

**ANNE ARUNDEL COUNTY
LOCAL WORKFORCE DEVELOPMENT BOARD**

REQUEST FOR PROPOSAL

for

**Workforce Innovation and Opportunity Act
ONE-STOP OPERATOR**

Program Year July 1, 2018 – June 30, 2019

Release Date

April 17, 2018

Proposal Due Date

May 18, 2018 by 4:30 p.m. Eastern Standard Time

Any proposal received after that time will not be accepted.

RFP Contact

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I. Introduction to the Local Area

Anne Arundel County, Maryland is located in the Baltimore Region – consisting of Baltimore City, Anne Arundel, Baltimore, Carroll, Cecil, Harford, and Howard Counties. It is also adjacent to the Washington Metropolitan region that includes Montgomery and Prince George’s Counties. Both regions have a heavy concentration of government and government contractor jobs and Anne Arundel includes a large number of healthcare and professional and scientific service jobs. Those industries provide over 1.2 million jobs and will create the largest demand for workers within the next 4 years. In total, the projected job demand in the top ten largest industries in the region is about 40,000 jobs. In addition, demand in the classification of arts and entertainment, management of companies, and transportation and warehousing are projected to grow in the very near future. Anne Arundel County includes rural, urban, and industrial areas providing opportunities for both Anne Arundel County businesses and individuals to grow and prosper but requiring government and workforce professionals to be innovative and thoughtful when developing service delivery programs.

The largest single concentration of jobs in the County is at and around Fort George G. Meade including the U.S. Cyber Command, National Security Agency, the Defense Information Systems Agency, and the contractors that support their mission. Other significant employment hubs in the County include: The North County Industrial Zone, the BWI Airport Zone, the Arundel Mills Zone, two regional hospitals, and the City of Annapolis. An estimated 159,000 jobs are located within these zones.

Even though the median household income in Anne Arundel County is very strong at over \$89,000 and the poverty rate is at a low 3.9%, there are populations that have substantial barriers to employment and lack a sustainable income. Among those groups are veterans, individuals with disabilities, out-of-school youth, long-term unemployed, low-skilled individuals, ex-offenders, and people receiving government assistance.

To serve these segments of the population and make employment services beneficial to all County residents, the Anne Arundel County Workforce Development System takes a demand-driven approach that includes the following elements:

- **Engaging Businesses:** collaboration with businesses to determine local and regional hiring needs, design innovative initiatives and trainings that are responsive to those needs, and get candidates on a career path.
- **Work and Learn Training:** working with businesses to offer a variety of hands-on, work-based learning opportunities that create a pipeline of candidates with the experience and skills business require.
- **Smart Choices:** analysis of local and regional labor market data to drive in-demand services to businesses and candidates.

- **Measuring Matters:** continuous evaluation of trainings, employment, and earnings outcomes to ensure excellent services of positive economic impact.
- **Career Progression:** collaboration with businesses and partners to design and deliver pathways that prepare candidates to reach their full career potential.
- **Opening Doors:** determination and addressing systemic barriers to employment.
- **Regional Partnerships:** leading in bringing partners to develop a strong regional economy.

II. Request for Proposals

This Request for Proposal was prepared based upon the Workforce Innovation and Opportunity Act of 2014 (WIOA) and associated U.S. Department of Labor Regulations and guidance. This Federal Law was implemented to consolidate, coordinate, and improve employment, training, literacy and vocational rehabilitation programs in the United States. WIOA provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused, and locally managed. Mandatory core program partners include: Title I Adult, Dislocated Worker, and Youth, Title III Wagner-Peyser, Title II Adult Education and Literacy, and Vocational Rehabilitation, along with required partners specified in the Act. Offerors are strongly encouraged to read Training and Employment Guidance Letter 04-15 issued by the U.S. Department of Labor that outlines the vision for the One-Stop system under WIOA.

The three hallmarks of WIOA include:

1. The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.
2. One-Stop Centers provide excellent customer-centric services and focus on continuous improvement; and,
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

WIOA is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with

family-sustaining wages, and to provide employers with the skilled workers they need to succeed in a global economy.

- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, jobseekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- Provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase attainment of recognized postsecondary credentials by participants.

The Anne Arundel County Local Workforce Development Board (Board) oversees the Workforce Innovation and Opportunity Act (WIOA) funds for Anne Arundel County. Currently, the Anne Arundel Workforce Development Corporation (AAWDC) is the County's authorized Workforce Administrator and serves as the One-Stop Operator and Service Provider for Title I funded Youth, Adult, and Dislocated Worker Services.

In Section 107 of the legislation and in § 678.605 of WIOA Regulations Local Workforce Boards are required to competitively procure the One-Stop Operator role and responsibilities. Neither the Local Board nor AAWDC does not intend to become a one-stop operator and will not be submitting proposal for this solicitation.

It is the vision of the Board that the primary role of the One-Stop Operator is to coordinate the alignment of the Anne Arundel County Workforce Development System and facilitate and track collaboration of all the System partners. Specifically, Anne Arundel Career Center (AJC) is only a part of the System and One-Stop operator will not be tasked with managing of the everyday activities at the center.

The Board is soliciting proposals to identify a single One-Stop Operator for the Anne Arundel County Workforce Development System. Currently, the system consists of the comprehensive Career Center in Linthicum Heights, five affiliate or specialized Centers at various locations throughout the County as well as numerous partner locations. Additionally, AAWDC maintains a presence in several community sites throughout Anne Arundel County.

Leadership of the Career Centers is provided by a subset of the Alignment Committee appointed by the Board. This subset, the Career Center workgroup, consists of the Department of Labor, Licensing and Regulations, the Division of Rehabilitation Services, Adult Basic Education, and AAWDC. The workgroup meets regularly to implement a premier client flow model that places the client at the center of service delivery and ensures that clients have a clear understanding of what services are available to them within the center and how to access those services.

The County's premier client flow provides the following Career Center experience:

Clients will arrive at the Career Center through one of the above-mentioned entry points. Upon entering the Center, friendly and knowledgeable Front Desk staff greet the client and serve as the first point of contact. Similar to a traffic cop, the well-trained Front Desk staff will be responsible for gaining a better understanding of why the client has come to the center and assist with the navigation of services.

Basic Services:

Many clients are seeking immediate assistance with employment attainment. These clients will be referred to Wagner-Peyser staff that will assist with resume review and writing, job search, and interview preparation. Using state-of-the-art assessment tools, the staff will determine the career level of clients to determine the need for additional training to improve or establish in-demand skills that lead to industry-recognized credentials. Wagner-Peyser includes business-facing staff who will work with clients seeking immediate employment opportunities and will successfully connect them to employment.

Wagner-Peyser staff will serve as the front-line, working with clients who access the services of the Career Center. Improving services to individuals with disabilities and veterans is a priority. Through intense training on understanding this community, the Career Center staff will better serve this population including determining, through assessments, if a client should be immediately referred to the Division of Rehabilitation Services or other service providers.

Clients requiring additional training are referred to Title I staff. Wagner-Peyser staff will meet in person with Title I staff to ensure there is a smooth transition, and minimize duplication of information and eligibility issues. In the future, this process will be automated using an electronic referral process. A Standard Operating Procedure will be put in place to ensure that the referral process is effective and tracks outcomes.

Cross agency trainings will be conducted to provide staff of various entry points/locations necessary skills and knowledge, so the same array of basic services could be provided in those locations, which would create meaningful access for all clients.

Individualized Services:

Clients that are referred to Title I services will work with intake staff that will utilize assessment tools to determine suitability and eligibility, and identify any barriers to training and/or employment (i.e. transportation, childcare, etc.). The Intake Specialist will be knowledgeable about all of the workforce system

resources available in the community to address these challenges. Upon completing these assessments, clients will be referred to individualized services.

Clients referred to individualized services will work with a Career Coach that will utilize industry-recognized career assessment to determine a client's specific career level (i.e. entry-level; mid-career; advanced career). This tool allows the Career Coach to customize a plan that may include career exploration, occupational training that leads to an industry-recognized credential, training in essential workplace skills, and other job readiness activities.

Supportive Services:

Some clients who access the Career Center will have barriers that make it difficult for them to become successful in pursuing employment. In Anne Arundel County, the primary barriers to employment include transportation and access to reliable childcare. Through strong partnerships and innovative strategies, Career Center staff will have access to funding to address these challenges on a short-term basis until such time the client is stabilized through employment and is able to fund these barrier solutions independently.

Essential Workplace and Job Readiness Instruction:

Businesses have indicated that the top challenge they face with their talent include the basic workplace attributes that exemplify a model employee such as timeliness, team approach, professional attire, and working in a multi-generational environment. Clients will participate in essential workplace skills instruction to ensure they have the attributes that businesses demand. In addition, clients will participate in job readiness instruction including resume writing and interviewing skills.

Occupational Training:

Training will be primarily focused on high-growth industries (HITCH) and will be provided through either classroom training or through individual training accounts. Businesses will be integrally involved in curriculum review and development and will meet in advance with training participants to determine their experience and cultural "fit." This process will ensure that all training will increase the chance of immediate employment upon certification attainment. HITCH stands for Hospitality, IT, Transportation, Construction, Healthcare industries.

Work and Learn:

Clients will be assessed to determine if "hands-on" work experience working directly with a business may be required to prepare them to enter the workforce. This experience is beneficial to both the client as well as the business by "testing out" the applicant, as well as providing some work experience within the industry

and occupation. In addition, for those businesses that require additional “customized” training within the context of their business needs, clients may receive On-the-Job-Training (OJT) contracts that secure employment post training. These contracts are short-term and are a shared expense between the business and Workforce Innovation and Opportunity Act (WIOA).

Job Development and Employment:

To assist with identifying and preparing for employment opportunities, clients will be assigned to a Talent Acquisition Specialist, who works directly with employers that are seeking qualified talent. In the event that a client’s post-assessment of job readiness training needs does not require occupational training, they will be assigned to a Talent Acquisition Specialist responsible for identifying employment opportunities. The Talent Acquisition Specialist is a member of the Business Services Team and is knowledgeable about local market information along with those employers who are actively seeking talent. The Talent Acquisition Specialist will work with the client to customize their resume and prepare them for the interview process.

Follow Up:

Career Coaches will periodically contact the businesses to assess the success of the client served and to ensure they continue to be employed with the business. WIOA requires twelve months of follow up to ensure retention. During this critical time, Career Coaches will confer with the client to ensure employment success and to address any concerns or challenges the client may be facing in the workplace. This partnership between the business and WIOA ensures the client’s success charting their benchmarks and securing their employment.

Businesses are our Customers:

The Board recognizes the need to provide exceptional services to businesses seeking skilled and qualified talent. To remain relevant to the business community, Career Center services must be tailored to meet their needs. The Business Services Team will serve businesses in the Career Center by 1) Providing guidance in posting job announcements in the Maryland Workforce Exchange; 2) Assisting in identifying qualified candidates represented in the Maryland Workforce Exchange; 3) Engaging businesses in presenting industry-related labor market information to clients; 4) Hosting hiring events that unite pre- screened, qualified clients with businesses with job openings; and 5) Assisting in up-skilling the existing workforce through development and implementation of incumbent worker training.

The Anne Arundel Workforce System Client Flow chart is available in the Local Integrated Plan that can be found at link below.

http://www.aawdc.org/sites/default/files/AAWDC%20Local%20Plan%20Final%20with%20Changes%203_14_17.pdf

III. Resource Information

Potential Offerors may get helpful background information from the Local Integrated Plan approved by the State of Maryland and by the Anne Arundel Workforce Development Board. The plan can be found at link above.

The United States Department of Labor has a WIOA Online Community of Practice that provides information sharing needed to implement and maintain WIOA at: <http://on.workforcegps.org>.

WIOA law and regulations can be found at: www.doleta.gov/wioa/

Maryland's WIOA Combined State Plan can be found at: www.dllr.state.md.us/wdplan/

The current local Memorandum of Understanding is included with this request for proposal document.

IV. RFP Timeline

- 4/17/18 Request for Proposal Released and Posted on www.aawdc.org
- 4/25/18 Deadline for Questions to Jaqueline Robert at jroberts@aawdc.org
- 4/30/18 Questions and Answers Released and Posted on www.aawdc.org
- 5/18/18 Proposals Due Electronically to Jaqueline Robert at jroberts@aawdc.org
- 5/31/18 Alignment Committee Evaluation and Recommendations Due
- By 6/8/18 Full Board or Executive Committee Approval and Chief Elected Official Approval
- 6/8/18 Award Announcement
- By 6/28/18 Negotiate and Finalize Contract
- 7/1/18 Anticipated Contract Start Date

V. Technical Details

The contract resulting from this RFP begins July 1, 2018 and will be a one-year agreement through June 30, 2019 with the ability to extend the contract for one-year periods not to exceed a total contract of four years at the sole discretion of the Anne Arundel County Local Workforce Development Board and the County Executive. Contract extensions may be based on funding availability, satisfactory performance, and other factors determined appropriate by the Board and the County Executive.

Once the contract has been awarded, the Board, in collaboration with the County Executive, reserves the right to modify delivery design. In the event the modification requires additional labor hours on the part of the One-Stop Operator terms will be negotiated and the contract modified. The Board also reserves the right to de-obligate funds from the One-Stop Operator if it fails to meet contractual requirements.

The Successful Offeror will be required to agree to the Contract or Agreement General Terms and Conditions, have all controls securely in place, and agree to comply with any policies created by the Anne Arundel County Local Workforce Development Board and any applicable Federal or State policies, regulations, or laws. The Successful Offeror to this RFP will be expected to participate in contract negotiations to establish the exact services to be provided and the costs of those services. The funding award will not be final until an executed agreement is in place. The final negotiated proposal narrative and budget schedule will constitute the Statement of Work for the contract. The content of the accepted proposal will become the basis for the negotiation of a final contract agreement. Applicants are advised that most documents in the possession of the Board are considered public records and subject to disclosure under Maryland's Public Records Law.

This RFP does not commit the Anne Arundel County Local Workforce Development Board to direct the award of a final contract agreement and will not pay any costs incurred in the preparation of a proposal to this request. The Board reserves the right to request additional data, discussion, or presentation in support of written proposals. The Board may reject any or all proposals received and reserves the right to cancel in whole or in part this RFP if it is in the best interest of the Board to do so.

An Offeror may not be recommended for funding regardless of the merits of the proposal submitted if it has a history of contract non-compliance with the Board or any other funding source. Subcontracting is not permitted without written authorization from the Board.

Offerors who have submitted a proposal may protest the award of the contract according to the following process:

1. Protests must be filed electronically and be received by the Board's consultant at jroberts@aawdc.org by June 15, 2018. All protests are public information after the protest period ends.
2. All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a State or Federal contracting law, rule, or regulation applicable to the contracting process.
3. The protests will be forwarded to the Alignment Committee along with the details on whether the protests meet the above conditions.
4. During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the Alignment Committee. In the event a protester fails to respond, the protest will be dismissed and no further protest will be accepted relative to this RFP.
5. The Alignment Committee will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than June 27, 2018.
6. The Alignment Committee will document the submission of a protest and the findings in meeting minutes.

VI. Eligible Applicants

Organizations eligible to submit proposals may fall within any of the following categories:

- Governmental Agencies
- Private Non-Profit Organizations
- Private For-Profit Businesses
- Educational Entities

VII. One-Stop Operator Roles and Responsibilities

It is the vision of the Board that the primary role of the One-Stop Operator is to coordinate the alignment of the Anne Arundel County Workforce Development System and facilitate and track collaboration of all the System partners. Specifically, the Anne Arundel County Career Center (AJC) is only a part of the System and One-Stop operator will not be tasked with managing of the everyday activities at the center.

The One-Stop Operator must coordinate the service delivery of core and required one-stop partners and other required partners working with the comprehensive

and affiliate One-Stop Centers. This includes managing partner responsibilities in the comprehensive One-Stop Centers as defined in the Memorandum of Understanding (MOU). The current Memorandum of Understanding is included with this RFP.

The MOU serves the key purpose of defining partner roles and focuses, in part, on the shaping of the workforce system. This includes the sharing of resources, referral agreements, etc. In the end, the overall goal is to ensure efficiency within Anne Arundel's workforce system. As such, to ensure that all partners clearly understand the roles and responsibilities of each Partner under the workforce system, Maryland requires the use of a single umbrella MOU that applies to all Partners in the local area.

In the MOU, partners must acknowledge that they will abide by the philosophy of *People before Performance*, as explained in Maryland's WIOA Combined State Plan, in order to serve the comprehensive needs of all Marylanders. The Parties must all acknowledge that they will cooperate and collaborate with the entities administering the Maryland Combined State Plan under WIOA.

In support of the MOU, the One-Stop Operator responsibilities will include:

- Coordinating service delivery among partners to avoid duplication of services, for
- Ensuring alignment of services in the entire workforce development system through tracking and reporting the partner Memorandum of Understanding implementation; and development of a strong referral process
- Ensure all partners participate in the implementation of the Local Plan
- Report to Alignment committee
- Convene and support the work of Alignment Committee meetings on a regular basis
- Communicating Board and Administrative policies and procedures to all partners
- Develop dashboard and report to the Anne Arundel Workforce Development Board on Anne Arundel Workforce Development System activities to ensure continuous improvement. The data will include but not limited to: common measure information; tracking incoming clients; resource room usage; and program specific referrals as outlined in the WIOA MOU.
- Conduct comparative analysis of local system performance comparative to similar counties in the U.S.
- Coordinate partner staff trainings
- Evaluate quality of services provided by the county Workforce System to both businesses and job-seekers
- Ensure that partners follow ADA requirements and report on partner compliance with WIOA Section 188
- Coordinate a response to EO complaints

The One-Stop Operator will submit a written and verbal report on work accomplished and challenges encountered on a quarterly basis to the Anne Arundel Workforce Development Board through Alignment Committee.

The One-Stop Operator lead staff person must be hired locally and reside within the region or adjoining region.

A successful proposal will include a detailed description of how each of the roles will be carried out and how and what outcomes/deliverables will be achieved. Each of the roles must include a description of the tasks to be performed and deliverables completed.

VIII. FY2018-2019 One-Stop Operator Budget

Proposals must include a budget by task/deliverable listing all costs of serving as One-Stop Operator. Each task should be listed separately, include a cost based on the number of hours to be spent on the task, an hourly rate, any additional or miscellaneous costs and the total price for each task.

Additionally, a total cost for all tasks combined should be shown at the end of the list. Total funding for all tasks under this contract is not-to-exceed \$50,000.00.

IX. Submission Information and Requirements

General Submission Information

To be considered for funding, an entity must submit a proposal along with other supporting documentation in accordance with the instructions in this RFP. When evaluating a proposal, the Alignment Committee will consider how well the respondent has complied with these instructions and provided the required information. The Alignment Committee reserves the right to request clarifications from any Offeror regarding information in their proposals and may request an oral presentation if deemed appropriate and necessary to make a final recommendation.

Offerors may request clarification to comply with instructions during the Question and Answer period April 17, 2018 through April 25, 2018 by emailing Jaqueline Roberts at jroberts@aawdc.org. The Board's Alignment Committee will discuss and respond to all questions by April 30, 2018 and post the answers on <http://www.aawdc.org/content/proposals-rfps>. Offerors shall not direct questions or have conversations regarding this RFP with any Board Members, the County Executive, or AAWDC staff except during the official "question" period. All questions must be communicated through jrobertst@aawdc.org. Questions submitted should be electronic and include in the subject line *Questions – Anne Arundel One-Stop Operator Procurement*. Questions without the assigned subject line will not be considered.

The proposal, as well as any reference materials presented, must be typed in English in at least 12-point font and must be on standard portrait 8 ½ " by 11" size with no less than one inch margins on one side of the paper. Landscape orientation containing charts, spreadsheets, and oversize exhibits is permissible.

Contract Funding Source

Funding for One-Stop Operator is made possible by a grant from the U.S. Department of Labor and is administered by AAWDC on behalf of Anne Arundel County in partnership with Maryland Department of Labor, Licensing and Regulation (DLLR).

Compliance Requirements

Any award of a contract under this RFP will be subject to applicable requirements of the funding sources, including the U.S. Department of Labor, the Maryland Department of Labor, Licensing and Regulation and the County of Anne Arundel. These terms and conditions include, without limitation, provisions regarding reporting, insurance, indemnification, audits, nondiscrimination, minority and women's business enterprise requirements, veterans' priority of service, conflict of interest and local hiring provisions.

Available Funds Note

It is suggested that the organization has a minimum of three months operating capital on-hand throughout the term of the contract.

Public Records

Responders are advised that documents in possession of the Anne Arundel Workforce Development Board are considered public records and subject to disclosure under the Maryland Public Information Act.

Contractor Qualifications and Responsibilities

All businesses/organizations must meet a minimum level of administrative and fiscal capacity in order to contract with AAWDC. Therefore, all applicants given selection notification must provide the following Documentation of Qualifications within a ten-day period after notification. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

Documentation of Organization's Qualifications:

- Currently in good standing with the Maryland Department of Assessment Taxations at time of proposal submission. Verifications are made at their webpage: (<https://egov.maryland.gov/BusinessExpress/EntitySearch>)
- Legal entity (Proof of Incorporation, 501(c) (3), etc. and Designation from the IRS of tax-exempt status) if applicable. Must submit document proving legal entity.
- Written grievance procedure for customers/clients. A copy of grievance procedure must be submitted.

- Have an ongoing quality assurance process for services. Must submit descriptions of process.
- For organizations with an annual budget of at least \$100,000, must submit most recent annual budget document identifying the various sources of the amounts.
- For organizations that have more than one revenue source, must submit revenue documentation identifying the various sources of the amounts.
- Proven fiscal capacity including capacity for fund accounting. Must submit copy of most recent formal audit completed within last year. Must satisfactorily address all findings.
- Verify that the program has procured and will maintain during the life of the contract the following required insurance coverage: professional liability, errors and omissions; commercial general liability insurance, including contractual liability insurance; business automobile liability (if applicable); worker's compensation coverage; and employee dishonesty insurance. Must submit copies of certificate of insurance with contract.
- Adequate method to collect client information and demographics. Must submit sample of format or report.
- Demonstrated ability to collect outcome data that measures performance to plan. Must submit report showing actual to planned performance.
- A networked computer system connected to the Internet with a browser that is compatible with any current cloud applications or databases required by MOED; the system should have a PDF reader, office applications compatible with the current version of Microsoft Excel and Word, and email accounts for all individuals accountable for this contract or willingness and budget to acquire the technologies. Must submit letter describing how organization currently addresses or plans to address these criteria.

Proposal Content and Scoring

Proposals will be evaluated on Three Parts:

- Part I Required format and content in #1 below
- Part II Experience and Philosophy (40 points) & Approach (60 points)
- Part III Budget Detail and Total Cost

The top two scores in Part II will move onto consideration and analysis of budget detail and total cost.

1. **All proposals must contain the following documents in this order to be considered:**
 - a. Title Page Including Entity, Contact Person (email, phone, address)
 - b. Executive Summary (no longer than 1 page)
 - c. Proposal Narrative (no longer than 10 pages)
 - d. Budget and Budget Narrative (no longer than 2 pages)
 - e. Three References Attesting to Relevant Experience – hard copy letters preferred along with list and contact information

2. **Experience and Philosophy** (40) points)

Describe your experience with and/or philosophy regarding the following:

- a. Visionary leadership while operating within structured rules and guidelines.
- b. Fostering collaboration and partnerships.
- c. Measuring customer satisfaction.
- d. Working on diverse/divergent issues or agendas to reach outcomes.
- e. Serving diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and young adults.
- f. Understanding of Federal laws and workforce or related laws, including the Workforce Innovation and Opportunity Act.
- g. Experience with operating One-Stop Centers in the current and previous legislations.
- h. Experience in Anne Arundel County, Maryland.

3. **Approach** (60) points)

Describe how you will approach the One-Stop Operator roles and responsibilities identified above in terms of:

- a. Staffing (Including Job Descriptions, Experience, and Percent of Time Allocated to One-Stop Operator Duties, and Local Hiring of Management)
- b. Partner Collaboration
- c. Partner and Center Communication
- d. Performance Reporting
- e. Adherence to Board and Administrative Entity Policies and Procedures
- f. Comprehensive versus Affiliate Center Coverage

4. **Budget, Budget Narrative, and Total Cost**

- a. Proposed Costs per Task