

St. Louis County Workforce Development

**REQUEST FOR PROPOSAL FOR
WORKFORCE INNOVATION & OPPORTUNITY ACT:
American Job Center – One-Stop Operator**

Release Date: May 1, 2026

Proposals Due: 4:00 pm/CST, June 1, 2026

Contract Period: July 1, 2026 – June 30, 2027¹

This project is funded under an agreement with the State of Missouri – MO Department of Higher Education and Workforce Development. EOE. Auxiliary aids & services are available upon request to individuals with disabilities. TDD# 7-1-1 Missouri Relay

¹ With up to three (3) one-year extensions based on performance.

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Section I: Program Description & Background

1.1 The Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA) is a federal program funded through the U.S. Department of Labor and the State of Missouri Department of Higher Education and Workforce Development (DHEWD). WIOA is a primary source of federal funds for workforce development activities throughout the nation; however, the legislation requires multiple partners to contribute to infrastructure operations and services through an Infrastructure Agreement (IFA). The core programs in Missouri are Title I - Adult, Dislocated Worker and Youth; Title II - Adult Education and Literacy Activities; Title III Wagner-Peyser Act; Title I of the Rehabilitation Act of 1973; and Temporary Assistance for Needy Families (TANF). In addition to core programs, the following are required programs that are available in the local area: Title V Older Americans Act/Senior Community Service Employment; Career & Technical Education Programs (Carl D. Perkins Act); Trade Adjustment Assistance; Veterans Employment Services – Jobs for Veterans State Grant; Community Services Block Grant; Unemployment Insurance; and Migrant & Seasonal Farmworker Program.

WIOA funds are awarded to the Chief Elected Officials (CEOs) of a Local Workforce Development Area (LWDA) to serve two primary customers—job seekers and businesses through a One-Stop system branded as the American Job Center (AJC) system. The intent of WIOA is to strengthen the workforce system through innovation and alignment of services to promote individual and economic growth, meeting the business and industry needs in the area. One of the main purposes is to assist individuals with barriers to employment in increasing their access to employment, education, training and support so they may succeed in the labor market.

1.2 St. Louis County Workforce Development Board (STLCOWDB)

Family and Workforce Centers of America (FWCA) serves as Fiscal Agent and oversees workforce services in Region 13 - St. Louis County. FWCA is a Missouri nonprofit corporation and 501(c)3. FWCA, in consultation with STLCOWDB, is responsible for the selection and oversight of the One-Stop Operator (OSO). FWCA staff managing STLCOWDB report to the STLCOWDB Board of Directors that assists FWCA in carrying out the functions of the board as prescribed by WIOA. FWCA is responsible for meeting performance goals negotiated with the DHEWD and will hold the entity awarded the contract for this RFP responsible for applicable goals.

More information about the following can be located on the respective websites:

- FWCA: <https://www.fwca-stl.com>
- STLCOWDB: <https://www.stlcowd.org>
- U.S. Department of Labor (WIOA): <https://www.doleta.gov/wioa/>

1.3 RFP Components

One-Stop Operator

The One-Stop Operator will:

1. Coordinate multiple American Job Center (AJC) partners and service providers throughout the St. Louis County LWDA to ensure functional alignment of services and management of operational resources;
2. Conduct quality reviews of partner and service provider activities;
3. Facilitate the Welcome Function at the AJC; and
4. Conduct One-Stop Partner Meetings (at least once per month).

1.4 Eligible Applicants

Per WIOA sec.121(d)(2), the types of entities that are eligible to become a One-Stop Operator include, but are not limited to:

- An institution of higher education
- An Employment Service State Agency established under Wagner-Peyser
- A community-based, non-profit organization or workforce intermediary
- A private-for-profit entity
- A government agency (i.e., municipality)
- Other interested organizations or entities capable of carrying out the duties of the One-Stop Operator, including local Chambers of Commerce, business organizations, or labor organizations

Exception: Elementary schools and secondary schools are not eligible to be selected as the One-Stop Operator.

Additional Requirements: The State and local boards shall ensure that in carrying out activities under this title, one-stop operators:

- A. Disclose any potential conflicts of interest arising from the relationships of the operators with particular training service providers or other service providers;
- B. Do not establish practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training and education services; and
- C. Comply with Federal regulation, and procurement policies, relating to the calculation and use of profits.

Further, the STLCOWD will declare entities **ineligible** if they are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any State or Federal department or agency. Respondents must disclose any legal judgments, claims, arbitration proceedings, lawsuits or other legal proceedings pending or outstanding (unresolved) against the organization, its owners, officers or principals. Respondents must comply with Section 504 of the Rehabilitation Act of 1973, the Federal Drug-Free Workplace Act of 1988, and the Americans with Disabilities Act to be eligible.

1.5 Project Timeline & Funding

The table below provides a timeline of activities for this procurement.

Activity	Date
RFP Release	May 1, 2026
Deadline for Bidder Questions	May 15, 2026
Response to Bidder Questions Posted	May 22, 2026
Proposal Deadline (email only)	June 1, 2026
St. Louis County Workforce Board Approval	June 15, 2026
Notification to All Bidders	June 22, 2026
Contract Begin Date	July 1, 2026

FWCA will award funds on behalf of LWDA One-Stop Partners to an entity to promote continuity and coordination of One-Stop Operator services, identified in the RFP. The anticipated funding amount for the **one (1) year budget** is **\$100,000**.

- FWCA will award contracts to the successful respondent(s) effective no later than July 1, 2026 through June 30, 2027.
- Subject to performance and fund availability, the selected contractor may be eligible for up to two (2) 1-year extensions with budget subject to FWCA approval.
- A budget is required. Specific line items require a detailed explanation.
- **All funding of this RFP is contingent upon FWCA and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of FWCA.**
- For the awarded contract, the submitted proposal, with any negotiations, will become part of the official contract file. Any commitments made in the proposal will be part of the contract and will be binding on the contractor.
- The contract will be awarded as a line-item cost reimbursement. No expenses are reimbursable until a contract or letter of authorization has been issued to incur cost as of a specific date.
- Monthly invoices are due by the 10th of the month for the previous month, unless other arrangements are made (weekly or bi-weekly) and must include documentation of expenditures. Invoices will be paid within forty-five (45) days of receipt of a properly documented invoice.
- The issuance of this solicitation in no way commits the FWCA to pay any cost for the preparation and submission of a proposal. The Bidder assumes all costs of preparation of the proposal and any presentation necessary for the proposal process.
- FWCA may elect to reject all proposals if scope of work is not adequately addressed, fund request is not appropriate for scope of services, or for other reasons deemed appropriate by FWCA.

1.6 Facilities & Equipment

The two (2) American Job Centers in St. Louis County, include one (1) comprehensive and one (1) affiliate office with additional affiliate sites possible. They average over 14,000 visits annually by job seekers.

FWCA and/or the State of MO will hold the lease on all AJCs and will provide office space for OSO staff.

- One-Stop Operator - Dedicated office space will be available at any and all comprehensive centers.
- Comprehensive Centers are required to be open for business Monday-Thursday, 8:00 to 4:30 and Friday from 9:00 to 4:30. Additional hours outside of the normal workday may be required for special needs of customers.
- It is the preference of FWCA that all Affiliate Centers maintain Monday-Friday, 8:00-4:30, business hours.
- Both Comprehensive and Affiliate locations, must follow FWCA's holiday schedule.
- All signage utilized in/on the AJC must be approved in advance by FWCA and meet DHEWD branding requirements.
- FWCA will provide telephone (desktop), internet and computers for OSO staff, resource centers/computer labs.
- FWCA will provide basic furniture needs for contractor staff and customers at each of the AJCs.
- This RFP does not include the provision for the purchase of equipment, but equipment may be added later, if appropriate. If funds are awarded for equipment, the contractor must follow FWCA and DHEWD procurement policies, including that all equipment is tagged and included in FWCA inventory. FWCA retains ownership of all equipment purchased through this contract.

- One-Stop Operator will be responsible for purchasing all shared office and operational supplies (paper, pens, restroom supplies, etc.) for the AJCs. These costs have historically averaged less than \$1,000 per center. An additional amount for necessary supplies for the OSO may be included in the budget. Each AJC partner is responsible for their own personal desktop supplies specific to their program.

Comprehensive American Job Center – St. Louis County

Address: The Metropolitan Education and Training Center

6347 Plymouth Ave., St. Louis, MO 63133

Average Monthly Traffic: 1,166

Function/Partner	Service Provider
Shared Welcome Function	One-Stop Operator (component #1)
Title I Adult, Dislocated Worker, Youth	Educational Data Systems Incorporated (ADW, ISY), IN THE DOOR (OSY)
Title II Adult Education	St. Louis Public Schools
Title III Wagner Peyser	DHEWD
Title IV Vocational Rehabilitation	Department of Elementary and Secondary Education (DESE)
Title V	MERS/MO Goodwill Industries, AARP Foundation
TANF	Department of Social Services, Better Family Life

Off-site partners: all remaining required partners

1.7 Participant Data & Performance Outcomes

The charts below include Traffic Counts, WIOA enrollment, and current case status for the past eleven (11) months of the most recent program year. Data is for illustration purposes only. Respondents should propose service levels in conjunction with staffing level requests. All enrollment levels are subject to negotiation.

Annual PY24	Check-Ins/Visits
Comprehensive Job Center (MET Center)	14,123
Satellite Job Center (Ferguson)	1,016
Total	15,016

Average Monthly Visits (based on PY)	Check-Ins/Visits
MET Center	1,167
Ferguson	85
Average Total/Month	1,252

Annual CY25	Check-Ins/Visits
Comprehensive Job Center (MET Center)	13,316
Satellite Job Center (Ferguson)	1,703
Total	15,019

1.8 Federal and State Performance Measures

The Respondent to this RFP will be responsible to assist WIOA A&DW and Youth Programs in meeting Performance as part of their contract goals based on negotiated rates with the State. PY25 measures are included for your information.

Adult Measures:

Employment Rate 2 nd Quarter After Exit	85%
Employment Rate 4 th Quarter After Exit	80%
Median Earnings 2 nd Quarter After Exit	\$8,000
Credential Attainment Within 4 Quarters After Exit	75%

Dislocated Worker Measures:

Employment Rate 2 nd Quarter After Exit	85%
Employment Rate 4 th Quarter After Exit	80%
Median Earnings 2 nd Quarter After Exit	\$9,500
Credential Attainment Within 4 Quarters After Exit	75%

Youth Measures:

Employment Rate 2 nd Quarter After Exit	80%
Employment Rate 4 th Quarter After Exit	80%
Credential Attainment Within 4 Quarters After Exit	70%
Measurable Skills Gains	35%
Median Earnings 2 nd Quarter After Exit	\$3,700

Employer Measures

Employer Penetration Rate (percentage of employers using services in the State): TBD

Repeat Business Customer Rate (percentage of employers who receive core services more than once in the last three recording periods): TBD

Section 2: Scope of Work

One-Stop Operator

The proposal for One-Stop Operator should provide a detailed explanation for each of the following questions:

1. General:

- a. Provide a brief description and history of your organization. Attach an organizational chart of your current structure.
- b. Include an overview of your mission/vision and how it relates to this component/RFP.
- c. Provide a summary of past experience, or similar services, for this component of the RFP, including any unique expertise that distinguishes your organization to provide this service.
- d. Include a detailed staffing plan (number, qualifications, job descriptions, etc.) to provide services described in this component/RFP. Include an organizational chart, including the relationship to your current organizational structure.
- e. Provide a plan of implementation, including onboarding of staff, coordination with current provider, adaption of local policies and relationship with the FWCA (administrative entity and fiscal agent).

- f. Describe your fiscal/accounting systems and your experience with managing federal/state grant funds. Include an explanation of any audit findings in the past two years.
- g. Describe how your organization will manage cash flow with a reimbursement contract.

2. Accessibility:

- a. Describe how you will ensure that services are accessible to all jobseekers and employers, including areas with high poverty and transportation barriers in rural communities.
- b. Describe your organization's outreach methods to reach target populations to promote AJC Services. Be specific as to the actual outcomes.
- c. Explain and justify the service models that will be used to serve traditionally underserved participants and employers to ensure access to the AJC.
- d. Include a description for meaningful access and adaptation for customers with disabilities.
- e. What is your agency's approach to management of information systems, connectivity and confidentiality? Attach, or include, a privacy policy. **Note:** The State of Missouri and its LWDA's all use the Jobs.MO.gov system (MOJobs). Include any specific experience with MOJobs.
- f. Describe how your agency will work with FWCA to identify technology and occupancy needs to ensure customers have a professional, efficient and effective environment.

3. One-Stop Operator Coordination (refer to Attachment E – Role of the One-Stop Operator):

- a. Describe how you will coordinate services to ensure all partner staff are knowledgeable, trained and motivated to dress and act professionally with the confidence to address both employers and job-seeking customers. **Note:** Potential One-Stop Operator needs to be aware of any implications or special arrangements. Describe how they will organize to meet the requirement of 20 CFR 678.630, which states: *"Continued use of State merit staff for the provision of Wagner-Peyser Act services or services from other programs with merit staffing requirements must be included in the competition for and final contract with the One-Stop operator when Wagner-Peyser Act services or services from other programs with merit staffing requirements are being provided."*
- b. Describe the full menu of services envisioned for job seekers. Provide how the AJC will be structured and staffed to respond efficiently and effectively to job seekers. Include a description of the proposed job seeker customer flow.
- c. Describe the full menu of services for area employers. Provide how the Center will be structured to respond efficiently and effectively to area employers. Include a description of the proposed employer customer flow.
- d. Describe how your organization will lead One-Stop partners with:
 - i. Integrating a menu of services for job-seeking customers and employers,
 - ii. implementing agreements among the partners such as Memorandum of Understanding and resource sharing, and
 - iii. Maintaining communications with all One-Stop Partners and co-located staff.
- e. Describe the service delivery methods to be implemented in the AJC(s) to ensure that the planning region's goals, regarding placement and credentials, are met or exceeded.
- f. Describe workshops you plan to offer and the best practices, or other information, utilized in their design. Include how you recruit and use volunteers to expand workshop offerings beyond what staff can provide.
- g. What is your organization's experience working with LWDBs, partners, and/or service providers to develop strategic approaches to support regional economic development and employers with high staffing needs in high-demand occupations?

- a. Describe how you will promote and sustain business engagement. Address the methods used to explain and communicate these successes with the LWDB, as well as to the general public.
- h. Describe how you will ensure services offered by the resource room are customer focused.

4. Quality, Performance and Reporting (Refer to Attachment E - Role of One-Stop Operator):

- a. Describe your organization's experience in tracking and reporting discrete participant activities while at the same time ensuring full compliance with Personal Identifiable Information (PII).
- b. Describe your organization's experience with implementing customer satisfaction instruments, such as web-based services used to track and report actual outcomes.
- c. Describe how you will engage and meet with employers to identify and improve employer resources in the AJC. Include previous experience of continuous improvement of employer services in a One-Stop setting and how your organization will measure.
- d. Describe your experience in utilizing Labor Market Information, fiscal, and other workforce data sources to develop planning estimates of the number of core program (i.e. WIOA Titles I, II, III, and IV) customers to be served, including their respective employment and earnings rates after exit. Include any performance outcomes you have achieved in these areas.
- e. Describe how you will gather and analyze information on sustainability to support ongoing and emerging needs of regional employers.
- f. Describe proposed detail and summary reporting formats that will be submitted to FWCA and its stakeholders.

5. Welcome Function Facilitation (refer to Attachment E - Role of One-Stop Operator):

- a. Describe your plan to provide staffing and the optimum customer flow process in the AJCs as it relates to the Welcome Function. Provide any differences when using “shared” hired OSO contract staff versus assigning partner staff.
 - i. Describe how Welcome Function staff will provide registration and orientation to WIOA services, including any planned adaptations for targeted populations.
 - ii. Describe how the Welcome Function staff will provide an initial assessment and referral to appropriate services.
 - iii. Provide an overview of knowledge and abilities Welcome Function staff will possess (or will be trained for) to provide assistance in the AJC Resource Room.

6. Budget:

- a. See Attachment C. Budget should not exceed **\$100,000** for the contract period (1 year).

Section 3: Submission & Evaluation

Bidders Questions:

All questions that interested parties may have can be directed to stlcowd@fwca-stl.com. Questions must be submitted via email between May 1, 2026 and May 15, 2026. Responses to questions will be posted by May 22, 2026 on the American Job Center website, under the STLCOWDB public notices tab, <https://www.stlcowd.org/public-notices>, along with other relevant information, including the RFP, attachments, procurement timeline, contact information, etc.

An entity’s failure to submit a complete proposal or to respond in whole to RFP requirements will result in the proposal being deemed non-responsive and thus ineligible for funding. A proposal may also be deemed “non-responsive” if the submitted price is found to be excessive or inadequate as measured by criteria stated in the

RFP, or the proposal is clearly not within the scope of the project described and required in the RFP. FWCA reserves the right to cancel this procurement at any time, for any reason.

Proposal Instructions

The Scope of Work should be completed entirely, should not exceed 15 pages, and be typed in 12-point font, Times New Roman, single-spaced, 1” margins on all sides, page numbers, and table of contents. Once completed, interested parties must submit their proposal electronically to stlcowd@fwca-stl.com. Please have your proposal organized in the following manner for each component:

- Attachment A: Cover Page
- Attachment B: Conflict of Interest Form
- Attachment C: Budget Form & Narrative
- Attachment D: Reference Form and Letters
- Two (2) Years of Audited Financial History
- Organizational Chart
- Documentation of registration for private, for-profit, or nonprofit organizations (if applicable)
- Proposal (Scope of Work – not to exceed 15 pages)

Bids that fail to follow this order will risk losing points in their overall score.

Evaluation and Award

Proposals will be evaluated by FWCA to ensure each submission meets all criteria outlined in this RFP. The procurement team will develop and use a scoring matrix to evaluate each proposal. Each section of the scoring matrix is worth the following number of points:

Section	Points
Organization Background	15
Capacity	15
Partnerships & Community	15
Program/Program Outcome	20
Technology, Data, & Reporting	15
Financial/Fiscal Accountability	15
Attachments & Formatting	5
TOTAL	100

All items that are mandatory (e.g., inclusion of attachments, financials, etc.) are considered pass/fail.

Notice of Award

All respondents will be notified by email as to their award status. Unsuccessful respondents who wish to obtain information on the evaluation of their proposal should submit a written request to this effect to Kelley Lingle, WIOA Director, St. Louis County Workforce Development, 6347 Plymouth Ave., St. Louis, Missouri 63133. Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

Appeals Process

In accordance with the FWCA’s Policy Manual, any disagreements resulting from this procurement process must be addressed in the same manner outlined in the appeals policy for monitoring disagreements, located on the STLCOWD’s website: www.stlcowd.org.

Fiscal Review

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

Past Program Performance

FWCA may review a respondent's performance on any previous and/or existing grant agreement(s) as well as check references submitted from other grantors. Achievement of grant agreement outcomes, along with compliance with programmatic and fiscal guidelines and timelines may be evaluated. The review team may perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, FWCA may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding.

Accessibility and Equal Opportunity

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

Attachment A: Cover Sheet

Please complete this **mandatory** cover sheet accordingly.

Organization Name				
Address				
Phone Number				
Number of Years in Business				
FEIN #				
DUNS #				
Acknowledgement that Proposing Entity is up-to-date on taxes and not currently debarred or suspended.		YES		NO
Type of Organization (check all that apply)	<input type="checkbox"/>	Higher Education	<input type="checkbox"/>	Private
	<input type="checkbox"/>	Community-Based Org.	<input type="checkbox"/>	Business Organization
	<input type="checkbox"/>	Government Agency	<input type="checkbox"/>	Other (explain)
	<input type="checkbox"/>	Labor Organization		
	<input type="checkbox"/>	Non-Profit		
<input type="checkbox"/>	Employment Service State Agency (Wagner-Peyser)			
Contact Person				
Contact Person's Email Address				
Signatory Authority Signature				

Proposed Budget Amount:

_____ One-Stop Operator

Attachment B: Conflict of Interest Form

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

Signatory Authority Name	Signature	Date
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*Note: This form is a **mandatory** required document to be considered for either component. Bidders should only complete this form once per entry.*

Attachment C: Budget:

Please complete the **mandatory** budget form and include a narrative explanation

Salaries (OSO Staff)	\$
Benefits (OSO Staff)	\$
Travel	\$
Operational (supplies, communication, etc.)	\$
AJC Partner Shared Supplies*	\$
Subtotal Program	\$
Administrative Costs or Indirect**	\$
TOTAL BUDGET REQUEST (max. \$225K)	\$

Budget Narrative: Please provide a detailed explanation for each budget line item to justify the cost. Examples of explanations include job titles, wage rate, hours worked/charged, types of benefits and rates, estimated mileage/visits to locations, estimated time spent at each location, office and other supplies, and agency program operation or program costs. No travel expenses may be claimed for commute to/from “official station.” Travel expenses may be claimed from the official station. Federal Mileage Rate is \$.725. This is a one-year budget ending June 30, 2027. Subsequent funding based on performance may be awarded on an annual basis, July 1 – June 30 for up to two additional one (1) year terms. **All funding of this RFP is contingent upon FWCA and/or partner agreements having fund availability and may change based on increase/decrease in allocations, de-obligation of funds, new initiatives, and decisions of the FWCA.**

**An additional amount for necessary supplies for the OSO staff may be included in the budget under Operational. Each AJC partner is responsible for their own personal desktop supplies specific to their program.*

*** If an agency is requesting reimbursement for administrative indirect cost versus direct charged administrative costs, an approved indirect rate proposal from the cognizant agency must be included with the proposal. Indirect cost will be a part of the competitive bid and subject to negotiation.*

Attachment D: References – Bidders are **required** to provide three letters of references who can verify their experience, along with a contact phone number or email. References should be for experience in the past 5 years.

Reference #1 _____

Phone # or email: _____

Reference #2 _____

Phone # or email: _____

Reference #3 _____

Phone # or email: _____

Additionally, list agency contact information below for **all current contracts or contracts for the past three (3) years**. Do not duplicate those listed as references.

Attachment E: Role of One-Stop Operator/Scope of Work

THE SERVICES TO BE PROVIDED

The St. Louis County Workforce Development Region consists of all geographic boundaries within St. Louis County and is the most populated county in Missouri. St. Louis County, as the population and economic center of the St. Louis Metropolitan Region, plays a crucial role in the state's and region's vitality. The American Job Centers serve as the focal point through which businesses communicate their current and projected workforce needs and job seekers pursue assistance to achieve their employment goals. The One-Stop Operator (OSO) must be committed to merging resources from all partners to respond to those needs for entry-level to advanced positions across the spectrum of identified industry sectors via provision of a seamless integrated service delivery approach.

The OSO must be prepared to support and accept direction from Family and Workforce Centers of America (FWCA) and the St. Louis County Local Workforce Development Board (LWDB); maintaining an effective structure for design and implementation of customer services.

The LWDB is aware that due to the dynamic concerns and status of the current economy and work environment, there may be a need for flexibility in the delivery of this Scope of Work (SOW). However, the SOW should be adhered to as closely as possible. If the SOW needs to be modified, the LWDB will present any modifications to the OSO as soon as possible with as much dialogue as time permits. Should the OSO need to modify the SOW, the need should be presented to the LWDB as soon as possible to receive authorization to modify the SOW before any changes or actions based on those changes occur.

OSO Role and Responsibilities:

The role and responsibilities of the OSO functions in alignment with the Memorandum of Understanding Infrastructure Agreement (MOU-IFA), ensuring that the American Job Centers and affiliate sites operate in a manner which supports the operational policies and procedures of the LWDB and its designated administrative entities. Further, with LWDB approval, the OSO may deliver services at two satellite locations (TBD) in addition to the comprehensive American Job Centers (AJC) — the Metropolitan Education and Training Center (MET Center).

It is the responsibility of the OSO to readily disclose any actual or potential conflicts of interest.

- I. Manage day-to-day operations of the AJC facility to include hours of operation, coordinating and scheduling facility usage such as, but not limited to: classrooms, work areas, resource center, and assessment and conference rooms.
 1. Manage the center following integrated service delivery design principles. Monitor duties of each team, daily work schedules and planned and unplanned staff absences with each partner to ensure appropriate Center coverage.
 2. Ensure the guiding principles of the MOU-IFA are followed, preventing conflict of interest in the operation of the AJC.
 3. Identify Job Center staffing needs, adequate hours of operation, space usage, customer flow, proper handling of incoming calls and an appropriate partner referral process.
 4. The minimum hours that the AJC will be open to the public are of 8:00a – 4:30p, Monday – Friday. Additional hours of service may be added to the schedule as AJC service needs dictate.
 5. Ensure adequate staffing in all positions on all days the AJC is open to the public. FWCA is closed in

observance of the following holidays (Other days of observance may be added at FWCA’s discretion).

a. New Year’s Day	b. Martin Luther King Jr. Day
c. President’s Day	d. Memorial Day
e. Juneteenth	f. Independence Day
g. Labor Day	h. Veteran’s Day
i. Thanksgiving Day	j. Day after Thanksgiving
k. Christmas Day	

6. The OSO will have access to the AJC Scheduling Calendar
 7. Submit a monthly calendar to the WIOA Director and the program administrator
- II. Coordinating service delivery of the required WIOA One-Stop partners and other service providers at the comprehensive AJCs to include managing partner responsibilities as defined in the MOU-IFA among the partners:
1. The OSO will receive a copy of MOU
 2. The OSO will schedule and track events and participation of the required partners
 3. Report all monthly AJC activities to WFD Director and Administrator; and
- III. Establish a One-Stop Management Team, including a LWDB staff representative and representatives from all co-located One-Stop partners with a focus on ensuring all services are universally accessible, fostering teamwork, communicating new/updated policies, procedures and/or processes, innovations, staffing needs, budget issues or collaboration of other Workforce Development initiatives to ensure Partners have current, relevant information to facilitate seamless integrated service delivery and eliminate duplicate work activities;
1. Meet to determine both tactical & strategic issues so they can be properly monitored for completion. Meeting frequency should be determined as necessity dictates (minimum is monthly);
 2. Encourage partner collaboration including continuously striving to achieve shared ownership for success of the customer and the system and contributing to collective accountability that recognizes system outcomes.
 3. Refine strategies and/or implement corrective actions to mitigate identified issues and ensure processes and staff performance are aligned with expectations for required Job Center service provision and outcomes.
 4. Being knowledgeable of the mission and performance standards of all partners and facilitating cross-training among all staff;
 5. Resolve any conflicts among partners in alignment with disputes process and responding to complaints of AJC customers in accordance with LWDB EO policies.
 6. Determine meeting frequency; and
 7. Report monthly progress, conflicts and/or outcomes to the WIOA Director and the program administrator (Including the business services team when appropriate).
- IV. As part of the guidelines for One-Stop Certification, the OSO shall ensure the Center reflects partnership

among all One-Stop partner agencies and all customers are treated equally and without labels. As such, the OSO shall ensure service delivery is designed to meet the unique needs of each customer, resources are leveraged for maximum efficiency and continuous improvement is the hallmark. All program staff shall be cross-trained for knowledge of all WIOA core partner programs and services, the One-Stop model, State and local policies and procedures, contribution to performance and awareness of accessibility requirements and available adaptive technologies to ensure universal access to programs and services, comprised of training to ensure staff are both courteous and welcoming to all customers, including individuals with disabilities.

- V. Implement weekly AJC partner (including WIOA Required Partners) meetings (which may be virtual) whereby each Partner can invite guest speakers that inform staff of available regional resources/services for leveraging resources as well as inspire staff. Additionally, the OSO shall:
 - 1. Ensure coordination of AJC integrated service delivery and provide appropriate information to the LWDB, as necessary, in providing training on AJC programs and services via staff weekly meetings as well as designated staff training sessions, which consist of pertinent details of programs and services, including appropriate handouts/flyers for dissemination to customers visiting the AJC. Updated information/handouts/flyers shall be distributed to AJC staff via meetings/trainings/emails and ensure information is posted in key areas for customer use. In addition, information shall be displayed on available TV Monitors for customer viewing.
 - 2. Coordinate or provide professional development and staff training for One-Stop partner staff to improve operations and deliver a higher value to job seeker and business customers of the AJC;
 - 3. Schedule Required Partner professional development trainings/workshop in accordance with the MOU.
 - 4. Survey staff to determine any additional needed and/or desired professional development.
 - 5. Develop before/after professional development surveys to gauge program efficacy.
 - 6. Share survey results monthly with WFD Director and the Administrator.
- VI. Ensuring all reports are submitted to the WIOA Director and program administrator
 - 1. Reports should be submitted as required by the 10th of the subsequent month
 - 2. Reporting AJC activities quarterly to the LWDB with verifiable information.
- VII. Enforcing all policies of the LWDB (a comprehensive list of policies will be provided at the onset of this contract and updated periodically throughout the duration of the contract.);
- VIII. Collaborating with the LWDB in conjunction with the WIOA Director on oversight of the AJC;
- IX. Developing and maintaining written policies on broad operational guidelines that will outline the responsibilities and objectives of each of the AJC partners while providing excellent customer service;
 - 1. Maintaining policies more than developing
 - 2. Policies related to job center flow during recruitment events and things of that nature
- X. Facilitating problem solving and continuous improvement activities for the AJC, as well as establishing a process for on-going quality improvement in AJC operations;
- XI. Ensure EO requirements are met, including coordinating staff training, and assuring EO posters and

processes are in place (i.e., Grievance and Complaint procedures).

Strategies for Service Delivery Coordination of Required One-Stop Partners and Service Providers:

- I. Establish the MET Center location as the primary point-of-entry for job seekers and coordinate a triage system for AJC customers that best directs them to the most appropriate services offered by One-Stop partners;
 1. As the primary point of entry, the MET Center AJC, the OSO can ensure clients receive a standardized level of service at the beginning of their program enrollment. Registrations can take place at any site with clients then being referred to MET Center for more intensive services.
 2. Triage must include all staff not just “Welcome Team.”
 3. Establish a resource area for client use which includes access to staff assistance.
 4. Develop an electronic cross-referral protocol in coordination with all WIOA required partners (co-located and non-co-located partners), i.e., agency-to-agency referrals done electronically as a ‘warm hand-off’ with the client given a hardcopy).
 5. Monthly report of referrals
 - a. Customer’s MOJobs State ID number, date referred, agency referred to, purpose of referral (i.e. Food, housing, legal, counseling)
- II. Coordinate the delivery of workshops conducted by partner staff that will empower AJC customers to become training and/or employment ready
 1. Ensure the workshop calendar has a variety of workshops relevant to client needs (i.e., youth, adult, 55+, entry-level, experienced professional, dislocated workers, re-entry, other barriers to employment, etc.)
 2. Ensure workshop formats include opportunities for virtual and/or in-person participation
 3. Report scheduling, attendance, and progress monthly to WIOA Director and program administrator
- III. Coordinate delivery and sequencing of all services within the AJC, including job seeker activity, training services, employer support services, etc., ensuring that customers stay attached to the services and services are delivered within State, Local and budgetary requirements.
- IV. The OSO will work alongside employees of other workforce development agencies, serving as the liaison to the community, partner agencies and employers. The co-location of some partners and service providers makes it easier for partners to share information and coordinate service delivery. Effective use of information technology—specifically the State Management Information System (MOJobs)—is an essential element to the following goals:
 1. Continuing communication among on-site and off-site partners to build service offerings for clients.
 2. Increasing the accessibility and flexibility of One-Stop information services.
 3. Ensuring staff availability to provide more personalized services and improving the coordination of services among AJC service providers.
 4. Supporting system accountability by making it possible to measure progress toward common One-

Stop system goals.

- V. Conduct monthly meetings with each Partner Program Director with a focus on ensuring all services are universally accessible, fostering teamwork, communicating new/updated policies, procedures and/or processes, innovations, staffing needs, budget issues or collaboration of other Workforce Development initiatives to ensure Partners have current, relevant information to facilitate seamless integrated service delivery and eliminate duplicate work activities;
- VI. The OSO and partner directors shall assure staff attends all mandatory training sessions. Program staff's ongoing training shall ensure an understanding of how to assess a customer's needs and provide the appropriate services to address those needs and share customer information, per confidentiality guidelines, to coordinate appropriate customer referrals to one- stop partner services.
- VII. The process of the OSO meeting with Partner Directors monthly and staff weekly, at minimum, shall be ongoing, which shall ensure new staff are apprised and familiar with all Center programs and performance expectations for effective service provision continuity. These meetings will discuss successes and challenges, which include submission of verbal and written progress reports followed by strategic discussions of any necessary corrective actions to achieve contractual/internal goals and support of the LWDB design and implementation of customer services.
- VIII. Promote the services available at the AJC, including development of marketing and outreach materials, with support from the LWDB.
 - 1. Any materials advertising or related to the AJC services must contain the St. Louis County Workforce Development and Missouri Job Center logos. Subrecipients' logos should not be used as the services being provided are funded by and for the St. Louis County Workforce Development and Missouri Job Center.
 - 2. Subrecipients should obtain prior approval to display their logo on any AJC materials.
- IX. Line staff should be expected to disseminate information on programs and services as they represent the AJC at various community engagement events, enhancing the public's awareness of available services and resources.
- X. Evaluate customer needs and satisfaction data to continually refine and improve service strategies based on Job Seeker Surveys Initiative (JSSI) and Business Services Survey Initiative (BSSI) survey results.
- XI. Collaborate with AJC partners to identify and integrate additional complementary services via in-person customer interactions, JSSI and BSSI surveys.
- XII. The One Stop Operator and Partner Directors shall ensure staff encourages Center customers to complete the JSSI in addition to the BSSI to capture data on how Center visitors learned about the programs and services as well as ensure customer survey information is completed, indicating level of satisfaction of services received, accessibility of services and recommendations for enhancements.

Strategies for the Integration and Coordination of Business Services

- I. The business services team will provide strategic leadership for the business service programming and initiatives, serving as the principal entity for engaging employers in AJC services, with subrecipients serving in cooperative roles:
 - 1. Use of MOJobs – MOJobs should continue to be used. Through outreach, inform employers of the opportunity to post employment availability throughout the State Management Information System

(MIS). In addition, an internal document should be generated for recording employer information, regional industry information, hiring events, job seeker placements, and other pertinent information.

2. Job Fairs / Hiring Events – there should be center-wide coordination of job fairs / hiring events to ensure offering larger numbers of employers the opportunity to meet job seekers.
 3. Business Outreach – The business services team should be included during initial contact of any employer. Notification should take place within 48 hours. All recruitment events, informational sessions, and other employer outreach activities should be reviewed and approved by the team prior to execution.
 4. Marketing Materials – the creation of new marketing documentation that includes all resources and services across partnerships; one that markets all features and benefits offered by the AJC.
 5. Coordination of Services – working with appropriate entities, including the Employment Transition Team (ETT) staff to provide businesses access to information on a variety of workforce topics, including workforce-related and economic development tax incentives, unemployment insurance, labor market information and other workforce-related information identified as providing value to businesses. This may require on-going meetings with ETT.
- II. Host a weekly employer-sector meeting as a strategy to advance the Career Pathways Committee for St. Louis County employers' involvement/commitment, (i.e., Week 1—IT, Week 2—Healthcare, Week 3—Manufacturing and Week 4—Hospitality/Retail); and
 - III. Foster relationships with area Chamber organizations. This should be coordinated with the St. Louis County Business Services Group prior to involvement.

Monthly Reports:

- I. **Customer Surveys** – Customer Surveys are vital to understanding our Region's customers and their needs. To ensure the Region is meeting both, the OSO is responsible for ensuring 65% of customers complete the Customer Surveys during the first contractual year. The OSO is responsible for ensuring 75% of customers complete the Customer Surveys during the second contractual year.
- II. **Service Delivery** – An accounting of services provided should be collected and reported to provide cumulative report of the services delivered each month.
- III. **Referrals** – Internal and external referrals meet the collaborative efforts required by OWD and the St. Louis County Region. During the first contractual year, the OSO is responsible for following-up on 50% of the referrals made each month to ensure the necessary connection was achieved. The OSO is responsible for making the connection in the event there was a lapse. During the second contractual year, the OSO is responsible for following-up on 75% of the referrals made each month to ensure the connection was achieved. Again, the OSO is responsible for making the connection in the event there was a lapse.
- IV. **Staff Training** – AJC staff must be knowledgeable and able to provide assistance to all customers regardless of program. AJC staff must also be knowledgeable about community partners, community programs and community services. To ensure this occurs, the OSO is responsible for scheduling and/or organizing monthly training for all staff. The training may be in-person, online, virtual or any combination. The OSO is responsible for ensuring 100% staff participation both the first and second contractual year.
- V. **Saint Louis County Collaboration (EO/Business Services)** – Collaboration with key groups within St. Louis

County Workforce Development is vital. The OSO is responsible for collaborating with the Equal Opportunity Officer each time there is a formal written request. This is expected both the first and second contractual year at a rate of 100% of the time. The OSO is also responsible for coordinating with the St. Louis County Business Service Group when engaging employers in AJC Services. This is expected both the first and second contractual year at a rate of 100% of the time.

- VI. **Workshops** – AJC workshops aid customers in achieving skills necessary to obtain employment, retain employment and achieve higher-paying employment. To ensure the Region is offering workshops that achieve these goals and are relevant, the OSO is responsible for ensuring at least a 65% attendance rate to all workshops during the first contractual year. The OSO is responsible for ensuring a 75% attendance rate to all workshops during the second contractual year.
- VII. **Partner Director Meetings** – As the coordinator and facilitator of these meetings, the OSO is responsible for ensuring at least 90% attendance for each Partner Director during both the first and second contractual year. The OSO is responsible for mitigating any difficulties that prevent mandatory attendees from attending the meeting.
- VIII. **Staff Meetings** – Staff meetings allow staff to collaborate, learn and ensure everyone is aware of what is happening with the AJC. The OSO is responsible for ensuring 80% staff attendance at each staff meeting during the first contractual year. The OSO is responsible for ensuring 90% staff attendance at each staff meeting during the second contractual year. The OSO is responsible for mitigating any difficulties that prevent staff from attending the meetings.
- IX. **Marketing/Outreach** – Considering marketing plans and formal outreach are representative of the AJC, St. Louis County Workforce Development and FWCA, 100% of all developed marketing and/or outreach materials must be approved by St. Louis County Workforce Development prior to dissemination. This is required for both the first and any subsequent contractual years.

Continuous Improvement in One-Stop System Environment:

- I. The OSO must coordinate the delivery of One-Stop partners and service providers.
- II. The OSO must ensure sub-recipients, community partners and MOU required partners are working in a collaborative manner that facilitates communication, seamless service integration, streamlined access for customers and accountability.
- III. The OSO must organize and integrate AJC services by function and not program (*i.e. having staff who perform similar tasks serve on relevant functional teams...Skills Teams, Jobs Teams*)
- IV. The OSO must ensure technology is being used to achieve integration and expand service offerings.
- V. The OSO must strive to ensure all staff are well trained on Title I Career Services, Title I Adult Services, Title I Dislocated Worker Services, Title I Youth, MWA and Related Discretionary Grants Requiring Career Services policies, procedures, and requirements.