

**ATTACHMENT A**  
**BIDDER INFORMATION**  
**(COVER PAGE)**

By submitting and signing this RFP, the Bidder acknowledges that:

The Workforce Innovation and Opportunity Act (WIOA) is a federally funded program and Bidder desires to provide services under WIOA which must comply with federal, state and county regulatory requirements.

As an authorized representative of the Bidder, I hereby certify that all information provided herein and by attachment is true and correct to the best of my knowledge.

Bidder:  Date Submitted: 7/23/2017  
(Signature)

Print Name and Title: Michael W Aube, President/CEO, SMDC

**ORGANIZATION TYPE**

INSTRUCTIONS: When marked with \*, attach a copy of your certificate of incorporation, certifications from other federal or state agencies, or other proof of legal status when applicable.

The Bidder is: [Check all that apply]

- Private for profit corporation\* State of incorporation: \_\_\_\_\_ Date: \_\_\_\_\_
- Not-for-profit corporation \* State of incorporation: Me Date: 9/23/1993 (Last Modification)
- Individual or Sole Proprietorship
- Partnership
- Public Agency
- Women-Owned Business
- Minority Business Enterprise\*
- Community-Based Organization (CBO)
- Faith-Based Organization

**TAX INFORMATION**

Provide the following tax identification numbers as applicable:

State Tax identification No:

Federal Employer Identification No: 01-0281875

Social Security No:

**PRESENT GOVERNMENT DEBTS**

Do you presently owe any debt to the government debt?  No  Yes [Explain]

---

Does any person or entity associated with this RFP appear on the federal debarment list?

No  Yes [Explain] \_\_\_\_\_

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As an authorized representative of the Bidder, I hereby certify that all information provided herein and by attachment is true and correct to the best of my knowledge.

Bidder:  Date Submitted: 6/23/2017  
(Signature)

Print Name and Title: Danny MacDonald, Director

**ORGANIZATION TYPE**

**INSTRUCTIONS:** When marked with \*, attach a copy of your certificate of incorporation, certifications from other federal or state agencies, or other proof of legal status when applicable.

The Bidder is: [Check all that apply]

- Private for profit corporation\* State of incorporation:      Date:
- Not-for-profit corporation \* State of incorporation:      Date:
- Individual or Sole Proprietorship
- Partnership
- Public Agency
- Women-Owned Business
- Minority Business Enterprise\*
- Community-Based Organization (CBO)
- Faith-Based Organization

**TAX INFORMATION**

Provide the following tax identification numbers as applicable:

State Tax identification No: 3140110141203

Federal Employer Identification No:

Social Security No:

**PRESENT GOVERNMENT DEBTS**

Do you presently owe any debt to the government debt?  No  Yes [Explain]

---

Does any person or entity associated with this RFP appear on the federal debarment list?

No  Yes [Explain] \_\_\_\_\_


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As an authorized representative of the Bidder, I hereby certify that all information provided herein and by attachment is true and correct to the best of my knowledge.

Bidder:  Date Submitted: 6/22/2017  
(Signature)

Print Name and Title: Steve Richard, Board Chair

**ORGANIZATION TYPE**

**INSTRUCTIONS:** When marked with \*, attach a copy of your certificate of incorporation, certifications from other federal or state agencies, or other proof of legal status when applicable.

The Bidder is: [Check all that apply]

- Private for profit corporation\* State of incorporation: \_\_\_\_\_ Date: \_\_\_\_\_
- Not-for-profit corporation \* State of incorporation: ME Date: 1972
- Individual or Sole Proprietorship
- Partnership
- Public Agency
- Women-Owned Business
- Minority Business Enterprise\*
- Community-Based Organization (CBO)
- Faith-Based Organization

**TAX INFORMATION**

Provide the following tax identification numbers as applicable:  
State Tax identification No:  
Federal Employer Identification No: 01-0315849  
Social Security No:



**PRESENT GOVERNMENT DEBTS**

Do you presently owe any debt to the government debt?  No  Yes [Explain]

---

Does any person or entity associated with this RFP appear on the federal debarment list?

No  Yes [Explain]

---

Filing Fee (See Sec. 1401)

For Use By The Secretary of State	
File No. ....	
Fee Paid .....	
C.B. ....	
Date .....	

NONPROFIT CORPORATION

File No. 19670065ND Pages 4  
 Fee Paid \$ 10.00  
 DCN 1933541500004 REST  
 FILED  
 12/16/1993  
*Ray Carr*

STATE OF MAINE  
 RESTATED INCORPORATION  
 ARTICLES OF ~~INCORPORATION~~

805  
 Pursuant to 13-B MRSA ~~§§802, 803, 804~~ the under-  
 signed corporation executes and delivers for filing  
 the following ~~ARTICLES OF INCORPORATION~~ Restated  
 Articles of Incorporation:

Deputy Secretary of State
A True Copy When Attested By Signature
Deputy Secretary of State

- FIRST: STATE NATURE OF CHANGE (e.g. "New Section", "Deletion of Words", "Revision of Article 3") as well as TEXT of Amendment. Use back of form if necessary.
1. Change name of corporation to Eastern Maine Development Corporation. (see attached)
  2. Change number of directors (see attached)
  3. Change requirements of membership.

SECOND: This amendment was adopted on September 23, 19 93, as follows:  
 ("X" one box only)

- a. By the members at a meeting at which a quorum was present and the amendment received at least a majority of the votes which members were entitled to cast.
- b. (If the Articles require more than a majority vote.) By the members at a meeting at which the amendment received at least the percentage of votes required by the Articles of Incorporation.
- c. By the written consent of all members entitled to vote with respect thereto.
- d. (If no members, or none entitled to vote thereon). By majority vote of the board of directors.

THIRD: Address of the registered office in Maine: 1 Cumberland Place, Bangor, ME 04401  
 (street, city and zip code)

<b>MUST BE COMPLETED FOR VOTE OF MEMBERS</b>
I certify that I have custody of the minutes showing the above action by the members.
<u>Alberta P. Gough</u> (signature of clerk, secretary or ass. secretary)

Eastern Maine Development District  
 (Name of Corporation)

By Charles G. Roundy  
 (signature)

Charles G. Roundy, President  
 (type or print name and capacity)

By Alberta P. Gough  
 (signature)

Alberta P. Gough, Secretary  
 (type or print name and capacity)

Dated: October 21, 1993

This document MUST be signed by (1) the Clerk OR Secretary OR (2) the President or a vice-president AND the Secretary or an assistant secretary, or such other officer as the bylaws may designate as a 2nd certifying officer OR (3) if no such officers, then a majority of the directors or such directors designated by a majority of directors then in office OR (4) if no directors, then the members or such of them designated by the members at a lawful meeting.

FORM NO. MINPCA-9 Rev. 88

SUBMIT COMPLETED FORMS TO: Secretary of State, Station 101, Augusta, Maine 04333

**DINE**

Revised: November 9, 1981  
June 28, 1990  
September 26, 1991  
September 23, 1993

**RESTATED ARTICLES OF INCORPORATION  
OF  
EASTERN MAINE DEVELOPMENT CORPORATION**

Pursuant to 13-B M.R.S.A. Section 805, Eastern Maine Development Corporation adopts the following restated Articles of Incorporation:

- FIRST:** The name of the corporation is Eastern Maine Development Corporation.
- SECOND:** The corporation is organized for the following purposes:
- To assist the communities of the State of Maine in encouraging development projects and implementing development strategies, including industrial development, transportation, recreation, criminal justice, site location of development, downtown redevelopment, business development assistance, port development, pollution abatement projects, vocational education facilities, water systems, resource analysis, commercial fisheries and other similar activities.
- To benefit the community by increasing employment, payroll, business volume, and related factors, and as one means of accomplishing this purpose, to promote and assist the growth and development of business concerns including small businesses.
- To alleviate conditions of substantial and persistent unemployment and under-employment in the service area and to establish stable and diversified economies through total community development.
- THIRD:** (See page 3)
- FOURTH:** The minimum number of Directors shall be nineteen (19) and the maximum number of Directors shall be twenty-five (25).
- FIFTH:** The Corporation shall have at least 100 members. Members of the Corporation from each county ("Corporate Members") will be nominated on the basis of one member for each 3,000 people residing in said county to the extent practicable. The Membership shall reflect the social, racial, and economic fabric of the District and it shall be the goal that each county have at least two members from each of the following: local government, private



sector lending institutions, community organizations, and business organizations. In addition, a representative from each of the Indian Reservations shall be elected as a member of the Corporation by the respective Tribal Councils. Each Director, if not already a member of the Corporation, shall become a member upon his election or appointment as Director.

New members shall be elected to the Corporation by the Board of Directors annually as vacancies occur except that vacancies in representation from the Indian Reservations shall be filled by the respective Tribal Councils as vacancies occur.

The Nominating Committee shall review the Corporation membership list for each county annually, and recommend additional members where there are vacancies based upon the allocation of one member for each 3,000 people residing in any county of the District. The Board shall act upon any such nominations at its Annual Meeting. The Board shall then move to fill vacancies on a county's delegation as they occur. Membership must include representation from each of the following four groups: government, private lending institutions, community organizations, and business organizations. All members shall have full voting rights.

SIXTH: The corporation is authorized and empowered to do all things necessary to carry on and accomplish the purposes for which it is organized and chartered, including authority and power:

To enter into, make and perform contracts of every kind and description.

To borrow, lend or raise monies for any of the purposes of the corporation without limit as to amount, and to execute all necessary legal instruments incident thereto by mortgage upon or pledge, conveyance, or assignment in trust of the whole or any part of the property of the corporation, and to sell, pledge or otherwise dispose of such bonds or other obligations of the corporation for its corporate purposes.

To have one or more offices; to carry on all its business without restriction or limits as to amount; to purchase otherwise personal property as provided by statute.

To acquire, construct, convert, or expand plant facilities for lease or sale.

SEVENTH: No part of the net earnings of the corporation shall inure to the benefit of any officer, director or other private individual.

In the event of dissolution, all remaining assets, after payment of legal obligations, will be distributed to an organization(s) qualifying under Section 501(c)(3) of the 1986 Internal Revenue Code.

The Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1986 as amended, or by a non-profit corporation organized without capital stock under applicable laws of the State of Maine.

THIRD: The name of the corporation's Registered Agent is Charles G. Roundy, whose address is 1 Cumberland Place, Bangor, Maine 04401.

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**ATTACHMENT B**  
**PROPOSAL**



## Technical Proposal Narrative

### A. Demonstrated Capacity to Perform the Scope of Service

To ensure that the Workforce Innovation and Opportunity Act's vision of the One Stop system operated by the Northeastern Workforce Development Board (NWDB) is realized, Eastern Maine Development Corporation (EMDC), Aroostook County Action Program and RSU 39 Adult Education, is proposing to form a Consortium to act as the One Stop Operators (OSOs) to assist the NWDB to achieve the goals leading to a full integration all WIOA's system required workforce services throughout the five-county region. The proposed consortium of three One Stop partners including, RSU 39 Adult Education, known as Eastern Aroostook Adult and Community Education, representing Title II Adult Basic Education and Family Literacy services; Aroostook County Action Program (ACAP) representing the WIOA Title I Adult, Dislocated Worker and Youth services; and Eastern Maine Development Corporation (EMDC), representing Economic Development partners, will work collaboratively with all One Stop partners in a consensus decision-making model to develop and implement a strategy and plan that will result in the following:

- One Stop Partners will agree on a shared vision for a customer-driven service delivery system that focuses on operational decisions that will be designed with customer needs in mind
- One Stop Center(s) will implement a common communications strategy that will reflect an integrated approach to customer services
- One Stop Centers will be driven by customer needs and customer feedback, and continually look for ways to "raise the bar" to keep the center(s) as a leader in customer satisfaction
- One Stop Center(s) will provide job seekers with relevant and up-to-date informational resources and will connect job seekers to appropriate community resources and employment opportunities
- Quality job seeker services will be delivered at the career and training service levels
- Quality business services will be delivered to businesses, particularly small businesses
- Quality customer service will be delivered at all levels of services
- One Stop Center(s) will be a high-performance workplace with staff that has visible passion for quality service
- One Stop Center staff will participate in professional development activities
- Continuous quality improvement will occur throughout the Career Center

The major system requirements of the One Stop system that will be addressed by the OSOs include the following:

#### 1. Assist in Development and Execution of the One Stop Partner MOU

Consistent with the criteria developed by the Northeastern Workforce Development Board, the OSOs will ensure that the coordination of services to be achieved by the one-stop delivery system is incorporated in the One Stop Partner MOU. The OSOs will coordinate the engagement with One Stop partners to gather input and data and to assist in the writing of the final MOU



document and related implementation action plans. Elements of the MOU will include a number of standard tools and practices including but not limited to:

- A self-assessment tool which gauges the readiness of MOU partners, identifies service improvement opportunities, identifies gaps in services or resource needs, one-stop facilities, accessibility, etc.
- A required elements checklist that assesses factors such as partner services, access to career and training services, outreach and recruitment, etc.
- Standardized customer feedback mechanisms or satisfaction indicators and processes;
- Organizational chart(s);
- One Stop Center management plan;
- Community partnerships and collaboration;
- Performance goals and standards;
- Technology plan(s);
- Continuous improvement plan including customer feedback, and staff from all departments, partners, etc.
- Staff development plan(s);
- Facilities and cost allocation plan;
- Verification of meeting Americans with Disabilities Act (ADA) accessibility standards;
- Customer process/flow chart.

## **2. Ensure Universal Access to Career and Training Services**

The OSOs and partners have consistently demonstrated a commitment to providing high quality customer service, to increased visibility of those services, and to serving ‘underrepresented’ career seekers (e.g., people with disabilities, Veterans, non-English speakers, at-risk youth, ex-offenders, etc.), as well as local employers and businesses. To ensure that the current system continues to function well and improve on those areas that remain The OSOs will evaluate all service delivery processes across the system to ensure that customer flow is efficient throughout the five counties and among One Stop partners; that customers are able to get their needs met quickly and effectively; that service transactions and referrals between partners are well managed and cost efficient and that where physical or system delivery barriers exist or arise that that One Stop Partners agree upon and implement common-sense solutions. As part of this system integration the OSOs will work with all One Stop Partners to collect and disseminate community resource information and ensure that customers can access a comprehensive menu of training and education services and information about, and referral to, sources of related assistance (e.g. housing, transportation).

## **3. Plan and Facilitate One Stop Partner Meetings**

The OSOs will establish an identifiable management structure composed of partners in the system that meets quarterly to collaboratively set goals, identify and address systemic barriers, and implement innovative initiatives and strategies. These meetings will be planned to maximize partner participation and will use both in-person and on-line options to accommodate time and distance constraints. The meetings will follow standard agendas and will be documented by detailed minutes made available to all partners as well as on-line.



**4. Create Communications Plan and Provide all Partners and Front-line Staff with Regular Updates**

The OSOs will develop and implement an on-line communication strategy that provides front-line and management staff of all One Stop partners with program updates, best practices information, success stories and labor market and program data sourced from all One Stop partners. In addition to this on-going flow of information, the OSOs will plan and implement semi-annual sub-regional meetings of One Stop partner staff to discuss service delivery design and strategies. These meetings will focus on identifying and aligning each partner's functions such as intake, assessment, outreach, follow-up, data mgmt., etc. that will hopefully result in the development and use of common forms and procedures throughout the region's delivery system. This effort will be to tailor work flow throughout the system around customer needs. A One Stop Manual written in common terms understandable by all staff will result from these efforts, providing all staff with a set of policies and practices to be utilized by all One Stop system staff.

**5. Assist in Development of One Stop CareerCenter Certification Process**

The OSOs will ensure that each One Stop Center and extension sites operate in such a manner as to effectively deliver workforce services while adhering to all NWDB policies, procedures and strategic plans as well as guidance from the State of Maine and the U.S. Department of Labor. The OSOs will work with the NWDB to establish quality standards for certification of all One Stop operations in the region and to work with partners to ensure compliance with those standards. A One Stop Leadership Team will be established for each One Stop Center as the onsite facilitator on behalf of the OSOs to further service integration and accountability.

**6. Evaluate and Identify Service and/or Resource Needs of the One Stop System**

The OSOs will create an annual partner program services inventory to document and identify significant service capacity (and gaps) throughout the region. This inventory will be evaluated with respect to subject area, populations being served, geographic areas where populations may be underserved, service delivery modes and opportunities for expansion via technology, and to the degree that services are accessible and welcoming to individuals with disabilities, and other significant challenges. The OSOs will engage all partners in identifying opportunities to generate private contributions and foundation support and to apply for workforce development initiatives and demonstration projects to augment WIOA investments in the skills of workers throughout the region. The OSOs will collect information from all partners on all workforce related grant activity and disseminate on a quarterly basis through the NWDB.

**7. Provide Quarterly One Stop Reports to the NWDB**

Tracking and Reporting on One Stop Service Delivery Integration (ensuring all required services are accessible and being effectively delivered) will be facilitated by the use of the Maine Job Link system (MJL). This common information management system will ensure easy sharing of customer data, for financial tracking, program reporting, and performance measurement purposes. To ensure transparency of the service delivery system the OSOs will develop and implement an on-line "Performance Dashboard" that will be regularly updated with partner information including performance measures, service levels, participant demographics, and fiscal data, as made available by partner organizations.



## **8. Provide Data, Information and Analysis of Appropriate LMI**

The OSOs will provide all One Stop partners with regular updates of key economic, education and labor market data including the following:

- Occupation and Industry data
- Labor and Wage data
- Demographic data
- Workforce Characteristics
- Education and training data
- Job Posting information

These data will be provided by EMDC using its JobsEQ analytics tool. This is the same data used in the NWDB's strategic plan.

## **9. Ensure Effective Business and Employer Services**

The OSOs will ensure that the service delivery system planning is done within the context of integrated community workforce and economic development plans, and includes representatives of business and a wide range of career-seekers. It is critical that the service delivery system responds to long-range talent and skill forecasts as well as emergent near-term business and employer needs. To ensure that this focus is maintained, the One Stop Operator will work with all partners to develop a business plan for the individual One Stop Centers and the five-county as a whole with specific business service strategies to be used to meet goals for performance outcomes, including employer services goals established by the NWDB. Partners, including economic development partners, will coordinate a menu of services, including services to meet the broad employment needs of smaller employers.

To implement these business service strategies the OSOs will work with staff from all One-Stop partners to identify a Business Services Team that operates across the five counties with an integrated approach to servicing businesses. One innovation we will explore is the option of having a single point of contact for businesses for all One-Stop partners in each of the five counties. The OSOs will reach out to business focused agencies (i.e. economic development, chambers of commerce, industry associations, small business administration, etc.) to ensure that these resources are aligned with those of the One Stop system and that staff communicate regularly with local business partners including holding regular business focus groups. Staff serving businesses will have geographic, industry, or employer specialties, and serve as the primary contact point for employers in that category. A cross-partner system of job referral and placement that employers can easily access will be established.

## **10. Implement Strategies to Deploy Resources and Services to Extension Sites**

In addition to the two (2) comprehensive One Stop Centers in Bangor and Machias the OSOs will work with partners to establish minimum service options that will be made available in each extension site throughout the five counties. The OSOs will develop staff sharing and technology-mediated approaches with all One-stop partners to ensure that their services can be delivered, to the extent feasible, in all extension sites throughout the five-county region. We will also work closely with our partners to develop jointly sponsored and financed training services that are based on local employment needs and opportunities; and with the chambers of commerce



and local economic development groups in each area to make sure we are connecting closely with local employers and industry groups in each sub-regional area.

### **11. Collect and Report on Shared Costs**

The OSOs will work with all One Stop partners to collect and report all shared costs and expenses within the One Stop career centers on a quarterly basis using the template provided by the NWDB.

#### **B. Names and number of Years the Bidder(s) has been in business.**

Eastern Maine Development Corporation, in business for 50 years - since 1967

Aroostook County Action Program, in business for 45 years – since 1972

RSU # 39 Adult Education, in business for 53 years – since 1964

#### **C. Ability to Perform the Commitments of the One Stop Operator Role**

As partners in the Northeastern Workforce Development area, each of the three entities in this proposed One Stop Operator Consortium have on-going operations including workforce services, educational services and economic development services that are complementary to the role of One Stop Operator. We see no circumstance, commitments or potential commitments that would adversely impact our ability to fulfill the OSOs role.

#### **D. Experience Providing Consulting Services to WIBs/WDBs (strategic planning leading board retreats, etc.)**

Each of the three partners in this proposal have, within our respective organizational service domains and missions, have worked with Workforce Investment Boards under the Workforce Investment Act – for ACAP and RSU 39 with the former Aroostook/Washington Workforce Investment Board and for EMDC with the Tri-County Workforce Investment Board – organizing, and delivering various levels of strategic and operational planning processes, events and input sessions. We have also worked closely with the newly formed Northeastern Workforce Development Board as active members of the One Stop Partners group and have provided direct input and technical assistance in the development and writing of the NWDB's Strategic Plan. While supporting the NWDB and the One Stop Partners to develop community, educational and economic development strategies and collaborative stakeholder engagements over the past year the members of the proposed OSOs Consortium have developed a strong working relationship with each other and with all other One Stop Partners as well as many businesses and employers throughout the region. This experience and the relationships formed provide a firm foundation upon which we can continue to build the strategic and operational elements of the One Stop system.

#### **E. Familiarity and Experience with WIOA regulations and planning requirements.**

As core partners in the One Stop delivery system all three of the entities comprising this proposed One Stop Operator Consortium have been immersed in the roll-out of the Workforce Innovation and Opportunity Act regulations and planning activities and processes, both within our respective agencies and collectively as participating members of the NWDB. We have participated in quarterly OSP meetings within the NWDB region; actively participated in state-level planning processes establishing key principles and operational guidance for WIOA implementation; worked collaboratively with the NWDB and other partners to develop new and



updated policies and procedures needed to implement WIOA service; and have worked to assist in the development and implementation of the new Maine Job Link system which will provide an integrating platform for all WIOA services and performance management requirements.

**F. Names of comparable agencies the Bidder has developed new or updated existing strategic plans.**

EMDC has a robust process in place to foster strategic planning promoting the inclusion of a diverse panel of regional stakeholders to identify strategies and move them to true opportunities. Our process builds on a recently completed, successful EDA-sponsored strategic planning project that utilized a variety of tools to engage and retain regional partners working to promote economic growth. These stakeholders represent industry, business, workforce development, education, local government, communities, and economic development. As a result of that project's success, we have formed an EMDC board-led Community Economic Development Strategy (CEDS) committee that has recurring meetings throughout the year to discuss ongoing barriers to growth, new opportunities, workforce needs and employment gaps/opportunities, and new training/education models to be responsive to changing economic needs.

ACAP, as a Community Action Program (CAP), is committed under the federal Community Services Block Grant to regularly undergo a community assessment project, using quantitative and qualitative data to create a regional picture of our service area in terms of employment, poverty, and health, housing, energy, and food security status. This community assessment drives our strategic planning process as an agency. We update our Board of Directors monthly on our agency progress toward different elements of our strategic plan. The ACAP Workforce Development Senior Manager also oversees our Community Services Block Grant. With specific regard to workforce, ACAP has overseen workforce programs for forty years, beginning with the federal youth summer employment program launched in 1972. During this time, ACAP has contributed to the strategic planning process at the community, regional and workforce board level. Additionally, ACAP convenes and oversees the Aroostook Community Collaborative, a grassroots organization made up of diverse with county stakeholders focused on reducing poverty and increasing economic opportunity. We have assisted the ACC in prioritizing issues, developing a strategic plan to address them, and measuring impact.

The Director of Eastern Aroostook Adult and Community Education, RSU 39 has been a key partner in the development of numerous strategic planning and mission/vision initiatives. These include NMTC (now NMCC), Loring Job Corps Center, Literacy Volunteers of Aroostook, Aroostook County Action Program, Eastern Aroostook RSU#39, Aroostook Training and Education Coalition, and the Northeast Workforce Development Board.

**G. Bidder practices or techniques used to engage WIBs/WDBs in strategic planning**

Collectively the partners to this proposal will follow a consensus decision making process that will engage partners in a collaborative and cooperative manner. This process seeks to arrive at sustainable decisions that can be implemented with as much agreement as possible. The planning process will be inclusive to involve as many partners as possible and encourage maximum input and participation in all decisions and plans. This is the nominal process currently used by the One Stop Partners group and has proven to be effective both to move the group from discussion

of issues to final adoption of decisions and implementation and to create buy-in and understanding of the results. The OSOs will also use familiar tools and process roles (facilitator, timekeepers, note taker, etc.) to engage a group process and quantitative analysis models (such as SWOT or Appreciative Inquiry) to prioritize important elements of the strategy making process. The process also includes the assignment of subcommittees who focus on specific issues related to one topic. We will also engage in “deep data mining” to base our activities on real data, not assumptions. At the heart of our process is the mandate that every participant has an obligation to speak and be heard; this is grassroots-driven, not OSOs-driven.

**ATTACHMENT C**  
**COST PROPOSAL/WORKPLAN**



## Cost and Work Plan Proposal

The One Stop Operator Consortium is proposing the following costs and work plan based on our understanding of the Bidder Requirements over the 1<sup>st</sup> year of the 2-year performance period.

### Costs:

- A. Proposed Total Cost: \$10,000
- B. Flat Rate Cost: \$55 per hour for 175 hours including personnel (wages, fringe, indirect) and travel expenses
- C. Supplies: \$325

### Work Plan:

1. Assist in Development and Execution of the One Stop Partner MOU  
Period of Performance: Quarter 1 and 2
2. Plan and Facilitate One Stop Partner Meetings  
Period of Performance: Quarterly and as Needed
3. Create Communications Plan and Provide all Partners and Front-line Staff with Regular Updates.  
Period of Performance: 1<sup>st</sup> Quarter and on-going thereafter
4. Assist in Development of One Stop CareerCenter Certification Process  
Period of Performance: 2<sup>nd</sup> Quarter and on-going thereafter
5. Evaluate and Identify Service and/or Resource Needs of the One Stop System  
Period of Performance: Annually 3<sup>rd</sup> Quarter
6. Provide Quarterly One Stop Reports to the NWDB  
Period of Performance: Quarterly
7. Universal Access to Career and Training Services  
Period of Performance: Annually 3<sup>rd</sup> Quarter
8. Provide Data, Information and Analysis of appropriate LMI  
Period of Performance: Quarterly and as Needed
9. Business and Employer Services  
Period of Performance: 2<sup>nd</sup> Quarter and on-going thereafter
10. Strategy to Deploy Resources and Services to Extension Sites  
Period of Performance: Annually 1<sup>st</sup> Quarter
11. Collect and Report on Shared Costs  
Period of Performance: Quarterly

**ATTACHMENT D**  
**LETTERS OF REFERENCE**



June 20, 2017

Michael Aube  
40 Harlow St.  
Bangor, ME 04401

Re: Northeastern Workforce Development Area One Stop Operator RFP

Dear Mike,

Over the past two years, Axiom has partnered with Eastern Maine Development Corporation (EMDC) on projects looking to expand broadband capacity and digital literacy in rural Eastern Maine. The private-public collaboration has been quite productive, and our combined efforts with project development and management can be characterized as effective, time-efficient, transparent and driven by continuous communications, and strategically thoughtful.

Axiom supports EMDC's efforts in workforce development and increasing the educational attainment of employees. Our collaborative work in broadband capacity and digital literacy are an important component of workforce skills.

Axiom is pleased with work with EMDC, and would be happy to continue our collaborations on the current and new projects in the future.

Sincerely,

A handwritten signature in cursive script that reads "Susan M. Corbett". The signature is written in black ink and is positioned above the typed name.

Susan Corbett, CEO





Patty Hamilton FNP  
Director



June 23, 2017

Michael Aube  
President & CEO  
Eastern Maine Development Corporation  
40 Harlow Street  
Bangor, ME 04401

Dear Michael:

On behalf of the City of Bangor Public Health & Community Services Department (BPHCS), I am pleased to provide this letter of recommendation for Eastern Maine Development Corporation (EMDC) in support of their application, "Northeastern Workforce Development Area One Stop Operator."

Over the last several years, EMDC and the City of Bangor have collaborated on numerous projects including the AmeriCorps project, Healthy Communities Initiative, and others. EMDC has been an effective partner, assisting with program and grants development, program implementation, and active participation contributing to meeting project goals. As a result of our partnership, the relationship between social services and health management with economic development has expanded; our partnership has strengthened services for the people we serve.

Bangor Public Health & Community Services provides services to low-income individuals including General Assistance; Shelter Plus Care; the Women, Infants, and Children program (WIC); Maternal Child Health Nursing; Immunization/Travel Medicine; and health promotion programming to residents of Bangor and rural Penobscot and Piscataquis Counties.

BPHCS supports EMDC's efforts to positively impact the lives of individuals living in our region, and we applaud their efforts with workforce development, support to reach educational goals, and economic success. We look forward to continuing our partnership on future projects.

Sincerely,

Patricia Hamilton APRN  
Director  
City Of Bangor Public Health & Community Services







**Northern  
Maine  
Development  
Commission**

June 22, 2017

Ms. Joanna Russell, Executive Director  
Northeastern Workforce Development Board  
P.O. Box 737  
26 Franklin Street  
Bangor, ME 04402-0737

Dear Ms. Russell:

I serve as the Executive Director of the Northern Maine Development Commission (NMDC). NMDC is a membership organization comprised of participating communities and counties in the Aroostook Washington Economic Development District.

NMDC provides federal and state services at the regional and local levels. NMDC also provides management and support for Aroostook County Tourism (ACT), Aroostook Municipal Association (AMA), and Aroostook Partnership.

NMDC oversaw ACAP's work as a service provider under the Workforce Investment Act (WIA) program for 6 years. Our local area typically met or exceeded all Performance Outcomes in the program. These programs included funding targeting adult and dislocated workers as well as youth in the region. ACAP has performed the terms of each of our contracts with success, and remains an important workforce partner in our area.

Sincerely,

Robert Clark  
Executive Director

RPC/jd



STATE OF MAINE  
DEPARTMENT OF EDUCATION  
23 STATE HOUSE STATION  
AUGUSTA, ME 04333-0023

PAUL R. LEPAGE  
GOVERNOR

ROBERT G. HASSON, JR., Ed.D.  
COMMISSIONER

June 23, 2017

Northeastern Workforce Development Board  
PO BOX 737  
Bangor, ME 04402-0737

Dear Ms. Russell:

It is always a welcome opportunity to share with others the good work being done by our local adult education and literacy providers. RSU #39 Eastern Aroostook Adult and Community Education in Caribou has a long history of offering quality programming in the areas of academics and employment preparation.

Adult education providers in Maine must meet a rigorous set of state requirements as well as the additional requirements imposed by the passage of WIOA. Eastern Aroostook provides excellent programming based on community need, makes use of research-based best practices and wrap around services. In addition, federal and state reports are complete and delivered on time. Based on several years of program data and successful learner outcomes, I can say with confidence that Eastern Aroostook has the leadership and staff in place to address the needs of WIOA and continue to meet requirements.

This is a program that has established a solid reputation for collaboration and partnerships amongst adult education colleagues, workforce system partners, and post-secondary institutions. Please contact me should you have any questions regarding the competency or capability of this exceptional adult education program as an area resource.

Sincerely,

A handwritten signature in blue ink that reads "Gail Senese".

Gail Senese, Ph.D.  
Director, Office of Adult Education

cc: Dan MacDonald

25



**ATTACHMENT E**  
**CERTIFICATION REGARDING LOBBYING**

The following certification is specifically incorporated into any proposal or bid the Bidder has submitted, is submitting or may submit in the future to NWDB, with or without incorporation by reference in the solicitation; regardless of whether such solicitation is issued by public notice or other means; and regardless of whether such solicitation is presented in writing, orally, electronically, or by other means.

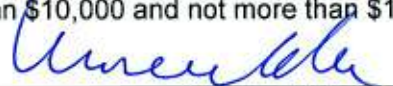
If you are unable to certify as follows, this application will be rejected.

**CERTIFICATION**

The Bidder certifies that:

- A. No federally appropriated funds have been paid or will be paid, by or on behalf of the Bidder, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
- B. If any funds other than federally appropriated funds have been paid or will be paid to any person or influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- C. The Bidder shall require that the language of this certification be included in the award documents for all sub-awards at all tiers and that all Bidders shall certify and disclose accordingly.
- D. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Title 31 U. S. Code § 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Bidder:

  
(SIGNATURE)

Print Name:

Michael W Aube

Print Title:

President / CEO, Eastern Maine Development Corp.

Date

Submitted:

June 23, 2017

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Bidder:

  
(SIGNATURE)

Print Name:

Danny MacDonald

Print Title:

Director, Eastern Aroostook Adult and Community Ed., RS039

Date

Submitted:

6/23/2017



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Bidder: \_\_\_\_\_

(SIGNATURE)

Print Name: \_\_\_\_\_

Steve Richard

Print Title: \_\_\_\_\_

Board Chair

Date

Submitted: \_\_\_\_\_

6/22/2017



**ATTACHMENT F**  
**CERTIFICATION REGARDING DRUG-FREE WORKPLACE**

The certification set out below is a material representation of fact upon which reliance will be placed when NWDB awards a contract. False certification or violation of the certification shall be grounds for suspension of payments, suspension or termination of contracts, or government-wide suspension or debarment.

**CERTIFICATION**

Pursuant to the Drug-Free Workplace Act of 1988, 41 (U.S.C. 701 et seq.), the Bidder attests and certifies that the Bidder will provide a drug-free workplace by:

- A. Publishing a Statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Bidder's workplace and specifying the actions that will be taken against employees for violation of such prohibition.
- B. Establishing an ongoing drug-free awareness program to inform employees about:
  - 1. The dangers of drug abuse in the workplace;
  - 2. The Bidder's policy of maintaining a drug-free workplace;
  - 3. Any available drug counseling, rehabilitation, and employee assistance programs; and
  - 4. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- C. Making it a requirement that each employee to be engaged in the performance of any contract from NWDB be given a copy of the Statement required by paragraph (A).
- D. Notifying the employee in the Statement required by paragraph (A) that, as a condition of employment under the contract, the employee will:
  - 1. Abide by the terms of the Statement; and
  - 2. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five (5) calendar days after such conviction.
- E. Notifying NWDB in writing within ten (10) calendar days after receiving notice under subparagraph (D) (2) from an employee or otherwise receiving actual notice of such conviction. The notice shall include the identification of each affected contract;
- F. Taking one of the following actions, within 30 calendar days after receiving notice under subparagraph (D) (2), with respect to any employee who is so convicted:
  - 1. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 as amended; or

2. Requiring such employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.
- G. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (1), (2), (3), (4), (5), and (6).

The Bidder, if an individual or the Bidder's authorized representative executing this application declares, under penalty of perjury under the laws of the United States, the laws of the State of Maine and under the penalties set forth by the Drug-Free Workplace Act of 1988, that this certification is true and correct.

Bidder:



(SIGNATURE)

Print Name:

Michael W. Aube

Print Title:

President/CEO, Eastern Maine Development Corp.

Date Submitted:

June 23, 2017



**ATTACHMENT F**  
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Bidder:   
(SIGNATURE)

Print Name: Danny MacDonell

Print Title: Director, RSU 39 Eastern Area Stock A.L./H.C. Co. Ed

Date Submitted: 6/23/2017



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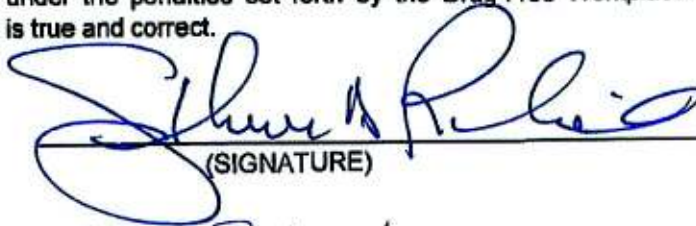
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Bidder:

  
(SIGNATURE)

Print Name:

Steve Richard

Print Title:

Board Chair

Date Submitted:

6/22/2017

**ATTACHMENT G**  
**AFFIDAVIT OF NON-COLLUSION**

The following certification is specifically incorporated into any proposal or bid the Bidder has submitted, is submitting or may submit in the future to NWDB, with or without incorporation by reference in the solicitation; regardless of whether such solicitation is issued by public notice or other means; and regardless of whether such solicitation is presented in writing, orally, electronically, or by other means.

As used in the affidavit, the term "Bidder" shall mean the Bidder herein and shall include the term "bidder" used elsewhere in procurement notices, policies, procedures, and other issuances of NWDB.

**AFFIDAVIT**

The Bidder, or its duly authorized representative, does depose, say, and declare that this proposal is genuine and not a sham or collusion, not made in the interests or on behalf of any person or entity not herein named; and that the Bidder has not directly or indirectly induced or solicited any other Bidder to put in a sham proposal, or any other person, firm, or corporation to refrain from submitting a proposal; and, that the Bidder has not, in any manner, sought by collusion to secure for itself an advantage over Bidder.

The Bidder, if an individual or the Bidder's authorized representative executing this application, declares, under penalty of perjury under the laws of the United States and the laws of the State of Maine, that this certification is true and correct.

Bidder: \_\_\_\_\_

(SIGNATURE)

Print Name: \_\_\_\_\_

Print Title: \_\_\_\_\_

Date Submitted: \_\_\_\_\_



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Bidder:

  
\_\_\_\_\_  
(SIGNATURE)

Print Name:

Danny MacDonell  
\_\_\_\_\_

Print Title:

Director, PS039 Adult and community Education  
\_\_\_\_\_

Date Submitted:

9/23/2017  
\_\_\_\_\_



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Bidder: \_\_\_\_\_

(SIGNATURE)

Print Name: \_\_\_\_\_

Steve Richard

Print Title: \_\_\_\_\_

Board Chair

Date Submitted: \_\_\_\_\_

6/22/2017

**ATTACHMENT H**  
**CERTIFICATION ON DEBARMENT AND SUSPENSION**

NWDB is prohibited from making or permitting any awards at any tier to any party which is debarred or suspended or is otherwise excluded from or ineligible for participation in federal assistance programs in accordance with the 29 CFR part 98.205

The Bidder certifies that:                       The Bidder is unable to certify that:

- A. Either it nor any of its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any procurement transaction by a federal department or agency;
- B. It is prohibited from making sub-awards to any debarred, suspended, or otherwise ineligible entities; and
- C. It will give immediate notice to NWDB in the event the Bidder or any of its sub-awardees (including principals of either) becomes debarred, suspended or otherwise excluded or ineligible as described above.

Bidder:   
(SIGNATURE)

Print Name: Michael W. Aube

Print Title: President/CEO, Eastern Maine Development Corp.

Date Submitted: June 23, 2017


Note: If you are unable to certify to the above, you must attach an explanation as to the reason. If you fail to attach an explanation, this proposal will automatically be rejected.

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Bidder:   
(SIGNATURE)

Print Name: Danny Mac Donald

Print Title: Director, PSV 39 Adult & Community Ed

Date Submitted: 6/23/2017

Note: If you are unable to certify to the above, you must attach an explanation as to the reason. If you fail to attach an explanation, this proposal will automatically be rejected.

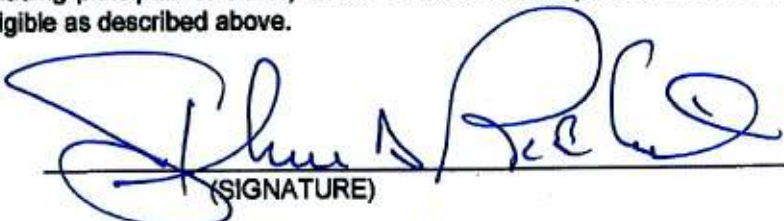


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Bidder:  \_\_\_\_\_  
(SIGNATURE)

Print Name: Steve Richard

Print Title: Board Chair

Date Submitted: 6/22/2017

Note: If you are unable to certify to the above, you must attach an explanation as to the reason. If you fail to attach an explanation, this proposal will automatically be rejected.

**ATTACHMENT I**  
**CERTIFICATION REGARDING NON-DISCRIMINATION**

The Bidder recognizes that the NWDB cannot contract with any organization that does not comply with the following assurances and certifications.

**CERTIFICATION**

The Bidder certifies that it does and will continue to comply with the prohibitions against discrimination:

- A. as provided by the provisions of Workforce Investment Act of 1998, 29 CFR Part 37.1;
- B. on the basis of age under the Age Discrimination Act of 1975;
- C. on the basis of disability under section 504 of the Rehabilitation Act of 1973;
- D. on the basis of sex under title IX of the Education Amendments of 1972;
- E. on the basis of race, color, or national origin under title VI, of the Civil Rights Act of 1964;
- F. on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief;
- G. on the basis of any disability under the Americans with Disabilities Act of 1990; and
- H. on the basis of any other characteristic or status prohibited by the laws of the United States, the State of Maine, and the NWDB.

Bidder:   
(SIGNATURE)

Print Name: Michael W. Aube

Print Title: President/CEO, Eastern Maine Development Corp.

Date Submitted: June 23, 2017

**ATTACHMENT I**  
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- D. on the basis of sex under title IX of the Education Amendments of 1972;
- E. on the basis of race, color, or national origin under title VI, of the Civil Rights Act of 1964;
- F. on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief;
- G. on the basis of any disability under the Americans with Disabilities Act of 1990; and
- H. on the basis of any other characteristic or status prohibited by the laws of the United States, the State of Maine, and the NWDB.

Bidder:

  
\_\_\_\_\_  
(SIGNATURE)

Print Name:

Danny MacDonell

Print Title:

Director, RSJ 39 Adult & Community Ed

Date

Submitted:

6/23/2017



**ATTACHMENT I**  
**CERTIFICATION REGARDING NON-DISCRIMINATION**

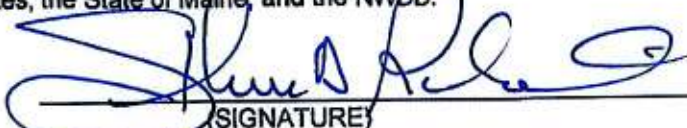
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The Bidder certifies that it does and will continue to comply with the prohibitions against discrimination:

- A. as provided by the provisions of Workforce Investment Act of 1998, 29 CFR Part 37.1;
- B. on the basis of age under the Age Discrimination Act of 1975;
- C. on the basis of disability under section 504 of the Rehabilitation Act of 1973;
- D. on the basis of sex under title IX of the Education Amendments of 1972;
- E. on the basis of race, color, or national origin under title VI, of the Civil Rights Act of 1964;
- F. on the basis of race, color, religion, sex, national origin, age, disability, or political affiliation or belief;
- G. on the basis of any disability under the Americans with Disabilities Act of 1990; and
- H. on the basis of any other characteristic or status prohibited by the laws of the United States, the State of Maine, and the NWDB.

Bidder:

  
(SIGNATURE)

Print Name:

Steve Richard

Print Title:

Board Chair

Date

Submitted:

6/22/2017

**ATTACHMENT J**  
**CERTIFICATION OF CHILD SUPPORT COMPLIANCE**

The Bidder recognizes that the NWDB cannot contract with any organization that does not comply with the following assurances and certifications.

**CERTIFICATION**

The Bidder certifies that in accordance with the Child Support Enforcement Act, it does recognize and acknowledge:

- A. the importance of child and family support obligations and shall fully comply with applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in USC Title 42, Ch. 7, Part D; and
- B. that to the best of its knowledge is fully complying with the earning assignment orders of all employees and is providing the names of all new employees to the New Employee Registry maintained by the Bureau of Employment Services (BES).

Bidder: \_\_\_\_\_

  
(SIGNATURE)

Print Name: \_\_\_\_\_

*Michael W. Aube*

Print Title: \_\_\_\_\_

*President/CEO, Eastern Maine Development Corp.*

Date Submitted: \_\_\_\_\_

*June 23, 2017*

**ATTACHMENT J**  
**CERTIFICATION OF CHILD SUPPORT COMPLIANCE**

The Bidder recognizes that the NWDB cannot contract with any organization that does not comply with the following assurances and certifications.

**CERTIFICATION**

The Bidder certifies that in accordance with the Child Support Enforcement Act, it does recognize and acknowledge:

- A. the importance of child and family support obligations and shall fully comply with applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in USC Title 42, Ch. 7, Part D; and
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Bidder:

  
\_\_\_\_\_  
(SIGNATURE)

Print Name:

Danny MacDonalda  
\_\_\_\_\_

Print Title:

Director, ASU 39 Adult & Community Ed.  
\_\_\_\_\_

Date Submitted:

6/23/2017  
\_\_\_\_\_



**ATTACHMENT J**  
**CERTIFICATION OF CHILD SUPPORT COMPLIANCE**

The Bidder recognizes that the NWDB cannot contract with any organization that does not comply with the following assurances and certifications.

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- B. that to the best of its knowledge is fully complying with the earning assignment orders of all employees and is providing the names of all new employees to the New Employee Registry maintained by the Bureau of Employment Services (BES).

Bidder:

  
\_\_\_\_\_  
(SIGNATURE)

Print Name:

Steve Richard

Print Title:

Board Chair

Date Submitted:

6/22/2017