

***One-Stop Operator Selection Committee***  
***Scoresheet Summary***

MAXIMUS

Element	Score	Total Possible
5.1A One-Stop System Integration	13.0%	20.0%
5.1B Outcomes of Service Provision	14.0%	20.0%
5.1C Staffing Qualifications	4.0%	10.0%
5.2 Continuous Improvement	12.0%	15.0%
5.3 Partnerships and Communication	10.0%	15.0%
5.4 Innovation	2.0%	10.0%
5.5 Fiscal	2.0%	10.0%
<b>Total Score</b>	<b>57.0%</b>	<b>100.0%</b>

**Notes**

### Scoring Process and Details

- Each proposal is scored by two reviewers. The reviewers each award a score of 1-4 for each criteria under a given scoring element.
  - 4 = Exceeds criteria: Response is excellent. Proposal also offers insight, capacity, observations, or ideas beyond what was expected.
  - 3 = Criteria is fully met: Response meets all expectations in the RFP.
  - 2 = Criteria is partially met: Response is satisfactory.
  - 1 = Criteria is not met: Response is unsatisfactory.
- Scores are averaged and then summed and divided by the total possible point value of the scoring element (number of sub bullets X 4 = total possible points).
- Score is then weighted by weights determined by the organization – see below summary score card for weights.

### SCORECARD SUMMARY

	KRA	Score	Total Possible Score
5.1A	One-Stop System Integration	12.50%	20.00%
5.1B	Outcomes of Service Provision	17.50%	20.00%
5.1C	Staffing Qualifications	7.50%	10.00%
5.2	Continuous Improvement	13.13%	15.00%
5.3	Partnerships and Communication	11.25%	15.00%
5.4	Innovation	7.50%	10.00%
5.5	Fiscal	10.00%	10.00%
	<b>TOTAL SCORE</b>	<b>79.38%</b>	<b>100.00%</b>

SCORECARD - DETAILED				
KRA				
Criteria and Comments	Rater 1	Rater 2	AVG	Section Score
<p>5.1A One Stop System Integration</p> <p>Bidder describes experience with and/or philosophy regarding the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Operating in an environment with functional supervision (staff reporting to other agencies' management in addition to their own agency's management).</li> <li><input type="checkbox"/> Maintaining staff morale at the centers and implementing changes as necessary.</li> <li><input type="checkbox"/> Describes how bidder will eliminate any potential silos that might prevent an effective and integrated One-Stop Delivery System.</li> <li><input type="checkbox"/> Provides an assurance that entity has the willingness and ability to operate in a functionally integrated environment and work difficult partnership issues with all parties involved such any arise.</li> <li><input type="checkbox"/> Provides an example of a time bidder was responsible for working through a difficult partnership issue at a One-Stop Center to reach an agreement and bidder's role in that situation.</li> <li><input type="checkbox"/> Aligning diverse/divergent agendas of the One-Stop partners.</li> </ul> <p>Coordinating the service delivery to diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and youth.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Describes how bidder will support the service providers in the centers in achieving their service delivery goals including: <ul style="list-style-type: none"> <li>o Customer flow;</li> <li>o Cross-training and capacity building;</li> <li>o Information sharing; and</li> <li>o Promoting services in the centers.</li> </ul> </li> </ul>	2	3	2.5	<b>12.50%</b>
<p>5.1A Comments: Bidder fell short of meeting expectations for the one-stop system integration section. They were strong in stating their philosophy and approach toward operating across partners in general but oftentimes they did not address the specifics of the prompts. For example, they did not discuss their approach to implementing changes, difficult partnership issues, and how they achieve the things they say they do.</p>				
<p>5.1B Outcomes of Service Provision</p> <p>Describes how bidder will ensure the service providers meet their expected WIOA performance measures.</p>	4	3	3.5	<b>17.50%</b>

<input type="checkbox"/> Describe how bidder will coordinate Business Services activities which lead to placement of WIOA participants. <input type="checkbox"/> Based on the table in Section 3.3 Statement of Need, describes plan to scale operations.				
<b>5.1C Staffing Qualifications</b> <input type="checkbox"/> Lists the qualifications of the individual(s) suggested to serve as top-level leadership. If this individual(s) is not known, describes the required qualifications and core competencies to be included in the job posting. <input type="checkbox"/> Describes plan to staff the One-Stop Career Center operations based on the various levels of priorities identified in Section 3.7 Staffing Priorities. (Includes resumes and/or job descriptions as attachments.)	3	3	3	<b>7.50%</b>
<b>5.2 Continuous Improvement</b> Bidder describes experience with and/or philosophy regarding the following: <input type="checkbox"/> Measuring customer satisfaction and implementing changes as necessary. <input type="checkbox"/> Provides an example of a report that reflects operations, performance and continuous improvement at a One-Stop Center. (Include example report as an attachment.) <input type="checkbox"/> Describes how performance of the One-Stop Operator should be measured.	3	4	3.5	<b>13.13%</b>
<b>5.3 Partnerships and Communication</b> Bidder describes experience with and/or philosophy regarding the following: <input type="checkbox"/> Fostering collaboration and partnerships within the One-Stop Delivery System and other community partners. <input type="checkbox"/> Ensuring that information is shared across a variety of center partners and programs. <input type="checkbox"/> Describes how bidder will ensure communication and collaboration among the One-Stop Career Centers, One-Stop Affiliate Sites and other system partners.	3	3	3	<b>11.25%</b>
<b>5.4 Innovation</b> Bidder describes experience with and/or philosophy regarding the following: <input type="checkbox"/> Describes how meaningful access to all required programs was achieved within a comprehensive One-Stop Center; <input type="checkbox"/> Describes process in developing a standard operating procedure manual for a One-Stop Center.	3	3	3	<b>7.50%</b>
<b>5.5 Fiscal</b>	4	4	4	<b>10.0%</b>

<p>Bidder describes organization's experience with managing federal funds and the experience that fiscal staff employed by the organization have in administering federal funds.</p> <p><input type="checkbox"/> Describes organization's familiarity with federal financial management standards. Discusses how the organization ensures compliance with those standards.</p> <p><input type="checkbox"/> Describes how organization has resolved any monitoring and audit findings or any other issues raised in the audit reports, management letters, and any related corrective action plans for each of the last two years.</p> <p><input type="checkbox"/> The respondent must complete one budget using <b>Form 3 – Budget Template</b> and submit as part of the proposal. (The budget must be included in the attachments.)</p>				
<b>Total</b>	<b>79.38%</b>			
Proposed Budget	\$990,000.04			
Match/leveraged dollars	\$0.00			

<b>SCORECARD SUMMARY</b>		
<b>MAXIMUS</b>	Score	Total Possible Score
One-Stop System Integration	17.50%	20.00%
Outcomes of Service Provision	15.00%	20.00%
Staffing Qualifications	8.75%	10.00%
Continuous Improvement	13.13%	15.00%
Partnerships and Communication	15.00%	15.00%
Innovation	7.50%	10.00%
Fiscal	10.00%	10.00%
<b>TOTAL SCORE</b>	<b>86.88%</b>	<b>100.00%</b>

<b>SCORECARD - DETAILED</b>				
<b>MAXIMUS</b>				
<b>Criteria and Comments</b>	<b>Rater 1</b>	<b>Rater 2</b>	<b>AVG</b>	<b>Section Score</b>
<p>5.1A One Stop System Integration</p> <p>Bidder describes experience with and/or philosophy regarding the following:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Operating in an environment with functional supervision (staff reporting to other agencies' management in addition to their own agency's management).</li> <li><input type="checkbox"/> Maintaining staff morale at the centers and implementing changes as necessary.</li> <li><input type="checkbox"/> Describes how bidder will eliminate any potential silos that might prevent an effective and integrated One-Stop Delivery System.</li> <li><input type="checkbox"/> Provides an assurance that entity has the willingness and ability to operate in a functionally integrated environment and work difficult partnership issues with all parties involved such any arise.</li> <li><input type="checkbox"/> Provides an example of a time bidder was responsible for working through a difficult partnership issue at a One-Stop Center to reach an agreement and bidder's role in that situation.</li> <li><input type="checkbox"/> Aligning diverse/divergent agendas of the One-Stop partners.</li> </ul> <p>Coordinating the service delivery to diverse customers including employers, economically disadvantaged individuals with little or no work experience, individuals with disabilities, dislocated workers with experience, and youth.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Describes how bidder will support the service providers in the centers in achieving their service delivery goals including: <ul style="list-style-type: none"> <li>o Customer flow;</li> <li>o Cross-training and capacity building;</li> <li>o Information sharing; and</li> <li>o Promoting services in the centers.</li> </ul> </li> </ul>	4	3	3.5	<b>17.5%</b>
<p>5.1B Outcomes of Service Provision</p> <p>Describes how bidder will ensure the service providers meet their expected WIOA performance measures.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Describe how bidder will coordinate Business Services activities which lead to placement of WIOA participants.</li> <li><input type="checkbox"/> Based on the table in Section 3.3 Statement of Need, describes plan to scale operations.</li> </ul>	3	3	3	<b>15.0%</b>
<p>5.1C Staffing Qualifications</p>	3	4	3.5	<b>8.75%</b>

<input type="checkbox"/> Lists the qualifications of the individual(s) suggested to serve as top-level leadership. If this individual(s) is not known, describes the required qualifications and core competencies to be included in the job posting. <input type="checkbox"/> Describes plan to staff the One-Stop Career Center operations based on the various levels of priorities identified in Section 3.7 Staffing Priorities. (Includes resumes and/or job descriptions as attachments.)				
<b>5.2 Continuous Improvement</b>  Bidder describes experience with and/or philosophy regarding the following: <ul style="list-style-type: none"> <li><input type="checkbox"/> Measuring customer satisfaction and implementing changes as necessary.</li> <li><input type="checkbox"/> Provides an example of a report that reflects operations, performance and continuous improvement at a One-Stop Center. (Include example report as an attachment.)</li> <li><input type="checkbox"/> Describes how performance of the One-Stop Operator should be measured.</li> </ul>	3	4	3.5	<b>13.13%</b>
<b>5.3 Partnerships and Communication</b>  Bidder describes experience with and/or philosophy regarding the following: <ul style="list-style-type: none"> <li><input type="checkbox"/> Fostering collaboration and partnerships within the One-Stop Delivery System and other community partners.</li> <li><input type="checkbox"/> Ensuring that information is shared across a variety of center partners and programs.</li> <li><input type="checkbox"/> Describes how bidder will ensure communication and collaboration among the One-Stop Career Centers, One-Stop Affiliate Sites and other system partners.</li> </ul>	4	4	4	<b>15.0%</b>
<b>5.3 Comments:</b> Proposal exceeds expectations in describing collaboration and partnerships by providing exceptional detail and clarity on both principles and methods by which the operator coordinates and collaborates with partners. There is also considerable detail in the steps the contractor is planning to undertake to ensure transparent and clear communication among partners that includes examples and tools.				
<b>5.4 Innovation</b>  Bidder describes experience with and/or philosophy regarding the following: <ul style="list-style-type: none"> <li><input type="checkbox"/> Describes how meaningful access to all required programs was achieved within a comprehensive One-Stop Center;</li> <li><input type="checkbox"/> Describes process in developing a standard operating procedure manual for a One-Stop Center.</li> </ul>	3	3	3	<b>7.50%</b>
<b>5.5 Fiscal</b>	4	4	4	<b>10.0%</b>

<p>Bidder describes organization's experience with managing federal funds and the experience that fiscal staff employed by the organization have in administering federal funds.</p> <p><input type="checkbox"/> Describes organization's familiarity with federal financial management standards. Discusses how the organization ensures compliance with those standards.</p> <p><input type="checkbox"/> Describes how organization has resolved any monitoring and audit findings or any other issues raised in the audit reports, management letters, and any related corrective action plans for each of the last two years.</p> <p><input type="checkbox"/> The respondent must complete one budget using <b>Form 3 – Budget Template</b> and submit as part of the proposal. (The budget must be included in the attachments.)</p>				
<b>Total</b>	<b>86.88%</b>			
Proposed Budget	\$889,094.00			
Match/leveraged dollars	\$0.00			

**FORM 1**

**TITLE PAGE**

*(Please print all information on this page)*

**RFP Title:** \_\_\_\_\_

**Organization/Agency Information**

**Name of Organization:** \_\_\_\_\_

**Organization's Address:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**Phone #:** \_\_\_\_\_ **Fax#:** \_\_\_\_\_

**Federal Tax I.D. #:** \_\_\_\_\_

**ORGANIZATION NAME:** \_\_\_\_\_

**PROPOSAL TABLE OF CONTENTS – ONE-STOP OPERATOR**

**Note: Page numbers listed on this table of contents must reference the page number of the PDF file that the section starts on.**

**TITLE PAGE – FORM 1** **1**

**TABLE OF CONTENTS – FORM 2** **2**

**EXECUTIVE SUMMARY** **3**

**PROPOSAL NARRATIVE AND BUDGET** **4**

**SECTION 5 – SCORING ELEMENTS**

**5.1 LEADERSHIP** \_\_\_\_\_

**5.2 CONTINUOUS IMPROVEMENT** \_\_\_\_\_

**5.3 PARTNERSHIPS AND COMMUNICATIONS** \_\_\_\_\_

**5.4 INNOVATION** \_\_\_\_\_

**5.5 FISCAL NARRATIVE** \_\_\_\_\_

**5.5 BUDGET – FORM 3** \_\_\_\_\_

**RESUMES/JOB DESCRIPTIONS FOR ALL STAFF** \_\_\_\_\_

**SIGNATURE SHEET – FORM 4** \_\_\_\_\_



## Executive Summary

For 35 years, KRA Corporation has supported the vision and mission of state and local workforce agencies by working collaboratively and seamlessly to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Today, KRA is recognized as a national leader in workforce development for its innovative solutions, exceptional customer service, and trusted operational results. KRA provides a full portfolio of workforce services including:

- **One-Stop Center Operations and Management** – KRA provides important resources for Adults/Dislocated Workers and Youth seeking education, employment, and training/retraining and for businesses seeking skilled labor consistent with the Workforce Innovation and Opportunity Act (WIOA) Title I and its associated regulations.
- **Adult/Dislocated Worker Services** – Career services include outreach, job search and placement assistance, provision of labor market information, comprehensive assessment, development of employment plans, and counseling/planning; and training that links customers to job opportunities in their communities.
- **Youth Services** – KRA’s youth programs place a priority on out of-school (OSY) youth, high school dropout recovery, and achievement of recognized postsecondary credentials.
- **Business Services** – KRA has developed a comprehensive Business-to-Business (B2B) Engagement Model that connects employers to the workforce system by building relationships using a consultative approach that accounts for regional hiring needs.

We look forward to the opportunity to help the Workforce Connections (WC) achieve its goal for a fully functional-integrated one-stop system that supports the WC’s vision and mission statement.



## 5.1 Leadership

KRA is proposing to serve as the One-Stop Operator (OSO) for the Southern Nevada Workforce Development Area (SNWDA). KRA is a highly professional organization with a documented history of successful workforce service delivery that has prepared the organization to fulfill the One Stop Operator Role as envisioned by the Workforce Innovation and Opportunity Act (WIOA) and Workforce Connections (WC).

KRA's approach to the OSO role is collaborative, communicative, and holistic. KRA will ensure the delivery of the following key elements to create a customer-centered, fully functional-integrated one-stop delivery system that integrates service delivery across all programs, enhances and maximizes access to center services, and results in better outcomes for customers, both job seekers and businesses.

- Alignment, Collaboration and Integration of Center Partners
- Advancing Use of Technology
- Focus on Customer-Centered Design
- Accountability and Responsible Management

Delivering integrated services requires a well-planned program design, hiring and training high quality staff with strong skills and backgrounds, and the thoughtful use of technology and data collection. KRA's extensive experience with the Integrated Service Delivery (ISD) model is unmatched by its competitors.

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

- **Operating in an environment with functional supervision.**



As a current One-Stop Service Operator, KRA has experience with oversight and supervision of functional teams for day-to-day operations within a One-Stop Center. KRA's approach to functional supervision is:

- A primary focus on the customer, not on the program or funding stream.
- Willingness and support of all partner organizations in order to work creatively across program/funding stream "silos".
- Robust training and cross-training for all center staff, including partner staff and volunteers.
- Strong relationships and communication among each organization's management, functional team supervisors, and center staff.

A functionally integrated team improves customer access and system efficiency by seamlessly providing multiple services to customers across programs. Integrated teams also promote communication and information sharing among workforce programs and staff.

- **Maintaining staff morale at the centers and implementing changes as necessary.**

Integral to the oversight and management of a fully-functional, integrated system, the OSO must ensure all center staff are engaged and view themselves as "one team". Consequently, creating a team environment is one of the key methods that KRA uses to keep staff morale high. Creating a team environment means that staff and partners receive the same information and training to support their team members and the system, that performance metrics (short-term and long-term) are clearly communicated, that staff members voices are heard, and that team achievements are recognized.

KRA is a Continuous Quality Improvement (CQI) organization and has instituted the *Malcolm Baldrige CQI Framework for Performance Excellence*. As a CQI organization, we



regularly listen to our internal customers actively seeking feedback and finding solutions to partnership issues that may arise. CQI is based on the belief that anybody at any level of an organization can make valuable suggestions about ways to improve operations. Following the CQI framework helps to maintain staff moral if improvements are made at the centers.

- **Describe how you will eliminate any potential silos.**

From the onset, KRA works diligently to build relationships and support at all levels with partner organizations. This includes, regularly convening center partners in order to allow for the joint planning of resources, particularly, how each agency can help ensure a seamless experience for the customer and how to efficiently use our collective resources to ensure customers receive appropriate services and benefits across multiple systems. These regularly scheduled meetings will help partners to develop and continually improve joint referral and customer flow processes. They will also help to address systemic barriers to joint service provision. All center staff are cross-trained and equipped in an ongoing learning environment, allowing staff from differing programs to understand other partner's programs' thereby helping to eliminate potential silos through alignment and collaboration. KRA also focuses on customer-centered design such as aligning staff by function rather than by program/funding stream. Customers are informed about and linked to appropriate services based on their needs, and program requirements and funding streams are invisible to the customer. Lastly, using the SNWDA local system identifier helps partners focus on the "big picture" – *Full employment for all Southern Nevadans* – rather than individual organizations.

- **Provide an assurance that your entity has the willingness and ability to operate in a functionally integrated environment and work difficult partnership issues.**



KRA has the full capacity and commitment to serve as the One-Stop Operator for the SNWDA during this time of great transition. Since 1981, KRA has been changing the game and raising the bar in workforce development, by developing the most innovative programs, utilizing the best resources available, and building the strongest business and community partnerships to ensure effective, customer-centered delivery systems. KRA has an established and successful system and provides a full portfolio of workforce services including One-Stop Center Operations and Management, Adult/Dislocated Worker Services, Youth Services, and Business Services. This success is based on the following key components: Customer Service Excellence; High Quality Staffing; Innovative Approach; Integrated Service Design; Robust Business Engagement; and, Exemplary Performance and Trusted Results. Our services have been honed and perfected in the last decade through KRA's unique workforce knowledge that comes from operating over 100 WIA/WIOA Adult, Dislocated Worker, Youth and TANF contracts..

- **Provide an example of a time you were responsible for working through a difficult partnership issue at a One-Stop Center to reach an agreement and your role.**

In 2014, KRA was awarded a contract to provide Business Services in partnership with the Alameda County American Job Centers of California (AJCCs). The Business Services provided in Alameda County were previously administered by four different long-term AJCC service providers in the local area. This new Business Services model separated out the business services as a stand-alone program and KRA was tasked with leading the "integration" effort which required partners to come to agreement on new work flows, partner responsibilities, and business engagement.

KRA's first step was to facilitate an "integration meeting" where all the AJCC partners met to discuss operational processes in order to come up with joint solutions. KRA's framework for



these meetings was based on establishing trust and giving each partner a voice in the decision-making process. From experience, we know that the first steps to building trust and true collaboration among organizations is the understanding of the vision, mission, and values of each partnering organization and identifying shared values and goals. During the initial meetings, interactive group activities were facilitated to open lines of communication, to build trust, to gain a greater understanding of each organization and to create a shared vision and purpose for working together.

The most challenging aspect of integration was handling existing employer relationships with service providers. In some instances, these service providers had cultivated these relationships for many years and they felt “ownership” over them. We worked diligently to create a team approach with existing providers by listening to their feedback and also focusing discussions on the one stop system as envisioned by the Local Board. Eventually we were able to create a system where there was “no wrong door” for businesses. We valued the existing relationships that had been established in the past and asked for information to be passed forward to employers with an introduction to KRA’s Business Engagement Team who could provide more information on incentives and opportunities available throughout the workforce system. KRA, in conjunction with partners, also developed a common language when meeting with employers which created a more strategic and unified message to employers.

- **Aligning diverse/divergent agendas of the One-Stop partners.**

KRA achieves greater outcomes by gathering partners together enabling greater leverage to better serve job seekers, workers, and businesses. KRA has the expertise to build strong partnerships through the creation of a shared vision, shared responsibilities, and shared outcomes that benefit all system partners and customers. Each partner is equally valued in the decision-



making process of service delivery. From our experience as a One-Stop Operator, it is critical to ensure the following in order to align the diverse/divergent agendas of the One-Stop partners:

- Establish clear lines of communication with all stakeholders, partners, and workforce providers;
- Provide strategic guidance with the goal of creating a non-duplicative, collaborative, seamless system of services that will enhance access to services and improve long-term employment outcomes for individuals receiving assistance; and, focus on the advantages of partnering in an integrated system.

- **Coordinating the service delivery to diverse customers.**

KRA's program design model is a customer-centered, integrated service delivery (ISD) model that provides job seekers and business customers with an efficient and seamless process for locating and accessing the full range of workforce and business services by creating an environment "where everyone matters." This model is identified by three key principles:

- *Standardization and Coordination of Service Delivery.* KRA achieves this by cross-training staff, partners, and volunteers so that they are capable of assisting diverse customers with a variety of tasks. Partner staff located at the One-Stop Centers will be cross-trained on each other's programs to ensure customer questions can be answered about the services available and to provide comprehensive guidance, assistance, and referrals.
- *Customer Service Excellence.* KRA prides itself in exceptional internal and external customer service delivery. KRA's promise to exceed the expectations of its customers, both internal and external, is communicated through its measurable standards of service. These standards of service empower staff to deliver customer experiences that are at the highest level of quality.



- *Meaningful Access to Services.* KRA achieves this by creating a responsive network of core programs and community partnerships that increase access to and opportunities for employment, education and training, and support services, especially for individuals with the greatest barriers to employment. Strategies include offering alternative service hours, coordinating Mobile One-Stops, increasing the use of technology at the centers, and ensuring equal opportunity in every aspect of operations.

KRA ensures services are easily accessible by job seekers and employers alike through innovative programming, use of technology, and having thorough knowledge of the regional economy it serves.

- **Describe how you will support the service providers in the centers in achieving their service delivery goals including:**

As the One-Stop Operator, KRA will be responsible for planning, leading, and coordinating the initial engagement of center clients by providing information on center services, determining level of need, assisting with navigating self-help resources, guiding customers to the appropriate services, coordinating an effective referral process and meaningful access to programs of all required partners.

**Customer Flow.** KRA uses integrated and expert welcome process for all customers entering the One-Stop Centers. A Welcome/Talent Engagement Team greets customers and provides orientation for new customers. Team members “triage” customers to ensure access to appropriate one-stop programs, services and navigation to supplementary supports and make sure customers are served in a timely manner. They assist customers with needs identification, completing the intake application, and initial assessments. Team members are generally trained on all of the workforce programs available in the One-Stop Centers and are able to provide basic information



to customers, assist with Wagner-Peyser registration, and provide referrals as necessary. KRA also manages operational aspects of customer flow such as coordinating work schedules and ensuring WIOA required coverage at all times.

**Cross-training and capacity building.** KRA will ensure that all staff, including partner staff and volunteers, are trained on the completion of the appropriate forms and the proper processing of those forms; are trained on the others programs sufficiently to deliver programs services to the common customer; and, have been cross trained on the others policies relative to the center's operations.

KRA also believes in ongoing professional staff development to promote high quality staffing. Our new ELMS (Employee Learning Management System) enables the organization to standardize the onboarding and training of new hires as well as manage the ongoing professional development of all staff members, including partner staff.

**Information sharing.** KRA will facilitate regularly scheduled one-stop meetings for all staff at each location, email communications to all one-stop staff, and will coordinate the sharing of technology for the One-Stop Delivery System, such as SharePoint, to host policies, center calendars, etc. that can be easily accessed by all partners. The Business Services team will also communicate local business needs to the center partners for the eventual connecting of qualified participants to meaningful employment opportunities.

**Promoting services in the centers.** KRA focuses its marketing and outreach efforts to increase access points to services and information, in person and online. One-Stop staff will conduct information sessions to tell individuals about accessing programs and resources available through the One-Stop Centers. These sessions provide culturally appropriate information, in-person or on-line, and can be conducted on-site or at offsite at locations such as



partner agencies, community centers and community events. KRA will actively represent the OSDS at community meetings to promote services and discuss partnership opportunities.

Program staff uses Facebook, Facebook Messenger, Twitter and Short Message Exchange (SMS) to reach out to local communities informing them of services and upcoming events. As allowable, we will provide direct links to social networking tools on the WC's website. We will also create informative brochures, in conjunction with system partners that target priority populations and the at-large community using the SNWDA identifier.

- **Describe how you will ensure the service providers meet their expected WIOA performance measures.**

As noted earlier, KRA is a CQI organization and has instituted the *Malcolm Baldrige CQI Framework for Performance Excellence*. CQI is a systems approach to improving performance and drives improvement throughout the company. The process operates on the “Plan, Do, Check, Act” cycle. Our CQI model is proactive in the “Plan” and “Do” phases. The monitoring is conducted in the “Check” phase. Corrective actions are completed in the “Act” phase and then the process starts over again.

KRA's is a data-driven organization. Data is used to determine if services are providing the results desired in real-time. And Data is used to correct and rethink service delivery and interventions if the planned program design is not achieving the intended results. Our teams actively monitor outcomes and make adjustments as needed to promote the highest customer satisfaction rates, improved performance, and successful collaborations. Monthly reporting ensures programs remains on track.

All staff members and partners are provided technical assistance training in the Common Measures performance and the WIOA performance indicators. This provides staff and partners

with the ability to convey service and outcome expectation to the customers and track performance. KRA also encourages all staff and partners to think outside-the-box to propose new service delivery strategies and models that lead to strong performance outcomes. During regularly scheduled partner meetings for the One-Stop system, KRA will provide ongoing opportunity for new innovations to be introduced, and as appropriate and allowable. This also helps to create an on-going learning environment for all center staff.

- **Describe how you will coordinate Business Services activities.**

KRA understands that business customers are the “foundation of workforce services” under WIOA. Based on area labor market information, KRA engages employers and industry representatives to support job seekers’ pursuit of career pathways that are linked to priority industries in the regional economy.

#### A Big Piece of the Puzzle



KRA offers a full scope of business services that supports an employer-driven workforce development system by providing a well-trained, skilled, competitive local and regional workforce. We approach business services comprehensively by analyzing the needs of local and regional employers and connecting business customers with resources across workforce development, education, and economic development to help them succeed. Through an integrated and aligned business services strategy among center partners, we create an opportunity for better placement services and meaningful outcomes for all customers.



Using a consultative approach, KRA's Business Services Consultants develop strong relationships with employers and prepare a *Business Needs Analysis* (BNA) to understand their initial and evolving workforce needs. Services are rendered that promote profitability, productivity and peace of mind while addressing employment and growth needs. KRA's business services extend beyond traditional job postings and recruitments by linking with Chambers of Commerce, Education, Economic Development, Labor, Community-Based Organizations and other key stakeholders to create a supply/demand alignment in order for the One-Stop Centers to successfully meet the demands of both sets of customers. These robust partnerships strengthen business relationships by expanding employer outreach, diversifying services, access to a variety of community resources, and incorporate continuous quality improvement strategies for exceeding customer expectations.

In addition, consultants provide a comprehensive BNA to employers and present more detailed and tailored information regarding OSDS's full array of services offered to all businesses. These services include, but are not limited to; business analysis; an assessment of talent requirements and workforce needs of the employer; recruitment services; expert handling and processing of job orders to expedite the hiring process; promotion of job openings to a large network of qualified candidates; pre-screened candidates to meet specific hiring needs; professional assistance with conducting on-site recruitments events; access to employer round tables, panels, job fairs, seminars, and community events; business incentives programs; training solutions (e.g. On-the-Job Training (OJT), customized training, and incumbent worker training), and tax incentives that assist businesses to offset training costs incurred for hiring new employees or retraining current employees; labor market assistance; data regarding workforce statistics, market trends, demographic and economic information; support services; lay-off



aversion and outplacement services for businesses that may be reducing staff to provide assistance with developing transition plans for affected employees and guidance for businesses to utilize workforce resources; referrals to other business resources

As part of the workforce services provided to business, a *cost savings analysis* is created to calculate the estimated economic value of services being provided. The value added benefit component clearly articulates the no-cost savings designed to increase businesses overall profitability and productivity. The Business Services Consultant maintains contact with the employer to cultivate business relationships for repeat business and providing additional services.

KRA will offer customized solutions to meet the needs of businesses in the SNWDA by incorporating principles and practices of customer-centered design into our Business Services program. These practices include:

- Developing a Shared Language–Business Services Consultants find their way into employer conversations by engaging in economic development and sector strategies, networking with industry representatives, and understanding the employers business priorities.
- Using Business Principles to Drive Partnerships–KRA understands that businesses are interested in partnering with workforce intermediaries who understand market-driven principles.
- Meeting Business Customers “Where they are”– Business Services Consultants are provided with fully equipped service tablets so that they are able to be mobile and meet business customers at their business locations.



Additionally, KRA provides ongoing staff development to Business Services Consultants to ensure they have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are fully connected to regional and local business partnership activities and sector strategies.

- Based on the table in Section 3.3, describe your plan to scale operations and describe your plan which delineates a process for controlling center operational expenses.**

KRA will assist the SNWDA expand geographic access through the partnership with local library districts. KRA has past experience bringing programs to scale. In the past 10 years, KRA has implemented nine (9) Adult and Dislocated Worker and One-Stop operations. The company has staff and systems in-place to immediately begin scaling operation based on the table in Section 3.3. In 2009, KRA took over TANF and WIA Adult and Dislocated Worker operations from six separate providers operating in four independent locations. As the new Operator, KRA's primary goal was to provide consistency of services between the one-stop centers. KRA developed procedures for customer flow and service delivery. KRA's team recruited, hired, and trained 75 new staff members within the first 60-days of contract award. KRA's plan to scale operation in the SNWDA includes the following activities: Staff recruitment and hiring; staff training; promoting center services; and establishing partnerships.

KRA has an established cost containment process that is followed for each project we operate. KRA believes accountability starts with the development of a budget that details the all costs associated with the operation of our centers. A Fiscal Analyst is assigned to each program, whose responsibilities include, but are not limited to, assisting in the development of a budget with the Program staff, reviewing all items charged to the program (labor and direct costs) and monthly analysis of the financial performance of the program, which includes an actual vs.



budget analysis. On a monthly basis, the Fiscal Analyst, runs a Job Summary Report (JSR) and works with Top-Level Leadership to update a Cost-to-Complete spreadsheet / analysis for the program. The Chief Accounting and Financial Officer (CAFO) meets with Fiscal Analyst and goes thru the financial performance of each program in detail. In addition, on a monthly basis KRA holds an Operation / Program meeting where Top-Level Leadership, the Fiscal Analyst, Corporate Quality Assurance Manager, VP/ COO of Operations and the CAFO meet to review / discuss the operational and financial performance of the program and/or centers. This process ensures compliance with State Policy (IV)(B)(1).

- **List the qualifications of the individual(s) suggested to serve as top-level leadership. If this individual(s) is not known, describe required qualifications and core competencies.**

The required qualifications and core competencies for top-level leadership are:

**Qualifications.** Any combination of education and experience equivalent to graduation from an accredited college or university with a Bachelor's degree in business, education, public administration, behavioral science or related field and at least five years experience in the management of workforce development programs. Supervisory experience required. Knowledge of general laws and administrative policies governing workforce development programs; thorough knowledge of operational systems; knowledge of management principles; ability to handle multiple projects and tasks; ability to establish and maintain effective relationships; ability to effectively communicate complex ideas both orally and written.

**Competencies.** Lead by example; Knowledgeable about cultivating a CQI Organizational Culture; Customer focused; Understands the difference between Leading vs. Managing; Organizational Change Management; Coaches employees for high performance; A transformational Leader; Possess Emotional Intelligence; Strong Interpersonal skills and Conflict



Resolution approaches; Ability to build effective teams; Effective Communication Strategies; Facilitation and Negotiation skills; Political Savvy.

The top-level leadership will also have the close support of KRA's corporate leadership team. This team is comprised of seasoned professionals who have knowledge of and experience with a variety of workforce programs, including: WIOA; Wagner-Peyser Act (W-P); Temporary Assistance for Needy Families (TANF); and many others.

- **Describe your plan to staff the One-Stop Career Center operations based on the various levels of priorities identified in Section 3.7 Staffing Priorities.**

<b>Position Title</b>	<b>Job Function</b>	<b>FTE</b>
<b>Top-Level Leadership</b>		
• <b>Director</b>	Provides strategic, fiscal and operational leadership of program and one-stop operations. Maintains responsibility for program performance, quality of service, and contractual commitment.	1
<b>Mid-Level Leadership</b>		
• <b>Regional One-Stop Managers</b>	Provides operational oversight and implementation of the one-stop integrated service delivery strategies. Provide leadership and guidance to the implementation of CQI principles and practices. Manages partner responsibilities and coordinates an integrated regional business engagement strategy.	2
<b>Line-Level Staff</b>		
• <b>Regional One-Stop</b>	The Regional One Stop Coordinator will interact with Core Partner staff, provide coordination of services, convene core partner meetings, collect, aggregate, and report common	8

- Coordinators**      measure performance data for One-Stop Centers.
- **Business Services**      Works with businesses in targeted industries to provide a full range of value-added services to meet businesses workforce development needs. Will recruit business customers, conduct analysis and develop a comprehensive service strategy, including linkages to appropriate partners and resources.
- Consultants**      4

This staffing plan is based on certain assumptions such as a staggered schedule for new libraries sites coming on-line. KRA's goal would be to have a regional coordinator at each center.

## 5.2 Continuous Improvement

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

**Measuring customer satisfaction and implementing changes as necessary.**

KRA's culture is an *exceptional customer experience* and staff strive for *100% customer satisfaction*. Customers are provided with KRA's service standards as part of the orientation to the center. The company's five pillars of quality service and quality service standards are displayed at each location so every customer knows what to expect. From the onset, new employees are made aware through onboarding and training that a great emphasis is placed on high quality execution of KRA's quality standards.



KRA understands the need to track and analyze customer satisfaction and dissatisfaction. Customer satisfaction is measured through customer feedback. These results provide vital information for understanding customers and the regions served. KRA listens to the *"voice of the*



*customer*” via multiple modes such as, interviews with lost and potential customers, customer comments posted on social media, and customer satisfaction surveys or feedback information. Customer satisfaction surveys are measured at different points throughout the customer life cycle. KRA uses a professional survey system to conduct customer service surveys both internally, to employees, and externally to job seeker customers, employer customers, and clients/funders to ensure that the company is always exceeding expectations.

KRA also has clear metrics to track and evaluate the efficiency and effectiveness of services provided to employers. KRA’s Business Services Team uses S.M.A.R.T goal setting to bring structure and tractability to program goals and objectives. S.M.A.R.T goal setting allows the team to create measurable trajectories towards a certain objective, with clear milestones and an estimation of a goal's attainability. S.M.A.R.T. goal setting conforms to the following criteria: Specific, Measurable, Attainable, Relevant and Timely. The team begins by setting a one-year baseline, determining metrics (both federal performance measures for each program, but also additional outcome goals and metrics), and establishing benchmarks to provide clients with a broader picture of performance both short-term and long-term. KRA will also incorporate any additional metrics that may be determined by the WC.

- **Provide an example of a report that reflects operations, performance and continuous improvement at a One-Stop Center.**

KRA Corporation’s primary workforce development performance strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around performance and quality assurance which are supported by benchmarks, policies, and procedures throughout our various contracts. KRA is successful because we actively monitor each of our contracts to ensure compliance and performance.



PLACES (Program Level Analysis and Contract Evaluation System) is KRA Corporation's company-wide quality assurance and data integrity program. PLACES is designed to provide real-time performance information on all contract operations in the areas of: Best practices information; Lessons learned; Results monitoring; Efficiency gains; and, Productivity increases. PLACES provides a comprehensive assessment of program operations and outcomes, enabling program management staff to routinely diagnose and quickly assess a broad range of project components. These analyses are conducted by local and corporate staff enabling headquarters personnel to deploy additional corporate resources as necessary to strengthen service delivery. Data are collected and recorded on a standard quality assurance tool that supports implementation of the program. Please see attached Sample Report.

- **Describe how performance of the One-Stop Operator should be measured.**

KRA will meet or exceed the following outcomes as set by the WC:

- Ensure meaningful access in the comprehensive center to all required programs as defined by the law;
- Ensure meaningful access to the core partners in the additional centers;
- Develop and implement a standard operating procedure manual;
- Ensure the effectiveness of the One-Stop Centers as defined by the regulations;
- Ensure the execution of Center MOUs; and
- Standardize service delivery and maintain quality standards across all Centers.

Additionally, KRA also tracks Customer Satisfaction and Business Engagement measures such as ensuring the customers are highly satisfied with the one-stop delivery system.

### **5.3 Partnerships and Communications**

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

- **Fostering collaboration and partnerships within the One-Stop Delivery System.**

KRA recognizes the importance of strong partnerships to ensure the success of the local workforce systems. We work constructively with partners to better align, integrate, and coordinate the delivery of services. We recognize the importance of meaningful cooperation and compromise and recognize the value of having true partners to help deliver services in an integrated, comprehensive and holistic manner to job seekers and business. Working collaboratively with a wide range of partners, we are able to reduce redundancies in service delivery and make external services more accessible to our customers.

As a current OSO, KRA is experienced in developing, organizing, leading and managing multi-organization and program integrated staff teams including Wagner-Peysers, Temporary Assistance for Needy Families (TANF), Department of Vocational Rehabilitation, Veterans Services, and other partners and community-based organizations that provide additional resources and services to the workforce system. KRA has expertise in bringing partners together to create a shared vision, share responsibilities and shared outcomes that benefit all partners. Each partner is equally valued in the decision-making process of services that are delivered through the OSDS. KRA's partnership development goes beyond those located in the centers.

KRA seeks out strategic partnerships in the communities that it serves with the intent of leveraging resources and information to collectively exceed the needs of our customers.

- **Community Partners** - KRA partners closely with internal and external One-Stop partners to identify and reach out to potential customers. We actively engage community partners serving priority populations including, but not limited to: veterans; mature workers; American Indians; foster youth; probation youth; displaced workers; individuals with disabilities; Limited English Proficient; Temporary Aid to



Needy Families (TANF/CalWORKs); Homeless; and other underrepresented groups to inform them of the benefits of the workforce system and services available to their customers.

- Education and Training Partners - Both Sub-Regions' universities and community colleges are among Southern California's most valuable assets and figure prominently in their respective areas. In this age of rapidly evolving technology, where ideas play a key role in growing the economy, education and skills acquisition are essential to bringing new ideas to life and transforming them into commercial applications. We have already reached out to adult education programs, community colleges and other eligible training providers in each Sub-Region to discuss innovative approaches to training that will meet industry demands and better align shared investments in workforce development and education.
- Business and Economic Development Partners – The Business Services Team will work to enhance existing networks between education, business and industry representatives, labor and other regional workforce development partners to develop new and align existing programs and services with regional and industry needs.

- **Ensuring that information is shared across a variety of center partners and programs.**

KRA will develop a Communication Plan that promotes an information sharing culture among center partners and programs. The plan includes the following goals.

1. Raise awareness about workforce system with center partners and programs.
2. Listen to the ideas, insights, and concerns across the variety of center partners.
3. Establish a regular schedule for communicating with partners.
4. Promote trust and a collaborative environment among center partners and programs.



This plan will also include the leveraging of any existing information sharing technologies available, such as SharePoint (please also see Section 5.1 Leadership), that have the capability to host policies, center calendars, etc. that can be easily accessed by all partners.

As the One-Stop Operator we will regularly convening center partners in order to allow for the alignment and coordination of services and activities and to ensure that the same information is available at each center, including labor market information from the Business Services team.

- **Describe how you will ensure communication and collaboration among the One-Stop Career Centers, One-Stop Affiliate Sites and other system partners.**

WIOA emphasizes public and private sector partnerships in the OSDS. One of the hallmarks of KRA's workforce programming dating back prior to WIA has been the establishment of effective partnerships benefiting the job seeker and business communities. KRA operates with workforce areas that have stakeholders of every organization type. We have learned that open, professional communication leads to effective working relationships. We make sure all partners understand that we have a shared priority which is the effective delivery of services and positive outcomes for the customers. We meet regularly to establish relationships, build trust, and set this as the common vision. Our success is based on our ability to contact strategic partners and willingness to listen to their perspectives while communicating commitment to the OSDS' goals.

#### **5.4 Innovation**

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

- **Describe how meaningful access to all required programs was achieved;**

KRA's integrated service delivery model allows the us to maximize the support we can provide all customers. KRA works diligently to partner with WIOA mandated and non-mandated partners in the workforce development system to streamline service delivery for customers and



to bring together all of the various funding resources that might be available to pay for employment, training and supportive services to meet a particular customer’s needs.

KRA also uses technological resources to expand access to and enhance access to all required programs; Expand and enhance access to support services; Expand and enhance outreach activities, targeting the hardest –to-serve populations. KRA’s effective use of technology allows for universal program accessibility across diverse socio-economic backgrounds and helps to reduce barriers that may impact an individual’s ability to fully engage in a program. In order to advance technology, increase efficiencies, and reach customers “where they are”, KRA chartered an Advancing Technology Team comprised of program operations and administrative staff. The team focuses on advancements that have a direct impact on program operations.

As noted earlier, KRA incorporates the principles of universal access and customer-centered design. Some examples we have used throughout our One-Stop Operations include: Flexibility in space usage; the use of pictorial, written, verbal, and tactile modes to present information for customers with disabilities or English language learners; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants.

- **Describe your process in developing a standard operating procedure manual.**

KRA’s robust Business Practices Manual includes over 70 published policies and procedure covering all aspects of our business. Among them are polices regarding the Americans with Disabilities Act (ADA) and Equal Employment Opportunity (EEO) to ensure universal access and equal opportunity to One-Stop programs, services, and activities. We review and become familiar with local, state, and federal requirements in order to develop a manual that is consistent with the delivery of high-quality One-Stop Center services and operations.



The standard operating procedure manual will include operational policies that reflect an integrated system of performance, communication, and case management, and uses technology to achieve integration and expanded service offerings.

As a CQI organization, KRA requires consistency and standardization of policies and procedures in order to accurately evaluate all program performance. As a result, our current robust SOPs are used as the framework to customize a standard operating procedure manual for the One-Stop Centers, thereby significantly reducing the time that the manual is in development.

## 5.5 Fiscal

- **Describe your organization's experience with managing federal funds.**

In the last decade, KRA has acquired unique workforce knowledge from operating approximately 100 contracts with a total value in excess of \$150 million. Currently, KRA operates five (5) WIA Adult, Dislocated Worker and Youth Programs and six (6) TANF programs in California, Connecticut, Maryland, New Jersey, and the District of Columbia.

A Fiscal Analyst is assigned to each program, whose responsibilities include, but are not limited to, assisting in the development of a budget with the program staff, reviewing all items charged to the program (labor and direct costs) and monthly analysis of the financial performance of the program, which includes an actual vs. budget analysis. On a monthly basis, the Fiscal Analyst, runs a Job Summary Report (JSR) and works with the Program Manager to update a Cost-to-Complete spreadsheet / analysis for the program. **Brian Carter, the Chief Accounting and Financial Officer (CAFO)**, meets with the Fiscal Analyst and goes through the financial performance of each program in detail. In addition, on a monthly basis KRA holds an Operation / Program meeting where the Program Manager, Fiscal Analyst, Corporate Quality Assurance Manager, VP/ COO of Operations and the CAFO meet to review / discuss the



operational and financial performance of each program. Brian Carter, CAFO, possesses more than 25 years' experience in accounting and finance; audit, business, and tax planning; and information technology. He is adept at overseeing all types of contracts, including Cost Plus Fixed Fee, Firm Fixed Price, and Time and Materials. Brian is a Certified Public Accountant with a Bachelor's of Science from Georgetown University.

- **Describe your organization's familiarity with federal financial management standards.**

As a current OSO, KRA has the operational and financial management systems, policies and procedures in place to ensure that all AJCC programs are data-driven and accountable to participants and the public. All of our systems, policies and procedures meet the requirements of the United States Department of Labor (DOL) regulations, applicable Office of Management and Budget (OMB) circulars, and all applicable State and local fiscal policies and procedures.

KRA believes accountability starts with the development of a budget that details the staff working on a program and other direct costs. A Fiscal Analyst is assigned to each program, whose responsibilities include, but are not limited to, assisting in the development of a budget with the Program staff, reviewing all items charged to the program (labor and direct costs) and monthly analysis of the financial performance of each program, which includes an actual vs. budget analysis. On a monthly basis, KRA reviews and analyzes the financial performance of each program. KRA has consistently provided timely reports to administrative entities such as invoices (with the support required per program), close out packages, actual vs. budget analysis, cost-to-complete, etc., as stipulated in the contracts with our clients. We maintain fiscal controls, accounting procedures, and financial reporting in accordance with Generally Accepted Accounting Principles (GAAP).

- **Describe how your organization has resolved any monitoring and audit findings or any other issues for each of the last two years.**

Staff members are held accountable for their individual results. Staff members who are not meeting performance expectations are provided with support and technical assistance to help them get back on track. If issued, corrective action plans include an identification of the problem, solutions to be implemented, and a timeline for completion.

A Performance Improvement Plan is created for any outcome that is reported as deficient by 15% or more on the formal monthly report. This plan includes the specific actions to be undertaken, the due dates of such actions, and the person(s) responsible. The plan includes benchmarks that outline how performance will be improved. Thus, KRA's Performance Improvement Plan process provides a clear plan and full accountability.

Any material deficiencies require the creation of a corrective action plan that includes a statement of the problem, the proposed solution, person(s) responsible for resolution, and a timeline for completion. Systemic issues are rectified through intensive staff training provided by the appropriate personnel with support from KRA's corporate team as needed. KRA has not had any audit findings over the last two years.

- **The respondent must complete one budget using Form 3 – Budget Template.**

Please see Form 3- Budget Template attached.

workforceCONNECTIONS Budget Template

PY16 WORKFORCE CONNECTIONS OSGC OPERATOR BUDGET TEMPLATE  
Effective 12/16

Agency Name: KRA Corporation

Contract Name/Funding Type: WC One Stop Career Center Operator

Budget Period (Dates): 5/1/17-6/30/18

\*NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.\*

Cost Type	Budget Summary	Provider Paid	WC Paid	Percent of Budget	Matching Resources
Overhead and Support Costs	E. Travel	\$ 38,108		3.8%	\$ -
	F. Equipment	\$ 4,200		0.4%	\$ -
	G. Consultants/Contracts	\$ -		0.0%	\$ -
	H. Other Overhead Costs	\$ 181,846		18.4%	\$ -
	I. Direct Project Personnel	\$ 635,268		64.2%	\$ -
	J. Direct Personnel Fringe Benefits	\$ 130,578		13.2%	\$ -
Budget Summary	TOTAL Provider Contract (Provider Paid)	\$ 990,000		100.0%	
	TOTAL WC Paid		\$ -	0.0%	
	TOTAL Project Expenses	\$990,000		100.0%	
	TOTAL Matching Resources				\$ -
	Match Percent				0.0%
	TOTAL Project Cost		\$990,000		

	Contractor Paid Costs	Contractor Paid Percentages	Total Project Costs	Total Project Percentages
Total Program Costs	\$ 891,000.12	90.0%	\$ 891,000.12	90.0%
Total Administrative Costs	\$ 98,999.93	10.0%	\$ 98,999.93	10.0%
Total	\$ 990,000.04	100.0%	\$ 990,000.04	100.0%

Prepared By (Provider):

ZASKIA RUIZ

Print Name

Zaskia V. Ruiz

Sign Name

2/1/2017

Date

Pboxall@KRA.com

Email Address

(301) 562-2346

Phone Number

Approved By (Provider):

PATRICK BOXALL

Print Name

[Signature]

Sign Name

2/1/2017

Date

Approved By (WC Program):

Print Name

Sign Name

Date

Approved By (WC Fiscal):

Print Name

Sign Name

Date

workforceCONNECTIONS Budget Template

PY16 WORKFORCE CONNECTIONS OSCC OPERATOR BUDGET TEMPLATE  
Effective 12/16

Agency Name: KRA Corporation

Contract Name/Funding Type: WC One Stop Career Center Operator

Budget Period (Dates): 5/1/17-6/30/18

\*NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.\*

Cost Type	Budget Summary	Provider Paid	WC Paid	Percent of Budget	Matching Resources
Overhead and Support Costs	E. Travel	\$ 38,108		3.8%	\$ -
	F. Equipment	\$ 4,200		0.4%	\$ -
	G. Consultants/Contracts	\$ -		0.0%	\$ -
	H. Other Overhead Costs	\$ 181,846		18.4%	\$ -
	I. Direct Project Personnel	\$ 635,268		64.2%	\$ -
	J. Direct Personnel Fringe Benefits	\$ 130,578		13.2%	\$ -
Budget Summary	<b>TOTAL Provider Contract (Provider Paid)</b>	<b>\$ 990,000</b>		<b>100.0%</b>	
	<b>TOTAL WC Paid</b>		<b>\$ -</b>	<b>0.0%</b>	
	<b>TOTAL Project Expenses</b>	<b>\$990,000</b>		<b>100.0%</b>	
	<b>TOTAL Matching Resources</b>				<b>\$ -</b>
	<b>Match Percent</b>				<b>0.0%</b>
	<b>TOTAL Project Cost</b>	<b>\$990,000</b>			

	Contractor Paid Costs	Contractor Paid Percentages	Total Project Costs	Total Project Percentages
Total Program Costs	\$ 891,000.12	90.0%	\$ 891,000.12	90.0%
Total Administrative Costs	\$ 98,999.93	10.0%	\$ 98,999.93	10.0%
<b>Total</b>	<b>\$ 990,000.04</b>	<b>100.0%</b>	<b>\$ 990,000.04</b>	<b>100.0%</b>

Prepared By (Provider):

Print Name Sign Name Date

Email Address Phone Number

Approved By (Provider):

Print Name Sign Name Date

Approved By (WC Program):

Print Name Sign Name Date

Approved By (WC Fiscal):

Print Name Sign Name Date

## E. Travel

Type of Travel	Destination	Admin or Program	Computation		Total
			Unit Cost	No. of Units	Contract Cost
Sample: Staff mileage	Various-in town	Admin	\$ 0.540	5000	\$ 2,700
Sample: Conference travel	To be determined	Program	\$ 500.00	3	\$ 1,500
1 CWA Spring Conference	San Diego	Program	\$ 1,204.20	2	\$ 2,408
2 Leadership Edge Quarterly Meetings	Fulton/Columbia, MD (2017)	Program	\$ 1,272.00	2	\$ 2,544
3 Other Misc. Conferences	To be determined	Program	\$ 1,533.00	2	\$ 3,066
4 Director of Workforce Innovation	To be determined	Program	\$ 1,272.00	2	\$ 2,544
5 Corporate Staff Development Coordinator	To be determined	Program	\$ 1,272.00	2	\$ 2,544
6 Corporate VP & COO	To be determined	Program	\$ 1,272.00	2	\$ 2,544
7 Admin/HR/Prog Mgr Travel	To be determined	Admin	\$ 1,272.00	1	\$ 1,272
8 Local Travel	Various-in town	Program	\$ 0.535	39,600	\$ 21,186
9		>Choose<			\$ -
10		>Choose<			\$ -
<b>Total</b>					<b>\$ 38,108</b>

<b>Total Program Costs</b>	<b>\$ 36,836.00</b>
<b>Total Admin Costs</b>	<b>\$ 1,272.00</b>
<b>Proof to Total</b>	<b>\$ -</b>

**Narrative (Required for Each Budget Line Above):**

- 1 Travel of Director and one additional staff to attend the 3-day CWA Spring Conference. Conference provides guidance and industry best practices on WIOA programs.
- 2 Travel of two staff (Director/Manager and/or staff) to attend leadership training at KRA Corporate Offices in Fulton, MD.
- 3 Travel of two staff (Director/Manager and/or staff) to attend additional training/conferences related to WIOA, as announced by DOL or other training organizations.
- 4 Travel of Director of Workforce Innovation from California to Nevada to provide set-up and establish processes and structure.
- 5 Travel of Corporate Staff Development Coordinator to provide on-site staff development (i.e., customer service, networking with employers, etc.)
- 6 Travel of Corporate VP & COO to ensure systems and program structure are operating as expected.
- 7 Travel of Administrative/Human Resources staff to provide guidance to onsite staff on accounting, personnel, and administrative functions.
- 8 Mileage reimbursement for on-site staff traveling between sites, employers and local events.
- 9
- 10

F. Equipment

Note: Please only include items with a unit cost of \$500 or over on this page.

Item Description	Admin or Program	Computation		Total Contract Cost
		Unit Cost	No. of Units	
Sample: Navigator laptop	Program	\$ 750	2	\$ 1,500
Sample: Laser printer	Admin	\$ 500	1	\$ 500
1 Computer Equipment (Laptops/Tablets) - Managers and Business Services Staff	Program	\$ 600	7	\$ 4,200
2	>Choose<			If item here, list on tab H.
3	>Choose<			If item here, list on tab H.
4	>Choose<			If item here, list on tab H.
5	>Choose<			If item here, list on tab H.
6	>Choose<			If item here, list on tab H.
7	>Choose<			If item here, list on tab H.
8	>Choose<			If item here, list on tab H.
9	>Choose<			If item here, list on tab H.
10	>Choose<			If item here, list on tab H.
<b>Total</b>				<b>\$ 4,200</b>
<b>Total Program Costs</b>				<b>\$ 4,200.00</b>
<b>Total Admin Costs</b>				<b>\$ -</b>
<b>Proof to Total</b>				<b>\$ -</b>

Narrative (Required for Each Budget Line Above):

- 1 Laptops to be issued to Director, Managers and Business Services staff to ensure that they can remain in contact while out of the office and/or travelling between locations.
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

I. Direct Personnel - Direct or Shared Direct Employees Only

Notes:

1. Only include staff on this page who are employed by your organization for whom you pay payroll taxes. Please use one line for each position.
2. Wages must be split between program and administrative categories for staff whose duties include both functions.
3. Please list all subcontractors or contracted staff on the Consultants/Contracts page.
4. List all temporary or contracted staff on tab G.
5. Indirect personnel may not be contained on this page. They must be included in the indirect cost line on the Overhead page.
6. Staff bonuses or incentive pay is not allowable.

Position-Name	Admin or Program	100% Direct or Shared Direct	Computation		Distribution Base	Total Contract Cost
			Total Wages	% to this Contract		
Sample: Project Manager	Program	100% direct	\$ 75,000	80%	N/A-Direct Charged 100%	\$ 60,000
Sample: Project Manager	Admin	100% direct	\$ 75,000	20%	N/A-Direct Charged 100%	\$ 15,000
1 Director, One Stop Services	Program	100% direct	\$ 84,000	100%	N/A-Direct Charged 100%	\$ 84,000
2 Regional One Stop Manager	Program	100% direct	\$ 70,000	100%	N/A-Direct Charged 100%	\$ 70,000
3 Regional One Stop Manager	Program	100% direct	\$ 40,000	100%	N/A-Direct Charged 100%	\$ 40,000
4 One-Stop Site Coordinator	Program	100% direct	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
5 One-Stop Site Coordinator	Program	100% direct	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
6 One-Stop Site Coordinator	Program	100% direct	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
7 One-Stop Site Coordinator	Program	100% direct	\$ 22,500	100%	N/A-Direct Charged 100%	\$ 22,500
8 One-Stop Site Coordinator	Program	100% direct	\$ 22,500	100%	N/A-Direct Charged 100%	\$ 22,500
9 One-Stop Site Coordinator	Program	100% direct	\$ 22,500	100%	N/A-Direct Charged 100%	\$ 22,500
10 One-Stop Site Coordinator	Program	100% direct	\$ 11,250	100%	N/A-Direct Charged 100%	\$ 11,250
11 One-Stop Site Coordinator	Program	100% direct	\$ 11,250	100%	N/A-Direct Charged 100%	\$ 11,250
12 Business Services Consultant	Program	100% direct	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
13 Business Services Consultant	Program	100% direct	\$ 45,000	100%	N/A-Direct Charged 100%	\$ 45,000
14 Business Services Consultant	Program	100% direct	\$ 33,750	100%	N/A-Direct Charged 100%	\$ 33,750
15 Business Services Consultant	Program	100% direct	\$ 22,500	100%	N/A-Direct Charged 100%	\$ 22,500
16 Program Assistant	Program	Shared direct	\$ 35,000	100%	N/A-Direct Charged 100%	\$ 35,000
17 Program Analyst/Accountant	Admin	Shared direct	\$ 75,833	10%	Direct Payroll Hours	\$ 7,583
18 Human Resource Partner	Admin	Shared direct	\$ 63,000	5%	Direct Payroll Hours	\$ 3,150
19 Other Corporate Support-Prog	Program	Shared direct	\$ 754,833	3%	Direct Payroll Hours	\$ 22,943
20 Chief of Accounting & Financial Opera	Admin	Shared direct	\$ 134,167	1%	Direct Payroll Hours	\$ 1,342
<b>Total</b>						<b>\$ 635,268</b>

<b>Total Program Costs</b>	<b>\$ 623,193.00</b>
<b>Total Admin Costs</b>	<b>\$ 12,075.00</b>
Proof to Total	\$ -

Narrative (Required for Each Budget Line Above):

- 1 Director to be provide top-level leadership for the One-Stop Career Center. Position is expected to start on May 1, 2017.
- 2 Regional Manager to provide mid-level leadership for the One-Stop Career Centers. Position is expected to start on May 1, 2017
- 3 Regional Manager to provide mid-level leadership for the One-Stop Career Centers. Position is expected to start on May 1, 2017
- 4 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 5 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 6 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 7 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 8 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 9 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 10 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on April 2018
- 11 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on April 2018
- 12 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on July 2017
- 13 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on July 2017
- 14 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on January 2018
- 15 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on April 2018
- 16 Program Assistant to provide clerical support to Director, Manager and line level staff. Position is expected to start on July 2017
- 17 Program Analyst/Accountant to provide accounting and admin support(i.e., invoice prep, budget, reports, audit coordination, etc.). Position is expected to start on May 1, 2017
- 18 Human Resource Partner responsible for processing new hires and personnel related administration. Position is expected to start on May 1, 2017
- 19 Other Corporate Program Support to establish systems, procedures and provide guidance to on-site staff (i.e., quality control, forms, customer flow, etc.). These positions are expected to start on May 2017
- 20 Chief of Accounting and Financial Operations to provide accounting oversight for this engagement. This position is expected to start on May 1, 2017

J. Fringe Benefits for Direct Personnel

	Position-Name	Admin or Program	Computation		Total Contract Cost
			Contract Salary	Fringe %	
	Sample: Project Manager	Program	\$ 60,000	20%	\$ 12,000
	Sample: Project Manager	Admin	\$ 15,000	20%	\$ 3,000
1	Director, One Stop Services	Program	\$ 84,000	18%	\$ 15,339
2	Regional One Stop Manager	Program	\$ 70,000	19%	\$ 13,536
3	Regional One Stop Manager	Program	\$ 40,000	19%	\$ 7,735
4	One-Stop Site Coordinator	Program	\$ 45,000	21%	\$ 9,671
5	One-Stop Site Coordinator	Program	\$ 45,000	21%	\$ 9,671
6	One-Stop Site Coordinator	Program	\$ 45,000	21%	\$ 9,671
7	One-Stop Site Coordinator	Program	\$ 22,500	21%	\$ 4,836
8	One-Stop Site Coordinator	Program	\$ 22,500	21%	\$ 4,836
9	One-Stop Site Coordinator	Program	\$ 22,500	21%	\$ 4,836
10	One-Stop Site Coordinator	Program	\$ 11,250	21%	\$ 2,418
11	One-Stop Site Coordinator	Program	\$ 11,250	21%	\$ 2,418
12	Business Services Consultant	Program	\$ 45,000	21%	\$ 9,671
13	Business Services Consultant	Program	\$ 45,000	21%	\$ 9,671
14	#REF!	Program	\$ 33,750	21%	\$ 7,253
15	#REF!	Program	\$ 22,500	21%	\$ 4,836
16	Program Assistant	Program	\$ 35,000	24%	\$ 8,384
17	Program Analyst/Accountant	Admin	\$ 7,583	18%	\$ 1,351
18	Human Resource Partner	Admin	\$ 3,150	19%	\$ 593
19	Other Corporate Support-Prog	Program	\$ 22,943	16%	\$ 3,642
20	Chief of Accounting & Financial Operations	Admin	\$ 1,342	16%	\$ 210
	Variance from tab I.		\$ -	<b>Total</b>	<b>\$ 130,578</b>

<b>Total Program Costs</b>	<b>\$ 128,424.00</b>
<b>Total Admin Costs</b>	<b>\$ 2,154.00</b>
Proof to Total	\$ -

**Narrative (Required for Each Budget Line Above):**

- 1 Director to be provide top-level leadership for the One-Stop Career Center. Position is expected to start on May 1, 2017.
- 2 Regional Manager to provide mid-level leadership for the One-Stop Career Centers. Position is expected to start on May 1, 2017
- 3 Regional Manager to provide mid-level leadership for the One-Stop Career Centers. Position is expected to start on May 1, 2017
- 4 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 5 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 6 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on July 1, 2017
- 7 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 8 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 9 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on January 2018
- 10 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on April 2018
- 11 One-Stop Site Coordinator, line level operator staff responsible for day-to-day operations. Position is expected to start on April 2018
- 12 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on July 2017
- 13 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on July 2017
- 14 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on January 2018
- 15 Business Services staff, line level staff responsible for engagement with employers and business community. Position is expected to start on April 2018
- 16 Program Assistant to provide clerical support to Director, Manager and line level staff. Position is expected to start on July 2017
- 17 Program Analyst/Accountant to provide accounting and admin support(i.e., invoice prep, budget, reports, audit coordination, etc.). Position is expected to start on May 1, 2017
- 18 Human Resource Partner responsible for processing new hires and personnel related administration. Position is expected to start on May 1, 2017
- 19 Other Corporate Program Support to establish systems, procedures and provide guidance to on-site staff (i.e., quality control, forms, customer flow, etc.). These positions are expected to start on May 2017
- 20 Chief of Accounting and Financial Operations to provide accounting oversight for this engagement. This position is expected to start on May 1, 2017

G. Consultants/Contracts

Notes:

1. All contracts listed must be procured according to WC procurement policy.

	Type of Service	Admin or Program	Computation		Total Contract Cost
			Cost Per Unit	No. of Units	
	Sample: Consulting Services	>Choose<	\$ 75	20	\$ 1,500
1		>Choose<			\$ -
2		>Choose<			\$ -
3		>Choose<			\$ -
4		>Choose<			\$ -
5		>Choose<			\$ -
6		>Choose<			\$ -
7		>Choose<			\$ -
8		>Choose<			\$ -
9		>Choose<			\$ -
10		>Choose<			\$ -
<b>Total</b>					<b>\$ -</b>

<b>Total Program Costs</b>	<b>\$ -</b>
<b>Total Admin Costs</b>	<b>\$ -</b>
Proof to Total	\$ -

Are any of the above contractors related to anyone in your organization by blood or marriage, or business or employment relationship? If yes, please explain.

---



---



---

Narrative (Required for Each Budget Line Above):

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

H. Other Overhead Costs

Note:

1. Only list direct charged and shared direct expenses in the top section. Indirect costs go in the bottom section in one line.
2. Indirect costs may only be captured through an approved indirect cost rate and must be included in a single line item. This line must also include staff and fringe for those who are contained in the indirect pool.
3. No rent, depreciation, or building usage charges may be included in either the direct or indirect sections. Those costs should be reported on tab K. Match. Organizations with rent in the indirect pool must take care to exclude it.
4. Facilities-related costs such as utilities or janitorial services are allowable.
5. Only include costs on this page that benefit this contract and are necessary for the administration of the contract.

Computation							
Direct and Shared Direct Item Description	Admin or Program	Type of Direct Expense	Unit Cost	No. of Units	% to this Contract	Shared Direct Distribution Base	Total Contract Cost
Sample: Office Supplies	>Choose<	Direct 100%	\$ 250	12	100%	N/A-Direct Charged 100%	\$ 3,000
1 Training and Registration - (Staff Training - \$400 per FTE)	Program	Direct 100%	\$ 400	16.20	100%	N/A-Direct Charged 100%	\$ 6,478
2 Training and Registration - (Staff Training - \$400 per FTE)	Admin	Direct 100%	\$ 400	0.16	100%	N/A-Direct Charged 100%	\$ 64
3 Telephone Service - (Cellphone Service for Manager and Biz Staff)	Program	Direct 100%	\$ 1,200	7	100%	N/A-Direct Charged 100%	\$ 8,400
4 Payroll Fees (\$7.50/month/staff)	Admin	Direct 100%	\$ 90	16.20	100%	N/A-Direct Charged 100%	\$ 1,458
5 Payroll Fees (\$7.50/month/staff)	Admin	Direct 100%	\$ 90	0.16	100%	N/A-Direct Charged 100%	\$ 14
6 Memberships (CWA, NAWB, Chamber of Commerce, Eco. Devt. Co)	Program	Direct 100%	\$ 4,000	1	100%	N/A-Direct Charged 100%	\$ 4,000
7 Auditing (Program Auditing - .15% of contract value)	Admin	Direct 100%	\$ 1,485	1	100%	N/A-Direct Charged 100%	\$ 1,485
8 Business Owner's Insurance (Program Insurance - 0.043% of contract)	Program	Direct 100%	\$ 426	1	100%	N/A-Direct Charged 100%	\$ 426
9 Staff Consumable Supplies per FTE	Program	Direct 100%	\$ 416	16.20	100%	N/A-Direct Charged 100%	\$ 6,742
10 Staff Consumable Supplies per FTE	Admin	Direct 100%	\$ 416	0.16	100%	N/A-Direct Charged 100%	\$ 67
11 Business Services Supplies (Marketing Outreach Material)	Program	Direct 100%	\$ 1,008	6	100%	N/A-Direct Charged 100%	\$ 6,050
12 Performance Tracking Data (G*Stars Reporting)	Program	Direct 100%	\$ 300	1	100%	N/A-Direct Charged 100%	\$ 300
13 Avidxchange (Invoice Processing Fee)	Admin	Direct 100%	\$ 0.80	140	100%	N/A-Direct Charged 100%	\$ 112
14 Profit	Program	Direct 100%	\$ 52,500	100%	100%	N/A-Direct Charged 100%	\$ 52,500
15	>Choose<	>Choose<				>Choose<	\$ -
<b>Indirect Costs</b>	<b>Admin or Program</b>	<b>Direct/Indirect</b>	<b>Indirect Cost Base</b>		<b>Indirect %</b>	<b>Distribution Method</b>	<b>Total Cost</b>
Sample: Indirect Costs		Indirect	\$ 150,000		18%	Approved indirect cost rate	\$ 27,000
16 Indirect Costs	Admin	Indirect	\$ 937,500		8.57%	Rate to be determined	\$ 80,299
17 Indirect Costs	Program	Indirect	\$ 937,500		1.43%	Rate to be determined	\$ 13,451
<b>Total</b>							<b>\$ 181,846</b>

<b>Total Program Costs</b>	<b>\$ 98,347.12</b>
<b>Total Admin Costs</b>	<b>\$ 83,498.93</b>
Proof to Total	\$ -

Narrative (Required for Each Budget Line Above):

- 1 The budget includes funds to support registration for the several industry conferences. This calculation is based on \$400 per FTE (program)
- 2 The budget includes funds to support registration for the several industry conferences. This calculation is based on \$400 per FTE (admin)
- 3 Cell/smart phone service to facilitate remote support for the Director, Manager and Business Services staff, as necessary
- 4 Payroll Fees based on \$7.50 per month per staff (program staff).
- 5 Payroll Fees based on \$7.50 per month per staff (admin staff).
- 6 Memberships to WIOA related associations such as CWA, NAWB, Chamber of Commerce, etc.
- 7 The cost of the annual single audit estimated at .15% of contract value.
- 8 The cost of Business Owner's Insurance estimated at 0.043% of contract value.
- 9 Staff Consumable Supplies estimated at \$34.60 per month per FTE (program staff)
- 10 Staff Consumable Supplies estimated at \$34.60 per month per FTE (admin staff)
- 11 Business Services Supplies required for outreach and business community engagement.
- 12 Performance Tracking Data (G\*Stars Reporting) for tracking and evaluation of customer satisfaction throughout the various locations.
- 13 The cost associated with processing an invoice estimated at approximately 10 invoices per month during the contract period.
- 14 Profit is based on 5.6% of total contract costs.
- 15
- 16 The overall indirect cost rate (admin and program) is based on 10% of the total contract cost excluding profit. The 8.57% of these costs are associated with personnel and related costs for general management, corporate human resources, etc.
- 17 The overall indirect cost rate (admin and program) is based on 10% of the total contract cost excluding profit. The 1.43% of these costs which are allocable to the program.

## K. Match Resources

**Notes:**

1. Any match resources reported must directly benefit the project and must be distributed if the resources benefit multiple projects.
2. Rent, depreciation, or usage charges for the project should be included on this page.

Category	Type of Match	Source	Value
E. Travel	>Choose<		
F. Equipment	>Choose<		
G. Consultants/Contracts	>Choose<		
H. Other Overhead Costs	>Choose<		
I. Direct Personnel	>Choose<		
J. Direct Fringe Benefits	>Choose<		
<b>Total</b>			<b>\$ -</b>

**Description (Required for Each Match Line Above):**

E.  
F.  
G.  
H.  
I.  
J.



## JOB DESCRIPTION

**Position:** One-Stop Operations Director

**Qualifications:** Qualifications Required: Any combination of education and experience equivalent to graduation from an accredited college or university with a Bachelor's degree in business, education, public administration, behavioral science or related field and at least five years experience in the management of workforce development programs. Supervisory experience required. Knowledge of general laws and administrative policies governing workforce development programs; thorough knowledge of operational systems; knowledge of management principles; ability to handle multiple projects and tasks; ability to establish and maintain effective relationships; ability to effectively communicate complex ideas both orally and written.

### **Duties and Responsibilities:**

- Provide leadership, policy direction and administrative oversight of the Stop delivery system.
- Ensure Continuous Quality Improvement principles and practices are implemented across the one-stop system.
- Provide leadership, guidance and support to the coordination and integration of service delivery to job seekers and businesses.
- Represent the one-stop delivery system at community meetings to promote services.
- Establish and maintain positive working relationships with funders, employers and state and local partners.
- Establish and maintain positive relationships with other agencies, organizations and businesses in the community.
- Collaborate with one-stop partners to develop a comprehensive marketing and outreach strategies to promote the one-stop system.
- Identify a mechanism for communication between all levels of decision making, including front-line staff.
- Provide general oversight and supervision to the Regional Managers.
- Oversee all management information and financial activities and transactions.
- Participate in the recruitment, interviewing, hiring and training of all staff.
- Facilitate staff meetings, management meetings and partnership meetings.

### **Competencies:**

- Lead by example
- Knowledgeable about cultivating a CQI Organizational Culture
- Customer focused
- Understands the difference between Leading vs. Managing
- Organizational Change Management
- Coaches employees for high performance
- A transformational Leader
- Possess Emotional Intelligence
- Strong Interpersonal skills and Conflict Resolution approaches
- Ability to build effective teams
- Effective Communication Strategies
- Facilitation and Negotiation skills
- Political Savvy



## JOB DESCRIPTION

**Position:** Regional One Stop Manager

**Qualifications:** Qualifications Required: Any combination of education and experience equivalent to graduation from an accredited college or university with a Bachelor's degree in business, education, public administration, behavioral science or related field and at least five years' experience in the management of workforce development programs. Demonstrated understanding of Workforce Innovation and Opportunity Act. Ability to establish and manage partnerships with required partners. Supervisory experience required. Knowledge of general laws and administrative policies governing workforce development programs; thorough knowledge of operational systems; knowledge of management principles; ability to handle multiple projects and tasks; ability to establish and maintain effective relationships; ability to effectively communicate complex ideas both orally and written.

### **Duties and Responsibilities:**

- In collaboration with one-stop partner organizations, provide operational oversight and implementation of the one-stop integrated service delivery strategies within a specified geographic region.
- Facilitate regularly scheduled one-stop leadership and staff meetings to ensure open lines of communication are maintained at all staff levels.
- Identify and facilitate timely resolution of staff complaints, problems and other staffing issues in the centers.
- Provide leadership and guidance to the implementation of CQI principles and practices in the one-stop delivery system.
- Ensure a comprehensive staff development plan is implemented in all locations. Facilitate and coordinate staff development activities.
- Coordinate an integrated regional business engagement approach with one-stop partners and other key partners engaged in serving businesses. Institute mechanisms for communication between all levels of decision making, including front-line staff.
- Manage partner responsibilities in the One-Stop Centers as defined in Southern Nevada Workforce Development Area's WIOA Memorandum of Understanding (MOU).
- Manage hours of operation and staffing schedules at the comprehensive Centers.
- Facilitate customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes are carried out as agreed upon in the WIOA MOU.
- Communicate Board and Administrative policies and procedures to all partners. Ensure all policies are implemented.
- Reporting to the Administration and Board on Center activities.



## JOB DESCRIPTION

**Position:** One-Stop Site Coordinators

**Qualifications:** Qualifications Required: Any combination of education and experience equivalent to graduation from an accredited college or university with a Bachelor's degree in business, education, public administration, behavioral science or related field. Knowledge of general laws and administrative policies governing workforce development programs; ability to handle multiple projects and tasks; ability to establish and maintain effective relationships; ability to effectively communicate both orally and written.

**Duties and Responsibilities:**

- Manage the daily flow of customers based on the established customer flow designed by the one-stop partners. Ensure necessary adjustments are made based numbers accessing services on a given day.
- Ensure previously established daily work schedules, team assignments and work-flow are adhered to and make necessary daily adjustments based on operational needs of the center.
- Communicate customer service standards to all customers and immediately address any customer complaints.
- Facilitate customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes are carried out as agreed upon in the WIOA MOU.
- Oversee daily operations in conjunction with the one-stop partners' site managers.
- Coordinate the initial introduction to one-stop center services, determination of need and assist with navigating the self-help resources.
- Coordinate an effective referral process and guide customers to the appropriate services.
- Provide guidance and support to the integrated service delivery teams.
- Communicate any center issues among partners immediately to the Regional One-Stop Manager for resolution.
- Provide support to all partner agencies to experience success with delivering their services to those most in need.



## JOB DESCRIPTION

**Position:** Business Services Consultant

**Qualifications:** A combination of education and experience equivalent to a Bachelor's degree and three years related experience. Policy and program experience in the areas of workforce development, economic development, and education, with a desire to develop new expertise. Knowledgeable about federal and state workforce and/or economic development legislation, policies and services. Excellent oral and written skills, and critical thinking skills. Interpersonal skills necessary to build effective working relationships. Time management and organizational skills to plan, prioritize and manage multiple projects to ensure completion in timely manner. Possession of a class 'C' drivers license, a registered and insured vehicle that can be used during the course of work.

### **Duties and Responsibilities:**

- Provides outreach and assistance to business customers.
- Cultivate business relationships that result in repeat business, as well as reaching out to new employers and small business owners.
- Build and manage a strong sales pipeline; Meet and exceed monthly KPI's (key performance indicators) as well as monthly quota.
- Work closely with Career Coaches to place customers in unsubsidized employment.
- Maintain and develop good relationship with customers through personal contact, events, meetings or via telephone etc.
- The ability to work in the field more than 90%+ of the time.
- Documents all services in the appropriate data management systems.
- Assists employers in accessing one-stop resources, including labor market information, job fairs, recruiting assistance, etc.
- Conducts research regarding economic development in the area.
- Contacts new businesses/employers to provide welcome information and orientate them to one-stop center services and provides follow up. Manage new business opportunities through all stages of the on-boarding cycle. Cold calling will be required.
- Provides outreach to professional organizations, trade organizations, and post secondary educational institutions.
- Assesses the human resource needs of area businesses by conducting business surveys, customer satisfaction surveys, and/or job profiling/job analysis.
- Conducts outreach and provides businesses with information and assistance regarding incentive programs such as On-the-Job Training incentives, tax credits, and other available resources.
- Assists in the coordination and facilitation of job fairs. Contacts employers to recruit their participation in job fairs, contacts vendors to secure donations and participates in job fairs, trade shows and related events.
- Provides recommendations for new employer services or projects, and assists in the planning and implementation of special projects and/or employer services such as employer seminars, pre-employment testing services, employee credentialing, etc.
- Other duties as assigned

## FORM 4

### AFFIRMATION & CERTIFICATION

I affirm that the information within this proposal is true and accurate to the best of my knowledge. I acknowledge that I have read and understood the specifications and requirements of the Request for Proposal (RFP), and that my organization is prepared to deliver the proposed activities as described herein. Further, I certify that I am duly authorized to submit this proposal on behalf of my organization. I also understand that by signing any contract initiated as a result this proposal, my organization is responsible for meeting each deliverable objective set forth in this RFP and/or established federal, state and local Workforce Investment Act directives. I fully affirm and understand that failure to deliver on the objectives set forth in this RFP and my organization's proposal may result in my organization's contract being terminated.

### CONFLICT OF INTEREST

I also affirm that that no individuals involved in writing, preparing, researching, and/or submitting any part of this proposal are members of Workforce Connections' Board of Directors, Programs Committee, Budget & Finance Committee, Executive Committee, Local Elected Officials Committee, consultants, and/or staff currently employed or employed within the last twenty-four (24) months. I fully certify that the organization listed below has no such conflict of interest as stated here and in the RFP.

**(Please Print)**

**Name of Organization:** KRA Corporation

**Name:** Patrick Boxall

**Title:** Vice President & COO

**Authorized Signature:** Patrick Boxall Digitally signed by: Patrick Boxall  
DN: CN = Patrick Boxall C = US O = KRA Corporation  
Date: 2017.01.31 12:39:53 -0400 **Date:** 01/31/2017

**ATTACHMENT**

Example Report - Operations, Performance and Continuous Improvement



Project Name: _____		Project Number: _____				
Project Manager: _____						
Evaluators Name: _____		Date of Report: _____		<b>Totals</b>		
				Yes	No	N/A
#	Individual File Review	% YES	Participants Name:			
			Career Agent:			
1	<b>(Answer this question LAST) Is the audit of this file complete?</b>	#DIV/0!	0	0	0	0
2	Have all required/applicable assessments been conducted?	#DIV/0!	0	0	0	0
3	Is a signed and dated plan (ISS, IEP, ISP, A&S, ASP) documented in the file?	#DIV/0!	0	0	0	0
4	Is the plan updated as required by program?	#DIV/0!	0	0	0	0
5	If applicable, is the customers resume' in the file?	#DIV/0!	0	0	0	0
6	Are case notes regularly updated and, if applicable, filed?	#DIV/0!	0	0	0	0
7	Do the case notes demonstrate a chronological history of the participation of the client?	#DIV/0!	0	0	0	0
8	If applicable, are all "required" case notes present in the file?	#DIV/0!	0	0	0	0
9	Is all program specific documentation in the file?	#DIV/0!	0	0	0	0
10	Are all training related documents present in the file?	#DIV/0!	0	0	0	0
11	Are all Direct Participant Cost (DPC) or payment documents (i.e. ITA's, OJT's, Supportive Services, Incentives, stipends, etc.) present in the file?	#DIV/0!	0	0	0	0
12	Do the DPC or payment documents have all required backup documentation?	#DIV/0!	0	0	0	0
13	Does the backup documentation support the Cost or payment?	#DIV/0!	0	0	0	0
14	Is there NO sensitive information (i.e. medical, legal, etc.) in the file?	#DIV/0!	0	0	0	0
15	Is there NO restricted information (i.e. SSN) if applicable, in the file?	#DIV/0!	0	0	0	0
16	If applicable, are all outcome verifications present in the file?	#DIV/0!	0	0	0	0
17	Does documentation support any reported outcomes?	#DIV/0!	0	0	0	0
18	Was the file organized and easy to follow?	#DIV/0!	0	0	0	0
<b>For WIA Programs, are the following Eligibility verification documents present?</b>						
19	a. Citizen or Eligible Non-Citizen	#DIV/0!	0	0	0	0
20	b. Age	#DIV/0!	0	0	0	0
21	c. Selective Service Registration (If Applicable)	#DIV/0!	0	0	0	0
22	d. Economic Eligibility	#DIV/0!	0	0	0	0
23	e. Barrier (Youth Only)	#DIV/0!	0	0	0	0
24	Is the use of Self-certification forms limited?	#DIV/0!	0	0	0	0
25	If Self Certification forms are prominent, does the site incorporate a random sampling methodology to determine the accuracy of the self-certifications?	#DIV/0!	0	0	0	0
<b>For TANF Programs</b>						
26	Is the customer currently in an assigned work activity to meet the TANF guidelines?	#DIV/0!	0	0	0	0
27	If applicable, are weekly job search logs present in the file?	#DIV/0!	0	0	0	0
28	Are appointment schedules present in the file?	#DIV/0!	0	0	0	0
29	Are all timesheets present in the file?	#DIV/0!	0	0	0	0
30	If applicable, have appropriate case actions been taken in a timely manner?	#DIV/0!	0	0	0	0
<b>Program Specific Questions</b>						
31		#DIV/0!	0	0	0	0
32		#DIV/0!	0	0	0	0
33		#DIV/0!	0	0	0	0
34		#DIV/0!	0	0	0	0
35		#DIV/0!	0	0	0	0
36		#DIV/0!	0	0	0	0
37		#DIV/0!	0	0	0	0
38		#DIV/0!	0	0	0	0



Developing Workers.  
Strengthening Communities.

**Program Performance Report**

**Project Name:** XYZ project  
**Project No.:** #####  
**Report Period:** Dates covered

**Sample Report**

Month Number **8**

**Statistical Data and Summary**

Contractual Benchmarks

	Adult	DW	ISY	OSY	TANF	SNAP	NPEP	Other
Carry Over Participants (Prior Program Year)	575	843						
Total Enrollments (Year To Date)	461	325						
Total Exits (Year To Date)	279	222						
Current Number in Follow-up or Retention								
Active Case Load (End of Current Month)	757	946						
Projected Active Case Load (Next Month)	820	912						
Attainment of Degree's or Certificates	92	124						
Placement in Employment	316	432						
Work Participation Rate (Year To Date)								

<b>Adult Benchmarks</b>		<b>Annual Goal</b>	<b>YTD Performance</b>		<b>Percent to Goal</b>	<b>Monthly Goal</b>	<b>Monthly Performance</b>		<b>Percent to Goal</b>	<b>Comments</b>
			<b>Actual</b>	<b>Goal</b>			<b>Actual</b>	<b>Goal</b>		
1	New Enrollments	338.64	379	338.64	111.92%	42.33	70	42.33	165.37%	
2	Employment Rate (All Exiters)	70%	179	202	126.59%	70%	8	9	126.98%	
3	Serving Most In Need (2 or more barriers)	40%	293	379	193.27%	40%	48	70	171.43%	
4	Credential Attainment Rate at Exit (After ITA) - Internal	85%	58	65	104.98%	85%	1	1	117.65%	
5	Employment Rate at Exit (After ITA) - Internal	80%	57	65	109.62%	80%	1	1	125.00%	
<b>DW Benchmarks</b>		<b>Annual Goal</b>	<b>YTD Performance</b>		<b>Percent to Goal</b>	<b>Monthly Goal</b>	<b>Monthly Performance</b>		<b>Percent to Goal</b>	<b>Comments</b>
			<b>Actual</b>	<b>Goal</b>			<b>Actual</b>	<b>Goal</b>		
6	New Enrollments	397.36	367	397.36	92.36%	49.67	28	49.67	56.37%	

7	<b>Employment Rate (All Exitters)</b>	70%	253	274	131.91%	70%	13	13	142.86%	
8	<b>Credential Attainment Rate at Exit (After ITA) - Internal</b>	85%	110	129	100.32%	85%	3	4	88.24%	
9	<b>Employment Rate at Exit (After ITA) - Internal</b>	80%	123	129	119.19%	80%	4	4	125.00%	

## FORM 4

### AFFIRMATION & CERTIFICATION

I affirm that the information within this proposal is true and accurate to the best of my knowledge. I acknowledge that I have read and understood the specifications and requirements of the Request for Proposal (RFP), and that my organization is prepared to deliver the proposed activities as described herein. Further, I certify that I am duly authorized to submit this proposal on behalf of my organization. I also understand that by signing any contract initiated as a result this proposal, my organization is responsible for meeting each deliverable objective set forth in this RFP and/or established federal, state and local Workforce Investment Act directives. I fully affirm and understand that failure to deliver on the objectives set forth in this RFP and my organization's proposal may result in my organization's contract being terminated.

### CONFLICT OF INTEREST

I also affirm that that no individuals involved in writing, preparing, researching, and/or submitting any part of this proposal are members of Workforce Connections' Board of Directors, Programs Committee, Budget & Finance Committee, Executive Committee, Local Elected Officials Committee, consultants, and/or staff currently employed or employed within the last twenty-four (24) months. I fully certify that the organization listed below has no such conflict of interest as stated here and in the RFP.

**(Please Print)**

**Name of Organization:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Authorized Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Proposal to Provide:

# **One-Stop Operator for the Southern Nevada Workforce Development Area**

## **Workforce Innovation and Opportunity Act (WIOA)**

Prepared for:  
Workforce Connections

# **MAXIMUS®**

Submitted by:

**MAXIMUS Human  
Services, Inc.  
1891 Metro Center Drive  
Reston, VA 20190**

**Proposal Response**

**February 3, 2017  
2:00 P.M.**



**FORM 1**

**TITLE PAGE**

*(Please print all information on this page)*

**RFP Title:** \_\_\_\_\_

**Organization/Agency Information**

**Name of Organization:** \_\_\_\_\_

**Organization's Address:** \_\_\_\_\_

**Contact Person:** \_\_\_\_\_

**Email Address:** \_\_\_\_\_

**Phone #:** \_\_\_\_\_ **Fax#:** \_\_\_\_\_

**Federal Tax I.D. #:** \_\_\_\_\_

**ORGANIZATION NAME:** \_\_\_\_\_

**PROPOSAL TABLE OF CONTENTS – ONE-STOP OPERATOR**

**Note: Page numbers listed on this table of contents must reference the page number of the PDF file that the section starts on.**

**TITLE PAGE – FORM 1** **1**

**TABLE OF CONTENTS – FORM 2** **2**

**EXECUTIVE SUMMARY** **3**

**PROPOSAL NARRATIVE AND BUDGET** **4**

**SECTION 5 – SCORING ELEMENTS**

**5.1 LEADERSHIP** \_\_\_\_\_

**5.2 CONTINUOUS IMPROVEMENT** \_\_\_\_\_

**5.3 PARTNERSHIPS AND COMMUNICATIONS** \_\_\_\_\_

**5.4 INNOVATION** \_\_\_\_\_

**5.5 FISCAL NARRATIVE** \_\_\_\_\_

**5.5 BUDGET – FORM 3** \_\_\_\_\_

**RESUMES/JOB DESCRIPTIONS FOR ALL STAFF** \_\_\_\_\_

**SIGNATURE SHEET – FORM 4** \_\_\_\_\_

## Executive Summary

RFP Section 2.2, page 12; RFP Section 3.5, page 19

MAXIMUS is well-positioned to meet Workforce Connections' (WC) needs for a professional One-Stop Manager and high-performing system that is customer-centric, integrated, and focused on continuous quality improvement. Key features of our approach include:

- **Strong Leadership:** MAXIMUS is a professional, publicly-traded health and human services provider, employing more than 18,000 people in the United States, Canada, Australia, the United Kingdom and Saudi Arabia. We bring strong workforce program management expertise and a unique understanding of how to effectively serve a diverse range of job seekers and employers.
- **Innovation:** MAXIMUS brings expertise in WIOA and workforce to support the WC in its efforts to bring meaningful access to all customers. We offer tested interventions to improve program alignment and performance, and streamline operations. These include a business process analysis/reengineering effort, change management, and training to support a WIOA customer-centric model; and comprehensive partner engagement and communication practices.
- **Continuous Quality Improvement (CQI):** Ongoing CQI initiatives will be focused on partner alignment, efficiency, effectiveness, and high levels of customer service, delivering an integrated, job-driven service delivery system that is seamless and effective to both job seekers and employers. Using established CQI models, such as the *Baldrige Excellence Framework*, our One-Stop Management team will engage in an ongoing review of plans, processes, and measures to ensure consistency and support the attainment of WIOA performance requirements.

# Proposal Narrative and Budget

---

## **Section 5 – Scoring Elements**

## 5. Proposal Narrative

RFP Section 5, page 26

### 5.1 Leadership

RFP Section 5.1, page 26

“Helping Government Serve the People” has been our sole mission for 40 years. MAXIMUS has extensive workforce management capabilities, with worldwide experience serving more than 290,000 disadvantaged job seekers annually. With almost 30 years of experience administering employment and training programs, we have pioneered innovations that improve performance and customer satisfaction. Today, we provide employment operations and career services in 9 states and the District of Columbia, 250 sites in Australia, 3 sites in Canada, 5 sites in Saudi Arabia, and 79 sites in the United Kingdom. We have worked continuously in the public workforce system since 1998, transitioning from the Job Training Partnership Act (JTPA) to the Workforce Investment Act (WIA) and now to the Workforce Innovation and Opportunity Act (WIOA). We are experienced in leading program and policy transition efforts and bringing innovation to operations. Our first contract was to provide JTPA, Title 2A Services for the Private Industry Council of Milwaukee County, Wisconsin. We also managed six One-Stop Career Systems in Arkansas, Florida, and Texas, comprising over 28 locations, where we regularly managed partner programs and over 400 staff. We currently provide WIOA Adult and Youth Services in Milwaukee, WIOA Youth Services under a subcontract in Denver, and have a contract to provide WIOA Training and Support Services with the Department of Economic Security in Washington, DC. Additionally, MAXIMUS provides a broad range of government services for other programs. Highlights of our experience include:

- The leading administrator of Medicaid and Child Health Insurance Program (CHIP) services in the United States

- A pioneer of welfare reform, placing approximately 500,000 Temporary Assistance for Needy Families (TANF) individuals into unsubsidized employment
- The manager of over 1,300 employment networks for the Ticket to Work Program

### 5.1.1 Functional Supervision

RFP Section 5.1, page 26

One of the most challenging aspects of One-Stop Operations is providing successful and effective functional partner supervision and fully engaging partners. Through our One-Stop operations experience in Texas, Florida, and Arkansas, we have developed proven strategies that support all partners operating as a comprehensive workforce system. In Texas, we directly managed, through functional supervision, all co-located partners and programs, including Texas Workforce Commission (TWC) Employment Services staff, Reintegration of Offenders (Project RIO services), Jobs for Veteran's State Grants (JVSG) staff, and Vocational Rehabilitation providers. Texas also included co-located Temporary Assistance for Needy Families (TANF), and SNAP Employment and Training services in their one-stop locations, which we managed. Additionally, we worked closely with area Adult Education providers and Community Colleges, using their locations as affiliate sites in many cases. Our philosophy and approach to delivering successful, effective functional staff management relies on the following strategies:

- **Open and ongoing communication** between formal program managers and our One-Stop Management Team to ensure a shared vision for integrated services, strengths-based customer services, and delivery of career pathway models that meet regional employer and job seeker needs;
- **Development of standardized operating procedures** across all programs that outline partner responsibilities and support a functional design that is customer centric and delivers services based on individual needs and choices, rather than on program siloes;

- Delivery of ongoing training and technical assistance to all One-Stop partner staff to support Continuous Quality Improvement (CQI) initiatives, based on evidence-based practices, which promote high performance and attainment of program goals.

Our philosophy is to organize and manage services by function, having One-Stop center staff across all programs serve on functional teams (i.e., talent development, welcome, and/or business services) that deliver the full range of services in a seamless model. Specialized Team Leaders oversee the services of each functional group, coaching and ensuring the delivery of high-quality and consistent services that are aligned with area employer and economic development needs. MAXIMUS has extensive experience working in multi-provider environments where we are required to develop seamless interfaces, and will leverage our experience in this area to create a unified system delivery for Workforce Connections (WC).

### **5.1.2 Managing Staff Morale**

RFP Section 5.1, page 26

From our experience, high staff morale is based on trust, respect, an appreciation for employees' work and commitment to services, and employees' sense that their services provide value. To fully engage all partner staff and support high morale, we provide a fun and professional atmosphere, treating partner staff as if we employed them and including them in training and planning sessions, all-staff meetings, team building exercises, and other business and social gatherings. Our approach to process engineering emphasizes a smooth and measured roll-out of changes—minimizing anxiety and allowing for gradual process improvements. We are sensitive to partner staff's roles and responsibilities and Board goals, and bring an understanding of the complexity of the systemic changes required and the program restrictions. To keep staff engaged and support buy-in, we will:

- Create a Leadership Team, with representatives from each partner organization to help design the One-Stop System model and provide a forum for each partner to express concerns and/or share ideas and information;
- Actively engage partner management and front-line staff in the business process redesign, encouraging input on current processes and recommendations for improvement;
- Offer comprehensive training to all program staff to support a full understanding of the new integrated model that was jointly developed by all partners, and facilitated by MAXIMUS;
- Supplement initial training with CQI monitoring, additional learning opportunities, and technical assistance initiatives that promote best practices, service coordination, and effective cross-referrals;
- Implement an online One-Stop Career Center (OSCC) collaboration workspace that offers easy Web access for all staff to essential partner and program information, including business process flows, standardized operating procedures, and performance dashboards. This information source empowers staff, providing access to overarching program goals and performance information;
- Use MAXIMUS-employed front-line Navigators on a rotating schedule at all One-Stop locations to encourage staff in implementing an integrated service delivery model;
- Issue regular email communications and quarterly electronic newsletters to celebrate individual and group success and share information about program and policy changes and performance;
- Survey program/partner staff on the success of the integration model to assess both buy-in and identify areas for improvement and CQI efforts; and

- Use team building events to support change management, integration, and an understanding of all program services.

### **5.1.3 Eliminating Silos**

RFP Section 5.1, page 26

At the start of the contract, our One-Stop Management staff will engage in a Business Process Reengineering (BPR) initiative to refine and deliver a functional, integrated model that eliminates silos based on funding streams for One-Stop and Business Services. This initiative will address resistance to change, often expressed as “that’s the way we have always done it,” and analyze the silos that exist because of program barriers and historical, engrained practices. Addressing specific barriers to change and encouraging buy-in is an important part of the redesign process. We will address intake, customer flow, referrals, and integration with all partners and services at the Comprehensive OSCC and additional OSCCs located in libraries and affiliate sites. The BPR process will provide standard operating procedures that offer:

- A common intake/referral process that serves all job seekers, assesses their needs, and provides appropriate referrals within all centers;
- A consistent process for referring clients to education and training providers across all programs, aligned with regional needs for workers and economic development initiatives;
- Non-duplicative job development and placement services, ensuring that business outreach efforts are coordinated, support a career pathways model, and are focused on the Board’s targeted industry sectors, not on specific programs;

Leveraging the BPR modeling, our standardized operating procedures and work flows will support meaningful access to all programs in all centers and a consistent, standardized service delivery model. During the modeling, we will encourage program partners and staff to creatively employ Customer-Centered Design (CCD) principles to enable thinking that focuses on customer

needs and moves past program silos. CCD helps entities design government services through the lens of the customer. Using CCD principles, we recently designed new employer services for our Milwaukee Adult Services contract in collaboration with Employee Milwaukee (the local WIB) and other local partners, so we have directly seen how this can improve customer engagement and outcomes. Leveraging CCD approaches helps us provide service enhancements that start with customers—adult and youth job seekers and employers—and end with an innovative approach to service delivery, processes and customer flow.

#### **5.1.4 Functioning in an Integrated Environment**

RFP Section 5.1, page 26

We have the willingness and ability to operate in a functionally integrated environment and can work through any difficult partnership issues if they arise. As an established provider of workforce services with over 28 years of experience, we understand the value of partnerships and have strong working relationships in every workforce project that we operate. We have achieved outstanding results in building effective networks of partners to serve customer needs. We rely on clear documentation, including Memorandums of Understanding (MOU) and other partnership agreements, to establish clear referral processes, communication/escalation procedures, and responsibilities. Strong documentation supports our ability to work through difficult partnership issues with all parties involved, should they arise.

#### **5.1.5 Working Through Partnership Issues**

RFP Section 5.1, page 26

In our West Central Texas One-Stop Management contract, we provided support for the implementation of a functionally integrated model, which also included a WIA consultant to support implementation, selected through procurement. This project required us to work closely with local providers who were often resistant to change. One partner that was particularly resistant was the Texas Workforce Commission (TWC), the Employment Services provider

responsible for UI reemployment and universal services. During the shift to new processes, their performance dropped in some of their key areas of responsibilities, precipitating further resistance to the new integrated model. Our Program Manager and Operations Analyst were able to work through the issues, proactively meeting with the TWC management on many occasions to find a mutually agreeable strategy to improve performance and encourage buy-in to the process. Because we were responsible for managing the co-located Employer Services staff, we established weekly meetings with co-located staff to support implementation and training, which fostered communication and a collaborative approach to meeting shared project goals. Regular meetings kept the lines of communication open, and enabled us to proactively address problems.

### **5.1.6 Aligning Agendas**

*RFP Section 5.1, page 26*

Our model for process engineering makes partner, frontline, and supervisory staff part of the process so that they have solid information about what is happening and an understanding of the goals of integration. We understand that each program has different priorities, metrics, and target populations, and our model will take into account all these priorities, while not replacing them. Information about the diverse programs, customers, and performance outcomes will be incorporated into an integrated, standardized model.

### **5.1.7 Coordinating Service Delivery to Diverse Customers**

*RFP Section 5.1, page 27*

As the One-Stop Operator, we will oversee and coordinate service delivery to the diverse customers that enter the workforce centers, including both job seekers and business customers. We promote a welcoming and professional environment to all customer groups. We operate the One-Stop like a place of business and not as a government program, ensuring that all OSCC staff are courteous, polite, helpful, and responsive to individual needs. Training and work flows address customer diversity and priority of service for job seekers. We offer job seekers the right

level of service based on their needs, providing access to labor market information, education and/or skills development, and job placement services. Front-line staff offer an integrated, customer-centric intake process for all who enter the workforce centers and understand the various programs, eligibility requirements, and service levels so that they can appropriately refer customers to the programs and services that best meet their needs. Staff from all programs are cross-trained to help them understand every program and the needs of specific populations so that all staff can better serve all customers. This includes coordinating services to both employers and businesses that use the One-Stop Centers.

### **5.1.8 Supporting Service Providers**

RFP Section 5.1, page 27; RFP Section 3.8, page 23

To support service providers, we will provide standardized processes, tools, training, and coaching for full integration. Our goal is to have all customers (both jobseekers and employers) see a unified OSCC under the WC brand, and not individual providers or programs. We cross train supporting service providers on the various programs and services to avoid the “they do that” or “I can’t do that” language, and provide a seamless transition between partner services that fully leverages resources without duplication. Our customer service flows, desk aids, and standardized procedures for both business services and job seekers will be easily accessed through our web-based collaborative workspace, provided via SharePoint. Our management and front-line staff will offer ongoing training, coaching, and continuous learning opportunities to service providers in the centers and community to help them meet service delivery goals. The management team will ensure that each partner understands the performance standards related to customer flow, information sharing, and promoting services in the centers, and how to achieve them. In addition to our management staff, who will be available to formal partner management

and front-line staff, our staffing plan also includes two front-line Navigators to assist providers on site at the various OSCCs in delivering services on a daily basis.

### **5.1.9 Ensuring WIOA Performance Measures Are Met**

*RFP Section 5.1, page 27*

MAXIMUS employs a CQI model that is well integrated into our workforce service delivery approach. Our model for managing performance and ensuring continuous improvement is directed at proactive program improvement to support ongoing needs and goal attainment. We use a monitoring process that supports performance improvement. This five-step process includes:

- Performance monitoring and coaching
- Evaluation of performance through development of dashboard reports for each program
- Analysis to determine the cause of performance issues and the need for revision of policies and procedures to improve performance
- Service provider and staff training on new and revised procedures and strategies
- Re-monitoring of processes to determine if action taken was effective

This approach leverages Malcolm Baldrige criteria for performance excellence as determined by the Baldrige National Quality Program (BNQP). Our strategy is to focus on prevention rather than detection of deficiencies and use teambuilding techniques to involve all staff in the process.

### **5.1.10 Placing WIOA Participants**

*RFP Section 5.1, page 27*

Our Business Services Manager will manage and coordinate the activities of all WC programs' job developers and business services staff. This position will develop an integrated and aligned business services strategy among all WC partners that addresses career pathways and dissemination of information on in-demand sectors and occupations. Planning will incorporate the new employer measures and ways to increase effectiveness in serving employers.

The MAXIMUS Business Services Manager will develop formal and informal relationships with economic development agencies, local chambers of commerce, employer advisory groups, and other business organizations to gain an understanding of area staffing and recruitment needs, and expand the number of employers that use the WC system. At contract start, this position will review the systems, technology, and processes that are currently in place to support placement of job seekers and make recommendations for improvements based on national best practices. Our corporate Vice President of Workforce Services, Joe Murphy, who leads Employer Services for all MAXIMUS US-based workforce operations will support this effort, bringing expertise on innovations from similar contracts. He will bring best practices for linking job seeker services with business services, ensuring a strong nexus to support the labor exchange. Our Business Services Manager will establish feedback loops, meetings, and communication methods to ensure that job developers and career specialists receive information about employers' needs for skilled workers, emerging career opportunities, and other labor market information. They will also coordinate and communicate with career services staff to help identify employment placements that meet job seekers' needs, particularly after training completions or job loss.

### **5.1.11 Scaling Operations**

RFP Section 5.1, page 27; Section 3.3, pages 17-18; Addendum #1, page 1

MAXIMUS has deep experience scaling up operations, adding facilities, and maintaining high levels of customer service in the face of policy and process changes. To ensure successful implementation of additional satellite centers, our One-Stop Manager, supported by front-line Navigators, will develop standardized procedures, forms, and training to guide each implementation so that we can quickly launch new OSCC locations. These SOPs will address MOU development, staff training and scheduling, partner resources, marketing and communications, and technology requirements that can be reused for each new implementation.

We have added satellite locations in similar projects. In our One-Stop Management contract in Florida, we added seven Mini Career Links in under one year, using repeatable processes for staff training, technology implementation, and marketing of the new locations.

Working with the WC fiscal staff, we will review the existing cost model for one-stop infrastructure costs, which we assume is based on the number of staff co-located in the One-Stop Center, cost per square footage used, and the percent of time that the partner occupies the square footage. We will ensure that the final cost sharing model complies with State Policy 1.4 (IV) (B) (1), and that the partners' share of One-Stop Center expenses is limited to 60 percent of their home offices as measured on a per seat basis. To reduce cost sharing for all partners, we will engage all the WIOA core partners who are not co-located to encourage use of the One-Stop space to support improved integration of all programs and better services for customers.

### **5.1.12 Leadership Qualifications**

*RFP Section 5.1, page 27*

Our Director of One-Stop Operations for the Southern Nevada Workforce Development Area, to be hired, will have strong leadership and communication skills, at least five years of experience in the workforce system, and experience in functional supervision, preferably as a One-Stop Manager or Director. Core competencies include the following:

- A proven ability to lead and motivate staff and service providers
- Experience documenting and reengineering business process
- Multi-site operational management experience
- Ability to build and manage high performing teams
- Experienced at cultivating business relationships among diverse clients

### **5.1.13 Staffing Plan**

*RFP Section 5.1, page 27; Section 3.7, pages 22 and 23*

MAXIMUS offers a staffing plan that is based on the priorities in Section 3.7:

- **Director of One-Stop Operations:** This position provides top-level leadership for the WC system, acting as the primary liaison to the Board on contract management, and providing oversight over the functional One-Stop Operations/Career Services and Business Services Teams. The Director manages partnerships among the various employment and training programs in the OSCCs and oversees CQI activities.
- **One-Stop Operations Manager:** Reporting to the Director, the One-Stop Operations Manager oversees day-to-day job seeker services in all locations, including libraries, and provides functional supervision of career services staff. This position directly oversees the our Navigators, who will support all centers, coaching partners in service delivery and new processes.
- **Business Services Manager:** This position provides functional supervision of all employer and business services staff, ensuring that services and job candidates meet the needs of employers and that training offerings are aligned with the Board's targeted sectors and the economic development priorities of the region.
- **Navigators (2):** These front-line positions are critical to the delivery of seamless and integrated services in the one-stop locations. They act as coaches to all the partner agencies, ensuring that the full scope of Center partner services are available to businesses and jobseekers and that services are standardized and high quality.

Complete Job Descriptions for each of these positions are included as attachments.

The MAXIMUS corporate structure and management system enhance our ability to meet Board goals. To achieve consistently positive program results in diverse operating environments, MAXIMUS brings experienced corporate staff to assist in the implementation and ongoing operation of this project. These include:

- **Greg Warmink, Vice President, Operations.** Mr. Warmink will oversee implementation and directly supervise our Director of One-Stop Operations. He currently provides corporate oversight for our projects in Arizona, Colorado, Nebraska, and Tennessee and has more than 20 years of executive operations management experience, with expertise in project start-up and implementation, policy and procedure drafting, and process improvement.
- **Bonnie Thoi, Arizona Jobs Program Manager.** Ms. Thoi will bring her long-term experience to assist with implementation and operations. Ms. Thoi successfully manages the Jobs Program Contract, acts as primary liaison with the Arizona Department of Economic Security (ADES), oversees quality control, and interfaces with contractors and other community vendors that provide services to the participant population. Additionally, she has served as a Board Member for the Maricopa County Workforce Investment Board since January 2014.
- **Kelly Blaschke-Treharne, Senior Vice President, Workforce Services.** With more than 27 years of workforce program experience, including 25 years designing and implementing innovative programs, Ms. Blaschke-Treharne's career is devoted to serving and developing health and human service programs for individuals in need. She leads our Workforce Services practice, which currently encompasses 18 contracts across nine states plus the District of Columbia. She will provide high-level oversight for this project, ensuring that we meet contractual requirements and services are high quality.
- **Joe Murphy, Vice President, Workforce Services.** With more than 25 years of sales, marketing, and operations experience, Mr. Murphy leads Employer Services for all MAXIMUS US-based workforce operations. He is responsible for developing an Employer Services model that is consistent across all projects. He works closely with our local

Business Services teams, standardizing best practices and expectations, as well as developing a national employer network to enhance our ability to provide career opportunities for clients of our workforce projects.

Finally, we plan to procure and contract for a national WIOA consultant to work with our One-Stop Management Team on finalizing the standard operating procedures and incorporating evidence-based practices in the design. We will work with Board staff on the final evaluation and selection of this consultant.

## **5.2 Continuous Improvement**

*RFP Section 5.2, page 27*

Our approach to continuous improvement addresses both employer and job seeker satisfaction with WC services. Leveraging surveys, focus groups, in-person meetings, mystery shoppers, and other channels, we identify areas in need of improvement and develop initiatives, customer service training, and other tools to improve results and outcomes. As a national provider, we are committed to achieving high levels of performance and customer satisfaction in our services. We annually survey our clients to determine satisfaction with services. Our most recent survey for workforce scored 4.51 out of 5, with a 91 percent response rate, demonstrating our ability to deliver services that satisfy our clients.

### **5.2.1 Customer Satisfaction**

*RFP Section 5.2, page 27*

MAXIMUS is committed to improving employer and job seeker satisfaction through the introduction of Customer-Centered Design (CCD) principles, as discussed in Section 5.1.3. MAXIMUS recently took part in the CCD Challenge hosted by the U.S. Department of Labor, Employment and Training Administration. With our Milwaukee partners—Employ Milwaukee and local employers in the hospitality and restaurant sector—we used a structured “design thinking” methodology to address how to put employers in the center of our sector strategies and

Career Pathways work. Following the CCD curriculum and process, we conducted research and interviews with both employers and job seekers, and distilled insights into an approach to provide better career-seeker-to-position matches through more individualized, accessible, and engaging employer-specific position information. The team developed and tested a prototype of a visual career pathway that used short videos of currently employed staff explaining what they do, how they got there, and where they can go next for each position along the pathway. The “Follow My Path” prototype was enthusiastically received among employers and job seekers as a promising approach, and the MAXIMUS team was selected as one of the 15 teams chosen from more than 80 entrants that attended a Learning Exchange and Celebration with DOL staff at the White House in September 2016. If selected as the One-Stop Operator, we would bring similar innovations to the design of new WC customer services.

In addition to employing CCD principles, MAXIMUS will solicit feedback on customer satisfaction to inform our CQI model. We collect client feedback in a number of ways:

- **Focus Groups.** We have used focus groups in many of our contracts to identify ways to improve services. For example, in our Tennessee TANF employment services contract, we discovered in focus groups that participants wanted more access to caseworkers and that we could improve our program material readability, and were able to make changes to improve these areas.
- **Job Seeker Satisfaction Surveys.** We measure job seeker satisfaction daily through customer service feedback cards and comment boxes available in the OSCC reception areas and resource rooms, and as a follow-up activity via Survey Monkey. These surveys assess the job seeker’s satisfaction with his or her employment outcome and the career planning

process. The Director of One-Stop Operations will review results, which will be collated and trended for areas needing improvement.

- **Employer Satisfaction Surveys.** We will randomly survey a portion of employers served each quarter to determine satisfaction with services provided, including taking and filling job orders, the quality of the professional job referrals, and the provision of labor market information. We will also survey employers for actual usage of these services.
- **Mystery Shoppers.** We will engage “mystery shoppers” to gain feedback on performance and evaluate all staff on customer service skills (e.g., returning phone calls, greeting customers), contacts with customers, timeliness of their system entries, and job seekers’ wait times in the centers.

To support ongoing improvements, we will convene a CQI Committee made up of program managers and selected front-line partner staff. This committee will be tasked with reviewing customer satisfaction results and making recommendations to improve services. Committee members will also oversee the implementation of the BPR recommendations and brainstorm other new approaches and services throughout the life of the contract. The CQI committee acts as a forum for all staff to bring forward new ideas that will improve operational performance.

## 5.2.2 Reporting

*RFP Section 5.2, page 27*

In Attachments, we provide an example of a monthly report that reflects operations, performance, and continuous improvement at a One-Stop Center, to be provided to the WC Board and Board staff.

## 5.2.3 Performance Measurement

*RFP Section 5.2, page 27*

We believe performance for the One-Stop Operator should be measured against the following components:

- **System Development and Leadership:** Successful completion of the planned BPR process, development of integrated workflows, and implementation of a CQI process that results in integration and meaningful access to core WIOA programs in all centers.
- **Process and Service Provision:** Successful completion of documented standardized operating procedures and common service standards across all centers that ensure that customers receive appropriate, timely, and effective WIOA services; provision of ongoing technical assistance and training to service providers that results in continuing improvements in service and performance.
- **Accountability and Reporting:** Development and implementation of a reporting process and system that supports the ability to analyze and report on the performance of core partners, center processes, partner MOUs, and system improvements for the Board.

### 5.3 Partnerships and Communication

*RFP Section 5.3, page 27*

Across the globe, MAXIMUS relies on extensive partnerships and collaborations to deliver workforce services. In each community we serve, we establish unique but similar networks of career center partners. We operate in partnership with the business community, training providers, supportive service agencies, faith-based organizations, schools and colleges, and have extensive experience developing MOUs, subcontractor relationships and teaming agreements.

We invest heavily in developing collaborative employer relationships that support job seekers and lead to innovative training and apprenticeship opportunities. For example, in Milwaukee, where we have operated WIA/WIOA and TANF programs since 1996, our relationships with over 500 employers have led to over 2,000 job opportunities per year for job seekers.

### **5.3.1 Collaboration and Partnerships**

RFP Section 5.3, page 27

As the One-Stop Operator for WC, we set the tone and are part of an integrated and meaningful network of community partners and service providers. We work with partners such as economic development corporations, chambers of commerce, and businesses, as well as with faith-based and community providers, food banks, housing authorities, and others. At the start of the contract, we will establish relationships with all WIOA core partners, develop MOUs or more formal agreements when appropriate, and define protocols to work together. Our key principle is to recognize and foster an atmosphere of shared responsibility and shared goals. By establishing a common understanding of goals and culture of mutual respect, we can work constructively to determine the best way, as measured by meaningful outcomes, to achieve those goals.

### **5.3.2 Information Sharing**

RFP Section 5.3, page 27

MAXIMUS shares information with partners and programs through the following:

- Regular partner meetings and training sessions that address service delivery coordination and process improvements
- Implementation of a browser-based collaboration and document management platform (SharePoint) for all program and partner staff to have common access to shared standardized operating procedures, program and policy updates, performance dashboards, work flows, work schedules, contact lists, and organization changes
- Monthly status reports prepared for the Board and shared with all partners on the status of the BPR and CQI efforts and system performance against mandated measures
- Published quarterly electronic newsletter that is shared with all Workforce Connection Centers and partners that talks about achievements and new and current services

- Executed operating agreements and MOUs that clearly spell out requirements and services to prevent misunderstandings
- Hosting and participating in forums and community events with partners to strengthen relationships and become active members of the community that engage in traditional and non-traditional spaces

### **5.3.3 Communication and Collaboration**

RFP Section 5.3, page 27

Our MAXIMUS Director of One-Stop Operations is responsible for establishing the channels and methods for effective communication and collaboration among the One-Stop Career Centers, Affiliate Sites, and other system partners. As mentioned, tools to support communication include the electronic document/collaboration software, regular training/technical assistance meetings, and ongoing collaboration through the CQI Committee and other initiatives. We will also create an e-mail listserv to alert all partner and supportive service agencies to policy changes and updated information. Our goal is to create an atmosphere that supports open communication, where partners are free to call, e-mail, or stop by in person to address concerns, get clarity, or provide feedback/input. To support this, we have included two front-line Navigators in our staffing model that will work directly in the comprehensive and affiliate OSCCs to ensure that all system partners understand the goal and vision for integrated, standardized service delivery.

### **5.4 Innovation**

RFP Section 5.4, page 28

MAXIMUS is committed to innovation in the delivery of One-Stop Center Services. To that end, we send our WC One-Stop management and front-line staff to professional conferences to learn about other innovations and evidence-based practices that can be incorporated into services. In similar projects, we have employed comprehensive process analysis, reengineering, training, and technical assistance efforts to improve customer access and incorporate innovative services. For

example, in our One-Stop Center in Palm Beach County, Florida, we conducted a BPR effort that took three months and involved 20 staff members, corporate staff, and outside experts who reviewed all major work processes. We engaged front-line and management staff in teams who reviewed individual processes and functions, such as front-desk support, assessment, and intake. The teams took different program functions and looked at best practices, survey results and staff recommendations for improvements. The BPR effort helped transform the work culture of staff and engaged employees in making positive changes. The team process was especially successful because it encouraged staff buy-in to new processes. After completing this project, staff, such as those in our Welcome Unit, consistently indicated that they were excited, felt valued and empowered by management, believed that they could make a difference in performance, and wanted to implement targeted improvement strategies, including an expedited participant assessment and a welcoming lobby area. As a result of the process improvement project, we were able to implement a streamlined workflow, bring national best practices, and instill a strong work-first approach that positively impacted critical performance measures.

#### **5.4.1 Supporting Meaningful Access**

RFP Section 5.4, page 28

MAXIMUS will encourage and support meaningful access to all required programs through our proposed BPR efforts, CCD principles, enhanced marketing and communication tools, an increased number of centers and access points, and by supporting career pathways models. We will also review web-based access points, technology, and internet tools that support customer's access to services to find ways to improve access and/or leverage mobile apps and social media. We will also ensure that the centers are ADA compliant, that assistive technology is available to persons with disabilities, as needed, and that job seeker and employer materials support those with limited English proficiency.

We have demonstrated experience in increasing access through adding affiliate One-Stop locations. When we served as the One-Stop System Manager in Flagler and Volusia Counties in Florida, we collaborated with community partners to establish access points, called Mini Career Links. We established nine centers throughout the two-county region, and trained volunteers at each location to assist job seekers. Our community partners were entities that served the homeless and Spanish-speaking migrant workers, providing us with a strong avenue to each of these specialized populations through Mini Career Links in familiar and convenient locations.

We will also leverage our corporate marketing department to develop outreach and marketing materials to publicize the services available in the OSCC system. Traditional outreach and marketing methods will include items, such as brochures/flyers, posters, Public Service Announcements (PSAs), press releases/articles, job fairs, and social media to encourage access to One-Stop services. All materials will use WC branding.

Another way that we support meaningful access is to develop, implement, and publicize a career pathways model that aligns with area industries' recruitment and staffing needs and the Board's targeted sectors. Career Pathways models integrate basic education and other skills development services, such as job training, counseling, and support services, to develop pathways that enable disadvantaged populations to obtain their high school GED or diploma and move on to attain a post-secondary education credential. A Career Pathways model better serves both employers and job seekers at all skills levels, and helps the One-Stop system meet local labor market demands.

#### **5.4.2 Standard Operating Procedures**

RFP Section 5.4, page 28

MAXIMUS employs a comprehensive process for developing a standard operating procedure manual. Specific steps include:

- **Initiation and Planning:** The objectives for the Initiation and Planning Phase are to: 1) identify a Core Team and define roles and responsibilities for each team member; 2) develop a Project Plan with tasks, resources, and timelines; and 3) identify the key processes that will need to be documented in the Analysis Phase. Core team members include functional managers and subject matter experts across all programs, as well as MAXIMUS experts in process analysis. To inform the Project Plan and identify those functional areas that need a Standard Operating Procedure, we rely on contract information, program regulations, strategic plans, performance requirements, job descriptions, organizational charts, training materials, and system documentation. Once the processes to be documented are identified, we hold a kickoff meeting for each functional area where we provide an overview of the processes, tools, and project goals.
- **Analysis:** This phase includes mapping and analysis of the existing procedures, identification of process improvements, incorporation of key metrics, and the core task of documenting, compiling, and reviewing the operating procedures.
- **Implementation:** Implementing the SOP Manual requires the full attention of all partners. Before deploying the Manual, it is critical that each staff member understand the purpose and have an in-depth understanding of its content. Some tenured staff will have a difficult time transitioning to a new standard process, so the leadership team must continually reinforce the benefits of this material and assist staff during the implementation phase through comprehensive training and coaching.
- **CQI Monitoring:** The best way to ensure that all staff successfully execute the new SOPs consistently and continuously is to follow through with monitoring, technical assistance, and a review of performance and staff feedback to identify bottlenecks and/or the need for

process improvements. To facilitate this stage, we will employ a CQI Committee led by our One-Stop Operations Manager and supported by the Navigators who will bring a strong understanding of how front-line operations are working.

## **5.5 Fiscal**

RFP Section 5.4, page 28; RFP Section 4.10, page 26; RFP Section 4.11, page 26

A financially strong and stable company, MAXIMUS has the proper resources to deliver One-Stop management services. MAXIMUS became a publicly traded corporation in 1997, listed on the New York Stock Exchange (NYSE) under the symbol MMS. As a publicly traded company, we have full public transparency of our finances. During our 40-year history, MAXIMUS has experienced steady growth and currently has 18,000 professionals focused on health and human services, annual revenue of \$2.4 billion, cash and cash equivalents totaling \$158 million, and a \$100 million line of credit available.

### **5.5.1 Experience Managing Federal Funds**

RFP Section 5.4, page 28; RFP Section 3.6, page 22

MAXIMUS has extensive experience in managing budgets with multiple funding streams. Throughout our history, we have successfully managed projects funded by local, state, and federal agencies, including the Department of Health and Human Services, the Department of Labor, the Department of Education, and the Department of Agriculture, and multiple state and local workforce agencies. We have a corporate Finance Department that includes staff that are proficient in the management and reporting requirements for multiple funding sources. Our company maintains a detailed Cost Allocation Plan, updated annually, that governs how corporate costs are shared across multiple funding streams. We track allocated staff time through our time sheet/labor distribution review process to ensure that employees are charging their time accurately, and that management has timely information to manage employees when time is not invested as planned.

## 5.5.2 Familiarity and Compliance with Federal Management Standards

RFP Section 5.4, page 28

MAXIMUS adheres to internal controls to ensure accurate financial reporting in a multiple funding stream environment that complies with Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR Part 200). We practice the following processing requirements, audits, and principles related to finances:

- Sarbanes Oxley Act. As a public company, MAXIMUS processes and internal controls comply with the rigorous requirements of the Sarbanes Oxley Act of 2002, which makes management responsible for establishing, evaluating, and assessing over time the effectiveness of internal control over financial reporting.
- Annual Audit. MAXIMUS is audited quarterly by Ernst & Young and retains PricewaterhouseCooper for internal auditing services to ensure compliance with federal standards. Our annual financial report includes an E&Y attestation report concerning the effectiveness of the MAXIMUS internal controls over financial reporting.
- Generally Accepted Accounting Principles (GAAP). We accumulate and report financial information in accordance with GAAP. Project Accountants maintain open communications with Project Managers and report directly to our CFO.
- Accrual Method. MAXIMUS uses the accrual method of accounting. Accruals are calculated monthly using unpaid invoices received for prior periods.
- Documentation. We will provide authorized government or Board representatives access to information needed for financial reviews and audits. Copies of documentation are on file locally for audits, including general ledger, cash receipts/disbursements, bank statements, MOUs and contracts, documents supporting requests for reimbursements, payroll records, and invoices for non-payroll disbursements.

- Segregation of Duties. We separate accounting duties from other operations. Staff members who initiate transactions or are in custody of assets are segregated from the accounting of these transactions. Management will perform regular frequent reviews of project budgets and expenditures and investigate all variances.

Our Policies and Procedures Manual includes detailed policies, procedures, and controls associated with revenues and cash receipts, expenditures and disbursements, liability and net asset accounts, procurement, purchase orders, and financial and tax reporting.

### **5.5.3 Monitoring and Audit Findings**

RFP Section 5.4, page 28

As indicated in the SOQ, there have been no recent findings or issues, so there are no resolution plan details to provide. Our policy is to proactively respond to any findings by making corrections to financial records if requested, providing training to staff members, and when necessary, updating policies and procedures.

### **5.5.4 Budget**

RFP Section 5.4, page 28

MAXIMUS budget is included in the Attachments Section as Form 3. Should you have any questions, contact information is provided on the budget summary page.

# Attachments

---

## **FORM 3: Budget**

---

workforceCONNECTIONS Budget Template

PY16 WORKFORCE CONNECTIONS OSGC OPERATOR BUDGET TEMPLATE  
Effective 12/16

Agency Name: MAXIMUS Human Services, Inc.

Contract Name/Funding Type: WC One Stop Career Center Operator

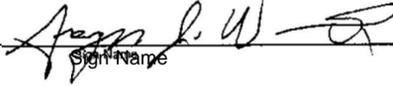
Budget Period (Dates): 5/1/17-6/30/18

\*NOTE: THIS PAGE IS LOCKED AND POPULATES BASED ON INFORMATION ENTERED ON THE SECTION TABS TO THE RIGHT OF THIS SHEET.\*

Cost Type	Budget Summary	Provider Paid	WC Paid	Percent of Budget	Matching Resources	
Overhead and Support Costs	E. Travel	\$ 43,900		4.9%	100.0%	\$ -
	F. Equipment	\$ 10,000		1.1%		\$ -
	G. Consultants/Contracts	\$ 20,000		2.2%		\$ -
	H. Other Overhead Costs	\$ 305,244		34.3%		\$ -
	I. Direct Project Personnel	\$ 354,156		39.8%		\$ -
	J. Direct Personnel Fringe Benefits	\$ 155,794		17.5%		\$ -
Budget Summary	<b>TOTAL Provider Contract (Provider Paid)</b>	<b>\$ 889,094</b>		<b>100.0%</b>		
	<b>TOTAL WC Paid</b>		<b>\$ -</b>	<b>0.0%</b>		
	<b>TOTAL Project Expenses</b>		<b>\$889,094</b>	<b>100.0%</b>		
	<b>TOTAL Matching Resources</b>					<b>\$ -</b>
	<b>Match Percent</b>					<b>0.0%</b>
	<b>TOTAL Project Cost</b>			<b>\$889,094</b>		

	Contractor Paid Costs	Contractor Paid Percentages	Total Project Costs	Total Project Percentages
Total Program Costs	\$ 835,056.00	93.9%	\$ 835,056.00	93.9%
Total Administrative Costs	\$ 54,038.00	6.1%	\$ 54,038.00	6.1%
<b>Total</b>	<b>\$ 889,094.00</b>	<b>100.0%</b>	<b>\$ 889,094.00</b>	<b>100.0%</b>

Prepared By (Provider):

Gregory J. Warmink  
 Print Name \_\_\_\_\_ Sign Name  Date 2/1/2017  
 GregoryJWarmink@maximus.com  
 Email Address \_\_\_\_\_ Phone Number 512.694.3279

Approved By (Provider):

Kelly Blaschke-Treharne  
 Print Name \_\_\_\_\_ Sign Name  Date 2/1/2017

Approved By (WC Program):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

Approved By (WC Fiscal):

Print Name \_\_\_\_\_ Sign Name \_\_\_\_\_ Date \_\_\_\_\_

## E. Travel

Type of Travel	Destination	Admin or Program	Computation		Total Contract Cost
			Unit Cost	No. of Units	
Sample: Staff mileage	Various-in town	Admin	\$ 0.54	5000	\$ 2,700
Sample: Conference travel	To be determined	Program	\$ 500.00	3	\$ 1,500
1 Workforce Conferences	TBD	Program	\$ 15,000.00	1	\$ 15,000
2 Local Travel	TBD	Program	\$ 0.54	35000	\$ 18,900
3 Corporate Travel	TBD	Admin	\$ 10,000.00	1	\$ 10,000
<b>Total</b>					<b>\$ 43,900</b>
<b>Total Program Costs</b>					<b>\$ 33,900.00</b>
<b>Total Admin Costs</b>					<b>\$ 10,000.00</b>
Proof to Total					\$ -

**Narrative (Required for Each Budget Line Above):**

- Each staff person to attend one national workforce service conference (e.g., NAWDP, APHSA) --5 X \$2,000, additional training for each staff person--5 X \$1,000.
- 2 All staff will travel to itinerant locations--140 miles per week, per 5 staff, 50 weeks per years \$.54 per mile.
- 3 Five trips (\$2,000 each) for corporate staff to travel to Nevada to support implementation and operations.
- 4
- 5
- 6
- 7
- 8
- 9
- 10

## F. Equipment

**Note: Please only include items with a unit cost of \$500 or over on this page.**

Item Description	Admin or Program	Computation		Total Contract Cost
		Unit Cost	No. of Units	
Sample: Navigator laptop	Program	\$ 750	2	\$ 1,500
Sample: Laser printer	Admin	\$ 500	1	\$ 500
1 Marketing Materials	Program	\$ 10,000	1	\$ 10,000
<b>Total</b>				<b>\$ 10,000</b>

<b>Total Program Costs</b>	<b>\$ 10,000.00</b>
<b>Total Admin Costs</b>	<b>\$ -</b>
Proof to Total	\$ -

**Narrative (Required for Each Budget Line Above):**

Development of brochures, posters, and flyers for employers and participants; public service announcements, job fairs notices, videos and other promotional materials.

2  
3  
4  
5  
6  
7  
8  
9  
10

G. Consultants/Contracts

**Notes:**

1. All contracts listed must be procured according to WC procurement policy.

Type of Service	Admin or Program	Computation		Total Contract Cost
		Cost Per Unit	No. of Units	
Sample: Consulting Services	>Choose<	\$ 75	20	\$ 1,500
1 Consulting/Training Services	Program	\$ 20,000	1	\$ 20,000
<b>Total</b>				<b>\$ 20,000</b>

<b>Total Program Costs</b>	<b>\$ 20,000.00</b>
<b>Total Admin Costs</b>	<b>\$ -</b>
Proof to Total	\$ -

Are any of the above contractors related to anyone in your organization by blood or marriage, or business or employment relationship? If yes, please explain.

---



---



---

**Narrative (Required for Each Budget Line Above):**

1 WIOA consulting experts to assist with business process re-engineering, CPI, evidence-based practices, WIOA regulations--\$125 per hour/four weeks.

- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

## H. Other Overhead Costs

**Note:**

1. Only list direct charged and shared direct expenses in the top section. Indirect costs go in the bottom section in one line.
2. Indirect costs may only be captured through an approved indirect cost rate and must be included in a single line item. This line must also include staff and fringe for those who are contained in the indirect pool.
3. No rent, depreciation, or building usage charges may be included in either the direct or indirect sections. Those costs should be reported on tab K. Match. Organizations with rent in the indirect pool must take care to exclude it.
4. Facilities-related costs such as utilities or janitorial services are allowable.
5. Only include costs on this page that benefit this contract and are necessary for the administration of the contract.

			Computation				
Direct and Shared Direct Item Description	Admin or Program	Type of Direct Expense	Unit Cost	No. of Units	% to this Contract	Shared Direct Distribution Base	Total Contract Cost
Sample: Office Supplies	>Choose<	Direct 100%	\$ 250	12	100%	N/A-Direct Charged 100%	\$ 3,000
1 SOA Implementation	Admin	Direct 100%	\$ 12,000	1	100%	N/A-Direct Charged 100%	\$ 12,000
2 Recruiting Costs	Admin	Direct 100%	\$ 17,000	1	100%	N/A-Direct Charged 100%	\$ 17,000
3 Audit	Admin	Direct 100%	\$ 7,500	1	100%	N/A-Direct Charged 100%	\$ 7,500
4 Office Supplies	Program	Direct 100%	\$ 1,405	1	100%	N/A-Direct Charged 100%	\$ 1,405
5 MAXCLUB	Program	Direct 100%	\$ 703	1	100%	N/A-Direct Charged 100%	\$ 703
6 Background Checks/Drug Testing	Admin	Direct 100%	\$ 625	1	100%	N/A-Direct Charged 100%	\$ 625
7 Cell Phones	Program	Direct 100%	\$ 70	70	100%	N/A-Direct Charged 100%	\$ 4,900
<b>Indirect Costs</b>	<b>Admin or Program</b>	<b>Direct/Indirect</b>	<b>Indirect Cost Base</b>	<b>Indirect %</b>	<b>Distribution Method</b>	<b>Total Cost</b>	
Sample: Indirect Costs		Indirect	\$ 150,000	18%	Approved indirect cost rate	\$ 27,000	
16 Indirect Costs	Program	Indirect	\$ 627,983	27%	Rate to be determined	\$ 172,202	
17 Indirect Costs	Program	Indirect	\$ 800,185	11%	Rate to be determined	\$ 88,909	
<b>Total</b>							<b>\$ 305,244</b>

<b>Total Program Costs</b>	<b>\$ 268,119.00</b>
----------------------------	----------------------

<b>Total Admin Costs</b>	<b>\$ 37,125.00</b>
--------------------------	---------------------

Proof to Total	\$ -
----------------	------

**Narrative (Required for Each Budget Line Above):**

- 1 Implementation assistance and readiness review and contract compliance after project start-up.
  - 2 Corporate Human Capital professionals on-site to recruit, interview, hire, and provide initial company training.
  - 3 MMS has allocated \$7,500 for a OMB A-133 audit as specified by the RFP.
  - 4 Each staff member is allocated \$20 a month for office supplies.
  - 5 Each staff member is allocated \$10 a month for miscellaneous expenses which we call MAXCLUB.
  - 6 Background checks and drug testing are \$125 per employee.
  - 7 Cell phones needed as all staff will be traveling to itinerant locations and libraries--\$70 per month for each staff person.
- MAXIMUS Human Services, Inc. uses an indirect rate methodology that is audited by an Independent Certified Accounting Firm. While the auditing agency is Independent and Certified, it is not a Government Audit Agency. Therefore, we are offering following explanation that describes how our indirect rate methodology is stringent, uniform, audited as well as conforms to the guidelines set up by Generally Accepted Accounting Principles (GAAP). The first pool of indirect cost is overhead, which captures the costs of the division level management for those business units in the Human Services Group. These costs include, but are not limited to, the following: overhead labor and associated fringe benefits, rents, travel related expenses, severance, depreciation and amortization, and allocation of certain home office expenses (allocations based upon head count; departments in this allocation include human resources, IT help desk, etc.). The allocation base for this indirect expense pool is the total of the direct labor and general and administration (G&A) labor and the fringe benefits applied thereto for the business unit. Overhead is calculated by multiplying the overhead percentage rate by the sum of direct labor and fringe benefit costs (Overhead = (Direct Labor + Fringe Benefits) x Overhead Rate). The second indirect cost pool is General & Administrative (G&A) expense, which includes (1) an allocation of certain home office expense (allocations not based upon head count; departments in this allocation include office of CEO and CFO, General Counsel, Accounting, Tax, etc.), (2) an allocation of the Human Services Reporting Segment costs, and (3), bid and proposal costs of the group or division. The allocation base for this indirect cost pool is the total of direct labor, fringe benefits applied, overhead applied, and other direct costs. At this time, MAXIMUS does not include expenses related to subcontractors, interdivisional costs, and deferred contract cost amortization in the G&A base. G&A is calculated by multiplying the G&A percentage rate by the sum of direct labor, fringe benefits, overhead, and G&A bearing other direct costs (excluding expenses related to subcontractors, interdivisional costs, and deferred contract cost amortization) (G&A = (Direct Labor + Fringe Benefits + Overhead + G&A bearing Other Direct Costs) x G&A Rate). MAXIMUS will be billing a G&A rate of 16.78% and an OH rate of 12.65% to this proposal, but would like the opportunity to negotiate our set of indirect rates with the state. Our process for defining costs as administrative or program is separate from our calculation of indirect costs, and we understand that indirect costs are allocated to both the program and administration cost categories. We would welcome the opportunity to discuss this further in negotiations.

As per section 4.8 of the RFP "profit must be contained in a single line item on the Other Overhead budget tab and may not exceed 10% of the Total Contractor Paid section of the budget."

17

I. Direct Personnel - Direct or Shared Direct Employees Only

Notes:

1. Only include staff on this page who are employed by your organization for whom you pay payroll taxes. Please use one line for each position.
2. Wages must be split between program and administrative categories for staff whose duties include both functions.
3. Please list all subcontractors or contracted staff on the Consultants/Contracts page.
4. List all temporary or contracted staff on tab G.
5. Indirect personnel may not be contained on this page. They must be included in the indirect cost line on the Overhead page.
6. Staff bonuses or incentive pay is not allowable.

Position-Name	Admin or Program	100% Direct or Shared Direct	Computation		Distribution Base	Total Contract Cost
			Total Wages	% to this Contract		
Sample: Project Manager	Program	100% direct	\$ 75,000	80%	N/A-Direct Charged 100%	\$ 60,000
Sample: Project Manager	Admin	100% direct	\$ 75,000	20%	N/A-Direct Charged 100%	\$ 15,000
1 Project Director	Program	100% direct	\$ 96,012	95%	N/A-Direct Charged 100%	\$ 91,211
2 Project Director	Admin	100% direct	\$ 96,012	5%	N/A-Direct Charged 100%	\$ 4,801
3 One-Stop Operations Manager	Program	100% direct	\$ 75,730	100%	N/A-Direct Charged 100%	\$ 75,730
4 Business Services Manager	Program	100% direct	\$ 75,730	100%	N/A-Direct Charged 100%	\$ 75,730
5 Navigators	Program	100% direct	\$ 106,684	100%	N/A-Direct Charged 100%	\$ 106,684
6	>Choose<	>Choose<		0%	<Choose Base>	\$ -
7	>Choose<	>Choose<		0%	<Choose Base>	\$ -
8	>Choose<	>Choose<		0%	<Choose Base>	\$ -
9	>Choose<	>Choose<		0%	<Choose Base>	\$ -
10	>Choose<	>Choose<		0%	<Choose Base>	\$ -
11	>Choose<	>Choose<		0%	<Choose Base>	\$ -
12	>Choose<	>Choose<		0%	<Choose Base>	\$ -
13	>Choose<	>Choose<		0%	<Choose Base>	\$ -
14	>Choose<	>Choose<		0%	<Choose Base>	\$ -
15	>Choose<	>Choose<		0%	<Choose Base>	\$ -
16	>Choose<	>Choose<		0%	<Choose Base>	\$ -
17	>Choose<	>Choose<		0%	<Choose Base>	\$ -
18	>Choose<	>Choose<		0%	<Choose Base>	\$ -
19	>Choose<	>Choose<		0%	<Choose Base>	\$ -
20	>Choose<	>Choose<		0%	<Choose Base>	\$ -
<b>Total</b>						<b>\$ 354,156</b>

<b>Total Program Costs</b>	<b>\$ 349,355.00</b>
<b>Total Admin Costs</b>	<b>\$ 4,801.00</b>
Proof to Total	\$ -

**Narrative (Required for Each Budget Line Above):**

- 1 95% of the Project Director for the 14 month period of performance with a total salary of \$96,012.
- 2 5% of the Project Directors time for the 14 month period of performance with a total salary of \$96,012.
- 3 100% of a One Stop Operations Managers time for the 14 month period of performance with a total salary of \$75,730.
- 4 100% of a Business Services Managers time for the 14 month period of performance with a total salary of \$75,730.
- 5 100% for 2 full time Navigators for the 14 month period of performance each with a total salary of \$53,342.
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16
- 17
- 18
- 19
- 20

## J. Fringe Benefits for Direct Personnel

Position-Name	Admin or Program	Computation		Total Contract Cost
		Contract Salary	Fringe %	
Sample: Project Manager	Program	\$ 60,000	20%	\$ 12,000
Sample: Project Manager	Admin	\$ 15,000	20%	\$ 3,000
1 Project Director	Program	\$ 91,211	43.99%	\$ 40,124
2 Project Director	Admin	\$ 4,801	43.99%	\$ 2,112
3 One-Stop Operations Manager	Program	\$ 75,730	43.99%	\$ 33,314
4 Business Services Manager	Program	\$ 75,730	43.99%	\$ 33,314
5 Navigators	Program	\$ 106,684	43.99%	\$ 46,930
Variance from tab I.		\$ -	<b>Total</b>	<b>\$ 155,794</b>

<b>Total Program Costs</b>	<b>\$ 153,682.00</b>
<b>Total Admin Costs</b>	<b>\$ 2,112.00</b>
Proof to Total	\$ -

**Narrative (Required for Each Budget Line Above):**

Fringe includes taxes (FICA, FUTA, SUTA), workers compensation, insurance (medical, dental, vision, and life), and retirement benefits. The fringe rate applied is 43.95% on direct labor which excludes PTO. There is a 0.5% escalation factor on fringe.

Fringe includes taxes (FICA, FUTA, SUTA), workers compensation, insurance (medical, dental, vision, and life), and retirement benefits. The fringe rate applied is 43.95% on direct labor which excludes PTO. There is a 0.5% escalation factor on fringe.

Fringe includes taxes (FICA, FUTA, SUTA), workers compensation, insurance (medical, dental, vision, and life), and retirement benefits. The fringe rate applied is 43.95% on direct labor which excludes PTO. There is a 0.5% escalation factor on fringe.

Fringe includes taxes (FICA, FUTA, SUTA), workers compensation, insurance (medical, dental, vision, and life), and retirement benefits. The fringe rate applied is 43.95% on direct labor which excludes PTO. There is a 0.5% escalation factor on fringe.

Fringe includes taxes (FICA, FUTA, SUTA), workers compensation, insurance (medical, dental, vision, and life), and retirement benefits. The fringe rate applied is 43.95% on direct labor which excludes PTO. There is a 0.5% escalation factor on fringe.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

K. Match Resources

Notes:

- 1. Any match resources reported must directly benefit the project and must be distributed if the resources benefit multiple projects.
- 2. Rent, depreciation, or usage charges for the project should be included on this page.

Category	Type of Match	Source	Value
E. Travel	>Choose<		
F. Equipment	>Choose<		
G. Consultants/Contracts	>Choose<		
H. Other Overhead Costs	>Choose<		
I. Direct Personnel	>Choose<		
J. Direct Fringe Benefits	>Choose<		
<b>Total</b>			<b>\$ -</b>

Description (Required for Each Match Line Above):

- E.
- F.
- G.
- H.
- I.
- J.

## **Job Descriptions**

---

## **JOB DESCRIPTION**

**ADVERTISING TITLE:** Project Director  
**CLASSIFICATION:** Exempt  
**DIVISION:** Human Services, North America  
**DEPARTMENT:** Workforce  
**POSITION REPORTS TO:** Vice President

### **DESIRED QUALIFICATIONS:**

**Education required:** Bachelor's Degree from an accredited college or university required

**Skills/Experience required:** Minimum five (5) years of experience in a senior management position in a human resources or workforce-related field; excellent organizational, written, and verbal communication skills; excellent people management skills; strong client management skills; computer literate and information systems aptitude; strong communicator. Advisory, persuasive abilities, coaching and mentoring; proven ability with operational processes and working with community groups

**Skills/Experience preferred:** Prior experience working in a one-stop environment in a management capacity

**POSITION SUMMARY:** The Project Director is responsible for the execution of the overall operation of the project, its performance to contract requirements, and quality and performance

### **JOB RESPONSIBILITIES:**

- Provides highly responsible leadership by directing the activities and operations of the One-Stop Career Centers

- Manages partnerships among various employment and training services of multiple partners and programs in the One-Stop Career Centers, including facilitating the development of MOUs
- Oversees continuous improvement activities throughout One-Stop Career Centers
- Oversight of all One-Stop Management Services
- Establishes and monitors program goals and performance for both job seekers and employer effectiveness outcomes
- Reports to WC on operations, performance and continuous improvement recommendations
- Convenes One-Stop Delivery System meetings, as needed
- Addresses and resolves issues relating to One-Stop Delivery System challenges
- Coordinates the development of a training and communication plan throughout the One-Stop Delivery System
- Provides leadership by directing the activities and operations of the project
- Represents the project in external meetings and forums
- Develops and maintains comprehensive knowledge of programs, services, and project operations
- Ensures project compliance with all applicable corporate, contract, state and federal requirements and regulations
- Other duties as may be assigned by corporate management