training for local partners on the final criteria to ensure understanding.
- ➤ Develop a process by which operators (existing or aspiring) can apply for certification status. The process should take the form of a business plan framework to which the applicant responds. The process must include dates, eligibility status to apply, a description of the review procedures, consequences for failure to attain and maintain certification status, and the duration of the certification/chartering period.
- ➤ Develop a process for reviewing applications and conducting on-site reviews.
- ➤ Develop a self-assessment tool that is customized to the state or local area's unique criteria.
- ➤ Develop a scoring tool for making certification decisions.
- ➤ Identify and train a review team.
- ➤ Conduct reviews.
- ➤ Develop feedback reports to the applicants.
- ➤ Plan for on-going, regularly scheduled quality dialogues between the board and operator(s) to review the status of the business plan and continuous improvement practices.
- ➤ Develop a long-term schedule for revisiting and revising the criteria and conducting re-certification processes.

There is no magic bullet or precise formula for creating a good One-Stop. One-Stops are "good" within their local context, and only if their customers and stakeholders say they are. Creating quality systems requires a tremendous investment of time and energy, and is a never-ending process. The results, however, are well worth the effort.

Appendix A: One-Stop Quality Resources

The following are resources that may be of benefit to state and local boards and One-Stop partners:

1. "Benchmarking One-Stop Centers: Understanding Keys to Success;" April 2002. Prepared by the Corporation for a Skilled Workforce in partnership with Leaders in Excellence for four Illinois workforce boards. Describes the original critical success factors identified in a study of 20 One-Stops around the country. Available at www.skilledwork.org.

2. The Workforce Excellence Network website at www.workforce-network.net . The site includes a "Promising Practices Portal," a technical assistance provider resource bank, a list of performance excellence resources, a description of National Workforce Development Customer Service Awards, a state quality award map, and "leadership links."

3. The *Simply Better*! line of books published by the Workforce Excellence Network that included a guidebook for conducting self-assessments and workbooks for each of the seven Baldrige categories of organizational behavior. The books are not available electronically at this time. They were widely distributed through the workforce system, however, and hard copies are likely to be found with a little exploring.

4. "Strengths and Challenges of the Chartering Concept;" an analysis prepared for the Chicago Workforce Board by the Corporation for a Skilled Workforce, October 18, 2002. Includes the results of a survey of WIBs and One-Stop operators regarding their quality chartering experiences. Available through the CSW website at www.skilledwork.org

5. "Overview of State Certification/Chartering Criteria for One-Stop Career Centers;" January 30, 1997; an old but still interesting survey of state practices by Social Policy Research Associates, 200 Middlefield Road, Suite 100, Menlo Park, CA.

6. "Workforce Investment Act: One-Stop Centers Implemented Strategies to Strengthen Services and Partnerships, but More Research and Information Sharing is Needed;" GAO-03-725, June 18, 2003. GAO's study of promising practices at 14 sites around the country. Available at www.gao.gov.

7. Chartering criteria for the North Carolina JobLink Career Center system; available at www.ncjoblink.com

8. "One-Stop Innovations: Leading Change Under the WIA One-Stop System;" promising One-Stop practices described for 13 sites by location. Available from the John J. Heldrich Center for Workforce Development at Rutgers University, www.heldrich.rutgers.edu

9. "Employment and Community Services Standards Manual" July 2003-June 2004. Outlines criteria needed for One-Stop Career Center certification by CARF. Available from the Commission on Accreditation of Rehabilitation Facilities, Inc., www.carf.org

10. "Best Practices in One-Stop Career Centers;" two case studies done by the Public Sector Labor Management Committee; available at http://www.workingforamerica.org/documents/bestpracticesonestop.htm

Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended

INTRODUCTION

Note: this checklist should not be used as a substitute for contractors reviewing their regulatory requirements and other guidance provided by the Office of Federal Contract Compliance Programs (OFCCP), which enforces Section 503. Further, using this checklist does not guarantee or equate to compliance with the regulations.

Purpose of Section 503:

> The Section 503 regulations set forth the standards for compliance with section 503 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 793), which prohibits discrimination against individuals with disabilities and requires Government contractors and subcontractors to take affirmative action to employ and advance in employment qualified individuals with disabilities. [60.741.1]

Definition of Disability from Section 503:

> The term disability means, with respect to an individual:

> (i)   A physical or mental impairment that substantially limits one or more major life activities of such individual;

> (ii)   A record of such an impairment; or

> (iii)   Being regarded as having such an impairment.

General purpose of Section 503's Subpart C, Affirmative Action Program:

> An affirmative action program is a management tool designed to ensure equal employment opportunity and foster employment opportunities for individuals with disabilities. An affirmative action program institutionalizes the contractor's commitment to equality in every aspect of employment and is more than a paperwork exercise. An affirmative action program is dynamic in nature and includes measurable objectives, quantitative analyses, and internal auditing and reporting systems that measure the contractor's progress toward achieving equal employment opportunity for individuals with disabilities.

Applicability of Section 503 Regulation in General and Subpart C, Affirmative Action Program Requirements in Particular:

> The Section 503 regulations apply to all government contracts and subcontracts in excess of $15,000 for the purchase, sale or use of personal property or nonpersonal services (including construction, but not federally assisted construction). [60-741.1(b)]

The requirements of Subpart C of the Section 503 rule pertaining to written affirmative action program requirements apply to every government contractor that has 50 or more employees and a federal contract of $50,000 or more. [60-741.40(b)]

Checklist for Compliance with Section 503 Subpart C, Affirmative Action Program:

The following Section 503 Subpart C, Affirmative Action Program Checklist is organized to assist federal contractors with 50 or more employees and a contract of $50,000 or more to benchmark their current activities against Section 503, Subpart C Affirmative Action Program requirements. By comparing their current activities against the regulatory requirements, federal contractors can develop an Affirmative Action Program that ensures equal employment opportunity and fosters employment opportunities for individuals with disabilities.

The checklist is organized by the Subpart C, Affirmative Action Program section numbers. The questions are derived from the associated regulatory language. Please note, this checklist should not be used as a substitute for contractors reviewing their regulatory requirements and other guidance provided by the Office of Federal Contract Compliance Programs (OFCCP), which enforces Section 503. Further, using this checklist does not guarantee or equate to compliance with the regulations.

Checklist for Compliance with Section 503 of the Rehabilitation Act of 1973, As Amended

Subpart C, Affirmative Action Program

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
§ 60-741.40(b)	Applicability of the affirmative action program.	A. Is your organization developing and maintaining an affirmative action program at each establishment within 120 days of the commencement of a federal contract? B. Does your affirmative action program set forth your policies and procedures in accordance with Section 503, Subpart C? C. Is your affirmative action program for Section 503, integrated into (not required) other affirmative action programs?	A. ___YES ___NO B. ___YES ___NO C. ___YES ___NO
§ 60-741.40(b)	Applicability of the affirmative action program.	A. Does your organization's designated official review and update the affirmative action program on an annual basis?	A. ___YES , date of next review____ B. ___NO
§ 60-741.41	Availability of affirmative action program.	A. Does your organization make your affirmative action program (absent data metrics) available to employees or applicants for inspection upon request? B. Does your organization post at each establishment the location and hours during which the program may be obtained?	A. ___YES ___NO B. ___YES ___NO
§ 60-741.42(a)	Invitation to Self-Identify: Pre-Offer.	A. Does your organization invite each applicant at the pre-offer stage (i.e., when the applicant applies or is considered for employment) to voluntarily self-identify as an individual with a disability? B. If the invitation to self-identify is included with the application materials, is it separate from the application?	A. ___YES ___NO B. ___YES ___NO
§ 60-741.42(a)	Invitation to Self-Identify: Pre-Offer.	A. Does your organization invite each applicant at the pre-offer stage to voluntarily self-identify as an individual with a disability using the OMB-approved form posted on the OFCCP website? http://www.dol.gov/ofccp/regs/compliance/sec503/Voluntary_Self-Identification_of_Disability_CC-305_SD_Edit1.24.14.pdf	A. ___YES ___NO
§ 60-741.42(b)	Invitation to Self-Identify Post-Offer.	A. Does your organization invite each applicant at the post-offer stage (i.e., after an offer has been made but before the applicant begins his or her duties) to voluntarily self-identify as an individual with a disability?	A. ___YES ___NO
§ 60-741.42(b)	Invitation to Self-Identify Post-Offer	A. Does your organization invite each applicant at the post-offer stage to voluntarily self-identify as an individual with a disability using the OMB-approved form posted on the OFCCP website? http://www.dol.gov/ofccp/regs/compliance/sec503/Voluntary_Self-Identification_of_Disability_CC-305_SD_Edit1.24.14.pdf	A. ___YES ___NO
§ 60-	Invitation to	A. Does your organization invite each of your employees to voluntarily	A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
741.42(c)	Self-Identify: Employees.	inform you that he or she is an individual with a disability as defined in § 60-741.2(g)(1)(i) or (ii)?	
§ 60-741.42(c)	Invitation to Self-Identify: Employees.	B. Did your organization invite each of your employees to inform you that he or she is an individual with a disability in the first year your organization became subject to the 503 regulations and at five year intervals, thereafter, using the language and manner prescribed by the OFCCP Director and published on the OFCCP Web site? http://www.dol.gov/ofccp/regs/compliance/sec503/Voluntary_Self-Identification_of_Disability_CC-305_SD_Edit1.24.14.pdf	B. ___YES ___NO
		C. Does your organization at least once during the intervening years between these invitations, remind your employees that they may voluntarily update their disability status?	C. ___YES ___NO
§ 60-741.42(e)	Invitation to Self-Identify: Confidentiality	A. Does your organization keep all of the information on self-identification confidential and ensure that it is not provided to hiring officials?	A. ___YES ___NO
		B. Does your organization maintain self-identification records in a separate data analysis file rather than in the personnel or medical files of individual employees?	B. ___YES ___NO
		C. Does your organization recognize that it must provide self-identification information to OFCCP upon request?	C. ___YES ___NO
		D. Does your organization recognize that it may only use the self-identification information in accordance with the section 503 rule?	D. ___YES ___NO
§ 60-741.42(g)	Invitation to Self-Identify: Liability for Discrimination	A. Does your organization understand that nothing in this section shall relieve your organization from liability for discrimination in violation of section 503?	A. ___YES ___NO
§ 60-741.43	Affirmative action policy.	A. Does your organization's affirmative action policy include prohibitions against discrimination because of physical or mental disability?	A. ___YES ___NO
		B. Does your organization's affirmative action policy include taking affirmative action to employ and advance in employment qualified individuals with disabilities at all levels, including the executive level?	B. ___YES ___NO
§ 60-741.44(a)	Required contents of affirmative action programs – Policy Statement	A. Does your organization have a disability-related equal opportunity (EO) policy statement included in your affirmative action program?	A. ___YES ___NO
		B. Does your disability-related EO policy statement include language indicating that your organization will recruit, hire, train, and promote persons in all job titles and ensure that all other personnel actions are administered without regard to disability and ensure that all employment decisions are based only on valid job requirements?	B. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
§ 60-741.44(a)	Required contents of affirmative action programs – Policy Statement	C. Does your disability-related EO policy statement indicate the support of your organization's top U.S. Executive (e.g., the Chief Executive Officer or the President of the U.S. Division of a foreign company) for your affirmative action program? D. Does your disability related EO policy statement provide for an audit and reporting system? E. Does your disability related EO policy statement assign overall responsibility to one of your organization's officials for the implementation of affirmative action activities and does this official's identity appear on all internal and external communications regarding the company's affirmative action program? F. Is the disability related EO policy statement posted on company bulletin boards? G. As needed, are applicants and employees with disabilities provided the notice in a form that is accessible and understandable to the individual with a disability, e.g., Braille, large print, or posting the notice at a lower height for a person using a wheelchair?	C. ___YES ___NO D. ___YES ___NO E. ___YES ___NO F. ___YES ___NO G. ___YES ___NO
§ 60-741.44(a)	Policy Statement	A. Does your disability-related EO policy statement state that employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they engaged in filing a complaint?	A. ___YES ___NO
§ 60-741.44(a)	Policy Statement	A. Does your disability-related EO policy statement state that employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they engaged in assisting or participating in an investigation, compliance evaluation or other activity related to the administration of section 503 or any other Federal, State, or local law requiring equal opportunity for individual with disabilities?	A. ___YES ___NO
§ 60-741.44(a)	Policy Statement	A. Does your disability-related EO policy statement state that employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they engaged in opposing any act or practice made unlawful by section 503 or its implementing regulations in this part, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities	A. ___YES ___NO
§ 60-741.44(a)	Policy Statement	A. Does your disability-related EO policy statement state that employees and applicants shall not be subjected to harassment, intimidation, threats, coercion, or discrimination because they engaged in exercising any other right protected by section 503 or its implementing regulations?	A. ___YES ___NO
§ 60-741.44(b)	Review of personnel	A. Does your organization ensure that its personnel processes provide for careful, thorough, and systematic consideration of the job	A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
	processes.	qualifications of applicants and employees with known disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available?	
		B. Does your organization ensure that its personnel processes do not stereotype individuals with disabilities in a manner which limits their access to all jobs for which they are qualified?	B. ___YES ___NO
§ 60-741.44 (b)	Review of personnel processes.	C. Does your organization ensure that applicants and employees with disabilities have equal access to your personnel processes, including those implemented through information and communication technologies?	C. ___YES ___NO
		D. Does your organization provide reasonable accommodation to ensure applicants and employees with disabilities receive equal opportunity in the operation of personnel processes?	D. ___YES ___NO
		E. Does your organization make your information and communication technologies generally accessible, even absent a specific request for reasonable accommodation? [Encouraged but not required by the section 503 rule]	E. ___YES ___NO
		F. Does your organization recognize that it may still have to provide a reasonable accommodation to an applicant or employee even if your information and communications technologies meet general accessibility standards?	F. ___YES ___NO
		G. Does your organization periodically review such processes and make any necessary modifications to ensure that these obligations are carried out?	G. ___YES ___NO
		H. Does your organization include in in its affirmative action program a description of its review and any necessary modifications to personnel processes or development of new processes required under the regulations?	H. ___YES ___NO
		I. Does your organization have procedures that facilitate a review of the implementation of this requirement by your organization?	I. ___YES __NO
§ 60-741.44(c)	Physical and mental qualifications.	A. Does your organization have in its affirmative action program, and do you adhere to, a schedule for the review of all physical and mental job qualification standards to ensure that, to the extent qualification standards tend to screen out qualified individuals with disabilities, they are job-related for the position in question and are consistent with business necessity?	A. ___YES ___NO
§ 60-741.44(c)	Physical and mental qualifications.	A. Does your organization ensure that the physical or mental qualification standards it uses (whether for hiring, promotion, training, or other change in employment status), to the extent they tend to screen out qualified individuals with disabilities, are consistent with	A. ___YES ___NO

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Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		business necessity and related to the specific job or jobs? B. Does your organization understand that if a qualification standard screens out, or tends to screen out, qualified individuals with disabilities it has the burden to demonstrate that the standard is job – related and consistent with business necessity?	B. ___YES ___NO
§ 60-741.44(d) § 60-741.44(d)	Reasonable accommodation to physical and mental limitations. Reasonable accommodation to physical and mental limitations.	A. As a matter of nondiscrimination, does your organization make reasonable accommodation to the known physical or mental limitations of an otherwise qualified individual with a disability unless you can demonstrate that the accommodation would impose an undue hardship on the operation of your business? B. As a matter of affirmative action, if an employee with a known disability is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, does your organization confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability? C. If the employee responds affirmatively, does your organization confidentially inquire whether the employee is in need of a reasonable accommodation?	A. ___YES ___NO B. ___YES ___NO C. ___YES ___NO
§ 60-741.44(d)	Reasonable accommodation to physical and mental limitations.	A. Does your organization have written reasonable accommodation procedures? (**These are not required but are considered a best practice.)	A. ___YES ___NO
§ 60-741.44(e)	Harassment.	A. Has your organization developed procedures to ensure that its employees are not harassed on the basis of disability? B. Has your organization implemented procedures to ensure that its employees are not harassed on the basis of disability?	A. ___YES ___NO B. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	A. Does your organization undertake appropriate outreach and recruitment activities such as those listed below that are reasonably designed to effectively recruit qualified individuals with disabilities? B. Does your organization send written notification of company policy related to its affirmative action efforts to all subcontractors, including subcontracting vendors and suppliers, requesting appropriate action on their part? Examples of Outreach and Recruitment Activities:	A. ___YES ___NO B. ___YES ___NO A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		A. Has your organization enlisted the assistance and support of local, state and national organizations in recruiting and developing on the job training opportunities for individuals with disabilities to fulfill your commitment to provide equal employment opportunity for individuals with disabilities?	
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Activities (continued) Has your organization enlisted the assistance and support in your area of: A. State vocational rehabilitation agency?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	B. State mental health agency? C. State developmental disability agency?	B. ___YES ___NO C. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. Employment One-Stop Career Center (One-Stop) or American Job Center?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. The Department of Veterans Affairs Regional Office?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area: A. Employer Assistance and Resource Network (EARN)?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. Local Employment Network Organizations?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. Local disability groups or organizations? B. Centers for Independent Living (CIL)?	A. ___YES ___NO B. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) Has your organization enlisted the assistance and support in your area of: A. Private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) A. Has your organization held (or planning to hold) formal briefing sessions, preferably on company premises, with representatives from recruiting sources?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	B. Do the formal briefing sessions your organization has organized (or is planning to organize) for representatives from recruiting sources include: • B1 Facility tours, • B2 Clear and concise explanations of current and future job openings, position descriptions, and worker specifications, • B3 Explanations of the company's selection process, and • B4 Recruiting literature? C. Is your organization's official in charge of your affirmative action program in attendance (or planning to be in attendance) at briefing sessions for recruiting sources? D. Is your organization developing (or planning to develop) formal arrangements with recruiting sources for: • D1 referral of applicants, • D2 follow up with sources, and • D3 feedback on disposition of applicants?	B1. __YES ___NO B2. __YES ___NO B3. __YES ___NO B4. __YES ___NO C. __YES ___NO D1. __YES ___NO D2. __YES ___NO D3. __YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) A. Do your organization's recruitment efforts at all educational institutions incorporate specific efforts to reach students who are individuals with disabilities?	A. __YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) A. Is your organization making an effort to participate in work-study programs for students, trainees, or interns with disabilities?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach	Examples of Practices (continued) A. Are individuals with disabilities made available for participation in	A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
	and positive recruitment.	career days, youth motivation programs, and related activities in their communities?	
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) A. Does your organization take any other positive steps it deems necessary to attract individuals with disabilities not currently in the work force who have requisite skills and can be recruited through affirmative action measures?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	Examples of Practices (continued) A. When making hiring decisions, does your organization consider applicants who are known to have disabilities for all available positions for which they may be qualified when the position(s) applied for is unavailable?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	A. Does your organization on an annual basis review the outreach and recruitment efforts it has taken over the previous 12 months to evaluate their effectiveness in identifying and recruiting qualified individuals with disabilities?	A. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	B. Does your organization document each evaluation, including at a minimum, the criteria it used to evaluate the effectiveness of each effort and the contractor's conclusion as to whether each effort was effective?	B. ___YES ___NO
		C. Does your organization maintain the two previous questions' data on the effectiveness of each of its outreach and recruitment efforts for the current year and the two most recent previous years?	C. ___YES ___NO
		D. In light of these regulations, does your organization reasonably conclude that the totality of its outreach efforts are effective?	D. ___YES ___NO
		E. If your organization concludes that the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, does it identify and implement alternative efforts as listed in 60-741.44 (f)(1) or (f)(2) of the regulation in order to fulfill its obligations?	E. ___YES ___NO
§ 60-741.44(f)	External dissemination of policy, outreach and positive recruitment.	A. Does your organization adhere to the recordkeeping obligation of the affirmative action program by documenting all activities it undertakes to comply with the obligations of this section?	A. ___YES ___NO
		B. Does your organization retain these documents for a period of three (3) years?	B. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Does your organization internally communicate its affirmative action obligation to create a strong outreach program to employ and advance in employment individuals with disabilities?	A. ___YES ___NO
		B. Are activities to create a strong outreach program to employ and advance in employment individuals with disabilities supported by	B. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		executive, management, supervisory and other employees?	
§ 60-741.44(g)	Internal dissemination of policy.	A. Is the obligation to create a strong outreach program to employ and advance in employment individuals with disabilities included in your policy manual? B. If no, have you made the policy available to your employees by other means?	A. ___YES ___NO B. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. If your company is party to a collective bargaining agreement, have you notified union officials and/or employee representatives of your obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities and requested their cooperation?	A. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Have you informed all employees and prospective employees of your commitment to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities? (This practice and the remainder of the practices described below under internal dissemination of policy are encouraged but not required.) B. Are you periodically scheduling meetings with all employees to inform them of your commitment to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities?	A. ___YES ___NO B. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	C. Have you explained individual employees' responsibilities to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities?	C. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Have you publicized your commitment to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities in your company newspaper, magazine, annual report and other media?	A. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Have you conducted specific meetings with executive, management, and supervisory personnel to explain the intent of your commitment to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities and individuals' responsibility for effective implementation making clear the chief executive officer's support for the affirmative action policy?	A. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Have you discussed your commitment to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities in both employee orientation and management training programs?	A. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. Are you including articles on accomplishments of individuals with disabilities in company publications?	A. ___YES ___NO
§ 60-741.44(g)	Internal dissemination of policy.	A. When employees are featured in employee handbooks or similar publications for employees, is your organization including individuals with disabilities? B. Are all of these procedures and activities to engage in affirmative action efforts to employ and advance in employment qualified	A. ___YES ___NO B. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		individuals with disabilities designed to foster understanding, acceptance and support among your organization's executive, management, supervisory, and other employees and to encourage such persons to take the necessary actions to aid your organization in meeting this obligation?	
§ 60-741.44(h)	Audit and Reporting System.	A. Has your organization designed and implemented an audit and reporting system to measure the effectiveness of your affirmative action program to employ and advance in employment qualified individuals with disabilities?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Does your audit and reporting system measure the effectiveness of your affirmative action program?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Does your organization's audit and reporting system indicate any need for remedial action?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Does your organization's audit and reporting system determine the degree to which your affirmative action objectives have been attained?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Does your organization's audit and reporting system determine whether known individuals with disabilities have had the opportunity to participate in all company sponsored educational, training, recreational, and social activities?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Does your organization's audit and reporting system measure your compliance with the affirmative action program's specific obligations?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	Does your organization document the actions taken to comply with these audit and reporting obligations? And does your organization retain these documents as employment records subject to the recordkeeping requirements of § 60-741.80?	A. ___YES ___NO
§ 60-741.44(h)	Audit and Reporting System.	A. Did your organization undertake necessary action to bring the affirmative action program into compliance if it was found to be deficient as a result of the self-audit?	A. ___YES ___NO
§ 60-741.44(i)	Responsibility for implementation.	A. Has your organization assigned an official of your organization to be responsible for implementation of your affirmative action activities to employ and advance in employment qualified individuals with disabilities? B. Does the assigned official's identity appear on all internal and external communications regarding the company's affirmative action program? C. Has this official been given necessary senior management support and staff to manage the implementation of the affirmative action program?	A. ___YES ___NO B. ___YES ___NO C. ___YES ___NO
§ 60-741.44(j)	Training.	A. Has your organization trained all personnel involved in the	A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		recruitment, screening, selection, promotion, disciplinary, and related processes to ensure implementation of the commitments in the contractor's affirmative action program?	
§ 60-741.44(k)	Data Collection Analysis.	Does your organizations document the following computations and comparisons on an annual basis and maintained these data for a period of 3 years?	
		A. The number of applicants who self-identified as individuals with disabilities pursuant to § 60-741.42(a), or who are otherwise known to be individuals with disabilities	A. ___YES ___NO
		B. The total number of job openings and total number of jobs filled	B. ___YES ___NO
		C. The total number of applicants for all jobs	C. ___YES ___NO
		D. The number of applicants with disabilities hired for all jobs	D. ___YES ___NO
		E. The total number of applicants hired for all jobs	E. ___YES ___NO
§ 60-741.45(a)	Goal.	*If organization has 100 or fewer employees:* A. Does your organization either apply a 7% utilization goal across the entire workforce OR for each job group (or trade group) in the organization's workforce?	A. ___YES ___NO
		If organization has more than 100 employees: A. Does your organization apply a 7% utilization goal for each job group (or trade group) in the organization's workforce?	A. ___YES ___NO
§ 60-741.45(d)	Utilization analysis.	*If organization is applying utilization goals for each job group (see above).* A. Is your organization applying the same job groups established for utilization analysis under Executive Order 11246, either in accordance with the supply and service contractor requirements at 41 CFR 60-2.12, or in accordance with the construction contractor requirements at 41 CFR part 60-4, as appropriate?	A. ___YES ___NO ___N/A
§ 60-741.45(d)	Utilization analysis.	A. Is your organization annually evaluating its utilization of individuals with disabilities in each job group? A. *For those contractors with 100 or fewer employees*, is your organization annually evaluating its utilization of individuals with disabilities in your entire workforce (permitted instead of using job categories)?	A. ___YES ___NO
§ 60-741.45(e)	Identification of problem areas.	A. When the percentage of individuals with disabilities in one or more job groups, or in your organization's entire workforce, is less than the utilization goal, does your organization take steps to determine	A. ___YES ___NO

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		whether and where impediments to equal employment opportunity exist? B. When making this determination, does your organization assess its: B1. Personnel processes? B2. The effectiveness of its outreach and recruitment efforts? B3. The results of its affirmative action program audit? B4. Any other areas that might affect the success of the affirmative action program?	 B1. __YES ___NO B2. __YES ___NO B3. __YES ___NO B4. __YES ___NO
§ 60-741.45(f)	Action-oriented programs.	A. When the organization identifies problem areas, does it develop and execute action-oriented programs designed to correct any identified problem areas?	A. ___YES ___NO
§ 60-741.46(a)	Voluntary affirmative action programs for employees with disabilities.	A. Does your organization recognize that it is permissible to develop and implement voluntary training and employment programs for people with disabilities?	A. ___YES ___NO
§ 60-741.46(a)	Voluntary affirmative action programs for employees with disabilities.	A. Does your organization have a voluntary affirmative action program for employees with disabilities? B. If so, does your organization include an annual report describing your voluntary affirmative action program and the outcomes achieved in your affirmative action program?	A. ___YES ___NO B. ___YES ___NO ___N/A
§ 60-741.47	Sheltered workshops.	A. If your organization has contracts with sheltered workshops, does it understand that • Contracts with sheltered workshops do not constitute affirmative action in lieu of employment and advancement of qualified individuals with disabilities in the contractor's own workforce? • If a sheltered workshop is training people to be employees of your organization, such trainees are not to be included in your organization's utilization analysis or counted toward the 7% goal because they are not part of your organization's s workforce • Only after the trainees become employees of your organization, and are receiving the same compensation as other employees, may you count these employees toward your utilization goal. B. If your organization pays some of its own employees under a FLSA 14(c) certificate, does it understand that • If the organization has over 100 employees, it can only count	A. ___YES ___NO ___N/A B. ___YES ___NO ___N/A

Regulation Section	Regulation Title	Compliance Questions	Compliance Responses
		these employees toward the goal for the job group in which they are employed.	

Integrated Business Services

Self-Assessment

Team Name:

Description: a self-assessment to help states and regions drill down deep into how integrated and effective their business services are currently, and where enhancements can be made.

Introduction

Most communities understand the importance of providing a more coordinated set of talent development solutions for their business. Yet so many still struggle with effectively integrating business services across workforce, education, and economic development. As a result, we're still approaching businesses and their talent needs in silos and only reaching a small share of them. This tool challenges states and local areas to ask themselves: *Can we be more responsive to businesses as a collective unit and how can we change what we do to make it happen?*

The self-assessment is made up of a number of *indicators* that, together, begin to demonstrate what a "high-performing" integrated business services system may look like. Most importantly, this tool is designed as a framework to focus the conversation that states and local areas should be having as they address this challenge.

Directions:

1. Work as a team to complete the self-assessment. For each of the factors in the sections that follow, select a rating from 1-5 that reflects your/your team's perspective on where your region stands. Each team member may choose to complete the assessment individually and then convene to compare answers. Or, you may decide to complete it as a team together.

2. Leave plenty of time to engage in an honest discussion about each *indicator* (bulleted statements on the left), and to provide thoughtful strategies for addressing challenges (the box on the right to write your notes).

NOTE: if you are representing a state you might decide to take this assessment from the perspective of: are you providing the support/guidance needed for your local and regional areas to succeed in the following indicators.

◆ VISION ◆

1. A state/regional vision exists for coordinated and aligned business engagement/services

2. The vision is inclusive of all partners that play a role in the regional talent pipeline from economic development, education, and workforce development. This includes core and key system partners from vocational rehabilitation and adult education to veteran's services and TANF.

3. The notion of shared business client ownership and accountability is institutionalized across agencies/programs. Key to this: partners buy into the notion that working collectively expands the breadth of services offered to business which is a positive for all

Notes & Overall Rating *(see key below)*

① ② ③ ④ ⑤ ◆ *Where/How could this be strengthened?*

⬆ *RATE:*   ⬇ *EXPLAIN HERE:*

2

Overall Ratings: Fill in the bubbles that best describe your level of partnership, 1 – 5.   ① = "Not at all" ❘ ⑤ = "We're high-flying"

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◆ DEMAND PLANNING ◆

1. We have access to quality regionalized labor market information (LMI)

2. *All* of our key business reps have a clear understanding of the region's overall business and economic climate, including key industries, business lifecycles, workforce trends and needs

3. Partners use *shared* LMI data as they approach and work with business—there is consensus among partners on key target industries, critical occupations, etc.

4. Business intelligence—or tracking business engagement activity—is managed across key partners through a Customer Relationship Management (or related) system. Partners have access to this information and know how to use it (including understanding confidentiality responsibilities)

5. Business outreach representatives (across partners) share intelligence and coordinate and strategize follow-up. May include an organized business services team comprised of knowledgeable partners with ability to connect businesses to a full range of partner services

Notes & Overall Rating *(see key below)*

① ② ③ ④ ⑤ ◆ *Where/How could this be strengthened?*

⬆ *RATE:* ⬇ *EXPLAIN HERE:*

3

Overall Ratings: Fill in the bubbles that best describe your level of partnership, 1 – 5. ① = "Not at all" | ⑤ = "We're high-flying"

◆ ENGAGING WITH BUSINESSES & DELIVERING SOLUTIONS ◆

1. Roles and responsibilities, as it relates to business engagement and follow up, are understood and embraced by all partners. Coordination planning across partners occurs regularly.

2. Our business outreach reps have the skills in building meaningful partnerships with businesses, both individually and in the context of multi-business industry partnerships. Includes ability to work with businesses to effectively validate and dig deep on talent needs

3. Outreach representatives are adept at collecting key business needs/information when meeting with business, maximizing their contact and providing partners with referrals for the sake of all-encompassing solutions. Because we do this, it minimizes touchpoints with business limiting their "visit fatigue"

4. We have an understanding, from working with key businesses, the natural progression/mobility of workers in all targeted industries/occupations (i.e. career ladders/lattices)

5. We have trust with businesses and key target industries— and an understanding of how to leverage resources—to build innovative business-focused programs/services including: work-based learning, apprenticeships, and other recruitment, hiring, training, and transition services.

6. Our coordinated business services represent "the whole" when in front of business. Follow up regularly includes bringing in the partner/resources to address the solution.

Notes & Overall Rating *(see key below)*

① ② ③ ④ ⑤ ◆ *Where/How could this be strengthened?*

⬆ *RATE:*   ⬇ *EXPLAIN HERE:*

4

Overall Ratings: Fill in the bubbles that best describe your level of partnership, 1 – 5.   **1** = "Not at all" | **5** = "We're high-flying"

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◆ OUTREACH & COMMUNICATION ◆

Notes & Overall Rating *(see key below)*

1. There is an adopted shared message for communicating to the business community the vision and strengths of the state's/region's integrated business services system

2. Services being presented to businesses—from across partners—are not siloed or menu-driven, but focus on delivering solutions to expressed business needs

3. Messaging centers around concepts important to businesses including how these services will impact profitability and productivity

4. There is a consolidated brand and it is embraced by all partners serving businesses

① ② ③ ④ ⑤ ◆ *Where/How could this be strengthened?*

⬆ *RATE:*   ⬇ *EXPLAIN HERE:*

5

Overall Ratings: Fill in the bubbles that best describe your level of partnership, 1 – 5.   ① = "Not at all" | ⑤ = "We're high-flying"

◆ SUSTAINABILITY & CONTINUOUS IMPROVEMENT ◆

1. Coordinated cross-partnership measures (i.e. quantifiable goals that likely go beyond WIOA measures) have been developed around engaging and serving businesses

2. A regional structure is in place (e.g. cross-partner committees, dedicated teams) to guide, implement and sustain this work

3. An effective staffing structure exists to support both industry sector partnerships (i.e. regional industry-wide business engagement) and the day-to-day business outreach operations. For some this may mean the use of 'industry navigators' to support industry-wide work

4. Cross-agency training is in place to ensure all partners are aware of the solutions inherent in this type of approach

5. Leadership buy-in exists across partnerships for demand-driven, coordinated services and shared performance goals & outcomes

Notes & Overall Rating *(see key below)*

① ② ③ ④ ⑤ ◆ *Where/How could this be strengthened?*

⬆ *RATE:* ⬇ *EXPLAIN HERE:*

6

Overall Ratings: Fill in the bubbles that best describe your level of partnership, 1 – 5. ❶ = "Not at all" | ❺ = "We're high-flying"

ADA Accessibility Checklist
Table of Contents

ADA Accessibility Checklist

This accessibility checklist has been provided to assist in identifying key aspects of accessibility for site locations. It is based on the earlier accessibility checklist used for Oklahoma Works office locations and conforms to the latest accessibility guidelines contained in the 2010 ADA Standards for Accessible Design. It has additional information to help guide individuals utilizing it to accurately assess a given location for compliance with the 2010 Standards.
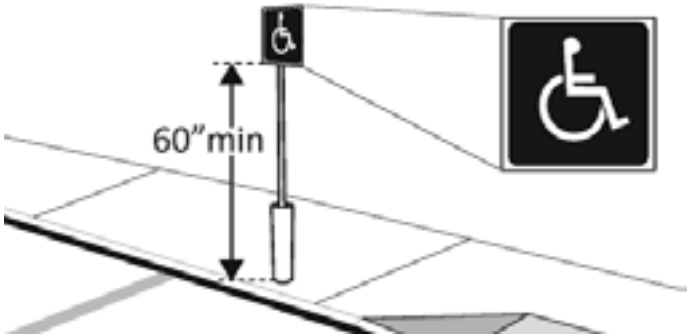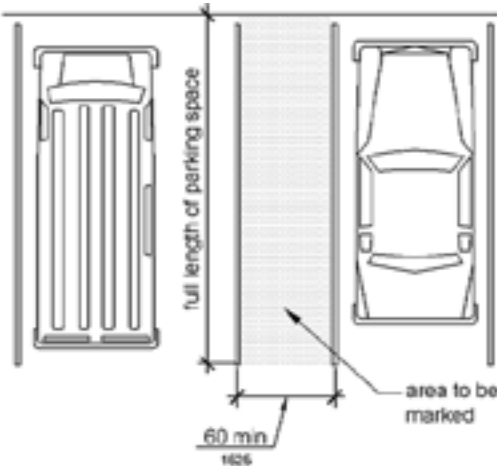
There is a provision in the 2010 Standards that allows for inchessafe harbor inches protections for facilities that were designed according to, and in compliance with, the earlier 1991 Standards. These safe harbor protections allow a facility that was built or altered in accordance with the 1991 Standards prior to March 15, 2012 to be considered compliant even if the elements in question do not meet the newer Standards. Therefore, it is necessary to have a complete history of the design of the facility and of the scope and dates of any alterations made to the facility. The safe harbor provisions you will be most concerned with in conducting your survey will likely be about inchesreach ranges inches and bathroom clear floor space measurements.

Reach ranges specify how high, or low, elements need to be in order to be accessible to people using mobility devices. The 2010 ADA Standards require a uniform high end maximum of 48 inches and a low end minimum of 15 inches for any element within a facility that is not obstructed by having to reach across a counter, desk, cabinet or other object. Examples of elements you will find include dispensers, hand dryers, light switches, etc. on the high end of the range, and electrical outlets, cabinets, shelves, etc. on the low end. The 1991 Standards permitted a high reach maximum of 54 inches for unobstructed elements that can be accessed from the side by an individual in a mobility device. Likewise, the 1991 Standards allowed a minimum of 9 inches for a side reach. The side reach ranges have been eliminated from the 2010 Standards and now any unobstructed elements must be within the 48 to 15 inch range. The 1991 Standards required 1 Van Accessible space for each 8, or fraction of 8, accessible spaces. The 2010 Standards changed that to 1 for each 6 or fraction thereof.

While elements such as hand dryers and various dispensers will be encountered in bathrooms, the most critical safe harbor provision that will need to be considered is the measurement of clear space required around a toilet. The 2010 ADA Standards specify the requirement of a space, free of any obstructions, measuring 60 inches minimum from the side wall and 56 inches minimum from the back wall, be available at an accessible toilet to facilitate an individual feets ability to transfer to the toilet from a mobility device. The 1991 Standards allowed for a minimum of 48 inches from the side wall at a toilet and also permitted a sink to be placed a minimum of 36 inches from the side wall. The 2010 Standards have eliminated the provision for having a sink installed within the transfer space and now requires the 60 inch minimum measurement from the side wall.

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#	Facility:	Location:		Reviewer:

#	Parking	Yes	No #	Images	Comments
1	Is there ADA Compliant Accessible Parking?				Note: Van spaces can be 8 feet wide if there is an 8 foot access aisle. This is not preferred because some will park in this wider access aisle. Parking spaces and access aisles must have no slope greater than 1:48 (2%) in any direction. Width measurements of parking spaces and access aisles are to centerlines.
2	Total number of parking spaces available?			Total # of available spaces = # accessible spaces needed 1 to 25 = 1 accessible 26 to 50 = 2 accessible	
3	Number of accessible parking spaces?			51 to 75 = 3 accessible 76 to 100 = 4 accessible 101 to 150 = 5 accessible	
4	Number of van accessible parking spaces?				Note: There must be 1 van accessible space for each 6, or fraction of 6, accessible spaces.
5	Do the accessible parking spaces have signs marked with the universal symbol indicating accessibility?			RESERVED PARKING	Note: Signs are required by both the ADA Standards and Oklahoma Statute. Painted symbols on the ground are not compliant markings.

#	Facility:	Location:		Reviewer:

#	Parking	Yes	No #	Images	Comments
6	Are there signs indicating Van Accessible spaces?				Note: Signs designating van spaces are informative, not restrictive.
7	Is the bottom of the sign at least 60 inches high?				
8	Are accessible parking spaces adjacent to ADA Compliant access aisles?				Note: Two spaces can be served by a single access aisle. Angled van spaces must have the access aisle located on the passenger side of the vehicle. Changes in level, such as curb ramps, are not allowed in access aisles or parking spaces.

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#	Facility:	Location:				Reviewer:

#	Parking	Yes	No #	Images	Comments
9	Does the access aisle lead to an accessible route to the entrance?				Note: It is acceptable for the accessible route to pass behind parked cars but it is not preferable.
10	Is there an accessible route to the entrance from other site arrival points, i.e. bus stops, sidewalks, public streets?				

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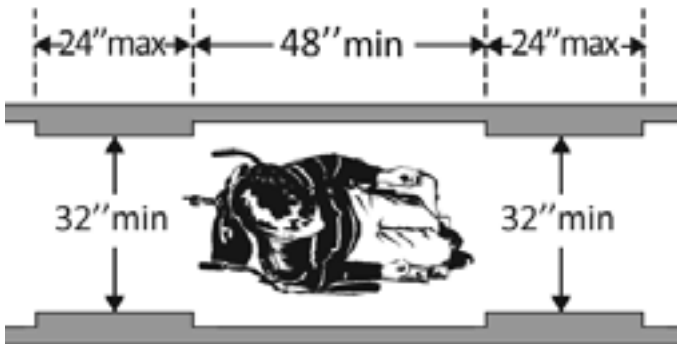
#	Facility:	Location:		Reviewer:
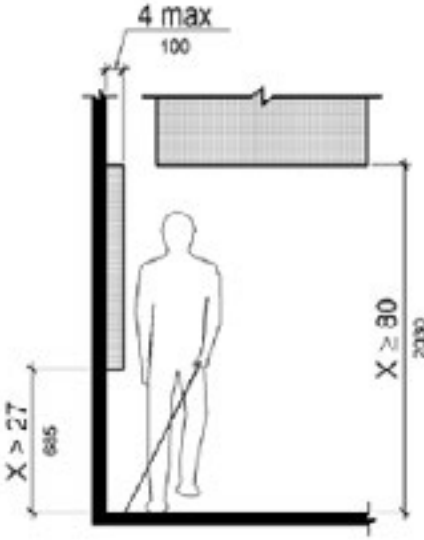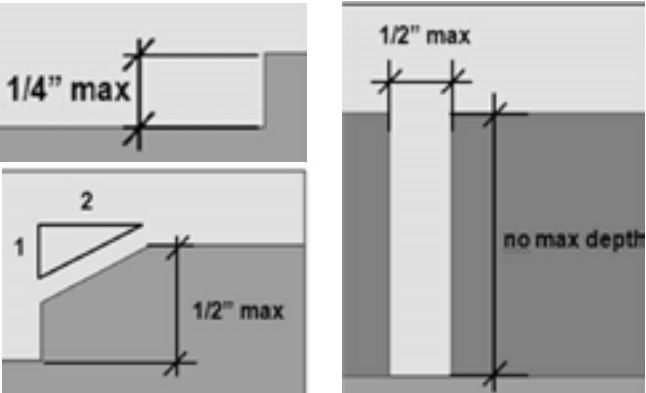
Pathways

There are several different terms that are used in referring to pathways in ADA accessibility. "Accessible route," "circulation path," "path of travel," and "accessible means of egress" are the ones most commonly used. There is also some confusion about exactly what those terms signify. Generally, an Inchaccessible routeInch is the route that an individual with a disability will use to gain entrance to the facility. The Inchcirculation pathInch is where pedestrians move from one place to another and does not necessarily need to be accessible. A Inchpath of travelInch concerns pedestrian passage to altered areas. If an area has been altered it must comply with the ADA Standards for accessiblity and so must the path of travel leading to that area. The requirement to meet
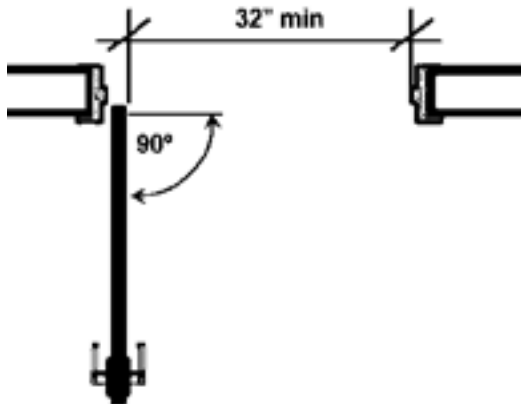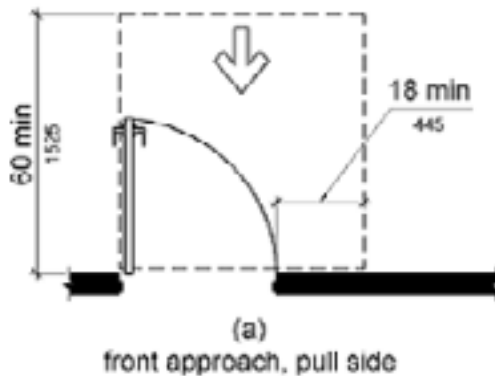
accessibility standards will also incude any restrooms, phones, drinking fountains, etc. along the path of travel. Finally, an Inchaccessible means of egress,Inch as its name implies, refers to a continuous way of travel from within a building that provides an accessible route to an area of refuge or exit, and to the public way.
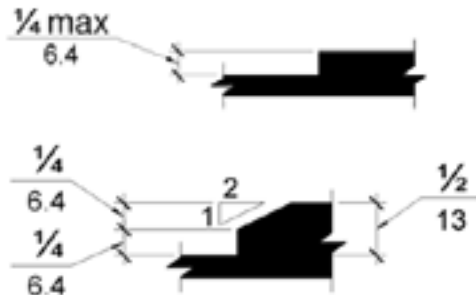
Any interior hallways serving offices must provide enough maneuvering room for an individual using a mobility device to enter the office. The required amount of space required is determined by whether or not the door swings in or out and whether it has a closer or latch.
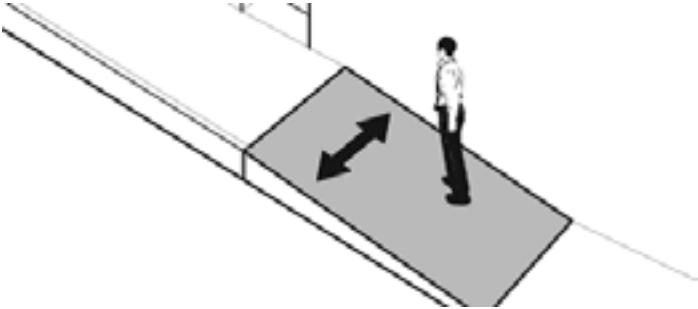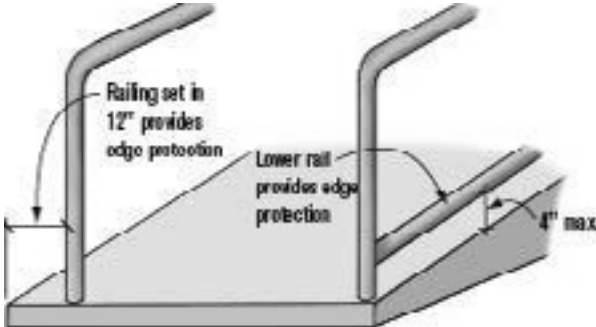
#	Accessible Route	Yes	No #	Images	Comments
1	Is there an accessible route from the accessible parking area to front entrance?				
2	Is the accessible route at least 36 inches wide?				Note: The accessible route can narrow to no less than 32 inches but only for a maximum distance of 24 inches. There must also be at least 48 inches of distance between any narrowed sections.

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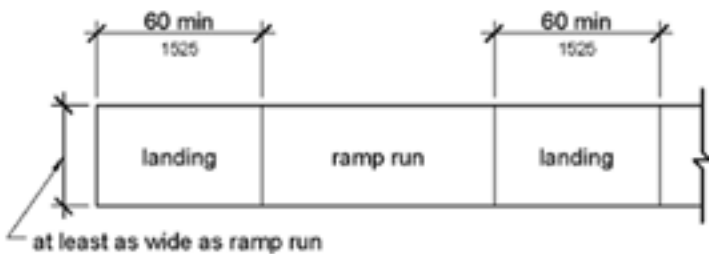
#	Facility:	Location:		Reviewer:

#	Accessible Route	Yes	No #	Images	Comments
3	Is the accessible route surface smooth?				
4	Is the accessible route surface firm?				
5	Is the accessible route surface slip resistant?				
6	Can a person with a visual disability detect objects protruding into the path with a cane?				Note: Objects should be within 27 inches of ground or higher than 80. inches. Any objects within that range can protrude no more than 4 inches. Also, be aware that sloping beams, walls, curved archways, or open stairways can be a protruding object hazard.
7	Is the accessible route free of obstacles that interfere with accessibility?				Note: Any changes in level greater than 1/4 inch (or 1/2 inch with a 1/4 inch bevel at the top) or horizontal gaps wider than 1/2 inch are not allowed.

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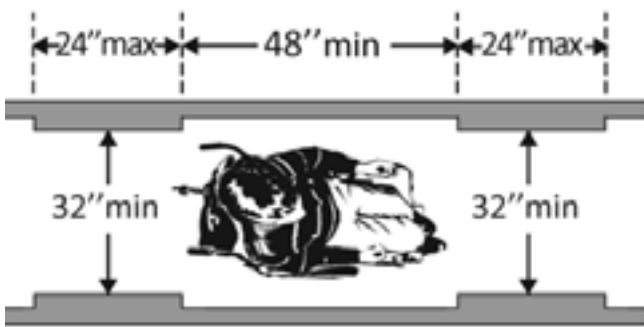
#	Facility:	Location:				Reviewer:

#	Entrance	Yes	No #	Images	Comments
1	If there is more than 1 entrance, is the accessible entrance marked with a sign?				
2	Do non-accessible entrances have signage directing people to accessible entrances?				
3	Force required to open door?				Note: There is no specific force requirement for exterior doors. However, if the force required to open exterior doors is so great that it is a barrier to entry for individuals with disabilities, it must be adjusted to a lesser force that will allow entry.

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#	Facility:	Location:		Reviewer:
#	Entrance	Yes	No #	Images	Comments

#	Entrance	Yes	No #	Images	Comments
4	When fully open, does the door have a minimum clear width of at least 32 inches?				Note: With the door open at least 90°, measure the distance from the stop to the face of the door.
5	If the door has a closer, does it take at least 5 seconds to close?				
6	Is there at least 18 inches of clear wall space on the pull side of the door, next to the handle?				Note: Doors can only be recessed a maximum of 8 inches. There can be no obstructions greater than 8 inches in the clear wall space anywhere up to the full height of the door (80 inches).
7	Is door handle no higher than 48 inches?				Note: Any other inchesoperable parts inches i.e. card readers, call buttons, door opener activation buttons, etc. are also required to be no higher than 48 inches.
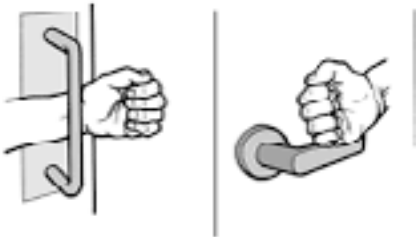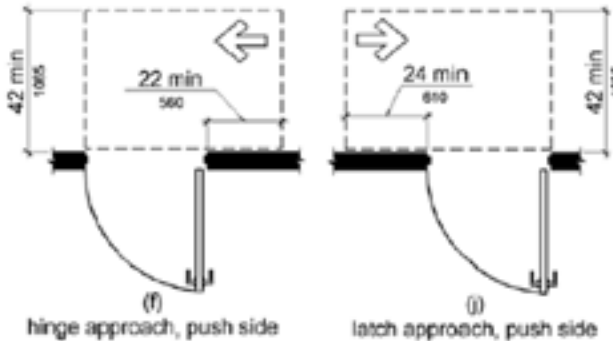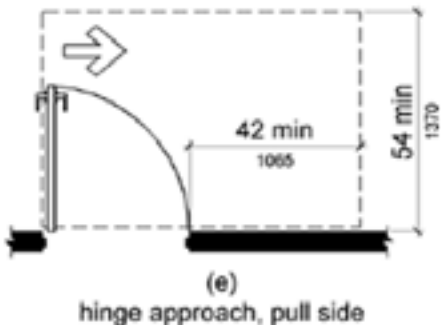
#	Facility:	Location:		Reviewer:

#	Entrance	Yes	No #	Images	Comments
8	Can door handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				Note: Door hardware also cannot need more than 5 pounds of force to operate.
9	Is the carpet pile height of doormats no higher than 1/2 inch?			½"max	Note: This 1/2 inch maximum applies to any carpet anywhere within the facility.
10	Height of threshold?			¼ max 6.4 / ¼ 6.4 / ¼ 6.4 / ½ 13 / 2 1	Note: The height of the threshold cannot be greater than 1/4 inch or 1/2 inch with a 1/4 inch bevel.
11	Does the door have a level landing 60 inches deep and at least as wide as the door(s) plus required clear wall space on either side of the door?				Note: a level landing can have up to a maximum slope of 1:48 (2%) in any direction.
12	Does the accessible entrance have a power door opener?				
13	Are there stairs at the main entrance?				

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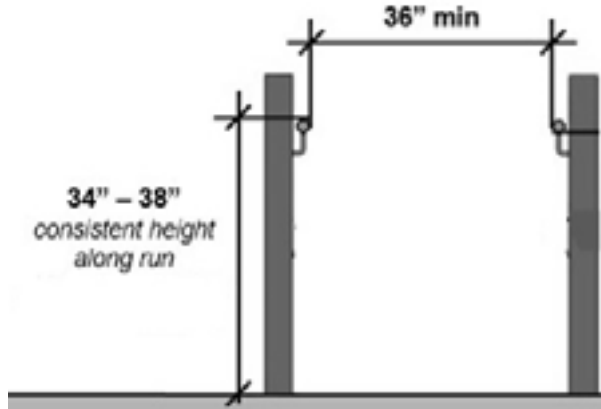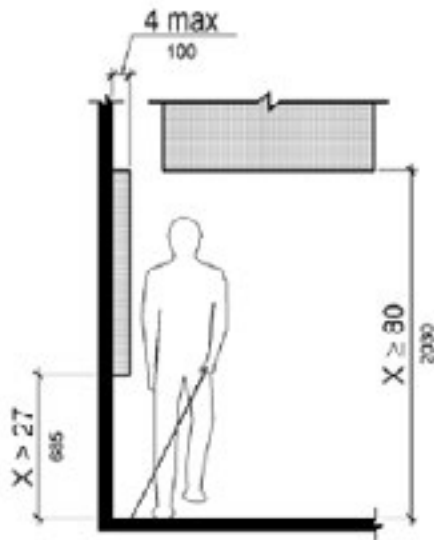
#	Facility:	Location:				Reviewer:

#	Entrance	Yes	No #	Images	Comments
14	If there are stairs, is there a ramp or elevator?				Note: A ramp is any walking surface with a slope greater than 1:20. 5% slope.
15	Is the slope of the ramp no greater than 1:12?			1 inch / 12 inches	Note: For each 1 inch of rise--there is 12 inches of ramp length. 8.3% slope.
16	Is the cross slope of the ramp no greater than 1:48?				Note: Maximum 2% slope.
17	Does the ramp have a non-slip surface?				
18	Do ramps with a rise greater than 6 inches have handrails?				Note: Handrails are required on both sides of the ramp.
19	Are handrails between 34 inches and 38 inches high?				
20	Is there edge protection on the sides of the ramp?			Railing set in 12" provides edge protection / Lower rail provides edge protection / 4" max	Note: The placement and design of the railings can provide edge protection or the ramp concrete can be poured with edge protection as part of the design of the ramp.

#	Facility:	Location:				Reviewer:

#	Entrance	Yes	No #	Images	Comments
21	Is the width between the ramp railings at least 36 inches				
22	Does the ramp have a level landing 60 inches deep and at least as wide as the ramp at both top and bottom?				Note: a level landing can have up to a maximum slope of 1:48 (2%) in any direction.

#	Interior Pathways	Yes	No #	Images	Comments
1	Is there an accessible circulation path?				Note: The accessible path can narrow to no less than 32 inches but only for a maximum distance of 24 inches. There must also be at least 48 inches of distance between any narrowed sections.
2	Is there a service counter no more than 36 inches high?				
3	Is there a hallway leading to offices or other spaces?				

#	**Facility:**	**Location:**				**Reviewer:**

#	Interior Pathways	Yes	No #	Images		Comments
4	Wall sconces, fire extinguishers, wall-mounted TV feets, etc.					Note: Objects should be within 27 inches of ground or higher than 80. inches Any objects within that range can protrude no more than 4 inches. Also, be aware that sloping beams, walls, curved archways, or open stairways can be a protruding object hazard.
5	When fully open, do the office doors have a minimum clear width of at least 32 inches?					Note: With the door open at least 90°, measure the distance from the stop to the face of the door. Doors can only be recessed a maximum of 8 inches.

224

#	Facility:	Location:		Reviewer:

#	Interior Pathways	Yes	No #	Images	Comments
6	Can the office feets door handles be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
7	Is the force required to open doors 5 lbs. or less?				
8	Do the office doors open inward (into the office)?				
9	If the doors open inward, is the hallway at least 42 inches wide?			 (f) hinge approach, push side (j) latch approach, push side	Note: If the doors are equipped with a closer, the hallway must be at least 48 inches wide with appropriate clear wall space.
10	If the doors open outward, is the hallway at least 54 inches wide with clear wall manevering space of at least 42 inches?			 (e) hinge approach, pull side	Note: If the clear wall space is only 36 inches the hallway width must be at least 60 inches

225

#	Facility:	Location:			Reviewer:

#	Interior Pathways	Yes	No #	Images	Comments
11	If there is an interior ramp with a rise greater than 6 inches, are there handrails?				Note: Minimum 36 inch width between handrails and the gripping surfaces of the handrails minimum 34 inches and maximum 38 inches above the floor on both sides of the ramp.
12	Can a person with a visual disability detect objects protruding into the path with a cane, i.e. wall sconces, fire extinguishers, wall-mounted TV feets, etc.?				Note: Objects should be within 27 inches of ground or higher than 80. inches Any objects within that range can protrude no more than 4 inches. Also, be aware that sloping beams or walls or curved archways can be a protruding object hazard.

226

#	Facility:	Location:		Reviewer:
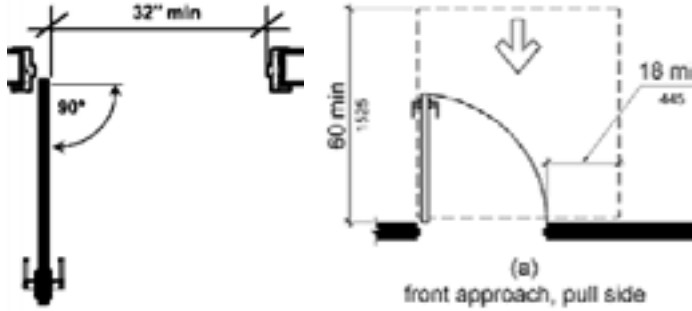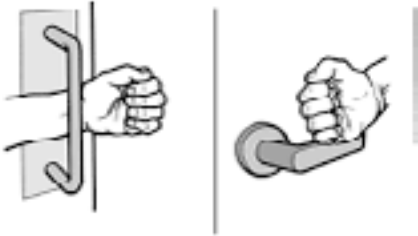
Bathrooms
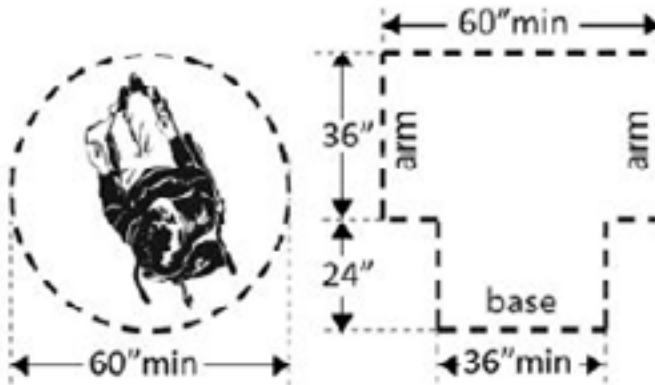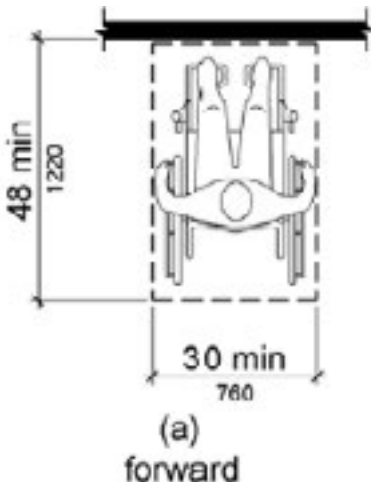
Bathrooms are often the most difficult to survey for accessibility. There are numerous measurements that need to be taken and in older facilities the bathrooms may have been reconfigured to try to make them more accessible. Determining whether these reconfigured spaces meet all necessary requirements can sometimes be difficult to determine.
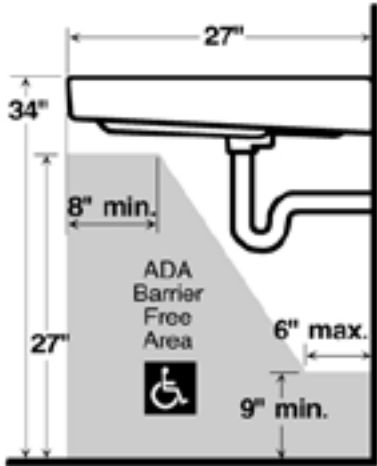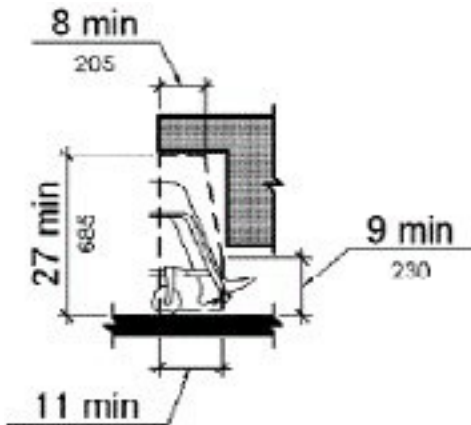
Also, consider any safe harbor provisions that might be applicable. When was the facility constructed or last altered? If it was before March 25, 2012, then any dispensers, paper towel, hand soap, hand sanitizer, etc. that an individual in a mobility device can pull up alongside can have a maximum measurement of 54 inches for a side reach. Also, the side transfer space at the accessible toilet can be 48 inches and a sink can be installed a minimum of 36 inches within the space.
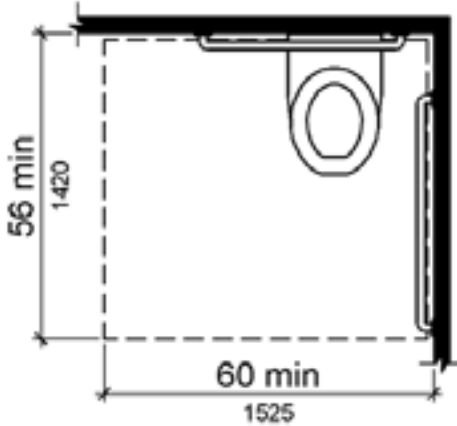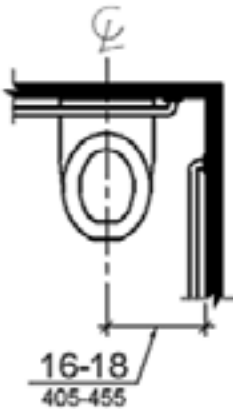
Consider protruding object obstructions and maneuvering space at doors. Often, the bathroom was constructed to meet the Standards but when dispensers, hand dryers, trash cans, and other amenities in the bathroom are installed they are placed with no consideration of the Standards. If anything protrudes more than 4 inches, does it extend at least 27 inches from the floor or is it above 80 inches? If not, an individual using a cane for travel may run into it. If placed next to an inward swinging door, does it extend greater than 8 inches from the wall? If it does an individual in a mobility device will have difficulty opening the door.
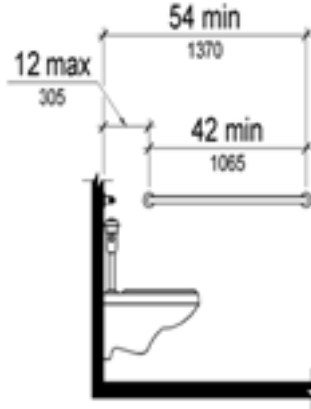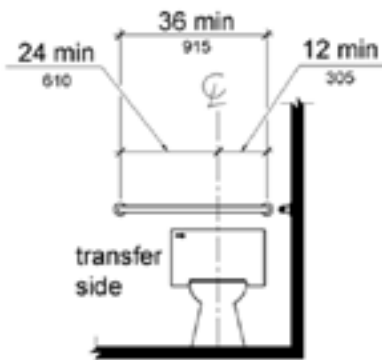
#	Bathroom #1	Yes	No #	Images	Comments
1	Does the facility indicate they have an accessible bathroom?				Note: Either one for each sex or one unisex. Braille is required.
2	Are there signs at the inaccessible restrooms that give directions to accessible restrooms?				

227
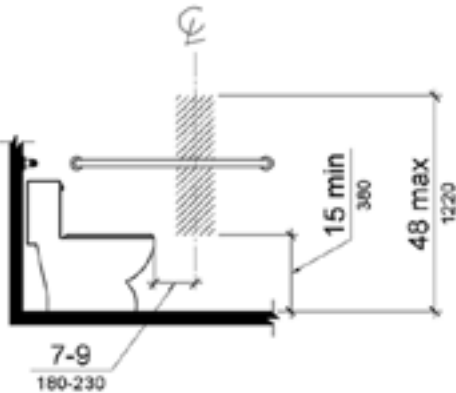
#	Facility:	Location:				Reviewer:
#	**Bathroom #1**	**Yes**	**No #**	**Images**		**Comments**
3	Do any doors (entrance, toilet stall) swing into the clear floor space required at fixtures?					Note: Clear space at lavatory or urinal = 30 inches wide by 48 inches deep; clear space at toilet = 60 inches wide by 56 inches deep.
4	Does the sign include the International symbol for accessibility and is it mounted on latch side of door?					Note: Can also be placed on the push side of the door if there is not enough wall space on latch side.
5	Is the doorway at least 32 inches clear and have 18 inches clearance on latch side of door on the pull side?			front approach, pull side		
6	Can the accessible bathroom door handles be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?					
7	Force required to open/close doors?					Note: Must be 5 lbs. or less to open, 5 seconds or more to close if fitted with closer

#	Facility:	Location:				Reviewer:
#	Bathroom #1	Yes	No #	Images		Comments
8	Does the entry configuration provide maneuvering space for wheelchair access?					Note: 36 inches clear width for forward movement and 5 feet diameter space or t-shaped space to make turns
9	Are the paths in the bathroom at least 36 inches wide?					
10	Does at least one lavatory have clear floor space of 30 inches wide by 48 inches long in front?					
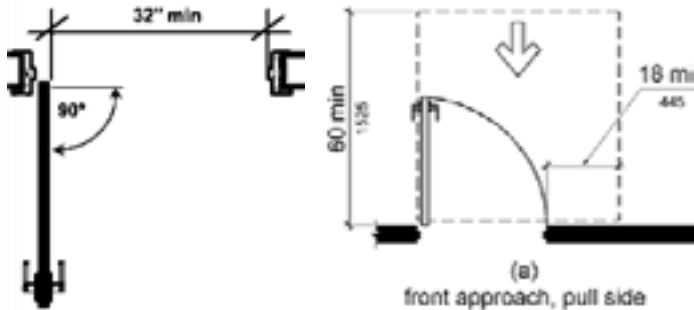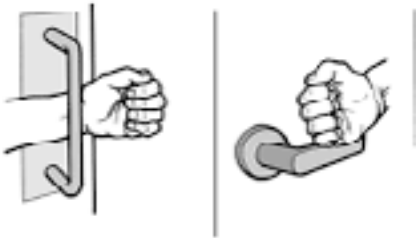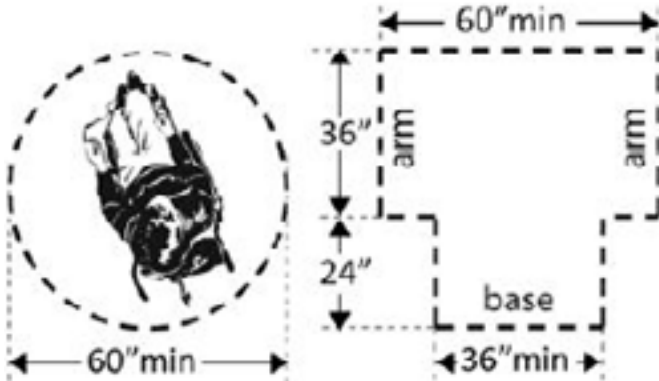
#	Facility:	Location:				Reviewer:
#	**Bathroom #1**	**Yes**	**No #**		**Images**	**Comments**
11	Is the lavatory rim no higher than 34 inches?					
12	Is there at least 27 inches from floor to bottom of lavatory and at least 8 inches pipe clearance?					
13	Are the pipes underneath the lavatory wrapped or covered in some way to protect against contact?					

230
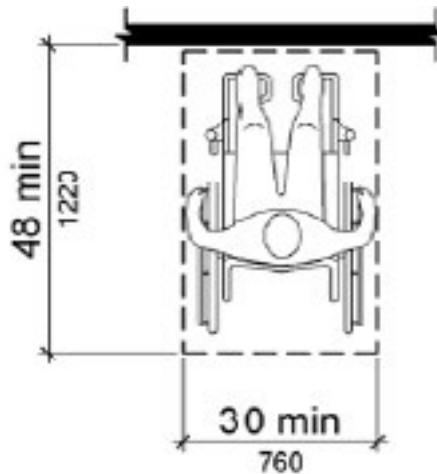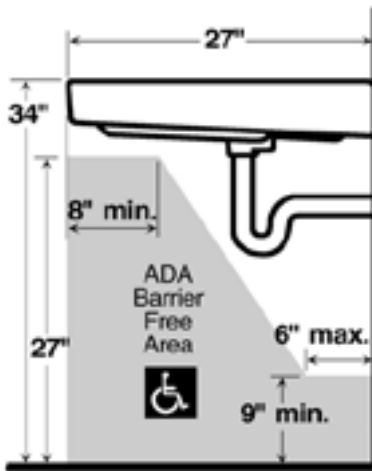
#	Facility:	Location:		Reviewer:

#	Bathroom #1	Yes	No #	Images	Comments
14	Can the faucet handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
15	Is there clearance around the toilet measuring 60 inches minimum perpendicular from the side wall and 56 inches minimum perpendicular from the rear wall for the most accessible stall?			56 min 1420 / 60 min 1525	Note: These are the dimensions required in the most recent version of the Standards, the 2010 ADA Standards. Other configurations may be encountered and may be acceptable under safe harbor provisions.
16	Does the centerline of the toilet measure from 16 inches to 18 inches from the side wall?			16-18 405-455	
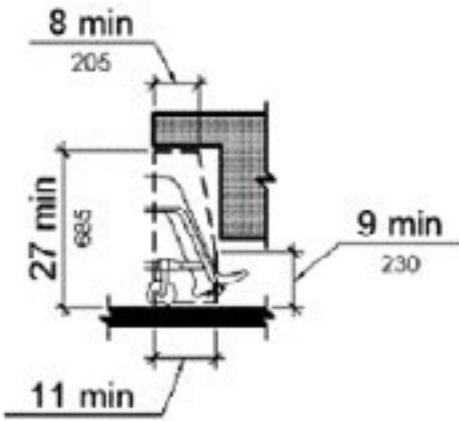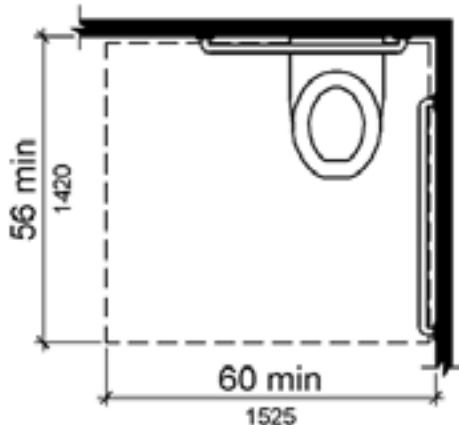
#	Facility:	Location:		Reviewer:

#	Bathroom #1	Yes	No #	Images	Comments
17	In the most accessible stall is there a 42 inch minimum long grab bar on the side wall nearest the toilet, installed minimum 33 inches and maximum 36 inches above the floor?				Note: The grab bar should be installed 12 inches maximum and 54 inchesminimum from the rear wall.
18	In the most accessible stall is there a 36 inch minimum long grab bar behind the toilet, installed minimum 33 inches and maximum 36 inches above the floor?				Note: The grab bar should extend from the centerline of the toilet 12 inches minimum on one side and 24 inchesminimum on the other side.
19	Are there no dispensers or other fixtures installed within the space 12 inches above and 1 1/2 inches below the grab bars?				Note: Vertical grab bars can be installed within the 12 inches space above the grab bar.

232
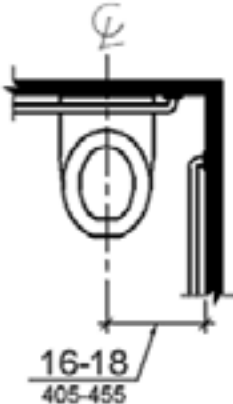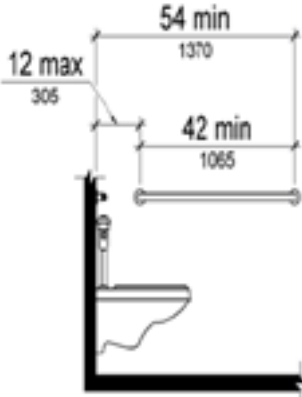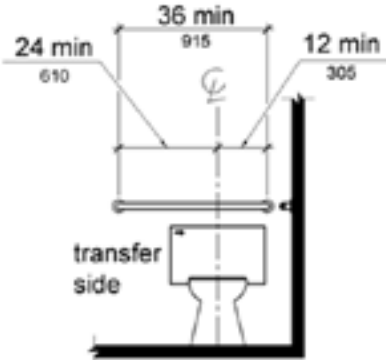
#	Facility:	Location:				Reviewer:

#	Bathroom #1	Yes	No #	Images	Comments
20	Is the toilet paper dispenser located 48 inches maximum and 15 inches minimum above the floor and 7 inches to 9 inches in front of the toilet?				Note: The body of the dispenser cannot be located in the space 12 inches above and 1 1/2 inches below the grab bar.
21	In the accessible stall is the toilet seat height between 17 inches and 19 inches?				
22	Can the accessible stall door handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
23	Can the toilet flush control be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				Note: The toilet flush control must be located on the side away from the wall.

233

#	Facility:	Location:		Reviewer:

#	Bathroom #2	Yes	No #	Images	Comments
1	Does the facility indicate they have an accessible bathroom?				Note: Either one for each sex or one unisex. Braille is required.
2	Are there signs at the inaccessible restrooms that give directions to accessible restrooms?				
3	Do any doors (entrance, toilet stall) swing into the clear floor space required at fixtures?				Note: Clear space at lavatory or urinal = 30 inches wide by 48 inches deep; clear space at toilet = 60 inches wide by 56 inches deep.
4	Does the sign include the International symbol for accessibility and is it mounted on latch side of door?				Note: Can also be placed on the push side of the door if there is not enough wall space on latch side.

234

#	Facility:		Location:		Reviewer:

#	Bathroom #2	Yes	No #	Images	Comments
5	Is the doorway at least 32 inches clear and have 18 inches clearance on latch side of door on the pull side?				
6	Can the accessible bathroom door handles be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
7	Force required to open/close doors?				Note: Must be 5 lbs. or less to open, 5 seconds or more to close if fitted with closer
8	Does the entry configuration provide maneuvering space for wheelchair access?				Note: 36 inches clear width for forward movement and 5 feet diameter space or t-shaped space to make turns

235

#	Facility:	Location:				Reviewer:
#	**Bathroom #2**	**Yes**	**No #**	**Images**		**Comments**
9	Are the paths in the bathroom at least 36 inches wide?					
10	Does at least one lavatory have clear floor space of 30 inches wide by 48 inches long in front?					
11	Is the lavatory rim no higher than 34 inches?					

236

#	Facility:	Location:			Reviewer:

#	Bathroom #2	Yes	No #	Images	Comments
12	Is there at least 27 inches from floor to bottom of lavatory and at least 8 inches pipe clearance?				
13	Are the pipes underneath the lavatory wrapped or covered in some way to protect against contact?				
14	Can the faucet handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
15	Is there clearance around the toilet measuring 60 inches minimum perpendicular from the side wall and 56 inches minimum perpendicular from the rear wall for the most accessible stall?				Note: These are the dimensions required in the most recent version of the Standards, the 2010 ADA Standards. Other configurations may be encountered and may be acceptable under safe harbor provisions.

237

#	Facility:	Location:				Reviewer:

#	Bathroom #2	Yes	No #	Images		Comments
16	Does the centerline of the toilet measure from 16 inches to 18 inches from the side wall?			16-18 / 405-455		
17	In the most accessible stall is there a 42 inches minimum long grab bar on the side wall nearest the toilet, installed minimum 33 inches and maximum 36 inches above the floor?			54 min / 1370, 12 max / 305, 42 min / 1065		Note: The grab bar should be installed 12 inches maximum and 54 inches minimum from the rear wall.
18	In the most accessible stall is there a 36 inches minimum long grab bar behind the toilet, installed minimum 33 inches and maximum 36 inches above the floor?			36 min / 915, 24 min / 610, 12 min / 305, transfer side		Note: The grab bar should extend from the centerline of the toilet 12 inches minimum on one side and 24 inches minimum on the other side.

238

#	Facility:	Location:			Reviewer:
#	**Bathroom #2**	**Yes**	**No #**	**Images**	**Comments**
19	Are there no dispensers or other fixtures installed within the space 12 inches above and 1 1/2 inches below the grab bars?				Note: Vertical grab bars can be installed within the 12 inches space above the grab bar.
20	Is the toilet paper dispenser located 48 inches maximum and 15 inches minimum above the floor and 7 inches to 9 inches in front of the toilet?				Note: The body of the dispenser cannot be located in the space 12 inches above and 1 1/2 inches below the grab bar.
21	In the accessible stall is the toilet seat height between 17 inches and 19 inches?				
22	Can the accessible stall door handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
23	Can the toilet flush control be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				Note: The toilet flush control must be located on the side away from the wall.

239

#	Facility:	Location:				Reviewer:

#	Bathroom #3	Yes	No #	Images	Comments
1	Does the facility indicate they have an accessible bathroom?				Note: Either one for each sex or one unisex. Braille is required.
2	Are there signs at the inaccessible restrooms that give directions to accessible restrooms?				
3	Do any doors (entrance, toilet stall) swing into the clear floor space required at fixtures?				Note: Clear space at lavatory or urinal = 30 inches wide by 48 inches deep; clear space at toilet = 60 inches wide by 56 inches deep.
4	Does the sign include the International symbol for accessibility and is it mounted on latch side of door?				Note: Can also be placed on the push side of the door if there is not enough wall space on latch side.

240

#	Facility:	Location:			Reviewer:

#	Bathroom #3	Yes	No #	Images	Comments
5	Is the doorway at least 32 inches clear and have 18 inches clearance on latch side of door on the pull side?				
6	Can the accessible bathroom door handles be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
7	Force required to open/close doors?				Note: Must be 5 lbs. or less to open, 5 seconds or more to close if fitted with closer
8	Does the entry configuration provide maneuvering space for wheelchair access?				Note: 36 inches clear width for forward movement and 5 feet diameter space or t-shaped space to make turns

241

#	Facility:	Location:		Reviewer:

#	Bathroom #3	Yes	No #	Images	Comments
9	Are the paths in the bathroom at least 36 inches wide?				
10	Does at least one lavatory have clear floor space of 30 inches wide by 48 inches long in front?				
11	Is the lavatory rim no higher than 34 inches?				

#	Facility:	Location:		Reviewer:

#	Bathroom #3	Yes	No #	Images	Comments
12	Is there at least 27 inches from floor to bottom of lavatory and at least 8 inches pipe clearance?				
13	Are the pipes underneath the lavatory wrapped or covered in some way to protect against contact?				
14	Can the faucet handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
15	Is there clearance around the toilet measuring 60 inches minimum perpendicular from the side wall and 56 inches minimum perpendicular from the rear wall for the most accessible stall?				Note: These are the dimensions required in the most recent version of the Standards, the 2010 ADA Standards. Other configurations may be encountered and may be acceptable under safe harbor provisions.

243

#	Facility:	Location:			Reviewer:
#	**Bathroom #3**	**Yes**	**No #**	**Images**	**Comments**
16	Does the centerline of the toilet measure from 16 inches to 18 inches from the side wall?				
17	In the most accessible stall is there a 42 inches minimum long grab bar on the side wall nearest the toilet, installed minimum 33 inches and maximum 36 inches above the floor?				Note: The grab bar should be installed 12 inches maximum and 54 inches minimum from the rear wall.
18	In the most accessible stall is there a 36 inches minimum long grab bar behind the toilet, installed minimum 33 inches and maximum 36 inches above the floor?				Note: The grab bar should extend from the centerline of the toilet 12 inches minimum on one side and 24 inches minimum on the other side.

#	Facility:	Location:		Reviewer:

#	Bathroom #3	Yes	No #	Images	Comments
19	Are there no dispensers or other fixtures installed within the space 12 inches above and 1 1/2 inches below the grab bars?				Note: Vertical grab bars can be installed within the 12 inches space above the grab bar.
20	Is the toilet paper dispenser located 48 inches maximum and 15 inches minimum above the floor and 7 inches to 9 inches in front of the toilet?				Note: The body of the dispenser cannot be located in the space 12 inches above and 1 1/2 inches below the grab bar.
21	In the most accessible stall is toilet seat height between 17 inches and 19 inches?				
22	Can the accessible stall door handle be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				
23	Can the toilet flush control be operated with one hand, with no tight grasping, pinching, or twisting of the wrist?				Note: The toilet flush control must be located on the side away from the wall.

245

#	Facility:	Location:				Reviewer:

#	Addl. Access – Water Fountain	Yes	No #	Images	Comments
1	Does at least 1 drinking fountain have a clear floor space of 30 inches wide x 48 inches long centered in front--for forward reach?				
2	If there is a forward approach, do no less than 17 inches & no greater than 25 inches of clear floor space extend under the fountain?				
3	If fountain is no deeper than 20 inches, are the operable parts no higher than 48 inches above the floor?				
4	If the drinking fountain is between 20 inches and 25 inches deep, are operable parts no higher than 44 inches above floor?				
5	Can the fountain control be operated with one hand, with no tight grasping, pinching or twisting of the wrist?				
6	Is the force to activate the control no more than 5 pounds?				

#	Facility:	Location:				Reviewer:

#	Addl. Access – Water Fountain	Yes	No #	Images	Comments
7	Is the spout: At least 15 inches from rear of drinking fountain? No more than 5 inches from front of drinking fountain?				
8	If more than 1 fountain, is there at least one for standing persons? Spout outlet no lower than 38 inches & no higher than 43 inches above floor?				
9	If bottom edge of fountain is higher than 27 inches above floor, does the front of the fountain protrude no more than 4 inches into circulation path?				

#	Addl. Access - Public Telephones	Yes	No #	Images	Comments
1	Does at least 1 telephone have clear floor space at least 30 inches wide x at least 48 inches long for a parallel or forward approach?				

247

#	Facility:	Location:				Reviewer:

#	Addl. Access - Public Telephones	Yes	No #	Images	Comments
2	Is the highest operable part of the telephone no higher than 48 inches above the floor?				
3	Is bottom edge of telephone higher than 27 inches above the floor, does the front of the telephone protrude no more than 4 inches into circulation path?				
4	Does at least 1 telephone have a volume control? Is the volume control identified by a pictogram of a telephone handset with radiating sound waves?				
5	Does at least 1 telephone have a TTY?				
6	Is the touch surface of the TTY keypad at least 34 inches above the floor?				
7	Is TTY identified by the International symbol of TTY?				

#	Facility:	Location:			Reviewer:

#	Addl. Access - Public Telephones	Yes	No #	Images	Comments
8	Do signs that provide directions to public telephones also provide direction to TTY?				
9	Do telephones that do not have a TTY provide direction to the TTY?				

#	Addl. Access – Fire Alarm Systems	Yes	No #	Images	Comments
1	If there are fire alarm systems, do they have both flashing lights and audible alerts?				

Notes:

249

Center Information

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	

Certification Team

Evaluator Name:			
Evaluator Email:			
Evaluator Phone Number:			

Scoring

	# Items Met	# Items Not Met	Avg. Section Score
Customer Focus			
Operations & Infrastructure			
Equal Opportunity & Accessibility			
Continuous Improvement			
Personnel			

Per OWDI #:
- **Full certification** may be awarded if 100% met/not met criteria *and* an average score of "2" or higher for each category is achieved.
- **Provisional certification** may be awarded if 75-99.99% of met/not met criteria *and* an average score of "1.5" or higher is achieved for each category of certification.
- **Not certified or decertified** is achieved if less than 75% of the met/not met criteria *and/or* the average score for each category is less than "1.5".

Customer Focus

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	
Evaluator Name:	

Must Meet Criteria

		Met	Not Met
CF.1	The AJC provides access to customers for skill development and training opportunities in a wide range of skill levels and levels of experience.		
CF.2	Customers have access to both on-site and virtual services including: basic and individualized career services, training services, education services, employment services, supportive services, and business services at/through the one-stop center.		
CF.3	Center hours are easily identifiable. The center ensures that customers are provided access to services in normal business hours and is able to assist customers outside of regular business hours to accommodate customers' work, child care, or transportation needs. Discussions regarding business hours are conducted periodically within the center meetings.		
CF.4	A customer satisfaction feedback process is in place and issues are addressed regularly.		
CF.5	The center implements the veteran's preference and priority of service requirements.		
CF.6	The one-stop is striving to meet the Oklahoma Works Workforce Access for All Standards and/or there is an active EEAAP plan in place for continuous improvement. Technology is available to assist all customers.		
CF.7	The one-stop center regularly identifies areas of needed technical assistance to improve business results and taps available resources to obtain needed assistance.		

CF.8	The one-stop center actively conducts outreach and provides access to non-co-located partner customers to participate in one-stop center-based services such as workshops and recruitment events.		
CF.9	Staff can explain the circumstances when individuals with disabilities receive separate or different services and that they are ensured to be as effective as services provided to others.		

Scored Criteria

		Score		
CF.10A	The one-stop center has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
CF.11B	One-stop center staff is readily available to assist customers and staff are integrated in the one-stop system (and not just their specific program). All staff contribute to providing a positive experience for every customer.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
CF.12C	The one-stop center offers a wide range of one-stop center-based services for employers including referral of qualified candidates, on-site recruitment, pre-employment testing, skills verification, and hiring and training subsidies. All one-stop center staff are able to make knowledgeable referrals to partner programs.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation

Evaluator Notes

OKLAHOMA WORKS.

A proud partner of the AmericanJobCenter network

Operations and Infrastructure

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	
Evaluator Name:	

Must Meet Criteria

		Met	Not Met
OI.1	The "Oklahoma Works a proud partner of the American Job Center network" identifier is highly visible inside and outside of the facility and meets state criteria. *If Not: There is a plan in place for the center to display "Oklahoma Works a proud partner of the American Job Center network" inside and outside of the facility and meets state criteria.*		
OI.2	Adequate parking (including accessible parking) is available for customers who drive to the facility.		
OI.3	Meeting rooms are available to meet partner and/or job seeker and business customer demands.		
OI.4	Safety and security precautions are in place to protect both customers and staff.		
OI.5	The resource area has workspace and computer stations available to meet customer needs. Assistive technology, devices or other auxiliary aids are readily available to assist those with disabilities and those who are non-English speaking.		
OI.6	Resource areas include up-to-date information about the services and supportive services available. The one-stop center's resources include bilingual materials or an on-demand translation service, if needed.		
OI.7	Internet access is available at the center. There is a policy in place to prevent abuse and misconduct of internet access.		

OI.8	All services are available on demand through a direct connection with the one-stop center within a reasonable time, either through onsite staff or via real-time technology consistent with the "direct linkage" requirement. Phone, real-time Web-based communications or other technology is physically present, enables real-time interaction (e.g., via Skype). *(Comprehensive Center only)*		

Scored Criteria

		Score		
OI.9A	The center reflects a professional and friendly environment. The one-stop center has a system in place to promptly greet all customers, identify their needs and reason for their visit, and quickly connect them to appropriate services	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
OI.10B	The one-stop center strives to increase the number and percentage of all customers placed in high wage, sustainable employment.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
OI.11C	The required one-stop partners meet on a regular basis to discuss the one-stop system and the one-stop center's contribution to the system, and makes recommendations for continuous improvement.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation

Evaluator Notes

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Equal Opportunity & Accessibility

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	
Evaluator Name:	

Must Meet Criteria

		Met	Not Met
EOA.1	The physical and programmatic accessibility of the one-stop center has been assessed by the local board, as required in 20 CFR 679.370.		
EOA.2	The Emergency Action plan is up to date and easily accessible. (29 CFR Part 1910.38; 29 CFR Part 1910.38)		
EOA.3	The one-stop is accessible consistent with Oklahoma's Accessibility Initiative standards found on the ABLE Tech website and is accessible to the Web Content Accessibility Guidelines 2.0, AA.		
EOA.4	The Local Equal Opportunity Officer periodically reviews the one-stop center's policies, procedures, and facility for accessibility and equal opportunity and provides recommendations and technical assistance.		
EOA.5	There are procedures in place to receive and respond to programmatic grievances and complaints.		
EOA.6	All program services are made available to and are accessible to all individuals, including those with disabilities as detailed in the Oklahoma Works Workforce Access for All initiative.		
EOA.7	Phone, real-time Web-based communications or other technology is physically present, enables real-time interaction (e.g., via Skype) and is accessible to the Web Content Accessibility Guidelines 2.0,AA		

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Scored Criteria

		Score		
EOA.8A	Assistive technology devices or other auxiliary aids are readily available.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
EOA.9B	The one-stop center's resources include bilingual materials or an on-demand translation service and are tailored to the populations served.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
EOA.10C	Program partner staff are able to demonstrate they know how to use assistive technologies and are aware of the available resources.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation

Evaluator Notes

Continuous Improvement

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	
Evaluator Name:	

Must Meet Criteria

		Met	Not Met
CI.1	The policies, processes, and actions of the one-stop center support the achievement of all partners' negotiated local levels of performance.		
CI.2	Performance data is tracked for daily operations and overall one-stop center performance and trends are identified.		
CI.3	Customer satisfaction survey records indicate regular data collection. Customer satisfaction surveys are segmented by the type of customer (employer or job seeker) and allows for comments to be provided by customers.		

Scored Criteria

		Score		
CI.4A	The one-stop center regularly uses results from performance reports and customer satisfaction surveys to identify strategies and set goals in order to improve outcomes	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
CI.5B	A process is in place to receive and resolve customer complaints promptly and effectively.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
CI.6C	The one-stop center strives to increase the number and percentage of all customers receiving skill development and training services.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation

Evaluator Notes

Personnel

Local Area Name:	
Oklahoma Works AJC Name & Address:	
Type of center:	Comprehensive Affiliate Specialized
Date of On-Site Evaluation:	
Evaluator Name:	

Must Meet Criteria

		Met	Not Met
P.1	Roles and responsibilities of the one-stop operator within the Oklahoma Works One-Stop Center are clearly defined.		
P.2	Professional Development is provided to all one-stop center staff, including customer service and customer-centered design training.		
P.3	Program partner staff trainings are regularly provided on Equal Opportunity practices.		
P.4	Staff at the one-stop center are cross-trained and provided information on all required programs, services, and activities in the one-stop center and have received an orientation to all partner programs and services		
P.5	There is evidence that career services are provided within the Oklahoma Works One-Stop Center.		
P.6	If there is at least one Wagner-Peyser ES staff physically located in the center, then there is at least one other system partner physically present in the center. (***Comprehensive Center only***)		
P.7	All one-stop center staff are able to make knowledgeable referrals to partner programs.		
P.8	The one-stop center has regular staff meetings with one-stop center staff to build relationships, provide updates on center activities, and discuss strategies for one-stop center improvement.		

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P.9	Continuous improvement plans are developed when required partners or customers identify barriers to participation in services.		

Scored Criteria

		Score		
P.10A	The center engages in an interactive process to identify and provide reasonable accommodations and meet individual's needs, as necessary (e.g. - allowing an individual with cognitive disabilities extra time to complete forms). The process includes a procedures for handling requests for accommodations.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
P.11B	One-stop center staff are able to demonstrate on how they use labor market information to help customers identify career pathways, develop in-demand skills and credentials, and find jobs.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation
P.12C	Program partner staff are able to effectively and appropriately communicate with individuals with disabilities.	3 - Exceeds expectations	2 - Meets expectations	1 - Meets minimum expectation

Evaluator Notes

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Center Certification Criteria and Process

WIOA envisions high-quality one-stop systems that are business driven, customer-centered, integrated, and tailored to meet the needs of regional economies. The law emphasizes the need for partnerships and strategies that align workforce development, education, and economic development programs with regional needs. In an effort to ensure that the workforce one-stop system meets minimum quality standards, the Green Country Workforce Development Board (GCWDB) has adapted the criteria established by the Oklahoma Office of Workforce Development as outlined in OWDI 01-2019 entitled "Certification of comprehensive and affiliate Oklahoma Works (One-Stop) Centers, a proud partner of the American Job Center network, under the Workforce Innovation and Opportunity Act of 2014 (WIOA)."

I.   **Designation:**

A.   Comprehensive: The Green Country Workforce Development Board (GCWDB) designates the Tulsa location as the area's Comprehensive Center.

B.   Affiliate: The Sapulpa and Muskogee American Job Centers are designated as Affiliate Centers.

C.   Specialized Centers: To meet the needs of outlying areas, Specialized Centers will be developed as opportunity and need arise. Current locations include Tahlequah, Okmulgee, Eufaula, Sallisaw, Stilwell, and Wagoner.

II.   **Types of Centers:**

A. Comprehensive Center: A comprehensive one-stop center is a physical location where job seeker and employer customers can access the programs, services, and activities of all required one-stop partners. A comprehensive one-stop center must have at least one Title I staff person physically present. The comprehensive one-stop center must provide:

1. Career Services

2. Access to Training Services

3. Access to Any Employment and Training Activities

4. Access to Programs and Activities Carried out by the One-Stop Partners, including the Employment Service Program Authorized Under Wagner-Peyser Act

5. Workforce and Labor Market Information

6. Customers must have access to these programs, services, and activities during regular business days and hours at a comprehensive center. GCWDB approves other service hours being offered to accommodate the schedules of individuals who cannot come in during regular business hours or days.

B. Affiliate Center: An affiliated site, or affiliate one-stop center, is a site that makes available to job seeker and employer customers one or more of the one-stop partners' programs, services, and activities with a physical presence of combined staff more than 50% of the time the center is open. An affiliated site does not need to provide access to all required one-stop partner programs.

1. The frequency of program staff's physical presence in the affiliated site will be determined by the one-stop operator and one-stop partner programs.

2. Affiliated sites are access points in addition to the comprehensive one-stop centers.

3. Affiliate sites must be established in a manner that supplements and enhances customer access to services.

4. All affiliated sites must be accessible to individuals with disabilities

5. If Wagner-Peyser Act employment services are provided at an affiliated site, there must be at least one or more other partners in the affiliated site with a physical presence and combined staff more than 50% of the time the center is open. The other partner must not be the partner administering local veteran's employment representatives, disabled veterans outreach program specialists, or unemployment compensation programs.

6. Customers must have access to these programs, services, and activities during regular business days and hours at a comprehensive one-stop center.

a. Access within this procedure is defined as access in relation to each partner program and its services. Access is defined as:

1) Having a program staff member physically present at the one-stop center;
2) Having a staff member from a different partner program physically present at the one-stop center who is appropriately

trained to provide information to customers about the programs, services, and activities available through partner programs or;

3) Making available a direct linkage through real-time technology use to program staff who can provide meaningful information or services.

b. Direct Linkage

1) Direct linkage is providing direct connection at the one-stop center within a reasonable time, by phone, or through a real-time Web-based communication to a program staff member who can provide program information or services to the customer.

2) A direct linkage cannot exclusively be providing a phone number or computer website to be used at an individual's home.

a) A direct linkage cannot be exclusively providing pamphlets, hand out materials, or making arrangements for the customer to receive services at a later time or on a different day.

b) If the direct linkage is provided via telephone, access must be a phone line dedicated to serving one-stop customers in a timely manner.

3) If the direct linkage is provided via technology, access must enable trained staff to provide remote assistance through technology such as live web chat (Skype, Facetime, etc.…), video conferencing, or other similar technology that involves a form of one-on-one assistance.

III. **Certification Criteria:** Objective criteria is set by the Oklahoma Office of Workforce Development which includes: Customer Focus, Operations and Infrastructure, Equal Opportunity and Accessibility, Personnel, and Continuous Improvement.

A. Effectiveness: These criteria evaluate the comprehensive and affiliate one-stop center's effectiveness in meeting the workforce development needs of participants and the employment needs of businesses. They also evaluate whether the center is operating in a cost-efficient manner, coordinating services among partner programs physically or through direct linkage on demand and in real time, and providing maximum access to partner program services at times that meet participant needs,

including providing services outside of regular business hours where there is a workforce need. Effectiveness also means required partners focus on outcomes and have the capacity to measure attainment of goals and other outcomes.

B. Physical Accessibility: Minimum certification criteria are required by WIOA to evaluate the comprehensive and affiliate one-stop center's physical accessibility. This includes ensuring that the center's location and layout are inclusive of individuals regardless of their range of abilities and mobility, and that reasonable accommodations for access are provided, when appropriate. This also requires the physical characteristics of the facility to conform to checkpoints found in the Oklahoma Works Access for All initiative Physical Accessibility Checklist (https://www.okabletech.org/wpcontent/uploads/2017/08/PhysicalSite_Accessibility_ Checklist.docx).

C. Programmatic Accessibility Criteria and Technology: These criteria evaluate the comprehensive one-stop center's programmatic accessibility, ensuring it provides equal access to all required programs, services, and activities to eligible participants and to employers regardless of their range of abilities, mobility, age, language, learning style, intelligence, or education level. Essentially, services must be made available without unlawful discrimination. Specific Technology criteria can be found on the AbleTech website: https://www.okabletech.org/employmentservices/oklahomaworks-access-for-all/roadmap-for-accessibility-certification/information-and-communication-technology-ict-checkpoints/

    1. Programmatic Accessibility actions include, but are not limited to:

        a. Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against any persons, including those with disabilities;

        b. Administering programs in the most appropriate integrated setting;

        c. Communicating with persons with disabilities as effectively as with others;

        d. Providing appropriate auxiliary aids and services, including assistive technology devices and services, where necessary to afford individuals

with disabilities an equal opportunity to participate in and enjoy the benefits of, the program or activity.

2. Technology:

a. Ensuring that the center's website, social media, and other software offered for use by Job Seekers is accessible. Such technology must adhere to the Web Content Accessibility Guidelines 2.0, Level AA. The center must conform to the Oklahoma Works Access for All Information and Communication Technology Checkpoints.

b. In instances where the center does not meet all the checkpoints, the center will create an Equally Effective Alternative Access Plan.

D. Continuous Improvement: These criteria evaluate the comprehensive and affiliate one-stop center's continuous improvement, meaning the center has the mechanisms and processes in place and has the capacity to assess and improve upon the effectiveness, physical accessibility, and programmatic accessibility of the center. This includes a regular process for identifying and responding to technical assistance needs, a regular system of continuing professional staff development, and having systems in place to capture and respond to specific customer feedback. Continuous improvement also includes supporting the achievement of the negotiated levels of performance for the local indicators of performance.

1. Detailed criteria are identified in Attachment A: Oklahoma Works (One-Stop) Center Certification Checklist

2. Certification evaluations must be documented on the Certification Checklist

IV. Center Evaluation and Certification Frequency

A. Center Evaluation and Certification Frequency: one-stop center sites will be evaluated and certified no less than once every two years; however, the GCWDB may direct "for-cause" site evaluation and certification as determined appropriate and/or warranted, because of a complaint or a concern. This timeline occurs during even numbered Program Years (2020, 2022, 2024, etc.). The Center Certification Process will be as follows, unless otherwise directed by the Executive Director:

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December -   One-Stop Operator completes and submits to the GCWDB an application for certification

January -   GCWDB convenes a Certification Team

February -   Center Certification Team:
              Conducts audit
              Completes an Audit Report
              Conducts Exit Meeting with the one-stop operator

March -   One-stop operator submits a Correction Plan to the Center Certification Team

April -   Certification Team reviews for acceptance or revision the Correction Plan. Once approved, the Certification Team will notify the one-stop operator and the GCWDB of the certification status

May -   Certification Team convenes for a Final Review and notifies the GCWDB of their decision for certification

June -   GCWDB approves certification
              CLEO signature
              Submit to OOWD

B. Certification Teams: Certification teams will be established by the Executive Director and they will have discretion in forming the review teams' size and membership.

    1. At a minimum, the certification team must include:

        a. A minimum of two evaluators, be free of conflicts of interest in the Center, not be compromised of the local board's membership, its One-Stop Operator, or its fiscal agent.

        b. Certification teams may only include one GCWDB staff member.

        c. A representative from the certification team should be identified at the primary contact person.

        d. Certification teams may include local experts who represent targeted populations, experts from the state level, a third-party evaluator, or experts from outside of the local area to ensure evaluations are objective.

V. Certification Process

A. Request: Each comprehensive and affiliate center must file an application to the GCWDB requesting certification.

Each Application should include:
1. Organization name
2. Date
3. Primary Contact Person from Certifying Team
4. Phone
5. E-mail
6. Site to be certified
7. Website link
8. House of Operation
9. Current Certification Status
10. Desk Review Materials (including any written procedures, business plans, Oklahoma Works Access for All Initiative certifications, Emergency Action Plans, and other related items)

B. Desk Review: The Certification Team's primary point of contact person is responsible for providing the Certification Team with the certification requests and electronic materials to begin a desk review. The Certification Team members should familiarize themselves with the materials provided, as they will be helpful during the on-site reviews. The GCWDB is responsible for the certification process and activities.

C. On-Site Review: The Certification Team will conduct an on-site review. Team members will evaluate each met/not met and scored criteria, and after evaluation will come to a consensus for each of the criteria evaluated.

D. Documentation: The local review team must identify hard data and documentation when making their determination. This data may include:

1. Reports
2. Minutes
3. Signed MOUs
4. Procedure manuals
5. Customer Satisfaction Data
6. Surveys
7. Questionnaires

8. Interviews with Customers, Partners, and Staff
9. Performance Information

E. Exit Interview: An exit interview will occur with the One-Stop operator and relevant staff within two (2) weeks of the on-site review. The exit interview should note and record any best practices by the one-stop system as well as any areas that were not met.

F. Certification Determination**:** Once the review has been completed, the Certification Team will present within 30 days the completed certification checklist and a letter signed by the Certification Team to the GCWDB recommending which of the four determinations to assign to the center. Once the recommendation is approved by the GCWDB, the board must obtain the signature of the CLEO(s) for final approval. Once the GCWDB and CLEO(s) approve the certification of a comprehensive or affiliate one-stop center, the GCWDB chair or designee will submit electronically all executed letters and copies of the completed Certification Checklist and any other necessary documentation to OOWD.

G. Re-Certification: In order to be eligible to receive infrastructure funding under the state infrastructure funding mechanism, the one-stop center must be certified every 2 years.

H. Timeline for Certification**:** Certification is a prerequisite for one-stop centers to be eligible to receive infrastructure funding. If the GCWDB is unable to certify all comprehensive and affiliate one-stop centers by the deadline, the GCWDB must submit electronically to OOWD by the same date a Certification Extension Plan that must include:

1. A list of centers not yet certified

2. An explanation of why those centers are not yet certified

3. A plan using the timeline below for how the GCWDB has uncertified center and will certify them, and a technical assistance request (if needed) to complete the certification by the timeline below provided by OOWD.

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Per OOWD, as they pertain to the GCWDB, the deadlines for submission are as follows:

Deadline	Deliverable
April 30th	All Centers are notified of baseline requirements and certification criteria, so they may prepare to meet certification requirements.
June 30th	If unable to certify comprehensive and affiliate centers by August 31, GCWDB must submit to the State Board their Certification Extension Plan.
August 31st	GCWDB completes the certification process.
September 15th	For those centers that did not meet certification requirements, the board must set target dates and action plans to be completed by October 31st .
September 30th	GCWDB submits to the State Board the Board-approved certification decision with required continuous improvement plans.

VI. **Action:** The Executive Director is responsible for compliance of this operations memorandum and for annual review and revisions if needed. Any exceptions will require prior written approval from the Executive Director of the Green Country Workforce Development Board.

This policy will be effective immediately upon approval of the GCWDB Executive Director.

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Executive Director, Green Country Workforce Development Board / Date

Attachment A: Center Certification Checklist

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Demand Occupations and Skills Policy

The Green Country Workforce Development Board (GCWDB) establishes policy regarding the development of Demand Occupations, Skills, Eligible Training Providers, and criteria for self- sufficiency wages as it relates to training. These policies are linked and interconnect.

GCWDB will follow the guidelines as established in state policy OWDI 09-2020 entitled Eligible Training Provider dated October 8,2020 and OWDI 06-2020, entitled Poverty Guidelines and LLSIL dated July 8, 2020.

GCWDB and Service Provider staff shall comply with all federal and state policies that provide guidance for the development of the Demand Occupation List.

I.   Purpose: To establish a local policy regarding the development of a GCWDB Demand Occupation list and its relationship to the creation and maintenance of Eligible Training Providers (ETP) list.

II.   Definitions:

A.   <u>In-demand occupations</u> have a substantial current or potential impact (including through jobs that lead to economic *self-sufficiency* and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors. Demand Occupations, as they are approved by the TAWDB, shall be the only SOC Codes for which workforce investment dollars are used to provide occupational skills training.

B.   <u>Demand Skills</u> are skills identified by the GCWDB as necessary to support employment in certain Demand Occupations. Development or instruction in demand skills areas may be obtained through short-term pre-vocational services.

Short-term pre-vocational services are not tied to a specific occupation and do not result in a certification or license. Services may include course-like services designed to prepare individuals for unsubsidized employment or training.

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Replaces TAWDB Demand Occupation Policy dated 06/18/2020
Delaney Rea, GCWDB Chair

C. Eligible training provider is a state-approved entity which deliverers state-approved training programs. An eligible training provider (ETP) is the only type of entity that may receive funding for training services through an individual training account (ITA). (See P-0400100 entitled Eligible Training Providers).

D. Self-sufficiency is defined by how much families need to meet basic needs without the help of public or private assistance. The Self-Sufficiency Standard determines the amount of income required for working families to meet basic needs at a minimally adequate level, taking into account family composition, ages of children, and geographic differences in costs.

The 100% LLSIL is used to determine self- sufficiency as noted at Section 3 (36)(A)(ii) and Section 3 (36)(B) of WIOA. GCWDB has determined to use a rate of 150% for our region. (See P-0300300 entitled Self Sufficiency).

III. **Functions:**

A. Demand Occupations Selected: The demand occupations selected by the local workforce board are used in determining the priority of workforce development funds for programs and training services that are linked to these workforce needs.

1. Demand Occupations will be determined by reviewing identified occupations from The Bureaus of Labor Statistics, EMSI, OESC, The Department of Labor and the Oklahoma Department of Commerce and other industry related sources.
2. The Demand Occupations List will be certified as current at the first Program Year meeting (July) and may be updated throughout the year as needed. This list will be maintained in the GCWDB permanent files and distributed to the service provider.

B. Demand skills should:

1. Support economic development priorities;
2. Focus on industrial sectors and clusters, whether present or emerging;

3. Address industry-specific or general shortages;

4. Enhance workplace literacy, including vocational English as a second language.

C.   Demand Skills Identified for GCWDB area include:

1. Literacy
2. Educational Attainment (may be addressed through GED Preparation and Adult Basic Education)
3. Technology Familiarity
4. Communication Skills
5. Workforce Readiness

IV.   **Equal Opportunity and Nondiscrimination Statement**: All recipients, and subrecipients/subgrantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination 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, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title-I financially assisted program or activity.

V.   **Action:** The Executive Director is responsible for compliance of this policy. The Executive Director is responsible for annual review and revisions if needed. Any exceptions to this policy statement will require prior written approval from the Executive Director and/or chair of the Green Country Workforce Development Board.

This policy will be effective immediately upon approval of the GCWDB membership.

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Chair, Green Country Workforce Development Board / Date

Attachment: PY 21- 22 Demand Occupations List

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Fraud and Incident Reporting

The Green Country Workforce Development Board (GCWDB) sets expectations and requirements for immediately reporting information and complaints involving criminal fraud, waste, abuse or other criminal activity. The GCWDB and its subrecipients are required to report information or complaints regarding fraud, waste, abuse, or mismanagement of funds. State guidance is outlined in OWDI 03-2020 entitled Fraud and Incident Reporting, dated May 20, 2020.

I.   **Definitions:**

A. Fraud, Misfeasance, nonfeasance, or Malfeasance: Fraud, misfeasance, and nonfeasance or malfeasance should be considered broadly as any alleged deliberate action, which is apparently in violation of federal statutes and regulations. This category includes, but is not limited to, indications of bribery, forgery, extortion, embezzlement, theft of participant checks, kickbacks from participants, intentional payments to a contractor without the expectation of receiving services, payments to ghost enrollees, misuse of appropriated funds, and misrepresenting information in official reports.

B. Misapplication of Funds: Misapplication of funds should be considered as any alleged use of funds, assets, or property not authorized or provided for under the WIOA or regulations, grants, or contracts. This category includes, but is not limited to, nepotism, political patronage, and use of participants for political activities, ineligible participants, and conflict of interests, failure to report income from Federal funds, violation of contract/grant procedures, and the use of Federal funds for other than specified purpose.

C. Gross Mismanagement: Gross mismanagement should be considered as actions or situations arising out of management ineptitude or oversight, leading to major violations of WIOA processes, regulations, or contract/grant provisions, which could severely hamper the accomplishment of program goals. These include situations that lead to waste of government resources and could jeopardize future support for a particular project. This category includes, but is not limited to, un-auditable records,

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unsupported costs, highly inaccurate fiscal and/or program reports, payroll discrepancies, payroll deductions not paid to the Internal Revenue Service, and the lack of good internal control procedures.

D. Employee/Participant Misconduct: Employee/participant misconduct should be considered as actions occurring during or outside work hours that reflect negatively GCWDB. It may include, but is not limited to, conflict of interest or the appearance of conflict of interest involving outside employment, business, and professional activities, the receipt of giving of gifts, fees, entertainment, and favors, misuse of federal property, misuse of official information, and such other activities as might adversely affect the confidence of the public, as well as serious violations of Federal and State laws.

II.   Standards of Conduct: Identification processes for violations of terms of conditions are required. A violation is considered evident when the following General Assurances are not met.

A. Every reasonable course of action has been taken in order to maintain the integrity of expenditures of public funds and avoid favoritism, questionable activity, or improper conduct.

B. Federal funds have been administered in an impartial manner, free from personal, financial, or political gain.

C. Executive staff and employees avoided situations, which give rise to a suggestion that any decision was influenced by prejudice, bias, or special interest or personal gain.

III.   Fraud Risk Assessment: Fraud Risk assessments will be performed to mitigate any area of real or potential fraud and systems will be monitored to ensure controls are in place to prevent the occurrence of fraud.

IV.   Internal controls: In order to prevent the possibility of fraudulent activity within the organizations of GCWDB and its subrecipients, internal controls must be in place. However, if the known or suspected activity of fraud is related to the organization, this information should be immediately reported to the Oklahoma Office of Workforce Development (OOWD).

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V.   Reporting Requirements:

A. Incidents involving possible or suspected fraudulent or criminal use of WIOA Title I-B funds must be reported to the OIG by utilizing the online Submission Form at the Department of Labor's Incident Reporting System, found at the website: www.oig.dol.gov/hotlinecontact.htm, via telephone, or U.S. mail. Reports must also be sent concurrently to the Oklahoma Office of Workforce Development (OOWD).

B. Reporting procedures do not supersede the responsibility to safeguard WIOA funds by taking prompt and appropriate corrective action. Whenever the entity reporting the allegation of an incident believes that immediate action to prevent further financial loss or other damage is necessary, or recovery of funds or property may be impeded if immediate action is not taken, the reporting entity has the responsibility to take any action it deems appropriate, including contacting the local law enforcement agency.

C. Sub-recipients of WIOA funds must report allegations, suspicions and complaints of possible fraud, program abuse and criminal activities involving WIOA Title I-B Funds to the Oklahoma Office of Workforce Development (OOWD) and to U.S. Department of Labor (DOL) Office of Inspector General (OIG).

D. Where possible, employees are encouraged to document and communicate suspected violations to the Executive or Deputy Director (ED/DD) first so a proper internal investigation can be conducted, and any process clarifications or changes can be communicated. In those cases, the ED/DD assumes the responsibility for reporting to OIG/OOWD, based on their internal findings.

E. Suspected fraud can include misapplication of funds, gross mismanagement, or abuse of authority. Fraud can be, but not limited to, bribery, forgery, extortion, embezzlement, theft, kickbacks, misuse of funds, or misrepresentation of information.

1.   Employees should report any suspected fraud or abuse by contacting one of the two following individuals:

Rachel Hutchings, Executive Director 907 S. Detroit, Suite 1325	Cherie Stierwalt, Deputy Director & Equal Opportunity Officer

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Tulsa, OK 74120 918-438-7941 RHutchings@greencountryworks.org	907 S. Detroit, Suite 1325 Tulsa, OK 74120 918-438-7946 cstierwalt@greencountryworks.org

2.   If the employee is not comfortable reporting suspected fraud or abuse to either of the two named individuals, they can contact the current GCWDB Chair.

VI.   Assurance Requirements: No action, including retaliation, will be taken against any individual who discloses information concerning suspected or actual abuse, improper activities, or makes a good faith complaint to proper authorities regarding WIOA Title I-B programs.

VII.   Submission Requirements:

Contact information for the DOL OIG and the Oklahoma Office of Workforce Development is as follows:

U.S. DOL/Office of Inspector General
Attention: Office of Inspector
200 Constitution Avenue, N.W.
Washington, D.C. 20210
Hotline number 1-800-347-3756
www.oig.dol.gov/hotlinecontact.htm

Oklahoma Office of Workforce Development
900 N. Portland Avenue
Oklahoma City, Ok 73107
Phone: 405-815-6552
Toll-Free: 800-879-6552
E-mail: workforce@okcommerce.gov

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VIII.   Equal Opportunity and Nondiscrimination Statement: All recipients, and subrecipients/subgrantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination 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, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title-I financially assisted program or activity.

IX.   Action: The Executive Director is responsible for compliance of this policy. The Executive Director is responsible for annual review and revisions if needed. Any exceptions to this policy statement will require prior written approval from the Executive Director or chair of the Green Country Workforce Development Board.

This policy will be effective immediately upon approval of the GCWDB membership.

_____

Chair, Green Country Workforce Development Board/Date

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Monitoring Policy

It is the policy and commitment of the Green Country Workforce Development Board (GCWDB) that our programing be compliant with federal, state, and local area policy while ensuring robust programing for the clients we serve and creating outcomes that change the trajectory of a person's life and increase the economic prosperity of the communities we serve. Additional guidance may be found in OWDI 11-2017, Change 1 entitled "Governor's Oversight and Monitoring Plan" dated May 20, 2020.

GCWDB and the designated fiscal agent are responsible for overseeing and monitoring their WIOA and other federal grant-funded activities and those of their subrecipients in order to:

    A.   Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and the regulations in this part

    B.   Determine whether or not there is compliance with other provisions of the Act and the WIOA regulations and other applicable laws, regulations, and contracts

    C.   Provide technical assistance as necessary and appropriate

I.   Monitoring: GCWDB is committed to a policy of monitoring that is not only focused on the review process to identify weaknesses and areas of non-compliance, but also to provide an opportunity for technical assistance and training, identify best practices, implementing corrective action, and ensuring corrective action is completed. Staff designated by the GCWDB shall conduct regular and periodic monitoring to determine compliance with federal regulations, state policies, and GCWDB policies as well as procedures. Monitoring activities shall be conducted with such frequency and in such detail, both quantitative and qualitative, to provide reasonable assurance of compliance and effective program operations. Monitoring activities shall include, but are not limited to:

    A.   Administrative and Financial Activities

    B.   Customer File Reviews

    C.   Worksite Interviews

    D.   Data Validation

    E.   Performance Evaluation

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II.   Monitoring Schedule: Reports will be generated from regular monitoring data to present a timely, accurate and appropriate vehicle for staff reporting of program and overall operations efficiencies/deficiencies.

A.   Client files will be reviewed on a monthly basis.

B.   Performance measures will be reviewed on a continual basis.

C.   Client interviews will be conducted on a continual basis. A minimum of 10% of clients will be interviewed in a program year.

D.   Active worksite interviews will be conducted on a continual basis.

E.   All other areas will be reviewed once a program year

F.   Service providers will be monitored at least sixty (60) days prior to expiration of the service provider or subrecipients' contract with its subrecipient and submit monitoring reports and resolutions to the OOWD Policy and Program team when they are issued.

III.   Components of Monitoring:

A.   Compliance may include a review of:

1.   Eligibility determination

2.   Needs determination

3.   Progression towards performance achievement

4.   Other areas of service provision

5.   Administrative controls

6.   Personnel

7.   Civil rights & ADA compliance

8.   Audit and audit resolution

9.   Facilities

10.   Review of participant records for assessment and employability plan

11.   Review of contracts (i.e., on-the-job training, customized training, and worksite agreements

12.   For providers of WIOA youth, adult and dislocated worker services, proper delivery of services consistent with the GCWDB's integrated service delivery design

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13. Compliance with local established policies
14. Contract performance compliance

B. Fiscal may include a review of:

1. Review of the payment determination process
2. Source documentation
3. Traceability for all transactions
4. Match and leveraged resources
5. Budget control
6. Cash management
7. Program income
8. Cost allocation
9. Allowable costs
10. Financial reporting
11. Training resource management
12. Procurement
13. Equipment
14. Intangible property
15. Sustainability
16. Preparing and administering contracts and ensuring contract compliance
17. Responding to monitoring financial findings
18. Maintaining proper accounting records and adequate documentation in accordance with uniform administrative requirements;
19. Disbursing funds for salaries, contracts, wages, and vouchers
20. Ensuring independent audits of all contracted entities receiving seven hundred fifty thousand dollars ($750,000.00) or more in DOL grant funds (A Non-Federal entity that expends $750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program specific audit conducted

C. Performance may include the review of:

1. Client outcomes information

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2.   Other factors directly affecting the achievement of negotiated performance standards and other local performance indicators
3.   Data validation
4.   Other measures as required

D. Satisfaction may include the review by obtaining feedback, data, and outcomes of clients, worksites, partners, and other stakeholders to determine the quality, scope and satisfaction level of services offered and provided.

IV.   Equal Opportunity and Nondiscrimination Statement: All recipients, and subrecipients/subgrantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination 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, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title-I financially assisted program or activity.

V.   Action: The Executive Director is responsible for compliance of this policy. The Executive Director is responsible for annual review and revisions if needed. Any exceptions to this policy statement will require prior written approval from the GCWDB Executive Director or chair of the Green Country Workforce Development Board.

This policy will be effective immediately upon approval of the GCWDB membership.

_____
Chair, Green Country Workforce Development Board / Date

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Section-01 Organization and Administration	P-0100600	Effective Date:
This is a new policy		
Delaney Rea, TAWDB Chair		

Policy Development and Revisions

The Green Country Workforce Development Board (GCWDB) establishes policy according to needs of the organization and guidance from the Oklahoma Office of Workforce Development (OOWD), the Governor's Council for Workforce and Economic Development (GCWED), and the Department of Labor.

I.   Policy: In the absence of specific local board policy, Green Country Workforce Development Board will defer local guidance to the appropriate state approved policy issuances.

II.   Guidance: As a result of the merger of the Tulsa Area Workforce Development Board and the Eastern Workforce Development Board as approved by the Local Elected Officials on January 6, 2021, GCWDB will review and revise all active local policies in accordance with Oklahoma Employment and Training Issuances (OETIs), Oklahoma Workforce Development Issuances (OWDIs), the 2014 Workforce Innovation and Opportunity Act, and GCWDB P-0100200, Systems of Manuals, Handbooks and Monitoring Procedures.

All policies will be developed in consultation with subject matter expert workgroups, as determined necessary. Subject matter experts may be drawn from the workforce development board members and staff, service providers, workforce development partners, and stakeholders, as appropriate.

III.   Equal Opportunity and Nondiscrimination Statement: All recipients, and subrecipients/subgrantees must comply with WIOA's Equal Opportunity and Nondiscrimination provisions which prohibit discrimination 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, political affiliation or belief, or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title-I financially assisted program or activity.

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Section-01 Organization and Administration	P-0100600	Effective Date:
This is a new policy		
Delaney Rea, TAWDB Chair		

V. **Action:** The Executive Director is responsible for compliance of this policy. The Executive Director is responsible for annual review and revisions if needed. Any exceptions to this policy statement will require prior written approval from the Executive Director and/or chair of the Green Country Workforce Development Board.

This policy will be effective immediately upon approval of the GCWDB membership.

_____

Chair, Green Country Workforce Development Board /Date

Source Documents:

OWDI #01-2016 entitled "Oklahoma Governor's Council for Workforce and Economic Development Policy Issuance Process" dated March 28, 2016

OOWD Memorandum # 02-2016 entitled "Policy Development and Revisions", dated July 15, 2016

OOWD Memorandum # 01-2017 entitled "Types of Oklahoma Office of Workforce Development Issuances, Memorandums, Technical Assistance, and Guidance", dated February 6, 2017

OOWD TA-01-2017 in reference to Memorandum 01-2017: "Types of Oklahoma Office of Workforce Development Issuances, Memorandums, Technical Assistance, and Guidance FAQs", dated February 9, 2017

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GREYSON CONSTRUCTION

Greyson Construction

Description

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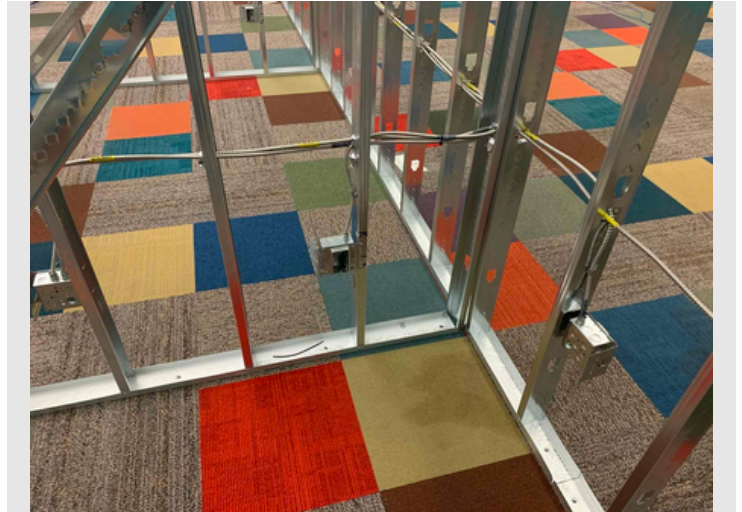
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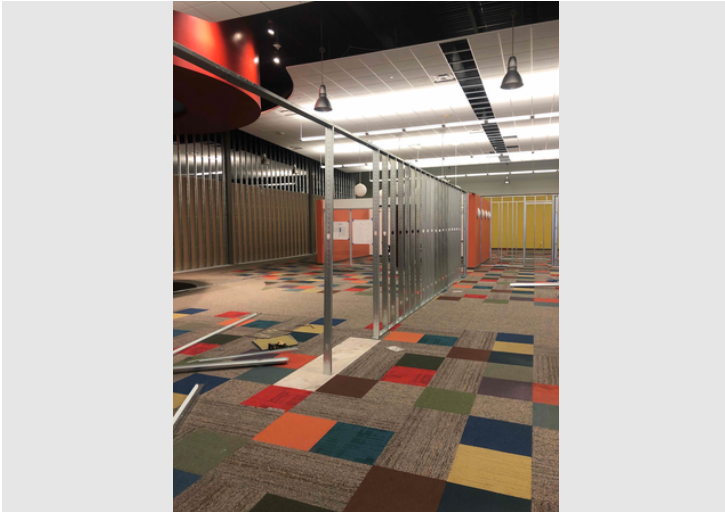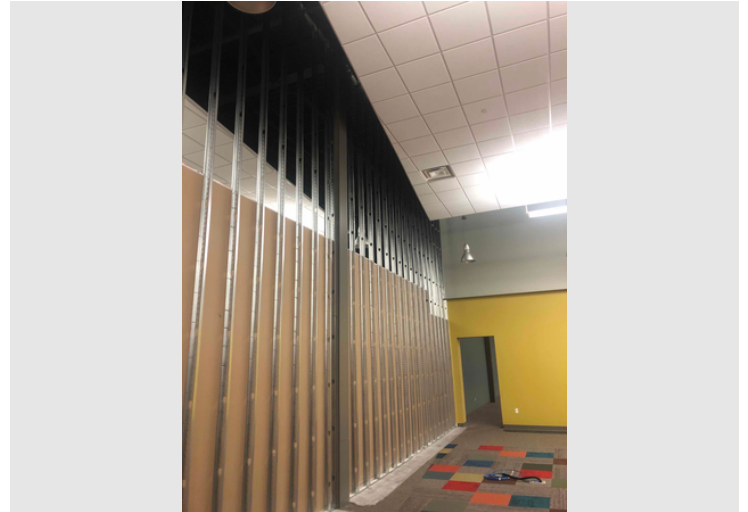
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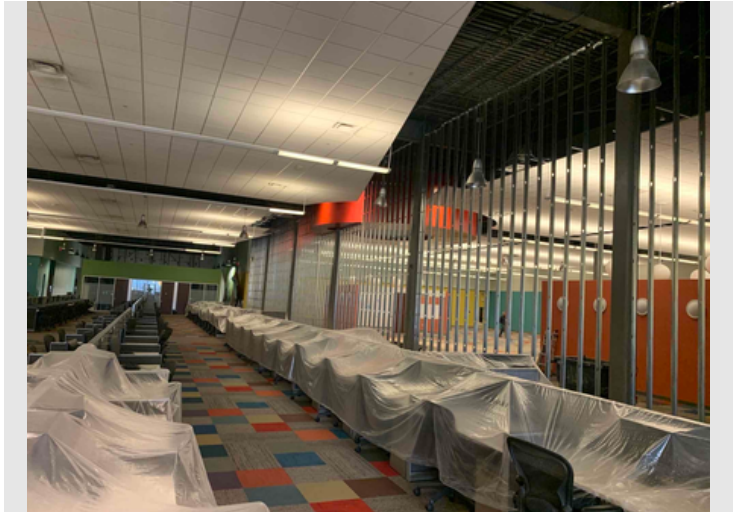
Greyson Construction

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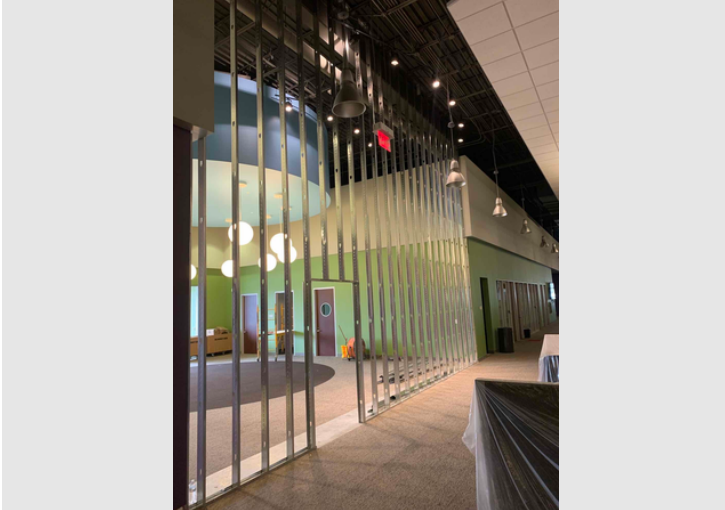
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