

CONFIDENTIALITY STATEMENT

This confidentiality agreement covers Board Members and/or their designated representative that have been appointed by the Southwest Arkansas Workforce Development Board to serve on a Board Procurement Task Force for the purpose of selecting a One-Stop Operator and Adult, Dislocated Worker, Youth Service Provider for the Southwest Arkansas Workforce Development Area. The independent consultant will also be required to sign the confidentiality statement.

As a Procurement Task Force Member and/or the Independent Consultant,
Tammy Waters, agrees to maintain confidentiality in whole regarding the One-Stop Operator Procurement as follows:

- Meeting content, discussion, and materials shall not be shared with any non-task force members unless an individual has been approved by the consultant as an appropriate designated representative. Designated representatives must sign a confidentiality statement and abide by its provisions.
- The consultant hired to facilitate the procurement process must comply with and sign a confidentiality statement.
- No task force member shall communicate in any form including in-person, third-party, electronic, or otherwise with anyone other than other Task Force Members during the duration of the Task Force on topics related to the procurement and the One-Stop Operator roles and responsibilities.
- Due to the expectation that current providers may submit a proposal to serve as One-Stop Operator, no Task Force Member or the consultant shall provide any confidential information regarding any part of the procurement process, documents, or discussions with the current administrative entity, one-stop operator, or service provider, or other potential offerors.
- Minutes for the Task Force will be public record following the conclusion of the Task Force work and be provided to the Local Workforce Development Area Administrative Entity for official recordkeeping.
- If any Task Force Member, designated representative, or consultant is determined to have violated the confidentiality statement, the procurement process will be void.
- This confidentiality statement will remain in effect until the Northwest Arkansas Workforce Development Board and/or Executive Committee begins the discussion to select a One-Stop Operator and Adult, Dislocated Worker, Youth Service Provider and to hold a vote. Task Force Members may discuss their recommendation and findings with the Board and/or Executive Committee at the time of recommendation and Board and/or Executive Committee approval.
- No Task Force member, designated representative, or facilitating consultant shall apply or assist any business, organization, or agency with applying for the current request for proposal of a One-Stop Operator and Adults, Dislocated Workers, Youth Service Provider in Northwest Arkansas Local Workforce Development Area.

I understand and agree to the provisions above:

Signature: Tammy Waters

Dated: 11/13/19

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As a Procurement Task Force Member and/or the Independent Consultant, James Lee Silliman, agrees to maintain confidentiality in whole regarding the One-Stop Operator Procurement as follows:

- Meeting content, discussion, and materials shall not be shared with any non-task force members unless an individual has been approved by the consultant as an appropriate designated representative. Designated representatives must sign a confidentiality statement and abide by its provisions.
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I understand and agree to the provisions above:

Signature: _____

James Lee Silliman

Dated: _____

11/12/19

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As a Procurement Task Force Member and/or the Independent Consultant,
Tammy Waters, agrees to maintain confidentiality in whole regarding the One-Stop Operator Procurement as follows:

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I understand and agree to the provisions above:

Signature: Tammy Waters

Dated: 11/13/19

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This confidentiality agreement covers Board Members and/or their designated representative that have been appointed by the Southwest Arkansas Workforce Development Board to serve on a Board Procurement Task Force for the purpose of selecting a One-Stop Operator and Adult, Dislocated Worker, Youth Service Provider for the Southwest Arkansas Workforce Development Area. The independent consultant will also be required to sign the confidentiality statement.

As a Procurement Task Force Member and/or the Independent Consultant,

Rory L. Gulick, agrees to maintain confidentiality in whole regarding the One-Stop Operator Procurement as follows:

- Meeting content, discussion, and materials shall not be shared with any non-task force members unless an individual has been approved by the consultant as an appropriate designated representative. Designated representatives must sign a confidentiality statement and abide by its provisions.
- The consultant hired to facilitate the procurement process must comply with and sign a confidentiality statement.
- No task force member shall communicate in any form including in-person, third-party, electronic, or otherwise with anyone other than other Task Force Members during the duration of the Task Force on topics related to the procurement and the One-Stop Operator roles and responsibilities.
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- No Task Force member, designated representative, or facilitating consultant shall apply or assist any business, organization, or agency with applying for the current request for proposal of a One-Stop Operator and Adults, Dislocated Workers, Youth Service Provider in Northwest Arkansas Local Workforce Development Area.

I understand and agree to the provisions above:

Signature: Rory L. Gulick

Dated: 11/13/19

PHONE

EMAIL

CEO

Southwest Arkansas Workforce Development Board
One-Stop Operator Procurement Task Force

The task force met at 2:30 p.m. on January 14, 2020 in the conference room at the Southwest Arkansas Planning and Development District office in Magnolia, Arkansas. Present at the meeting: Joshua Taylor (Arkansas Division of Workforce Services); James Lee Silliman (OPED & Board Chair); Tammy Waters (Domtar); and Mary Ann Lawrence (PowerNotes LLC). Rory Gulick provided scoring sheets and comments. Julie Roberson communicated via text. The meeting was open and advertised in the request for proposal.

Chairman Silliman indicated the task force has the authority of the Board to make the decision. Mary Ann Lawrence advised that the Chief Elected Official would also need to sign off on it.

Mary Ann Lawrence, facilitator, provided the following information:

- Three proposals were received.
- The facilitator will not score. The decision is strictly a Board decision.
- All three were compliant regarding required documents.
- One-Stop Operator has minimum requirements on duties but can be expanded to make the role more effective.
- The resulting contract can be for one year with extension options or can be for up to four years.

First, Ms. Lawrence reviewed with the group Mr. Gulick's overall comments. Discussion followed.

In the Door proposal was reviewed first and discussed. The budget shows indirect costs, corporate direct costs, and profit in addition to direct staffing costs at the local level. Discussion followed.

Next, Odle Management was reviewed and discussed. Odle has an Arkansas presence currently and has included some unique activities. Discussion followed.

Then, Southeast Arkansas Planning and Development District was reviewed and discussed. Staffing costs appear to be low and there were questions about the firewall requirements in the law. The task force requested a copy of their organizational chart. It was determined the One-Stop Operator position was part-time. The position worked more than half time with the business services function.

Board members on the task force felt the scoring had been done based on all three proposals having full-time representation. It was felt more time was needed and discussion with the other task force members not presented. A meeting was scheduled via conference call on January 17, 2020 at 9:00 a.m. central.

Southwest Arkansas Workforce Development Board
One-Stop Operator Procurement Task Force

The task force met by conference call at 9:00 a.m. on January 17, 2020. Present at the meeting: Joshua Taylor; James Lee Silliman; Tammy Waters; Julie Roberson; Rory Gulick; and, Mary Ann Lawrence.

Chairman Silliman updated the task force members on the meeting held January 14, 2020 in Magnolia. He indicated that none of the scoring sheets of those present and sent in were tallied up until the meeting. After a review of each proposal the task force had questions on the SWAPDD proposal about the firewall compliance required in the WIOA legislation. The facilitator asked for a copy of SWAPDD's organizational chart. The proposal did not address the firewall and upon review and a couple of questions it was determined after the scoring that the SWAPDD proposal was for a less than part-time position. This was not apparent by reviewing the proposal other than a low cost for a staff person in the budget. The other two proposals included a full-time position. Odle in particular showed an in-depth knowledge of the role of One-Stop Operator and had a variety of creative and innovative activities included.

The task force discussed the information the Chair provided which was validated by the other two task force members at the January 14, 2020 meeting.

Offeror	Gulick	Roberson	Silliman	Taylor	Waters
In the Door		59			
Odle		85			
SWAPDD		69			

Mary Ann Lawrence provided the proposal scores:

- In the Door = 302 for an average of 40.6
- Odle Management Group = 427 for an average of 85.4
- Southwest Arkansas Planning and Development District = 428 for an average of 85.6 (however four of the five ratings were prior to finding out the position was part-time)

Significant discussion followed regarding the firewall requirements and separation of roles. A recent monitoring report that showed a need for significant improvement was a consideration as the task force talked about doing the same old things they had always done and it was time for new ideas and new concepts that would enhance the administration and service delivery.

It was determined that although SWAPDD got 1 point more than Odle Management Group, the score was based on each having a full-time position which SWAPDD was

not. The task force unanimously agreed that Odle should be awarded the One-Stop Operator contract based on having a full-time position along with Odle Management's willingness to obtain profit based on performance goals outlined in their contract. The Odle proposal included creative and innovative activities that can reenergize the local area's workforce system.

Mary Ann Lawrence asked about the length of the contract and advised the task force could make the initial contract through June 30, 2021 with the option to renew annually up to the legislative limitation of four years total.

Julie Roberson moved to award the Southwest Arkansas Workforce Area's One-Stop Operator contract to Odle Management Group for the period March 1, 2020 through February 28, 2021 with an option to renew annually through February 28, 2024. Joshua Taylor seconded the motion. Motion carried unanimously.

Mary Ann Lawrence advised that Chairman Silliman should contact the Chief Elected Official to agree to the award.

Mary Ann Lawrence advised that the Chief Elected Official would also need to sign off on it.

Patrick Carter

From: Mary Ann Lawrence <malaw528@aol.com>
Sent: Monday, February 3, 2020 11:38 AM
To: Renee Dycus; Patrick Carter; caidcark@yahoo.com
Cc: MALaw528@aol.com
Subject: Documentation for OSO Procurement #6
Attachments: Southwest RFP December 3, 2019.docx

12/18/19

Southwest Arkansas One-Stop Operator Procurement
RFP Q & A

1. Please clarify N on Page 6 – specifically what is the definition of “required to maintain a local management office within one of the One-Stop Centers” and is part 2 of N asking about the staffing/management of each center or the OSO’s role in each center?

The One-Stop Operator must have an office and a presence in One-Stop Centers the portion of time that is allocated as the Operator. This section asks which Center(s) the staff person will have an office and a regular presence. The staffing/management referred to is individual(s) allocated to the One-Stop Operator role.

2. Please clarify the OSO’s roles and responsibilities related to Business Services Team duties; specifically, is it the role of the OSO to head up the business services team. If not, can you tell me who is responsible (OSO, Program, Board Staff, a combination of all) – this will greatly affect the budget.

The Local Workforce Board is not asking for the One-Stop Operator to have a role related to business services. In regard to who is responsible, that is a Local Workforce Board decision in collaboration with partners and should be outlined in the Memorandum of Understanding and the Local Integrated Plan.

3. Is it acceptable that the OSO manager staff position does not have full time OSO job duties (as defined in the RFP) and can serve in dual roles that can be paid for through multiple sources? This will greatly affect the budget as well.

Yes, the One-Stop Operator does not have to be full-time as long as the proposal demonstrates the ability to complete required roles and responsibilities.

4. Please provide clarification on Contract Funding Source – If SW isn’t successful, then will SW be responsible for paying the contract amount to the successful applicant through WIOA grant funds?

12/18/19

Yes, the current fiscal agent will pay the successful Offeror as per an Agreement approved by the Local Workforce Board and the Chief Elected Officials from allocated WIOA Title IB funds as directed.

5. Please provide clarification regarding submission of administrative documentation – Documentation of Proposer's Qualifications (top of page 11) is due 10 days after being notified of award of OSO contract and is not to be submitted with proposal?

The bullets under "Documentation of Proposer's Qualifications" indicate information that the successful Offeror must provide to the Administrative Entity/Fiscal Agent within ten days of award. The Administrative Entity/Fiscal Agent must keep the information on file and available to State and Federal monitors.

From: Renee Dycus <renee.dycus@arkansas.gov>
Subject: Questions - Southwest Arkansas Operator Procurement
Date: December 16, 2019 at 4:16:23 PM CST
To: "malaw528@aol.com" <malaw528@aol.com>

SW respectfully requests clarification on the items below:

1. Please clarify N on Page 6 – specifically what is the definition of “required to maintain a local management office within one of the One-Stop Centers” and is part 2 of N asking about the staffing/management of each center or the OSO’s role in each center?
2. Please clarify the OSO’s roles and responsibilities related to Business Services Team duties; specifically, is it the role of the OSO to head up the business services team. If not, can you tell me who is responsible (OSO, Program, Board Staff, a combination of all)? This will greatly affect the budget.
3. Is it acceptable that the OSO manager staff position does not have full time OSO job duties (as defined in the RFP) and can serve in dual roles that can be paid for through multiple sources? This will greatly affect the budget as well.
4. Please provide clarification on Contract Funding Source – If SW isn’t successful, then will SW be responsible for paying the contract amount to the successful applicant through WIOA grant funds?
5. Please provide clarification regarding submission of administrative documentation – Documentation of Proposer’s Qualifications (top of page 11) is due 10 days after being notified of award of OSO contract and is not to be submitted with proposal?

Thank you for the opportunity to ask questions.

unknown.png –

Renee Dycus, Executive Director

Southwest Arkansas Planning and Development District, Inc.

P.O. Box 767 | 101 Harvey Couch Boulevard

Magnolia, AR 71754-0767

Phone: (870) 235-7517

Fax: (870) 234-0135

E-mail: renee.dycus@arkansas.gov

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Sent to
James Lee Silliman (Board Chair)
Renee Dycus
Patrick Carter

RE ON EMAIL	DOCUMENT	DATE SENT TO SWAPDD
Documentation for OSO Procurement #1	Confidentiality Statement. - James Lee Silliman	2-3-20
Documentation for OSO Procurement #2	Confidentiality Statement - Tammy Waters	2-3-20
Documentation for OSO Procurement #3	Email - Potential Bidder Questions	2-3-20
Documentation for OSO Procurement #4	Minutes OSO Procurement Meeting 1/14/20	2-3-20

RFP's

Request for Proposals ★

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The National Association of Workforce Development Professionals (NAWDP) and other workforce development organizations are seeking proposals for the following Request for Proposals (RFP):

Closing Date	Organization	RFP
January 9, 2020	Southwest Arkansas WDB	One Stop Operator Q&A

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1/28/2020

**SOUTHWEST ARKANSAS
WORKFORCE DEVELOPMENT BOARD**

REQUEST FOR PROPOSALS

for

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

Program Years February 1, 2020 – June 30, 2024

Release Date: December 9, 2019

Introduction to the Local Area

The Workforce Development Board of Southwest Arkansas covers a twelve-county local area made up of Calhoun, Columbia, Dallas, Hempstead, Howard, Lafayette, Little River, Miller, Nevada, Ouachita, Sevier, and Union county leaders from business, education, labor and government, with the majority of its board members representing the private business sector.

The mission of the Southwest Arkansas Workforce Development Board is to set the vision, policy direction and performance expectations for the Southwest Arkansas workforce system.

Southwest Arkansas Planning and Development District, Inc. (SWAPDD) is the Fiscal Agent, Administrative Entity and Staff Support to the Southwest Arkansas Workforce Development Board. SWAPDD serves currently as the One-Stop Operator and service provider for WIOA Title I Adult, Dislocated Worker, and Youth Services. More information can be received by contacting Patrick Carter at 870-235-7509.

The Workforce Development Board of Southwest Arkansas is committed to:

- Helping Southwest Arkansas win the skills race, today and in the future.
- Assisting area employers to attract and retain skilled productive workers.
- Working with area education and training leaders to provide curriculum and programs that meet employer needs for works with high-level skills.

Technical Details

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

The three hallmarks of WIOA include:

1. The needs of businesses and workers drive workforce solutions, and local boards are accountable for this within the communities they serve.

2. One-Stop Centers provide excellent customer-centric services and focus on continuous improvement; and,
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

WIOA is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages, and to provide employers with the skilled workers they need to succeed in a global economy.
- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, jobseekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- Provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase attainment of recognized postsecondary credentials by participants.

The Southwest Arkansas Local Workforce Development Board (Board) oversees the Workforce Innovation and Opportunity Act (WIOA) funds for the twelve-county area and coordinates with the Local Elected Officials.

In Section 107 of the legislation and in § 678.605 of WIOA Regulations Local Workforce Boards are required to competitively procure the One-Stop Operator role and responsibilities. The Southwest Arkansas Local Workforce Development Board has contracted with an independent consultant to assist a Board Procurement Task Force in soliciting and selecting a One-Stop Operator. The Task Force will be comprised of individuals with no conflict of interest and who do not work for, or report to, the Administrative Entity, Fiscal Agent, Board Staff, or Service Providers. The Task Force will not communicate regarding this procurement with anyone other than the independent consultant and each other.

Southwest Arkansas Local Workforce Development Board, with the release of this Request for Proposal, is soliciting submittals to identify a single One-Stop Operator for the Southwest Arkansas comprehensive and affiliate One-Stop Centers:

- Arkansas Workforce Center at Camden (comprehensive)

237 Jackson SW
Camden, Arkansas 71701

- Arkansas Workforce Center at Hope (comprehensive)
205 Smith Road
Hope, Arkansas 71801
- Arkansas Workforce Center at El Dorado (affiliate)
523 East 6th
El Dorado, Arkansas 71730
- Arkansas Workforce Center at Texarkana (affiliate)
1702 Saint Michael Drive
Texarkana, Texas 75503
- Arkansas Workforce Center at Magnolia (affiliate)
104 Harvey Couch Blvd.
Magnolia, Arkansas 71753

The Southwest Arkansas Workforce Development Board in coordination with Local Elected Officials and its partners are responsible for determining the locations of the Workforce Centers.

Purpose of Request for Proposals

The purpose of this solicitation is to select a single service provider to serve as One-Stop Operator under the Workforce Innovation and Opportunity Act of 2014 for the Southwest Arkansas Local Workforce Development Area.

Background and General Information

- A. The Board intends to be as inclusive as possible in this solicitation. The goal is to receive a wide variety of high quality, innovative submittals that meet the workforce development needs of the communities served in Southwest Arkansas.
- B. The resulting contract with the Successful Offeror will be for the period February 1, 2020 to June 30, 2024. Competitive procurement is required at least every four years according to the Workforce Innovation and Opportunity Act.
- C. Once the contract has been awarded, the Southwest Arkansas Workforce Development Board, in collaboration with the Local Elected Officials, reserves the right to modify delivery design. In the event the modification requires additional labor hours on the part of the Successful Offeror terms will be negotiated and the contract modified. The Board also reserves the right to de-obligate funds from the Successful Offeror if it fails to meet contractual requirements.
- D. Funding for this Request for Proposals is anticipated to be no more than \$50,000, however all offers will be considered.

- E. The Board reserves the right to make an award based on the criteria in this Request for Proposals or to make no awards, if that is deemed to serve the best interests of the Board and Southwest Arkansas. The submittal process is competitive and follows government procurement rules.
- F. The Workforce Innovation and Opportunity Act of 2014 provides the framework for a national workforce preparation system that is flexible, responsive, customer-focused and locally managed. The Board envisions a system that meets the needs of residents and businesses alike.
- G. This Request for Proposals is not in itself an offer of work nor does it commit the Board to fund any submittals. The Board is not liable for any costs incurred in the preparation or research involved in the development of the response to this Request for Proposals.
- H. Offerors may be asked to answer questions electronically during the review process of this Request for Proposals.
- I. All commitments made by the Board as a result of this Request for Proposals are contingent upon the availability of funds.
- J. The Board assures it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act of 2014 law and the related regulations; Title VI of the Civil Rights Act of 1964, as amended. Section 504 of the Rehabilitation Act of 1973, as amended; The Age Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended. This assurance applies to the WIOA Title I financially assisted program or activity, and to all agreements that the Board makes to carry out the WIOA Title I financially assisted program or activity.
- K. By providing a submittal to this Request for Proposals all Offerors are providing an assurance that they will comply with the above nondiscrimination and equal opportunity provisions.
- L. Offerors should note that under the requirements of the Freedom of Information Act, the contents of submittals to the Board is subject to public release upon request, except those items specifically exempt from disclosure. The Offeror shall mark as "proprietary" those parts of its submittal that it deems proprietary. However, the Offeror is alerted that this marking is advisory only and not binding on the Board. If there is a request under the Freedom of Information Act to inspect any part of the submittal so marked, the Board will advise the Offeror and request further justification in support of the "proprietary" marking. If the Board determines, after receipt of the justification, that the material is releasable, the Offeror will be notified immediately. Under no circumstances will a submittal or any part of a submittal be released prior to the contract award decision.
- M. The Board will authorize the Administrative Entity to negotiate a contract and/or agreement for the provision of programs arising from this Request for Proposals. In

the event the Administrative Entity has a conflict of interest with the successful Offeror, the Board Procurement Task Force will complete the contract negotiations and request a contract be provided per their specifications.

- N. The Successful Offeror is required to maintain a local management office within one of the One-Stop Centers and provide detail on how each location will be staffed and/or managed.
- O. The Successful Offeror may not subcontract any part of the services unless approved in the Request for Proposals and/or approved in advance by the Southwest Arkansas Workforce Development Board.
- P. The Successful Offeror must assure that it will comply with Local, State, and Federal program and fiscal monitoring requests.
- Q. Offerors are prohibited from discussing this Request for Proposals with Board Members, the Independent Contractor facilitating the procurement process, or Local Chief Elected Officials. Such contact will result in disqualification of the proposal. A question period is provided within the Request for Proposals timeline.
- R. Offerors who have provided a submittal may protest the award of the contract according to the following process:
 - 1. Protests must be filed electronically and be received by the Board's consultant at malaw528@aol.com by January 24, 2020. All protests are public information after the protest period ends.
 - 2. All protests must state the basis for the protest in clear terms and provide an alternative the protester finds acceptable. The basis of the protest must be a violation of a State or Federal contracting law, rule, or regulation applicable to the contracting process.
 - 3. The independent consultant will forward all protests to the Board Procurement Task Force and provide detail on whether the protests meet the above conditions.
 - 4. During any part of the review or consideration, the protester may be asked to clarify or amplify statements or to provide proof of claims or other statements. Any such requests must be fully responded to within the time designated by the Board Procurement Task Force within the request. In the event a protester fails to respond, the protest will be dismissed and no further protest will be accepted relative to this Request for Proposals.
 - 5. The Board Procurement Task Force will review the protest and will issue a written response that is intended as a complete and final answer to the protest. A response will be issued no later than January 25, 2020.
 - 6. The Board Procurement Task Force will document the submission of a protest and the findings in meeting minutes and report its finding to the full Board.

Resource Information

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

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

Arkansas's WIOA Combined State Plan can be found at: <https://humanservices.arkansas.gov/images/uploads/dsb/Approved%20WIOA%20Combined%20State%20Plan%201-18-2017.pdf>

RFP Timeline *(any changes to this schedule will be communicated by posting on the website.*

- | | |
|-------------|--|
| 12/09/19 | Request for Proposals Released and Posted on www.nawdp.org |
| 12/16/19 | Deadline for Questions to Mary Ann Lawrence at malaw528@aol.com |
| 12/18/19 | Questions and Answers Released and available by emailing malaw528@aol.com |
| 01/09/20 | Proposals Due Electronically at 5 p.m. central time to Mary Ann Lawrence at malaw528@aol.com |
| 01/14/20 | Committee Evaluation and Recommendation – Open to Public |
| By 01/22/20 | Full Board or Executive Committee Approval and Chief Elected Official Approval |
| By 01/22/20 | Award Announcement |
| By 01/25/19 | Negotiate and Finalize Contract |
| 02/01/20 | Contract Start Date |

Eligible Applicants

Organizations eligible to respond to this Request for Proposals may fall within any of the following categories:

- Governmental Agencies
- Private Non-Profit Organizations
- Private For-Profit Businesses
- Independent Contractors
- Educational Entities (other than elementary and secondary schools)

One-Stop Operator Roles and Responsibilities

The One-Stop Operator must coordinate the service delivery of core and required one-stop partners and other partners working with the comprehensive and affiliate Workforce Centers. This includes managing partner responsibilities in the

comprehensive One-Stop Centers as defined in the Memorandum of Understanding (MOU).

The WIOA MOU serves the key purpose of defining partner roles and focuses, in part, on the shaping of the workforce system. This includes the sharing of resources, referral agreements, etc. In the end, the overall goal is to ensure efficiency within the Southwest Arkansas workforce system.

WIOA was signed into law on July 22, 2014, and went into effect July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998, and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA has two tiers of partners: Core Program Partners and Required Partners.

The Core Program Partners who are required to collaborate and participate in the One-Stop System include: WIOA Title I Adult, Dislocated Workers, Youth; Wagner-Peyser labor exchange; Adult Education and Literacy; and, Vocational Rehabilitation. Core Program Partners are in the common performance measures pool and must work closely together to achieve success.

Required Program Partners must participate in the MOU process and provide coordinated services with the comprehensive Workforce Centers. Required Program Partners include the four Core Program Partners as well as: Career and Technical Education, Title V Older Americans, Job Corps, Native American Programs, Migrant Seasonal Farmworkers, Veterans, Youthbuild, Trade Act, Community Services Block Grant, HUD, Unemployment Compensation, Second Chance, and TANF. In the event any of the required partners do not have funding in the Southwest Arkansas Local Workforce Development Area, their participation is waived.

Providing businesses with the skilled workforce they need to compete in the global, regional, and local economies is central to Arkansas's vision in implementing the Federal Act. Arkansas's workforce system provides a talent pipeline through the establishment of partnerships between State and local entities, businesses, economic development, education, and community stakeholders. To ensure that the workforce system efficiently meets the needs of both the businesses and the jobseekers that it serves, Arkansas's workforce agencies have jointly developed the State's workforce plan with the intent that this vision is carried out in each of the Local Workforce Development Areas through their Workforce Centers.

The One-Stop Operator will be the point of contact regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive and affiliate One-Stop Centers. This will include convening partner meetings on a regular basis as well as stakeholder meetings including all core program partners and advising the Administrative Entity and Board Staff on partner operational challenges and successes.

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

- Coordinating service delivery among partners
- Managing hours of operation at the comprehensive Centers
- Facilitating customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes are carried out as agreed upon in the WIOA MOU
- Communicating Board and Administrative policies and procedures to all partners
- Reporting to the Administration and Board on Center activities

The One-Stop Operator will submit a written and verbal report on work accomplished and challenges encountered on a quarterly basis to the Southwest Arkansas Workforce Development Board. In addition, the One-Stop Operator will gather data for the Board from the partners on a quarterly basis including: common measure information; tracking incoming clients; resource room usage; and program specific referrals as outlined in the WIOA MOU.

Project Budget

The budget for February 1, 2020 through June 30, 2024 for the One-Stop Operator is anticipated to be awarded around \$50,000, although Offerors above \$50,000 will be considered based on the staffing plan and reasonableness of the funding request. Offerors should provide a staffing and costs proposal that demonstrates an understanding and qualification for their submittal. Facility costs are not included in the One-Stop Operator budget. The contract will be cost reimbursement with consideration for performance based payment when negotiated goals are achieved.

Submission Information and Requirements

General Submission Information

To be considered for funding, an entity must provide a submittal for this Request for Proposals (RFP) including supporting documentation in accordance with the instructions in this RFP. When evaluating a submittal, the Board Procurement Task Force will consider how well the Offeror has complied with these instructions and provided the required information. The Board Procurement Task Force reserves the right to request clarifications from any Offeror regarding information in their submittals and may request an oral presentation if deemed appropriate and necessary to make a final recommendation.

Offerors may request clarification to comply with instructions during the Question and Answer period December 6, 2019 through December 16, 2019 by emailing Mary Ann Lawrence at malaw528@aol.com. The Board's Procurement Task Force will discuss and respond to all questions by December 18, 2019 close of business and they will be emailed to all firms/individuals submitting questions. They will also be available by requesting them from malaw528@aol.com.

Offerors shall not direct questions or have conversations regarding this Request for Proposals with any Board Members, Chief Elected Officials, the Consultant, or

Southwest Arkansas Board support staff except during the official "question" period. All questions must be communicated through malaw528@aol.com. Questions submitted should be electronic and must include in the subject line *Questions – Southwest Arkansas Operator Procurement*. Questions without the assigned subject line may not be considered.

The submittal, as well as any reference materials presented, must be typed in English in at least 12-point font and must be on standard portrait 8 ½ " by 11" size with no less than one inch margins. Landscape orientation containing charts, spreadsheets, and oversize exhibits is permissible. Submittals are limited to thirty pages or less including attachments and supportive information on single side of paper.

Contract Funding Source

Funding is made possible by a grant from the U.S. Department of Labor and is administered by Southwest Arkansas Planning & Development District on behalf of the Chief Elected Officials in Southwest Arkansas in partnership with the State of Arkansas.

Compliance Requirements

Any award of a contract under this Request for Proposals will be subject to applicable requirements of the funding sources, including the U.S. Department of Labor, the State of Arkansas, and the Southwest Arkansas Workforce Development Board. These terms and conditions include, without limitation, provisions regarding reporting, insurance, indemnification, audits, nondiscrimination, minority and women's business enterprise requirements, veterans' priority of service, conflict of interest and local hiring provisions.

Available Funds Note

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

Public Records

Offerors are advised that documents in possession of the Southwest Arkansas Workforce Development Board are considered public records and subject to disclosure under the Arkansas Freedom of Information Act.

Contractor Qualifications and Responsibilities

All businesses/organizations must meet a minimum level of administrative and fiscal capacity.

Successful Offeror must provide the following Documentation of Qualifications within a ten-day period. Qualifications that are not provided within the following documentation shall result in disqualification of proposed award.

Documentation of Proposer's Qualific

- Coordinating service delivery among partners
- Managing hours of operation at the comprehensive Centers
- Facilitating customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes are carried out as agreed upon in the WIOA MOU
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Public Records

Offerors are advised that documents in possession of the Southwest Arkansas Workforce Development Board are considered public records and subject to disclosure under the Arkansas Freedom of Information Act.

Contractor Qualifications and Responsibilities

All businesses/organizations must meet a minimum level of administrative and fiscal capacity in order to contract for the requested services. Therefore, the Successful Offeror must provide the following Documentation of Qualifications within a ten-day period after notification. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

Documentation of Proposer's Qualifications:

- Legal entity - Proof of Incorporation, 501(c) (3), etc. and designation from the IRS of tax-exempt status, if applicable. Must submit document proving legal entity.
- Written personnel policies. Must submit table of contents of personnel policies.
- Written conflict of interest policy for staff and board. Must submit copy of Conflict of Interest Policy.
- Have an ongoing quality assurance process for services. Must submit description of process.
- For organizations that have more than one revenue source, must submit revenue documentation identifying the various sources of the amounts.
- Proven fiscal capacity including capacity for fund accounting. Must submit bound copy of most recent formal audit, if applicable, completed within last year. Must satisfactorily address all findings.
- Verify that the program has procured and will maintain during the life of the contract the following required insurance coverage: professional liability, errors and omissions; commercial general liability insurance, including contractual liability insurance; business automobile liability (if applicable); worker's compensation coverage; and employee dishonesty insurance. Must submit copies of certificate of insurance with contract.

Submittal Content and Scoring

Proposals will be evaluated on Three Parts:

- Part I Required Format and Content in #1 below
- Part II Experience & Approach (100 points)
- Part III Budget Detail and Staffing Structure (50 points)

1. **All submittals must contain the following documents in this order to be considered:**

- a. Entire submittal cannot exceed (30) thirty pages and be single-sided
- b. Title Page Including Entity, Contact Person (email, phone, address)
- c. Executive Summary (no longer than 2 page)
- d. Narrative
- e. Budget and Budget Narrative
- f. Three References Attesting to Relevant Experience – hard copy letters preferred along with list and contact information

2. **Experience and Approach** (80 points)

Answer the following:

- A. One-Stop Operator (up to 10 points each)
 - a. Describe specific experience with serving as One-Stop Operator.
 - b. Detail the role and responsibilities that will be undertaken as One-Stop Operator.
 - c. Provide a detailed description of a proposed client flow to ensure Core Program Partners are included in upfront services.

- d. Detail the proposed management of the resource room.
- e. Detail information on how staff and partner training will be provided.
- f. Provide information on experience the organization has in regard to One-Stop Certification achievement and maintenance.
- g. Describe how system and Center orientations will be provided.
- h. Describe the steps you will go through to launch the contract.

3. **Budget, Budget Narrative (20 points)**

Include in your proposed budget:

- A. Staffing structure including position(s), office location, and salary range
- B. Corporate structure and support services that will be provided to Southwest Arkansas
- C. Reasonableness of line items
- D. Profit or program income proposed if applicable
- E. Indirect cost detail if applicable
- F. Administrative cost detail if applicable

Proposal Evaluation Form

Offeror:
Reviewer:
Project: Southwest Arkansas One Stop Operator
Review Date:

	Comments	Possible Points	Scored Points
1. All proposals must contain the following documents in this order:			
a. Does not exceed thirty pages and is single-sided		Yes or No	
b. Title Page Including Entity, Contact Person (email, phone, address)		Yes or No	
c. Executive Summary (no longer than 2 pages)		Yes or No	
d. Proposal Narrative		Yes or No	
e. Budget and Budget Narrative		Yes or No	
e. Three References Attesting to Experience		Yes or No	
f. If consortium is Offeror, all entities must sign a statement that they have agreed to the contents of the proposal		Yes or No or NA	
2. Experience and Approach (80 points)			
0 = did not address 1= poor 3 = acceptable 5 = exceeds expectations	Comments	Possible Points	Scored Points
A. One-Stop Operator			
a. Describe specific experience with serving as a One-Stop Operator		10	
b. Detail the role and responsibilities that will be undertaken as One-Stop Operator		10	
c. Provide a detailed description of a proposed client flow to ensure Core Program Partners are included in upfront services.		10	
d. Detail the proposed management of the resource room.		10	
e. Detail information on how staff and partner training will be provided		10	
f. Provide information on experience the organization has in regard to One-Stop Certification achievement and maintenance.		10	
g. Describe how system and Center orientations will be provided.		10	
h. Describe the steps you will go through to launch the contract.		10	
SCORING		80	
4. Budget (20 points)			
a. Staffing structure including positions, office location, and salary range.	Review a-f and score a total of up to 20 points overall (not by each letter)		
b. Corporate structure and support services that will be provided to Southwest Arkansas.			
c. Reasonableness of line items.			
d. Profit or program income proposed if applicable.			
e. Indirect cost detail.			

f.	Administrative cost detail if applicable.		
SCORING			
TOTAL			

If only one proposal is received:

- Does the proposal meet the requirements in Section 1 of this Evaluation?
- Does the proposal have a score exceeding 50 in #2 section above?

If yes, does the budget indicate an understanding of roles and responsibilities?

Recommendation:

Award to this Offeror?

Yes

No

TITLE PAGE

Proposal For: One-Stop Operator

To: Southwest Arkansas Workforce Development Board

Proposer Information

Legal Name: Odle Management Group, LLC

Address: Lisa Odle, President & CEO
9937 East Bell Road
Scottsdale, AZ 85260

Contact Person: Lisa Odle, President & CEO
odle.lisa@odlemanagement.com
480-922-1027

Alternate Contact: Pamela Hunnicutt
hunnicutt.pamela@odlemanagement.com
405-613-6653

Date This Proposal Was Prepared: January 2, 2020

Proposers Federal Tax Identification Number: 27-0093730

Total Budget of This Proposal: \$ **79,472.70**

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EXECUTIVE SUMMARY

Odle Management Group, LLC (ODLE) is a for-profit Woman-Owned Minority Business headquartered in Scottsdale, Arizona with our Workforce Initiative based in Oklahoma. We have over 15 years of experience operating customer related Department of Labor service contracts. ODLE manages over 120 million dollars of government contracts. We have served close to 97,000 youth in government-compliant youth services.

ODLE's Workforce Initiative is led by Director of Workforce Operations, Pamela Hunnicutt. Ms. Hunnicutt has over 18 years of direct experience in workforce development. Her career began as a Career Manager. She has also held positions as a Youth Coordinator, Compliance Monitor, Executive Director of a Local Board and Corporate Program Manager. She has a complete knowledge of the history, evolution, industries, and laws of Workforce Development and the Workforce Innovation and Opportunity Act.

We have a complete understanding of the role of the Operator as a proponent of the system without being tied to any one funding stream under the WIOA. The Operator will follow direction from the Board's mission and vision while representing each partner agency equally.

Odle Management Group, LLC (ODLE) proposes a proven One Stop Model that is compliant, effective and efficient for the Southwest Arkansas Workforce Development Board Area. The proposed model is currently contracted in the Northeast, Eastern, Western, South Central, and Southern Oklahoma, Kansas Local Area 1, Southwest Missouri and Western Arkansas areas.

ODLE's model hires a full-time individual to devote 40 hours per week on system improvement.

ODLE's model provides the firewall and separation needed for compliance with 678.625. (NPRM Part II Department of Labor Employment and Training Administration 20 CFR Parts 676, 677, and 678). The position of One-Stop Operator is an area-wide position.

ODLE's attributes that will support the Board and its System are: program knowledge, direct One-Stop Model experience, and our ability to tailor services to the local area according to its needs.

ODLE's proven model hires a highly-qualified individual within the local area to serve as the One-Stop Operator (OSO). The individual will be recruited from the local area and will office in a comprehensive Workforce Center at either Camden or Hope. The Operator is expected to attend key stakeholder meetings and events, visit local businesses and training facilities, and establish a presence throughout the area communities. The Operator will also build a rapport with all local centers in the Southwest Arkansas Workforce Area.

The Operator works as the main proponent for the Workforce System in the area serving as the liaison between Workforce Partners and the Local Board. The individual selected becomes the face of workforce development and serves as a neutral entity to represent all employment and training partners equally.



By hiring one individual that is dedicated to the duties of the One-Stop Operator, the system becomes stronger. Our Operators serve as a neutral entity. They serve each entity equally to promote and improve services. The Operator will not have any direct ties through funding or duties to Title I, Wagner-Peyser or other core partners. The structure allows the individual to equally represent all partners with loyalties only to the Board’s vision and mission and to the Workforce System.

The One-Stop Operator will be required to fulfill the local duties under the contract. They will report to a designated ODLE Corporate Program Manager. The Corporate Program Manager will provide training and support for the One-Stop Operator, serve as ODLE’s point of contact for the Board and Partners, and prepare monthly invoices and financial documents.

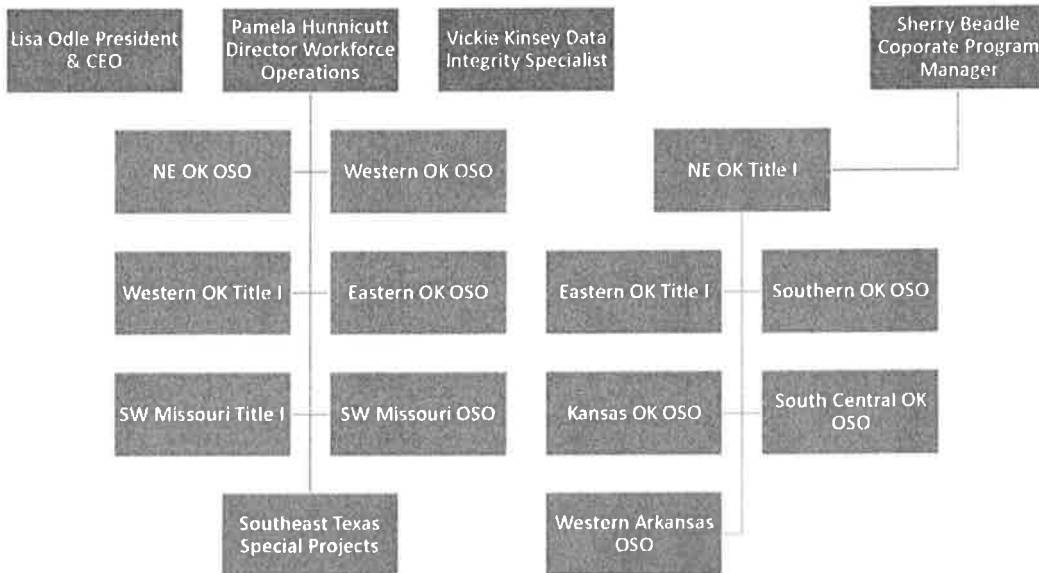
Odle Management Group will adhere to the guidance from leaders of the core partners to adjust and adapt the job duties of the operator to meet the needs of the local area. We remain flexible in our services delivery to adapt to the changes of federal, state and local guidance.

ODLE’s mission is *"Maximum Performance Drives Success."* Our core values are:

*The ODLE Way:
 Opportunities for Growth
 Dedicated to Those We Serve
 Loyalty to a High-Performing Workforce
 Excellence in All We Do!*

We look forward to serving the Southwest Arkansas Workforce Development Board as the system One Stop Operator.

Workforce Service Division Organization Chart



NARRATIVE

EXPERIENCE AND APPROACH

A. One-Stop Operator

a. Describe specific experience with serving as One-Stop Operator.

The one person, One-Stop Operator concept was first piloted under WIA in 2014 by our Corporate Program Manager in Oklahoma. The One-Stop model worked well for the small workforce area. The Board's fiscal agent provided payroll for program staff and a separate RFP was issued and a contract implemented for a One-Stop Operator (OSO). The OSO provided system oversight, managed programs, assured performance was met and supervised staff.

With the changes in WIOA, the methods for the One-Stop operator must be non-partial and the One-Stop Operator must not have loyalties to any one partner agency in the system. One-Stop Operators also cannot have any direct programmatic duties and cannot supervise staff. Therefore, changes had to be made to the initial implementation of the piloted Operator project.

ODLE currently holds eight (8) One-Stop Operator (OSO) contracts. These contracts are established under the WIOA and provide a separation from all service providers. The OSO has no programmatic duties of partner programs and does not directly supervise staff or provide direct oversight of programs. The OSO provides a neutral oversight of the system, its processes, and core performance measures.

Although ODLE also has the Service Provision contracts in three of the areas, the One-Stop Operator contract is managed separately; their management, performance, training and invoicing is completely separate from Title I Service Provision. Title I services are a core system partner but in no way report to or follow direction of the OSO. The Northeast Oklahoma contract was the first of its kind in the state of Oklahoma. ODLE worked diligently with the Oklahoma Office of Workforce Development to implement the compliant Operator model project in the state. ODLE now manages eight (8) One-Stop Operator contracts in four (4) states.

Our experience serving as One Stop Operator has rendered exceptional practices that may be duplicated in the Southwest area. Below are some of the areas we have excelled in.

FAFSA Night is a partnership activity held once a year. It is an evening event held in the Workforce Center by several partner agencies including Colleges, Technology Centers, Tribal partners, Adult Basic Education and local schools. School Counselors and Financial Aid personnel are available to answer questions. The audience for the event is High School students, their parents and adults planning to attend training. The event is promoted throughout the community and is structured so that the customer can complete their application on site.



System Referral Form

ODLE worked collaboratively to develop a referral system in Western Oklahoma that serves all Workforce and community partners. Our universal referral form was developed for referrals to American Job Centers and for staff to refer customers to partner services and other social service agencies. OSO tracks the referrals for reporting purposes. The form is user friendly, can be used electronically, and is used to make referrals to or within Oklahoma Works and outside community and partner agencies. Partners worked with the OSO to develop the form and it is being widely used throughout the area.

The image shows two screenshots of a referral form. The left screenshot is titled "Referral to Oklahoma Works" and contains several sections with checkboxes: "Programs Available" (including Training, Job Search, etc.), "Agency Referrals" (listing various community partners), and "Participant Contact" (with fields for name, phone, and email). The right screenshot is titled "Western Oklahoma Workforce Area" and includes a "Referral to:" section, contact information fields, and a table for tracking referrals with columns for "Participant Name", "Referral Date", "Referral Agency", and "Referral Status".

Weekly Updates

Our weekly updates are a favorite among our partners. One Stop Operator sends updates through email to all partners. They are brief and spotlight upcoming events and activities. OSO sends updates on Fridays for the following week. The updates provide a method of continuous communication throughout the system to benefit the job-seeker and business customers.

- On behalf of the Southern Workforce Board (SWB), we would like to invite you to a seminar on Medical Marijuana An Employer's Primer by Michael Padonewicz, Crowe and Dunlevy, on Wednesday, October 31st, 2018 from 11:00 - 12:00. Crowe and Dunlevy is offering this seminar free of charge. A networking lunch will be provided from Jalapeno's for those of you that would like to stay for a nominal fee of \$5. Please register with the attached form and also indicate if you plan on staying for lunch so that we can plan appropriately. Payment can be made at the door or sent in with your registration.
- Garvin County Job Connections is hosting a job fair in Pauls Valley at the Crossroads Church on Wednesday, October 3 from 10:00 to 2:30. Please see attached flyer.
- The Choctaw Nation is hosting a job fair presented by the Durant Chamber of Commerce and the Southern Workforce Board in Durant on Thursday, October 4 from 10:00 to 6:00 at the Choctaw Event Center. Employers will be onsite conducting interviews and taking applications. The event is open to businesses in Bryan county and job seekers.
- The United Census Bureau will be onsite at the Poteau Oklahoma Works center Monday, October 1 from 9:00 to 12:00. Interested applicants can apply at <http://2020census.gov/jobs>. Flyer attached.

OKLAHOMA
WORKFORCE

McIntosh County Coalition
October 16, 2018
Now
Cox Restaurant
Eufaula, OK

Standing Youth Committee
October 18, 2018, 9:00 a.m.
Eastern Workforce Investment Board
215 State Street, Suite 400
Muskogee, OK

SORA Regional Summit
October 23, 2018
Northwestern State University
Tahlequah, OK

Oklahoma Works Alumni Celebration
November 8, 2018
State Capital
Oklahoma City, OK

Eastern Oklahoma Workforce FOCUS Meeting
November 19, 2018, 8:30 p.m.
Eastern Workforce Investment Board
215 State Street, Suite 400
Muskogee, OK

Eastern Workforce Investment Board 2018 Meeting
November 19, 2018, 8:00 p.m.
Eastern Workforce Investment Board
215 State Street, Suite 400
Muskogee, OK

Young Adult Career Day - a one-day event that would provide youth with exposure to career pathways and educational opportunities. The event would be in collaboration with system partners such as Career Tech, Secondary Education, employers, higher education, OESC, and local Chambers of Commerce. A separate event will need to be hosted in several areas to accommodate the youth of the entire area.

Manufacturing Day – ODLE views this national event as an opportunity to coordinate career exploration tours with local manufactures. Connecting our area youth with local jobs leads to the success of local youth.

Group OJT Projects



ON-THE-JOB TRAINING



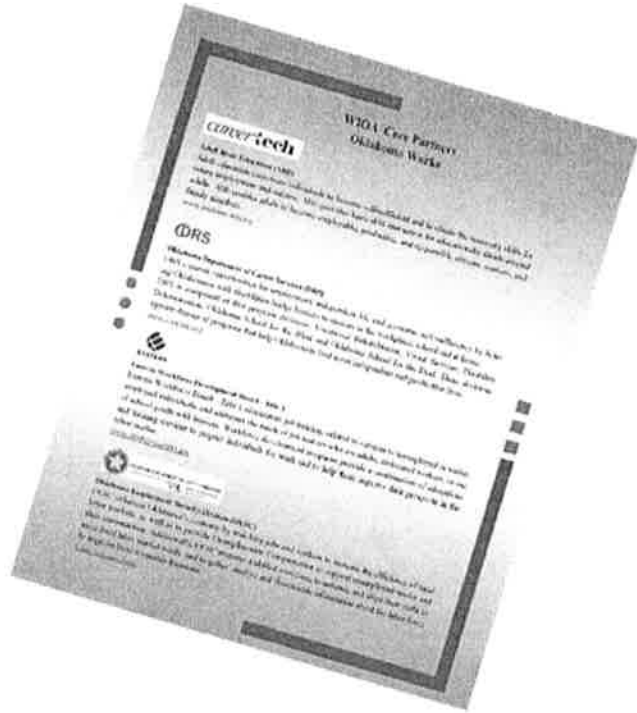
ODLE's One Stop Operator, Operations Manager, and workforce Board Formed a partnership with local employer to build a continuous pipeline of skilled welders.

Company specific hiring events are organized by the OSO. The events provide the job seekers with another avenue to employment. Company specific events provide a minimal effort to reach numerous applicants in one location. The OSO may schedule events in or outside of the centers or at the company, depending on the company's needs. Hiring events are a good promotional inlet for OJT contracts.

Social Media – ODLE manages social media in most of our contracts. In other areas, Operator prepares social media posts to send to the managing agency.

System Newsletter

Our Operators put together a quarterly newsletter to reflect the system news and events. The newsletters spotlight participant, partners, businesses and activities of the area.



b. Role and responsibilities of One-Stop Operator

The role of the Operator is that of a managing partner who complies with and seeks guidance from the core partners. The Operator does not supervise staff but may make recommendations for staffing levels or functional models to meet the customer's needs within the American Job Centers. In the role, the Operator identifies issues that need to be addressed in service delivery and works with co-located partners to form a solution. The Operator will be responsible for ensuring a seamless delivery of services from all partners.

The role of the One-Stop Operator is:

- The overall management of the One-Stop Delivery System within the area.
- Coordination of the delivery of Workforce services within the One-Stop Delivery System.

Within the role of One-Stop Operator, there are three (3) major responsibilities:

1. Compliance and oversight of service delivery
2. Serve as the system liaison to the community and partner agencies
3. Promote the Workforce System to businesses in the local area

Duties and Specific Tasks

Specific tasks to be performed by the One-Stop Operator include but may not be limited to the following items:

1. Compliance

- Ensure the Board's vision and mission are conveyed to the community
- Ensure One-Stop Partners are providing career services in accordance with the WIOA regulations, State Policies, and Local Policies
- Coordinate the provision of services
- Ensure that the One-Stop partners are utilizing the common intake, case management, and client tracking systems appropriately
- Ensure Common Performance Measures are met
- Ensure Centers are certified
- Report to Board on center and system activities

2. Community/Partner Relations

- Establish and maintain key relationships with workforce system partners
- Implement quality and continuous improvement principles within the system
- Responsible for capacity building within the system
- Ensure Memorandum of Understanding and infrastructure agreements are implemented and updated
- Work with core partners to assure a quality referral process is established
- Convene quarterly meetings of the One-Stop System Partners

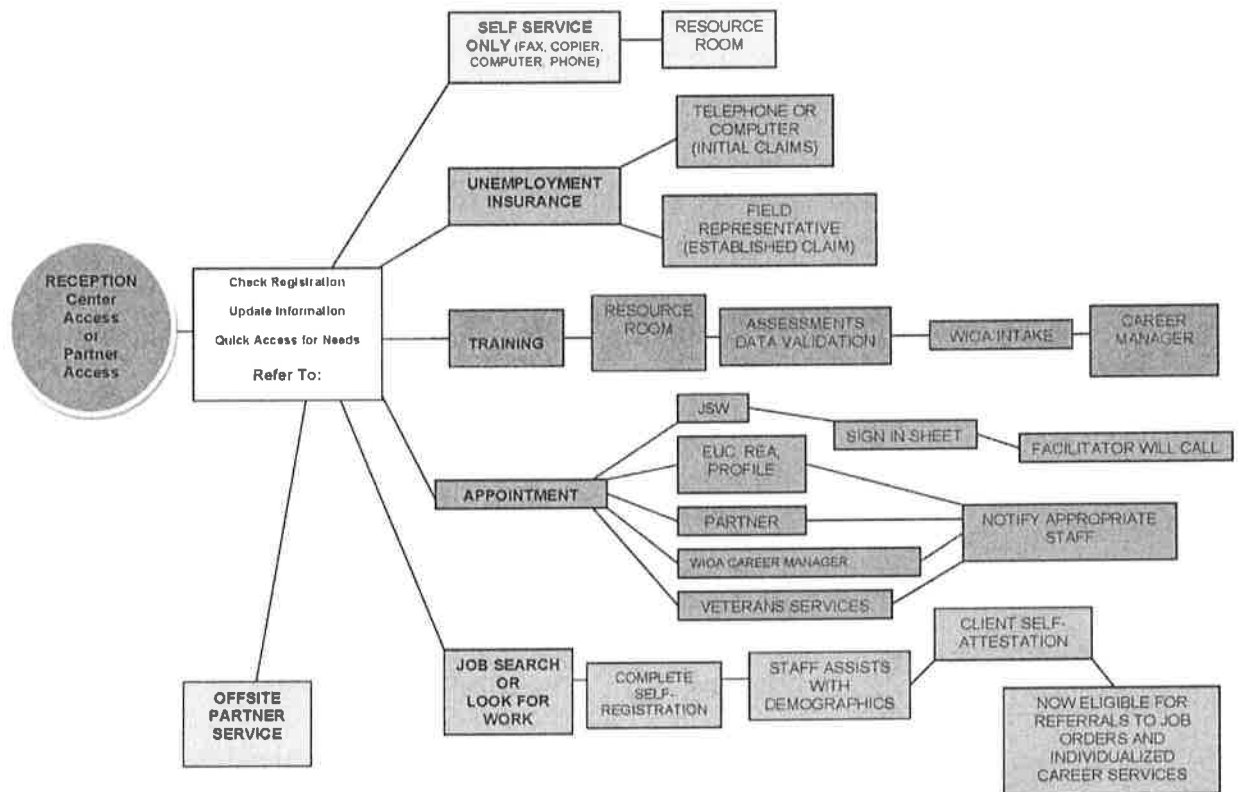
3. Business Relations

- Connect local businesses to Workforce Services
- Represent Southwest Arkansas's Workforce system in the business community
- Work to identify specific needs of the business community



Other duties may be assigned to the One-Stop Operator by the Administration of system core partners. All partners have different tools to strengthen our workforce, but we all have the same goal in the end. By continuously focusing the system on the end goal of "jobs," we build a robust workforce in the area and resolve conflicting issues for a stronger system.

c. *Description of proposed client flow to ensure Core Program Partners are included in upfront services.*



Employment services which result in high quality jobs will be provided to the customer through a seamless and integrated One-Stop delivery system. Below is a list of services provided through the One-Stop Center and a brief description of how the services will be provided.

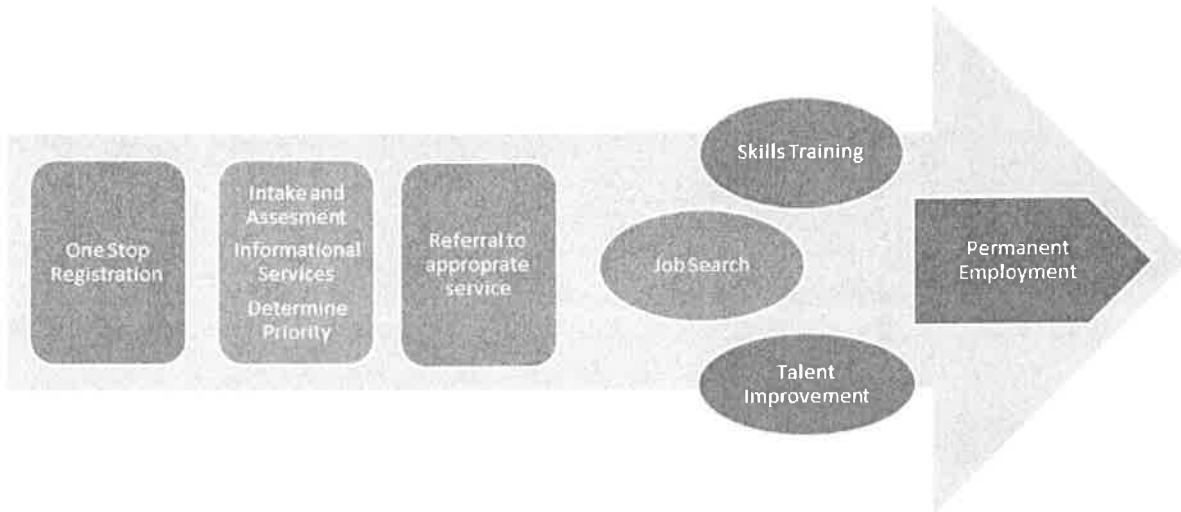
Basic Career Services - All center staff will be trained to assist every job-seeker with every basic service available. Services can be provided by staff, provided electronically, and/or self-directed.

Individualized Career Services - A customer that needs additional services to assist in becoming self-sufficient will receive Individualized Career Services. This type of service requires staff assistance.

Training Services - ODLE will uphold the mission of the Southwest Arkansas Workforce Development Board. ODLE is committed to building the job-ready talent for Southwest

Arkansas. The Operator will assure a strong pipeline of talent is available within the demand occupations for the area by supporting skills development for all customers.

The customer flow in our centers supports immediate, customer focused services.



Our core values drive our services to continuous improvement methods that are imbedded in all of our program services. We are constantly seeking ways to become more effective and efficient in our operations.

The Operator will maintain a presence in the Workforce System. They will monitor the methods of service delivery for efficiencies. Increasing the efficiency of a center may involve a small task such as replacing a paper form with an electronic file or as major as re-routing the customer flow.

d. Proposed Management of Resource Room

The One-Stop Operator will promote management of Resource Rooms as shared duties with the local partners and staff. All center Partners will share reception, greeting and registration functions in all American Job Centers.

ODLE proposes a customer centered approach that provides career services according to the needs of the customer. We train staff to listen to the needs of the customer, create a plan or pathway that fits their needs and deliver the services to achieve the customer's success.

Our customer centered approach allows access to any services at point of entry. If a customer comes in and wants to do job search this can be a self-service or they may see one of the staff who is cross trained in the job search tasks. A customer may come to the center and want to speak to someone specifically about training, this customer will be greeted, registered, then be offered skills development or training services. ODLE staff will maintain communication with customers and partner agencies, and continue to provide case management and services for the customer. We believe that if you take care of your customers, performance will follow.

e. Detail information on how staff and partner training will be provided.

One of the key objectives for the One-Stop Operator is to assure communication between the partners concerning knowledge of services, customer service skills and professionalism. This will be accomplished in a number of ways through both face-to-face and technology-based training and meetings. The OSO will set the tone at the centers on the expectations of professionalism to include not only knowledge of the programs, but appropriate attire and behavior. The OSO will have the key role in identifying issues that need to be addressed and work with all partners, including co-located partners to find solutions should the need arise.

The One-Stop Operator will assure all center staff are cross trained to deliver all services available in the centers. One of ODLE's best practices is the implementation of weekly meetings that we have named 10-Minute Meetings in one area and Stand-up Meetings in another. The meetings are quick and can take place anywhere that employees can gather briefly. The purpose of the meeting is to provide information and clear communication with all personnel in the Center. Each meeting has a cross training component and all partners can make a request to place an item on the agenda. The agenda is brief and clear and gives staff the opportunity to provide input. Simply speaking, these meetings keep everyone on the same page.

f. Organization experience regarding One-Stop Certification Achievement and Maintenance

As One-Stop Operator, Odle Management has successfully certified eighteen American Job Centers and has just completed the re-certification process. This year, two of our centers were noted for accessibility issues. Our Operators developed an accessibility plan for the centers with required monitoring and follow-up of the progress made to reach full accessibility.

ODLE has 3 years of experience with center certification, re-certification and accessibility improvement planning in 3 separate states.

g. Describe how system and center orientations will be provided.

ODLE will assure there is a standard, professional system orientation in place to be utilized by all staff to orientate job-seekers and businesses about services available.

ODLE believes the initial contact with the customer is not only the toughest job in the system it is also the most important. We train all staff to listen to the needs of the customer, provide a brief orientation to the services and begin addressing the customer needs with career services available. Staff will check registration and recommend services according to the individual needs.

The Operator will develop a method for orientating partners to their role in the system and will provide an overview of the system to new partners.

The OSO will be required to provide several presentations to local businesses and agencies to orientate the community on Workforce Development.

h. Describe the steps you will go through to launch the contract.

The first step in launching One Stop Operator is conducting a talent search throughout the area. ODLE realizes that to be successful, we must hire a highly qualified staff to fulfill the duties of the contract. We expediate our hiring process by conducting ongoing, immediate interviews. ODLE begins the implementation as soon as the offer is made by building a training plan for the One Stop Operator and scheduling a hire date. ODLE sends corporate staff to the area to conduct onboarding, training and orientation to centers and key personnel.

The One Stop Operator will become familiar with the Board's MOU, policies and processes in the first few weeks of employment. The Operator will also spend time meeting with stakeholders. ODLE believes in an observation period to build relationships and learn the strengths and needs of our partners before taking actions. After accessing our partners' needs, we like to show them what we can do for them as the One Stop Operator. We practice promoting a WIIFM (What's in it for me) approach for our partners to add value to our services.

The Operator will begin to establish a routine to carryout the duties of the contract by scheduling meetings to convene the partners. The metrics of the contract will be planned and actions will be taken to meet the expectations of the Board and partners.

Corporate staff will fully support the One Stop Operator through the implementation and duration of the contract through regular contact, no less than weekly.

One of ODLE's greatest assets to our One Stop Operations is our peer support and network. We have established a weekly conference call for all of our Operators held every Monday morning at 8:15 AM. The calls are usually between 30-45 minutes long with a central topic of discussion such as, "how to increase meeting attendance" or "accessibility issues." This is an opportunity for peers to provide ideas and best practices to help colleagues better their own area. Each Operator can submit a topic for discussion. ODLE One Stop Operators are also available on an individual basis to assist each other as needed.



BUDGET AND BUDGET NARRATIVE

Southwest Arkansas One Stop Operator		
Proposer Name: <u>Odle Management Group</u>		
Annual Budget		
Detail Budget Item	Basis for Determining the Amount	Total Costs
STAFFING		\$ 55,508.54
One Stop Operator (1 FTE)	12 months @ \$3640.00	\$ 43,680.00
FRINGE	Total wages x 27.08%	\$ 11,828.54
Staff Travel	Mileage 1176 x \$.54 = \$635.04 monthly x 12	\$ 7,620.48
Staff Training	Training \$100 per month x 12 months = \$1,200	\$ 1,200.00
Equipment	Laptop, printer, scanner, phone	\$ 2,400.00
Supplies/Consumables	\$100 monthly x 12	\$ 1,200.00
Telephone/Communication	\$100 monthly x 12	\$ 1,200.00
Indirect Costs	Indirect Cost Rate 7.73% of Total	\$ 5,343.67
Profit (Performance Based)	Profit paid quarterly \$1,250 on performance	\$ 5,000.00
TOTAL CONTRACT		\$ 79,472.70

A. Staffing structure including positions, office location, and salary range.

Odle Management Group will hire one full-time employee to dedicate all of their time to performing the duties of the One-Stop Operator. OSO will spend 40 hours per week performing the duties of One-Stop Operator for the following counties: Calhoun, Columbia, Dallas, Hempstead, Howard, Lafayette, Little River, Miller, Nevada, Ouachita, Sevier, and Union. The Operator will be housed in the Comprehensive Center in either Hope or Camden, Arkansas, depending on the residence of the candidate hired.

We will seek an individual who has strong relationships with the businesses and agencies in the local area. The qualified candidate must be a self-starter with excellent interpersonal and communication skills. We will work with the core partners to identify the most appropriate individual for the position.

ODLE prefers to hire staff currently working in the Workforce area as part of the system. We value past experience and current relationships. If there are no incumbent staff available for the position, ODLE will conduct a talent search in the local area and will rely on the partners we represent to assist in recruiting the most qualified individual.

ODLE will list all positions in the Arkansas Job Link system and other recruiting websites as needed. Our Director will gather the applications of qualified applicants. We may assemble a selection team to provide input into the hiring process. The team will have a representative



from each of the core partners that the One-Stop Operator will represent. Odle Management group will work with this team during the interview and hiring process to ensure the most qualified candidate is chosen. ODLE's salary for this position is \$43,680.00.

We realize the success of this project is based on the quality of the staff hired. For Operators, we have found a background in Workforce, Marketing, Human Resource, or Economic Development provides the essential skills and qualifications for the position.

ODLE proposes a total of **\$79,472.70** for annual costs of the One-Stop Operator services. All duties of the Operator as developed by ODLE are programmatic, therefore we have not shown any administrative costs. We do not anticipate that the Operator will perform purchasing, leasing or other such activities.

PERSONNEL COSTS

We plan an efficient staffing that utilizes one full-time staff person, based on 40 hours per week. ODLE believes the position is most valuable if there is one individual devoted to the mission and vision of the local board to promote and coordinate the system.

OPERATING COSTS

We have listed operating expenses for staff travel, training, equipment, supplies, and telephone expenses. All Operating Expenses are negotiable.

INDIRECT COST RATE

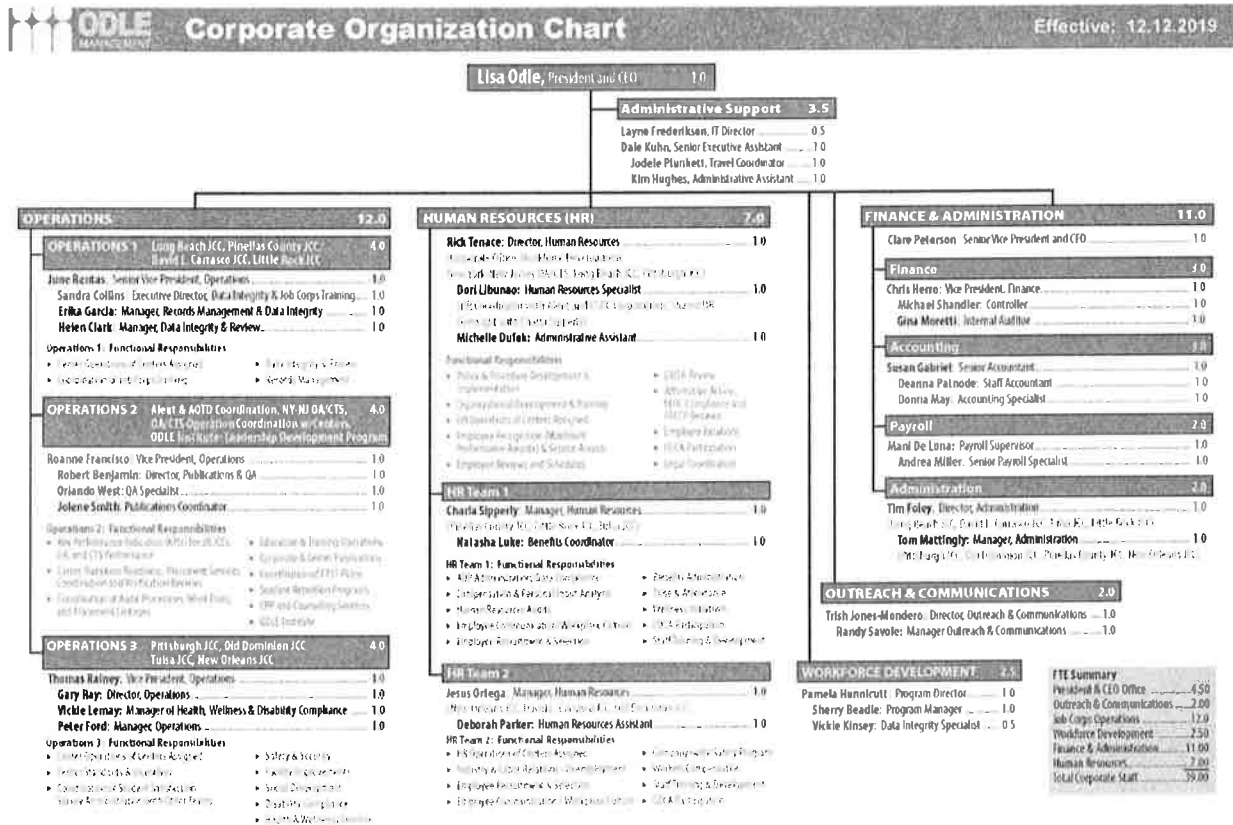
Our indirect cost rate established by the Department of Labor is 7.73%. The amount is charged on actual expenditure for personnel and operating expenses. The rate is a cost of services provided by corporate personnel in support of the local project staff.

PROFIT MARGIN

Odle Management Group, LLC is a for profit corporation. Accordingly, the contract contains a provision for which profit can be earned. The achievement of profit is based on target objectives being met as described in the contract. The amount of profit is allocated to the respective funding streams based on the same formula as all other operating costs.



B. Corporate structure and support services that will be provided to Southwest Arkansas
 ODLE Corporate Organization Chart



ODLE's Workforce Development Operations falls under the oversight of President and CEO, Lisa Odle. Workforce Services are supported under Human Resources and Finance and Administration. The following are key contacts for Workforce Development.

- Rick Tenace, Human Resource Director – Hiring, training and disciplinary support.
- Susan Gabriel, Senior Accountant – Billing and invoicing support
- Andrea Miller, Senior Payroll Specialist – Payroll issue support
- Tim Foley, Director Administration – Purchasing

Both the Director of Workforce Operations and the Corporate Program Manager will provide direct support, training and guidance to the individual chosen to carryout the duties of the One Stop Operator.

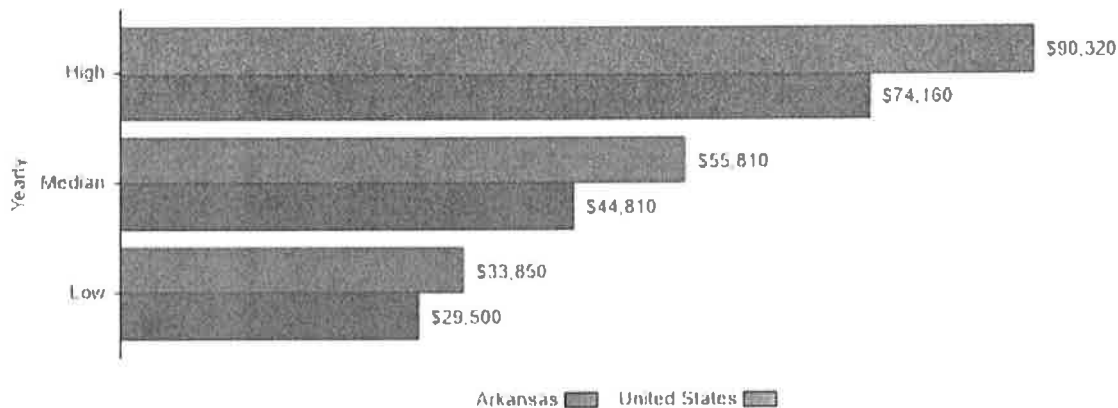
C. Reasonableness of line Items

Salary – Our proposed salary of \$43,680.00 is based on the living wage calculator, wages for the area, and medium wages for office managers according to O*NET.

Wages for First-Line Supervisors of Office and Administrative Support Workers in ARKANSAS

[View Table](#) : [View Chart](#)

[View Hourly Wages](#)



Fringe – Our rate for benefits and fringe is calculated at 27.08% of salary. ODLE offers and excellent benefit package which includes health, dental, vision, 401K, long and short-term disability.

Staff Travel/Training – We calculated mileage to allow visits to each county area each month to assure services are rendered to entire area. Included in the mileage is any over night travel expenses. Staff Training is included for registration for professional development opportunities that may occur throughout the year.

Equipment – Equipment includes a laptop computer and printer/scanner for the One Stop Operator.

Supplies/Consumables – This line item includes all consumables for the Operator to perform the duties of the contract. Items to be charged under this line are background/drug testing, Survey Monkey, Printing, business cards, regular office supplies.

Telephone/Communication – A cell phone will be provided for the One Stop Operator. We use Verizon provider and our phones are normally between \$60.00 - \$80.00 and can be more if more data usage is needed.

Indirect Cost Rate – Our indirect rate is determined each year by the Department of Labor. This charge is for corporate expenses for charges that can't be directly determined.



Profit – ODLE’s profit is determined individually for each contract. Profit is paid only if the objectives and metrics in the contract are met.

D. Profit or program income proposed

As a for profit corporation, ODLE charges a profit on exceptional services. Profit is earned by achievement of target objectives and performance as determined by the Board and included in the contract for services. The amount of profit is charged quarterly based on performance of the operator.

Odle Management Group does not propose program income.

E. Indirect cost detail

Odle Management Group’s provisional indirect cost rate established by the Department of Labor for 2020 is 7.73%. The amount is charged on actual expenditure for personnel and operating expenses. The rate is a cost of services provided by corporate personnel in support of the local project staff.

F. Administrative cost detail

Odle Management Group does not charge additional administrative cost outside the indirect rate.



REFERENCES

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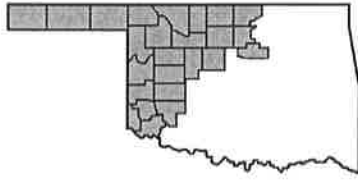
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479-785-2651
dwilliamson@wapdd.org





WESTERN OKLAHOMA WORKFORCE DEVELOPMENT BOARD

To Whom It May Concern,

Western Oklahoma Workforce Development area consists of 25 counties, making it the largest workforce area in the state of Oklahoma. Odle Management Group, LLC is the service provider for the WIOA Title 1 youth, adult and dislocated worker programs, as well as the One Stop Operator for the entire area. Odle Management has been working for the WOWDB since November 1st, 2017. Their knowledge and attention to detail have aided in keeping our area on track during the recent merger and restructure of our area. Odle Management is not only thorough, but also easy to work with and always willing to take the time to discuss concerns and respond to questions. They have been timely meeting deadlines and flexible to change. This company is detail-oriented, organized and always open to constructive feedback makes our business relationship both effortless and pleasant. The staff of Odle Management is knowledgeable, courteous and provides services to our participants in a friendly, professional manner. Odle Management Group is dedicated to providing quality services to individuals with challenges and barriers to gainful employment. They are successfully working with a diverse population and hard to serve individuals towards participants gaining employment and becoming self-sufficient.

If you have any further questions, please feel free to contact me.

Regards,

Christi Y. Porter

Christi Y. Porter

Executive Director, Western Oklahoma Workforce Development Board

1222 10th Street, Suite 115

Woodward, OK 73801

Ph: 580-256-8553 Cell: 580-254-4880

christiporter@wowdb.org



Equal Opportunity Employers/Program. Auxiliary aids and services are available upon request for individuals with disabilities





September 13, 2019

Dear Board of Directors:

The Southern Oklahoma Workforce Board supports Odle Management Group, LLC (ODLE) in their high quality, knowledgeable One Stop Operator services under the Workforce Innovation & Opportunities Act. Odle Management Group has been providing One Stop Operations in the 17 county Southern area since July 01, 2017. The company is committed to innovative operations. We value the quality of services provided by highly skilled staff, as well as, the integrity of the corporation.

Respectfully,

A handwritten signature in cursive script that reads "Kerry Manning".

Kerry Manning
Executive Director
Southern Workforce Board, Inc.
PO Box 744
Durant, OK 74702
580-745-5397
580-380-7872 (Cell)
kmanning@swb-ok.com



**Kansas WorkforceONE
Administrative Office**
631 E. Crawford, Suite 206
Salina, KS 67401
Phone – 785-493-8018 Fax – 785-493-8244

Annette Suppes
LWDB Chair

Don Davis
CEOB Chair

September 13, 2019

To: Odle Management Group, LLC

Re: One Stop Operator Services

The Kansas WorkforceONE Local Area I Workforce Development supports the efforts of Odle Management Group, LLC (ODLE) to provide high quality, customer centered system services to our communities.

ODLE Management Group's One Stop Operator and our Workforce Board have collaborated on projects for system improvement through One Stop Operations since October 1, 2019. We value the quality of services provided as well as the integrity of the corporation. ODLE is committed to innovation for system improvement through One Stop Operations.

Respectfully,

A handwritten signature in cursive script that reads "Deb Scheibler".

Deb Scheibler
Executive Director

Proud Partner of



Kansas WorkforceONE is committed to nondiscrimination on the basis of disability in all counties, services and activities. Accommodations will be provided upon request. For more information, call Kansas WorkforceONE at 785-493-8018 TTY 1-800-766-3777.



EASTERN WORKFORCE INVESTMENT BOARD, INC.

215 State Street, Suite 400 ♦ PO Box 2698 ♦ Muskogee, OK 74401

Phone: 918 683-8553 ♦ Fax: 918 682-3258

To: Odle Management Group, LLC

Re: One Stop Operator Services

The Eastern Workforce Board of Oklahoma attests that Odle Management Group, LLC (ODLE) has ample capacity to provide quality, system centered services to our Workforce areas in Oklahoma.

ODLE Management Group's One Stop Operator have provided partner services and projects for system improvement through One Stop Operations since July 1, 2017. We value the quality of services provided as well as the integrity of the corporation. ODLE is committed to One Stop Operations for system improvement.

Respectfully,

Dr. Jerri Stoutermire, Executive Director

A proud partner of the **americanjobcenter** network

Proudly serving Adair, Cherokee, McIntosh, Muskogee, Okmulgee, Sequoyah and Wagoner Counties in Oklahoma

EWIB is an Equal Opportunity Employer/Program. Auxiliary Aids and Services are Available upon Request to Individuals with Disabilities.

This document is funded in whole or in part by funds received from the US Department of Labor As administered by Oklahoma Office of Workforce Development.



Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

**SOUTHWEST ARKANSAS WORKFORCE DEVELOPMENT BOARD
One-Stop Operator AGREEMENT**

The following One-Stop Operator AGREEMENT (AGREEMENT) sets forth terms of AGREEMENT for the Southwest Arkansas Workforce Development Board and Odle Management Group, LLC.

I. Purpose of AGREEMENT

It is the purpose of this AGREEMENT to specify the roles and responsibilities of the One-Stop Operator as they related to implementing, managing, and operating the One-Stop system in the Southwest Arkansas Workforce Development Area under the Workforce Innovation and Opportunity Act. The One-Stop Operator was selected through a competitive process comprised of a Board designated Task Force. The Local Chief Elected Official, as required by the Workforce Innovation and Opportunity Act, approved the decision.

II. One-Stop Center Commitments

The Southwest Arkansas Workforce Development Board was designated by the Governor under the Workforce Innovation and Opportunity Act. Southwest Arkansas Workforce Development Area is comprised of twelve (12) counties: Calhoun, Columbia, Dallas, Hempstead, Howard, Lafayette, Little River, Miller, Nevada, Ouachita, Sevier, and Union.

The Workforce Development Board of Southwest Arkansas is committed to:

- Helping Southwest Arkansas win the skills race, today and in the future.
- Assisting area employers to attract and retain skilled productive workers.
- Working with area education and training leaders to provide curriculum and programs that meet employer needs for works with high-level skills.

Comprehensive Center Locations:

- Camden
- Hope

Affiliate Center Locations:

- El Dorado
- Magnolia
- Texarkana

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

The One-Stop Operator will ensure that each comprehensive One-Stop Center and affiliate sites operate in a manner that supports the operational policies and procedures of the Southwest Arkansas Workforce Development Board and of the Workforce Innovation and Opportunity Act of 2014 One-Stop required partnerships. The organizations operating at, or in association with the One-Stop Center, comprehensive or affiliate, sign a Memorandum of Understanding outlining their commitments. The Memorandum of Understanding a minimum includes:

1. A description of services to be provided through the One-Stop delivery system, including the manner in which the services will be coordinated and delivered through the system;
2. AGREEMENT on funding the costs of the service and operating costs of the system, including:
 - a. Funding of infrastructure costs of One-Stop Centers; and,
 - b. Funding of the shared services and operating costs of the One-Stop delivery system;
3. Methods for referring individuals between the One-Stop Operator and partners for appropriate services and activities;
4. Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop delivery system;
5. The duration of the Memorandum of Understanding and procedures for amending it; and,
6. Assurances that each Memorandum of Understanding will be reviewed annually, and if substantial changes have occurred, revised, to ensure appropriate funding and delivery of services.

The Memorandum of Understanding, infrastructure and resource sharing AGREEMENT further defines operational commitments of each required partner.

III. One-Stop Operator Role and Function

The One-Stop Operator must coordinate the service delivery of core and required one-stop partners, service providers, and other partners working with the comprehensive and affiliate One-Stop Centers. This includes managing partner responsibilities in the comprehensive One-Stop Centers as defined in the Memorandum of Understanding.

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

The Workforce Innovation and Opportunity Act Memorandum of Understanding serves the key purpose of defining partner roles and focuses, in part, on the shaping of the workforce system. This includes the sharing of resources, referral AGREEMENTS, etc. In the end, the overall goal is to ensure efficiency within the Southwest Arkansas workforce system.

The Workforce Innovation and Opportunity Act was signed into law on July 22, 2014, and went into effect July 1, 2015. The Workforce Innovation and Opportunity Act supersedes the Workforce Investment Act of 1998, and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

Core Program Partners who collaborate and participate in the One-Stop System include: Workforce Innovation and Opportunity Act Title I: Dislocated Worker, Youth, and Adult; Wagner-Peyser labor exchange; Adult Education and Literacy; and, Vocational Rehabilitation. Core Program Partners are in the common performance measures pool and must work closely together to achieve success. Core Program Partner entities are a subset of Required Partners.

Required Program Partners must participate in the Memorandum of Understanding process and provide coordinated services with the comprehensive One-Stop Centers. Required Program Partners include the four Core Program Partners as well as: Career and Technical Education, Title V Older Americans, Job Corps, Native American Programs, Migrant Seasonal Farmworkers, Veterans, Youthbuild, Trade Act, Community Services Block Grant, HUD, Unemployment Compensation, and Second Chance. In the event any of the required partners do not have funding in the Southwest Arkansas Workforce Development Area, their participation is waived.

Providing businesses with the skilled workforce they need to compete in the global, regional, and local economies is central to the Arkansas vision in implementing the Federal Act. The Arkansas workforce system provides a talent pipeline through the establishment of partnerships between State and local entities, businesses, economic development, education, and community stakeholders. To ensure that the workforce system efficiently meets the needs of both the businesses and the jobseekers that it serves, the Arkansas workforce agencies have jointly developed the State's

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

workforce plan with the intent that this vision is carried out in each of the local workforce development areas through their One-Stop Centers.

The One-Stop Operator will be the point of contact regarding issues pertaining to customer complaints that are substantive to the required partners operating in the comprehensive and affiliate One-Stop Centers. This will include convening partner meetings on a regular basis as well as stakeholder meetings including all partners and advising the Administrative Entity and Board Staff on partner operational challenges and successes.

In support of the Workforce Innovation and Opportunity Act Memorandum of Understanding the One-Stop Operator responsibilities include:

- Ensure partner organizations adhere to the Memorandum of Understanding documents.
- Facilitate modifications in the Memorandum of Understanding and Resource Sharing Agreement covering the Center activities.
- Convene regional partner meetings to discuss and share general information, updates to the law and local program updates from all partners.
- Communicate with partners prior to regional meetings to determine suitable agenda and to allow partner additions to agenda.
- Provide minutes of regional partner meetings after each meeting to partners and the Workforce Board.
- Ensure relevant stakeholders are invited and engaged in regional partner meetings.
- Coordinating service delivery among partners located in the Centers and referrals to and from partners housed outside the Centers.
- Managing hours of operation at the comprehensive Centers.
- Facilitating customer flow, customer service, initial

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

assessment, resource room usage, tracking, and referral processes as agreed upon in the WIOA MOU

- Communicating Board and Administrative policies and procedures to all partners
- Provide an oral presentation and a written report to the Workforce Board on a quarterly basis regarding career center data and summary report on deliverables by partner agencies.
- Recommend partner technical assistance needs to the Workforce Board.
- Expand partnership engagement.
- Facilitate workforce events such as job fairs and promotional events.
- Track and report on customer satisfaction.

The One-Stop Operator will submit a written and verbal report on work accomplished and challenges encountered on a quarterly basis to the Southwest Arkansas Workforce Development Board along with an update on the budget versus expenditures for this AGREEMENT. In addition, the One-Stop Operator will gather data for the Southwest Arkansas Workforce Development Board from the partners on a quarterly basis including: common measure information; tracking incoming clients; resource room usage; and program specific referrals as outlined in the Memorandum of Understanding.

IV. DURATION OF AGREEMENT

The AGREEMENT will commence on March 1, 2020 and shall remain in full force and effect until June 30, 2024 or until Southwest Arkansas Workforce Development Board withdraws their AGREEMENT. This AGREEMENT will be shared with all One-Stop Partners and distributed to the various One-Stop Partners at any time that it is changed or amended.

V. BUDGET

For the period March 1, 2020 through June 30, 2020, the One-Stop Operator budget will be prorated to 1/3 of the agreed upon annual

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

budget of \$84,945. July 1, 2020 through June 30, 2024, the One-Stop Operator budget shall not exceed \$84,945 annually, however, subsequent years beginning July 1, 2021 may be adjusted upon review and approval by the Southwest Arkansas Workforce Development Board. Budget changes in subsequent years must be included through a modification of this AGREEMENT.

Budget Line Item	Budgeted Amount
One-Stop Operator (1 FTE)	\$43,680.00
Fringe	\$11,828.54
Staff Travel	\$7,620.48
Staff Training	\$1,200.00
Equipment (Laptop, printer, scanner, phone)	\$2,400.00
Supplies/Consumables	\$1,200.00
Telephone/Communication	\$1,200.00
Indirect Cost (Rate 7.73% of total)	\$5,343.67
Profit (Performance Based – paid quarterly \$1,250)	\$5,000
TOTAL CONTRACT	\$84,945

The agreed upon performance is provide in Attachment A of this AGREEMENT for the period March 1, 2020 through June 30, 2021. Subsequent performance will be negotiated annually and provided as a modification to this AGREEMENT.

VI. TERMINATION

Either party may terminate this AGREEMENT for any reason by providing written notice to the other party thirty (30) days prior to the effective date of termination.

Termination Due to Loss of Funding: In the *event* the funding streams are discontinued or significantly reduced, the Southwest Workforce Development Board may provide notice of termination to the One-Stop Operator. Said termination shall not be deemed a breach of Contract by the Southwest Workforce Development Board. Upon receipt of the

Please --- Southwest Arkansas Planning and Development District should revise to meet their contracting requirements. You may want it to be SWAPDD on behalf of the Southwest Arkansas Workforce Development Board.

written notice, Odle Management Group, LLC shall cease all Southwest Arkansas work associated with Odle Management Group, LLC. Should such an *event* occur, Odle Management Group, LLC shall be entitled to compensation for all satisfactory and authorized services completed as of the termination date. Upon such termination, Odle Management Group, LLC shall *have* no right to recover from the Southwest Arkansas Workforce Development Board any actual, general, special, incidental, consequential, or any other damages whatsoever of any description or amount.

Termination for Cause: If Odle Management Group, LLC fails to properly perform its obligations under this AGREEMENT in a timely or proper manner, or if Odle Management Group, LLC violates any terms of this AGREEMENT, or applicable state and Federal laws, policies, rules, regulations, executive orders and circulars in regards to this AGREEMENT, the Southwest Arkansas Workforce Development Board shall have the right to immediately terminate the AGREEMENT and withhold payments in excess of fair compensation for completed services. Notwithstanding the above, Odle Management Group, LLC shall not be relieved of liability to the Southwest Arkansas Workforce Development Board for damages sustained by virtue of any breach of this Contract by Odle Management Group, LLC, or any of its members, officers, employees, volunteers or others affiliated with Odle Management Group, LLC.

Termination for Convenience: Notwithstanding the foregoing, either party may terminate this AGREEMENT for convenience, with or without cause, at any time upon thirty (30) days written notice to the other party. Said termination shall not be deemed a breach of this AGREEMENT. Odle Management Group, LLC shall only be entitled to compensation for authorized expenditures and satisfactory services completed as of the effective date of termination of this AGREEMENT, but in no event shall the Southwest Arkansas Workforce Development Board be liable to Odle Management Group, LLC for compensation for any service which has not been rendered. The final decision as to the amount, for which the Southwest Arkansas Workforce Development Board is liable, shall be determined by the Southwest Arkansas Workforce Development Board. Should the Southwest Arkansas

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Workforce Development Board exercise this provision, Odle Management Group, LLC shall not have any right to any actual general, special, incidental, consequential, or any other damages whatsoever of any description or amount.

VII. DISPUTE RESOLUTION

Workforce Innovation and Opportunity Act One-Stop partners, at times, may have a disagreement about some matter with a One-Stop Operator that falls outside the scope of the Memorandum of Understanding and that they are unable to resolve. In this case, they can document the issue and efforts they have made to resolve it and submit the documentation to the Southwest Arkansas Workforce Development Board Executive Committee who will issue a written recommendation for resolving the issue. In the event the recommendation from the Executive Committee does not resolve the dispute, the documentation of the issue and the efforts made to resolve it will be referred to the State Workforce Development Board to resolve the issue on behalf of the Governor or to the Governor's Office.

VIII. AMENDMENT

This AGREEMENT may be amended at any time by written, signed consent of the parties.

IX. SEVERABILITY

Should any part of this AGREEMENT be invalidated or otherwise rendered null and void, the remainder of this AGREEMENT shall remain in full force and effect.

X. MONITORING

The One-Stop Operator will be formally monitored at least annually by the Southwest Arkansas Workforce Development Board or its designated independent contractor.

XI. AUTHORITY

The undersigned represent that they are authorized to executive the AGREEMENT on behalf of the parties. The undersigned entities bind the Southwest Arkansas Workforce Development Board and Odle Management Group, LLC to the performance of this AGREEMENT. It is understood that this AGREEMENT shall not become effective until executive by representatives of both parties involved.

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XII. PATENT, COPYRIGHTS, AND RIGHTS TO DATA

Odle Management Group, LLC may retain the entire right, title and interest to each invention developed under this project, except the federal/state government shall be granted a non-exclusive, nontransferable, irrevocable, paid-up license to use the invention.

XIII. PROVISION AGAINST ASSIGNMENTS

Neither party shall assign or transfer this contract or any interest to another with the written consent of the other party.

XIV. MISCELLANEOUS PROVISIONS

Modification and Amendment. This AGREEMENT may be modified by the Southwest Arkansas Workforce Development upon written notice to Odle Management Group, LLC to comply with any changes in state and Federal laws, policies, rules, regulations, executive orders and circulars by a written amendment executed by all parties hereto and approved by the Southwest Arkansas Workforce Development Board in accordance with applicable state and Federal laws, policies, rules, regulations, executive orders and circulars.

Corrective Action. Contracted discrepancies or non-compliance with Federal, state, or local regulations under this AGREEMENT by Odle Management Group, LLC may result in a request for a written Corrective Action Plan before termination of the AGREEMENT. The written Corrective Action Plan, prepared by Odle Management Group, LLC, must be submitted within thirty (30) days of the date of request and state specifically what Odle Management Group, LLC will do to rectify the problem. The response must include applicable copies of corrections, necessary documentation, and other related information as requested by the Southwest Arkansas Workforce Development Board. Odle Management Group, LLC must ensure that the corrective action will prohibit the reoccurrence of the discrepancies or concerns as identified. The Corrective Action Plan must be accepted by the Southwest Arkansas Workforce Development Board before it can take effect; however, if an acceptable Corrective Action Plan cannot be negotiated, the Southwest Arkansas Workforce Development Board may terminate this AGREEMENT. If the Corrective Action Plan is accepted by the Southwest Arkansas Workforce Development Board, but is not implemented by Odle Management Group, LLC, the Southwest Workforce Development Board may terminate this AGREEMENT.

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Subcontracting. Odle Management Group, LLC will not enter into any subcontract(s) for the services to be performed under this AGREEMENT without the prior written consent of the Chairman of the Southwest Arkansas Workforce Development Board.

Conflicts of Interest. Odle Management Group, LLC warrants that no part of the total contract amount shall be paid directly or indirectly to an employee or official of the Southwest Arkansas Workforce Development Board as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to Odle Management Group, LLC in connection with any work contemplated or performed relative to this AGREEMENT.

Lobbying. Odle Management Group, LLC certifies, to the best of its knowledge and belief, that:

- a) No Federally appropriated funds have been paid or will be paid, by or on behalf of Odle Management Group, LLC, to any person for influencing or attempting to influence an officer or employee of any agency, or 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, and entering into of any cooperative agreement, and the extension, continuation renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
- a) If any funds other than Federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Contract, loan, or cooperative agreement, the Contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
- b) Odle Management Group, LLC shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including sub- grants,

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subcontracts, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients of Federally appropriated funds shall certify and disclose accordingly.

Nondiscrimination. Odle Management Group, LLC hereby agrees, warrants, and assures that no person shall be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination in the performance of this Contract or in the employment practices of Odle Management Group, LLC on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by any applicable state and Federal laws, policies, rules, regulations, executive orders and circulars.

Public Accountability. This Contract involves the use of Federal, and/or state funds, to provide services to the citizens of Arkansas by Odle Management Group, LLC. Therefore, Odle Management Group, LLC agrees to comply with any applicable state and Federal laws, policies, rules, regulations, executive orders and circulars regarding public accountability and grievance procedures.

Public Notice. The Southwest Arkansas Workforce Development Board reserves the right to coordinate the release of all information associated with this Contract. All news releases, notices, informational pamphlets, research reports, signs, and similar public notices associated with this award prepared and released by Odle Management Group, LLC shall include a statement such as, "This project is funded under an agreement with the Southwest Arkansas Workforce Development Board". Any such notices in connection to this Contract shall be approved by the Southwest Arkansas Workforce Development Board prior to their distribution.

Public Information. This contract once executed is public record and is open to any public inspection or review.

Licensure. Odle Management Group, LLC and its employees and all sub-contractors shall be licensed pursuant to all applicable Federal,

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stated, and local laws, ordinances, rules, and regulations and shall upon request provide proof of all licenses.

Records. Odle Management Group, LLC shall maintain documentation under this contract. The books, records, and documents of Odle Management Group, LLC, insofar as they relate to work performed or money received under this Contract, shall be maintained for a period of three (3) full years after Odle Management Group, LLC receives final payment and all other pending matters are closed. All records shall be subject to audit at any reasonable time and upon reasonable notice by the Southwest Arkansas Workforce Development Board, the Comptroller of the Treasury, or their duly appointed representatives. All records shall be maintained in accordance with applicable state and Federal laws, policies, rules, regulations, executive orders and circulars.

Monitoring and Auditing. Odle Management Group, LLC's activities conducted and records maintained pursuant to this Contract shall be subject to monitoring and evaluation by the Southwest Arkansas Workforce Development Board, the State Workforce Agency, the Comptroller of the United States Treasury, and/or their duly appointed representatives.

The Southwest Arkansas Workforce Development Board reserves the right to dispatch auditors of its choosing to any site where any phase of the program is being conducted, controlled, or advanced in any way, tangible or intangible, subject to applicable export law and/or regulation.

Strict Performance. Failure by any party to this Contract to insist in any one or more cases upon the strict performance of any of the terms, covenants, conditions, or provisions of this agreement shall not be construed as a waiver or relinquishment of any such term, covenant, condition, or provision. No term or condition of this Contract shall be held to be waived, modified, or deleted except by a written amendment signed by the parties hereto.

Independent Contractor. The parties hereto, in the performance of

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this Contract, shall not act as employees, partners, joint ventures, or associates of one another. It is expressly acknowledged by the parties hereto that such parties are independent contracting entities and that nothing in this Contract shall be construed to create an employer/employee relationship or to allow either to exercise control or direction over the manner or method by which the other transacts its business affairs or provides its usual services. The employees or agents of one party shall not be deemed or construed to be the employees or agents of the other party for any purpose whatsoever.

Odle Management Group, LLC, being an independent contractor and not an employee of the Southwest Arkansas Workforce Development Board, acknowledges that it shall provide the bond and insurance coverage permitted by Arkansas Statutes and regulations, and to pay all applicable taxes incident to this Contract.

Southwest Arkansas Workforce Development Board Liability. The Southwest Arkansas Workforce Development Board shall have no liability except as specifically provided in this Contract.

Force Majeure. The obligations of the parties to this Contract are subject to prevention by causes beyond the parties' control that could not be avoided by the exercise of due care including, but not limited to, acts of God, riots, wars, strikes, epidemics, or any other similar cause.

State and Federal Compliance. Odle Management Group, LLC shall comply with all applicable state and Federal laws policies, rules, regulations, executive orders and circulars in the performance of this Contract.

Governing Law. This Contract shall be governed by and construed in accordance with the laws of the State of Arkansas. Odle Management Group, LLC agrees that it will be subject to the exclusive jurisdiction of the courts of the State of Arkansas in actions that may arise under this Contract. The United States District Court for the State of Arkansas shall be the venue for any Federal action or proceeding arising

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hereunder in which the State is a party. The Contractor acknowledges and agrees that any rights or claims against the State or the Southwest Arkansas Workforce Development Board or its employees hereunder, and any remedies arising there from, shall be subject to and limited to those rights and remedies, if any, available under Arkansas Statutes Annotated.

Completeness. The Contract is complete and contains the entire understanding between the parties relating to the subject matter contained herein, including all the terms and conditions of the parties' agreement. This contract supersedes any and all prior understandings, representations, negotiations, and agreements between the parties relating hereto, whether written or oral.

Severability. If any terms and conditions of this Contract are held to be invalid or unenforceable as a matter of law, the other terms and conditions hereof shall not be affected thereby and shall remain in full force and effect. To this end, the terms and conditions of the Contract and declared severable.

Communications about this Contract. All instructions, notices, consents, demands, or other communications required by this Contract shall be in writing and shall be made overnight courier service, or by first class mail, postage prepaid, address as may be hereafter specified by written notice. Both parties will have communications by other authorized individuals outside the legal specifications of this contract for reasons of fulfilling this AGREEMENT.

List Board contact person and/or SWAPDD contact person (name, agency, street address, phone number, email address)

List Odle contact person (name, agency, street address, phone number, email address)

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All instructions, notices, consents, demands, or other communications shall be considered effectively given as of the day of delivery; as of the date specified for overnight courier service delivery.

Work Papers Subject to Review. Odle Management Group, LLC shall make all audit, accounting, or financial analysis notes, and other documents available for review by the Southwest Arkansas Workforce Development Board, federal agency, or their authorized representatives, upon request, during normal working hours either while the analysis is in progress or subsequent to the completion of this Contract.

Prohibited Advertising. Odle Management Group, LLC shall not refer to this Contract or Odle Management Group, LLC's relationship with the Southwest Arkansas Workforce Development Board hereunder in commercial advertising in such a manner as to imply that the firm or its service are endorsed by the Southwest Arkansas Workforce Development Board.

Confidentiality of Records. Strict standards of confidentiality of records shall be maintained in accordance with the law. All material and information, regardless of form, medium or method of communication, provided to Odle Management Group, LLC by the Southwest Arkansas Workforce Development Board or acquired by Odle Management Group, LLC on behalf of the Southwest Arkansas Workforce Development Board shall be regarded as confidential information in accordance with the provisions of state and Federal law and ethical standards. All necessary steps shall be taken by Odle Management Group, LLC to safeguard the confidentiality of such material or information in conformance with state and Federal law and ethical standards.

Odle Management Group, LLC's obligations under this section do not apply to information in the public domain; entering the public domain but not from a breach of this Contract by Odle Management Group, LLC; previously possessed by Odle Management Group, LLC without written obligations to the Southwest Arkansas Workforce Development Board to protect it; acquired by Odle Management

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Group, LLC without written restrictions against disclosure from a third party which, to the knowledge of Odle Management Group, LLC, is free to disclose the information; independently developed by Odle Management Group, LLC without the use of the Southwest Arkansas Workforce Development Board's information; or, disclosed by the Southwest Arkansas Workforce Development Board to others without restrictions against disclosure.

It is expressly understood and agreed the obligation set forth in this section shall survive the termination of this AGREEMENT.

Hold Harmless. Odle Management Group, LLC, to the extent allowed by applicable Arkansas law, agrees to assume responsibility for any and all claims, liabilities, losses, and causes of action it incurs which may arise, accrue, or result to any person, firm corporation, or other entity which may be injured or damaged as a result of acts, omissions, or negligence on the part of Odle Management Group, LLC, its employees, or any person acting for or on its or their behalf relating to this AGREEMENT.

In the event of any such suit or claim, Odle Management Group, LLC shall give the Southwest Arkansas Workforce Development Board immediate notice thereof and shall provide all assistance required for the defense of the Southwest Arkansas Workforce Development Board. The Southwest Arkansas Workforce Development Board shall give Odle Management Group, LLC written notice of any such claim or suit, and Odle Management Group, LLC shall have full right and obligation to conduct Odle Management Group, LLC's own defense thereof. Nothing contained herein shall be deemed to accord to Odle Management Group, LLC, through its attorney(s), the right to represent the Southwest Arkansas Workforce Development Board in any legal matter, such rights being governed by the Arkansas Statutes Annotated.

Debarment and Suspension. Odle Management Group, LLC certifies, to the best of its knowledge and belief, that it and its principals:

- a) are not presently debarred, suspended, proposed for debarment, declared ineligible, or involuntarily excluded from covered

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- transactions by any Federal or State department or agency;
- b) have not within a three (3) year period preceding this Contract been convicted of, or had a civil judgment rendered against them from commission or fraud, or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or Local) transaction or grant under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property.
 - c) Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or Local) with commission of any of the offenses detailed in section b, of this certification; and,
 - d) Have not, within a three (3) year period preceding this Contract, had one or more public transactions (Federal, State, or Local) terminated for cause or default.
 - e) Is current and not in default with any local, state, or federal taxes or fees.

Grievances Between Both Parties. Any complaint, protest or dispute arising out of this Contract between the Southwest Arkansas Workforce Development Board and Odle Management Group, LLC will be resolved using a complaint grievance procedure approved by the Southwest Arkansas Workforce Development Board. Odle Management Group, LLC agrees to use the administrative process and negotiation in advance of litigation in attempting to resolve disputes arising from this Contract. Odle Management Group, LLC shall continue performance of the Contract activities during a dispute, unless otherwise directed in writing by the Southwest Arkansas Workforce Development Board. Nothing in this paragraph shall imply that Odle Management Group, LLC is prevented from appealing decisions of the Southwest Arkansas Workforce Development Board pursuant to the applicable Workforce Innovation and Opportunity Act procedures.

Insurance. Odle Management Group, LLC shall obtain, maintain and file with the Southwest Arkansas Workforce Development Board an all risks insurance policy in an amount not less than \$1,000,000 to

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cover all facets of its operations under this AGREEMENT.

Additionally, Odle Management Group, LLC shall obtain and maintain any necessary workers' compensation and employer's liability insurance in compliance with state law. All of the above-referenced insurance coverage policies shall name the Southwest Arkansas Workforce Development Board as an additional insured on each policy.

Federal, State and Local Taxes-Governmental Entity. Contractor shall pay all taxes lawfully imposed on it with respect to any product or service delivered in accordance with this contract.

Assurances. Contractor will comply with the assurances mandated under the Workforce Innovation and Opportunity Act and pursuant to the proposal will be subject to the laws, policies, and procedures, including but not limited to the list below:

- a) Workforce Innovation and Opportunity Act and its regulations;
- b) 20 CFR 667.200 (a)(b)(c) (uniform fiscal and administrative requirements, the audit requirements and the applicable allowable costs/cost principles);
- c) 20 CFR 97.36(I);
- d) 29 CFR Part 94, Subpart 8 and 45 CFR Part 82 – Drug Free Workplace Certification;
- e) 29 CFR Part 37 and 45 CFR Part 80 – Nondiscrimination and Equal Opportunity other such laws, regulations, policies, procedures, and/or guidance as may be promulgated.

SIGNATURES:

By signing below, the signatories represent and agree they each have the authority to enter this Sub-Grant Agreement and agree to all terms and conditions of this Agreement on behalf of their respective entities.

Insert Southwest Arkansas Workforce Board and/or SWAPDD signatures and

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date*

Insert Odle Management Group LLC signatures and date

draft

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ATTACHMENT A

Period of Performance – March 1, 2020 through June 30, 2021

Projected Performance – One Stop Operator

Projected <i>Cumulative</i> Levels	Ending 6/30/2020	Ending 9/30/2020	Ending 12/31/2020	Ending 03/31/2021	Ending 6/30/2021
Conduct Partner Meeting throughout the Region	1	2	3	4	5
Number of Customer Service Surveys	100	200	300	400	500
Area Events (Job Fairs, Promotional Events)		1		2	3
Develop New Partnerships	1	2	3	4	5
New Efficiencies in Workforce Centers	1	2	3	4	5
New Partnerships	1		2		4

Contractor will meet or exceed a minimum of four (4) of the six (6) measures.



To:

Southwest Arkansas Workforce Development Board
Workforce Innovation and Opportunity Act
ONE-STOP OPERATOR

From:

Company- IN THE DOOR, LLC
Business DUNS number: 080328584
Tax Identification Number: 47-4657838
Primary Contact- Jerry Myers
Primary Email-jmyers@inthedoornow.com
Prime Contact Phone- 678-973-8112
Website-www.inthedoornow.com

IN THE DOOR, LLC. 1270 Caroline Street, suite D120-433 Atlanta, GA

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IN THE DOOR

WORKFORCE SOLUTIONS

EXECUTIVE SUMMARY/ NARRATIVE

IN THE DOOR has the right experience and expertise in One-Stop Operations to make an immediate impact in Southwest Arkansas. Before we began in 2015, our team accumulated over 40 years of workforce development experience. This One-Stop project connects directly with our mission to provide innovative, quality training, and workforce development solutions that exceed the needs and expectations of our customers while contributing to national economic development growth.

As the One-Stop Operator for Several Workforce areas, IN THE DOOR knows that communication failure and disorganization amongst partner agencies is a leading source of adverse results for jobseekers. Daily, we manage our partners and business community connections in locations where we see over 1,000 customers a week. We use the net promoter score to manage service among agencies and focus on making sustainable workforce gains. IN THE DOOR uses the Net Promoter Score (NPS) that measures the loyalty existing between a service provider and a consumer. The customer response and completes the NPS Survey. These survey results are reviewed weekly, and data is compiled every month to capture changes that can be made timely and efficient.

Our One-Stop Services are comprised of four important components:

1. Leadership Amongst Partner Agencies and Integration of Services;
2. Best Practices that are tailored to the Workforce Development areas we serve.
3. Innovation in areas such as Assistive Technology and Kiosk Technology.
4. One-Stop Operations that focus on aiding customers.

As a result of our services to the adult, dislocated worker, youth, and reentry communities in Georgia, we were formally recognized by Congress in May 2017 as “Small Business of the Year” in the 4th Congressional District.

Choosing IN THE DOOR’s team to implement One-Stop Operator Leadership in your area will have a significant impact on your region. We know that having a new Workforce Center and focusing on serving the citizens of Southwest Arkansas is a top priority. Choosing IN THE DOOR’s team to implement One-Stop Operator Leadership in your area will have a significant impact on your



SOUTHWEST ARKANSAS WORKFORCE DEVELOPMENT BOARD

region. surrounding areas is a top priority in which we look forward to being a part of that journey.

When you consider the four factors mentioned above, you conclude that the Southwest Arkansas community will get significant benefits by selecting IN THE DOOR to be a part of its community.

Thank you,

JERRY MYERS

**Jerry Myers
President**

OUR MISSION

Our mission is to provide an innovative and quality One-Stop Career Center that connects jobseekers to business opportunities and provide economic development growth around the country.

ORGANIZATIONAL EXPERIENCE AND PERFORMANCE

IN THE DOOR has specific experience managing One-Stop Career Centers with multiple tenants. We have the experience of working with 37 counties with different needs and priorities and the City of Atlanta.

Each One-Stop Career Center's relationship with their tenants is unique and customized to fit the needs of the local area. For example, WorkSource Macon-Bibb is co-located inside a Georgia Department of Labor (GDOL) Career Center for the first time this year. Our One-Stop Manager there has coordinated the office and cubicle space for WIOA, Legacy Links, Vocational Rehabilitation Agency, CSBG, HUD, and Youth Build partners that all use space at the One-Stop either part- or full-time.

In DeKalb County, the reverse is the case. GDOL is co-located inside WorkSource DeKalb's Career Center. GDOL has 15 staff on site at the One-Stop, which significantly increases the customer foot traffic and has made office and cubicle space in short supply. By working closely with the Deputy Workforce Director, the GDOL Career Center Manager, and the partners and staff, we have set up an efficient and effective scheduling a system that benefits all our customers.

In each of our One-Stop locations, our One-Stop Operator Manager has responsibilities tied to the partners MOU. We assist with coordinating the partner services, tracking customers to partners, and monthly or quarterly invoicing.

Exhibit 1. IN THE DOOR Rapid Response event for laid off Sam's Club Workers.



IN THE DOOR'S EXPERIENCE CARRYING OUT ONE-STOP OPERATOR SERVICES

IN THE DOOR is in the best position to operate a One-Stop Center for the following reasons listed below.

- IN THE DOOR's team has a history of successfully managing daily operations regarding managing daily operations of American Job Centers.
- We have a history of working with both adult, young adult, and youth populations in overcoming barriers to employment.
- IN THE DOOR has a history of reporting to boards and key stakeholders regarding trends while providing solutions driven alternatives to challenges that arise.
- IN THE DOOR has managed partner resources with several organizations throughout Georgia while establishing MOU's.
- Having worked in 37 areas, we understand the local area, the barriers, and have a track record of creating localized plans.
- IN THE DOOR's staff ensure that services from resource rooms, labor market info, and orientations are made readily available.
- IN THE DOOR's team has over 40 years of workforce and education experience bringing a seasoned, but fresh perspective to the One-Stop Operator role.
- IN THE DOOR believes in not only aiding individuals with barriers to employment but focuses on a strong customer service model.
- IN THE DOOR has experience adhering to state and federal regulations and policies to ensure compliance and programmatic success.

IN THE DOOR'S PLAN TO DELIVER ONE-STOP OPERATOR SERVICES

As the One-Stop Operator:

- We will coordinate the service delivery among partner agencies in the One-Stop Career Centers.
- We will manage daily operations in coordination with WIOA fiscal agent for the lease, utilities and other activities to support the center.
- We will manage partner responsibilities defined in the Memorandum of Understanding (MOU) among partners (WIOA Title I Adult, Dislocated Workers, Youth; Wagner-Peyser labor exchange; Adult Education and Literacy; and, Vocational Rehabilitation), manage hours of operation and manage services for individuals and businesses.
- We will ensure that basic services such are available (orientations, labor market information, resource room) implementing of Local Workforce Development Board Policy, adhering to all federal and state regulations and policies.
- We will report to Local Workforce Development Board on operations, performance and continuous improvement recommendations.
- We will create daily work schedules, team assignments and workflow based upon operational needs.
- We will coordinate staff vacations/unscheduled absences with the formal leader to ensure service coverage by Center staff. We will ensure staff are properly trained and provided technical assistance as needed.
- We will provide constructive feedback to team staff regarding their duties. Facilitate communication among the other functional leaders and teams in the Center.
- We will provide input to the formal leader on the work performance of staff under their purview.
- We notify the formal leader immediately of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status.
- We will identify and facilitate the timely resolution of complaints, problems, and other issues including speaking with individual partner agencies when necessary.
- We will provide and/or contribute to reports of Center activities as requested by the Southwest Arkansas WDB. Willingness to ensure open communication with the formal leader(s) and Center Manager in order to facilitate efficient and effective Center operations.



Exhibit 2. IN THE DOOR Veteran Job Fair Event, August 2019

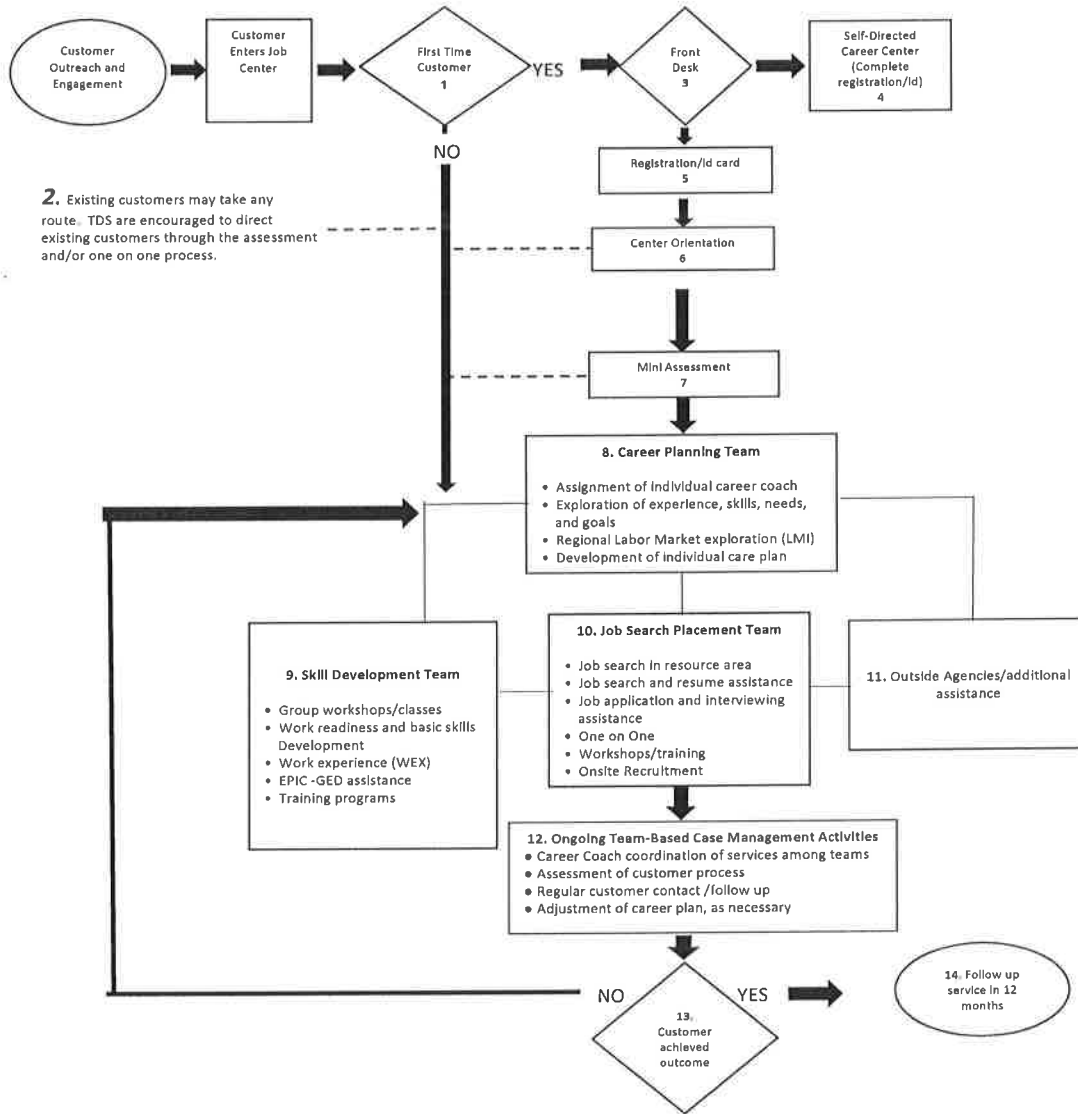
DIRECTING JOBSEEKERS TO APPROPRIATE SERVICES

IN THE DOOR directs job seekers in the following system (shown in Exhibit 3. below). At the One-Stop Orientation phase of the process, we determine the needs of the job seeker by providing questions that ascertain services needed. We also discover if additional services are needed such as housing, food benefits, etc. through this process and train on how to determine needed referrals if a customers' situation changes during the process. The referrals are then tracked through a database and notes are added into the CRM.

Exhibit 3.



CUSTOMER FLOW CHART



RESOURCE ROOM MANAGEMENT

IN THE DOOR will ensure customer service at the One-Stop is high performing acting as the Customer Service Supervisor:

- Act as part of the workforce development department's management team to monitor the operation of the lobby and customer resource room (computer room that's open to the public with internet access, copier, fax, employment services software, etc.)
- Ensure that all One-Stop customers are logged into a customer database; capture customers' personal information as well as their reason for visiting the One-Stop and the services he/she wishes to receive (in some cases, create a database to eliminate paper sign-in sheets)
- Receive, address, and resolve all customer complaints
- Assist customers directly as needed with employment services or access to partner services
- Work closely with reception/greeter staff to distribute in-person customers to workforce development or partner staff (or to direct linkage portal)

Monitor and evaluate customer satisfaction via the use of customer surveys

MANAGING PARTNERS AND TRAINING

While serving as the One-Stop Operator in four locations, we have learned a great deal about the partner MOUs. One of the issues we've faced is that many of the MOUs were signed three or more months before the new fiscal year began on July 1st. Also, the MOUs were typically signed by high-level executive staff at each organization, but these persons are not the one's performing the work. We have found that MOU meetings with the front-line partner staff and supervisors are necessary to ensure compliance with the MOU.

Additionally, we will have monthly partner meetings to keep the partner representatives abreast of our expectations and their actual performance.

a) Physically co-located at the One-Stop Center, and

The Comprehensive One-Stop will bring together a series of partner programs and entities responsible for workforce development, education, and other human resources programs. We will work to optimize the location of staff so that partners who perform similar tasks serve on relevant functional teams. Additionally, we will develop a leadership team that consists of at least one member from each partner, to meet monthly to develop and coordinate our policies, staff communication, event planning, and cross training efforts. Lastly, we will develop a staff integration system through which all partners will participate in ongoing cross training and co-enrollment strategy meetings to coordinate services for the center, placing a priority on customer service.

b) Virtually/electronically available at the One-Stop Center

Our One-Stop site managers have each developed a partner access schedule for the partners that are only available via direct linkage. At WorkSource DeKalb, we call it the "P.E.A.P.", the

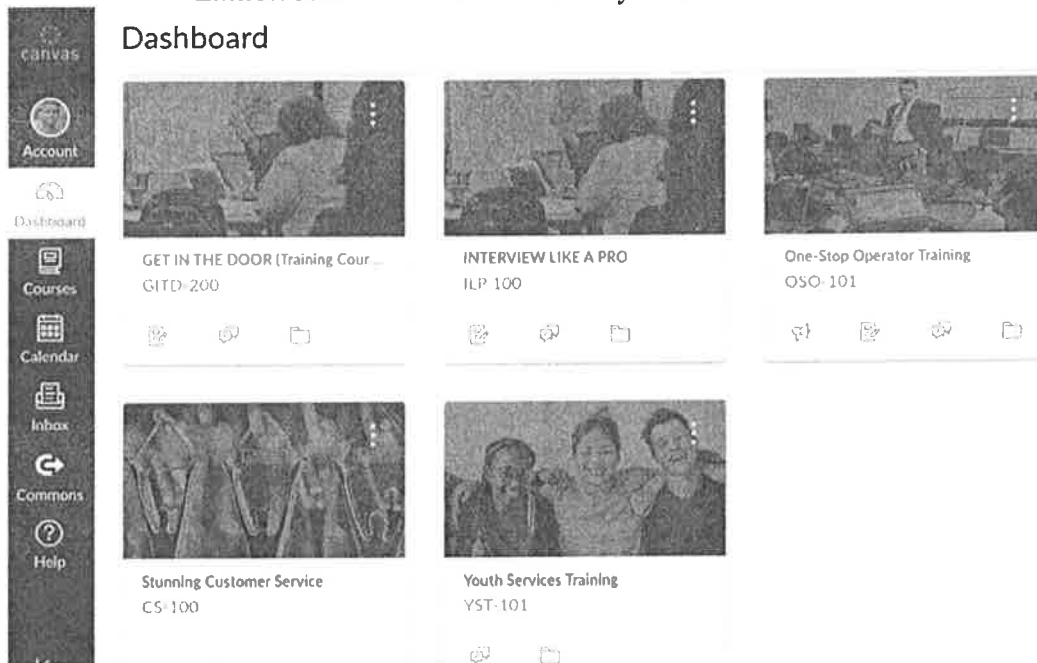
Partner Electronic Access Portal. We have contacted each of our partners and had them provide contact information for a primary and a back-up representative. We have a separate area with computers and phones in which customers can contact the partners directly and receive the services they need. Currently, access is available via phone and email. However, we are exploring other options that allow for face-to-face contact, such as Skype.

STAFF TRAINING AND REPORT

IN THE DOOR uses the following to monitor and evaluate One-Stop Operators.

- Weekly Report from Each One-Stop
- Monthly Report provided to the One-Stop Director's each month.
- Each local area has a conference call to cover the previous week's report for the local area, opportunities and new plans to enhance our One-Stop Career Centers
- Internal Training- IN THE DOOR has a LMS (Learning Management System) or eLearning course preparing our One-Stop Operator team. The newest One-Stop Services Training is OSO-101. OSO-101 consist of assignments, in and out of school youth documents, quizzes, and updates to evaluate our teams progress as seen below in Exhibit 3.

Exhibit 3. IN THE DOOR LMS System



CROSS TRAINING OF PARTNERS

IN THE DOOR provides cross training events that will educate all staff members of the One-Stop Career Center of the various programs that are collectively provided. The desired outcome is for partners to be equipped to provide integrated and seamless delivery of services to workers, job seekers, and employers.

Cross Training Focuses

- All partners have agreed to familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the partners' programs represented in the LWDA American Job Center network.
- Develop materials summarizing their program requirements and making them available for partners and customers.
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs.
- Commit to robust and ongoing communication required for an effective referral process and commit to active follow up on the results of referrals and assuring that partner resources are being leveraged at an optimal level.
- Procedures for weather emergencies or active shooter preparation.
- Basic technology requirements to assist customers directly or through direct linkage when necessary.

DIRECT LINKAGE

Our One-Stop Operator does the following to Develop and maintain the "Direct Linkage" portal

- Works closely with the Partners to identify the direct linkage portal representatives for each partner agency. WIOA and MOU requires that all partners that are not housed within the One-Stop be available to customers via electronic access; also, the customer must be able to reach an actual person, by name, in a "reasonable period of time"; it is also recommended that a back-up partner representative be listed in case the primary is unavailable.
- Develops a One-Stop Partners Schedule—a document that displays the names of each of the partners, a brief summary of the services they offer, and the name & contact info of a staff person (who will actually pick up the phone) and a backup
- Coordinates with the signers of the MOU to identify who should be listed as the contact person(s) in the One-Stop Partners schedule
- Works with workforce management and partners to make video conferencing available for customers in the direct linkage portal while cross training the staff to utilize the portal.
- Works with WorkSource leadership to include assistive technology (hardware and software for disabled jobseekers) workstations at or near the direct linkage portal. The One-Stop operator must ensure this is executed in such a way that is beneficial to disabled customers

and direct linkage customers. Troubleshoots or works with Workforce Leadership if the technology has an outage, using the phone system as a back-up.

- Coordinates with Vocational Rehabilitation Agency to ensure that assistive technology is up-to-date and in working order; also ensure that at least a few staff are trained on how to use assistive technology

COMMUNICATION TO SOUTHWEST ARKANSAS STAFF, EMPLOYER, AND PARTNER INFO

Communication is vital in this industry and as the Operator we will set in place separate group email for each entity (ex: allstaff@email.com; partnrs@email.com) to communicate effectively and timely to all partners and staff. In addition to a specific email group created to communicate information to staff/partners. We will develop a newsletter for the agency that will provide updates/hot jobs/upcoming events/important information relevant to their work. Also, a staff person who be assigned to provide updates to all partners regarding news and information regarding updates/hot jobs/upcoming events/important information.

PLAN TO MANAGE CORE WORKFORCE DEVELOPMENT CLASSES AND SERVICES

The Comprehensive One-Stop will bring together a series of partner programs and entities responsible for workforce development, education, and other human resources programs. IN THE DOOR works to optimize the location of staff so that partners who perform similar tasks serve on relevant functional teams. Additionally, we will develop a leadership team that consists of at least one member from each partner, to meet monthly to develop and coordinate our policies, staff communication, event planning, and cross training efforts. Lastly, we will develop a staff integration system through which all partners will participate in ongoing cross training and co-enrollment strategy meetings to coordinate services for the center, placing a priority on customer service and reduction in duplicated services.

We also post classes available and dates amongst the One-Stop and through Social media to promote classes such as Workforce Readiness, Resume Writing, Interviewing Skills and Becoming an Asset in the Workplace.

EXPERIENCE WITH ONE-STOP CERTIFICATION

IN THE DOOR has successfully completed several one-stop certifications to ensure that certification creates a consistent level of quality in the services provided.

The process shall include the following:

- A diagram or narrative of participant flow throughout the tiers of services;
- Identification of the clear flow of services between all partners;
- Identification of the facility’s service delivery structure, i.e., location service mix and participant flow;
- Demonstration of a plan for increased enrollment in various programs and increased use of facilities;
- Identification of a system for referral to training services and use of ITAs;
- Identification of leveraged resources with various funding streams, educational grants, and other financial aid programs;
- Identification of a community outreach plan; and
- Identification of all One-Stop partners and the ways in which services are integrated.
- Identification of key team members and standard operating hours
- Defining what customer service standards are for the comprehensive and affiliate sites.
- Basic Operational Details of the following career center.

Partner Presence

1. Under "Physical Presence: Average Hours/Week On-Site," include the number of hours per week the agency is on-site, if applicable.
2. Under "Agency Personnel Name and Schedules," enter the names and schedules of those on-site.
3. Under "Electronic Presence," indicate whether or not the partner agency has an electronic presence on-site.
4. If questions do not apply to the particular partner agency, indicate so in the "Not Applicable" column.

REQUIRED PARTNERS	PHYSICAL PRESENCE: AVERAGE HOURS/WEEK ON-SITE	REQUIRED PROGRAMS/PARTNERS		
		AGENCY PERSONNEL NAMES AND SCHEDULES	ELECTRONIC PRESENCE (Y/N)	NOT APPLICABLE (Explain)
WIOA Title I Adult Services	40 hours/week	WorkSource DeKalb, Michelle Jones, 8:30a.m.-5:00p.m.		
WIOA Title I Dislocated Worker Services	40 hours/week	WorkSource DeKalb, Michelle Jones, 8:30a.m.-5:00p.m.		
WIOA Title I Youth Services	40 hours/week	WorkSource DeKalb, Michelle Jones, 8:30a.m.-5:00p.m.		
Job Corps	40 hours/week	Job Corp, Star Butts, 8:30a.m.-5:00p.m.		
Youthbuild		Chris 180, Veronica Kulon		
Native American programs				X

Customer Flow of Services

Provide a detailed chart and description of the customer intake and flow of services.

CUSTOMER INTAKE AND FLOW OF SERVICES	
<p>Does the site use customer-focused processes such as Integrated and expert welcoming and intake for all customers? Does the site provide seamless and coordinated customer centered services through front-desk staff and counselors?</p>	<p>WorkSource Details (WSD) does use customer-focused processes such as integrated and expert welcoming and intake for all customers. There are two (2) WSD employees located at the front counter. They are there to answer calls from the public and direct customers to the appropriate service provider or Workforce Innovation and Opportunity Act (WIOA) staff.</p> <p>Also, there is a GDNK representative at the front counter as well. The GDNK Representative is direct the public to the appropriate GDNK staff, GDNK Workshop, and/or answer any specific questions regarding GDNK services.</p> <p>WorkSource Details (WSD) does provide seamless and coordinated customer centered services through front-desk staff and counselors. This is accomplished by collaboration of visitors responsible for separate Workforce Innovation and Opportunity Act (WIOA) funding streams and by integration of programs and resources at the community level. All partners have an obligation to provide the Basic Career Services so that individuals may access the One Stop System regardless where they enter, including programs and activities carried out by One Stop partners.</p> <p>For Employee services, the Business Solutions team will provide information to employers during one-on-one sessions. During these appointments, staff will discuss Work-based Learning programs and the requirements for employers.</p> <p>For Adult Training Services, all individuals interested in applying for assistance through the Workforce Innovation and Opportunity Act (WIOA) are advised to view the Workforce Innovation and Opportunity Act (WIOA) Online Orientation or an Orientation can be provided to participants one-on-one. This orientation provides a complete overview of the Workforce Innovation and Opportunity Act (WIOA) Program, opportunities, overview of training programs, eligibility requirements and application methods. DeKalb County WIA Online Orientation Process is available by going to www.wca.kc.ga.gov. Participants may attend a weekly WIOA Eligibility and Site Attachment: WIOA Adult Services.</p> <p>For all WIOA Youth Services, participants may register for the program by: 1. Attending weekly intake sessions. 2. Registering online via the WorkSource Details (WSD) website.</p> <p>In both cases, youth participants are required to provide documentation which to support their eligibility for program funds. See Attachment: WIOA - Youth Program Recruiting Process - Youth Services.</p>
<p>Provide a brief overview of the One-Stop Operator's role and duties. Please address how the operator ensures the seamless provision of the required partner services.</p>	<p>The One-Stop Operator's role and duties consists of the orientation of the One-Stop Career centers, selecting site agreements with the partners (GDNK, GDNK, FTE, Adult Education, etc.) situated in the center, and providing (ongoing) service site and fee, planning and monitoring center operations, and coordination with other service providers in the service area.</p> <p>The One-Stop Operator is also responsible for developing a strategic operations or business plan for the center including the development of a common vision and goals. The One-Stop Operator should ensure that the center is guided by customer needs, customer satisfaction and customer service excellence. The One-Stop Operator also includes strategies for training of center staff to ensure integration of service delivery to provide seamless access to services for all customers.</p> <p>The One-Stop Operator ensures that the basic career services are provided at the center and provide access to the core activities and programs provided under Workforce Innovation and Opportunity Act (WIOA) and by the mandatory partner programs available in the area. The One-Stop Operator ensures that the One-Stop Career center website are accessible to all customers including individuals with disabilities.</p> <p>The One-Stop Operator will also be in charge of all intake services, intake, and application services for both WIOA Adult and WIOA Youth programs. Additionally, the One-Stop Operator will have to have to provide guidance through WorkSource Details (WSD) website and phone services when needed regarding the intake application for youth services.</p>

Exhibit 5. One-Stop Certification Example Documents

SYSTEM AND CENTER ORIENTATIONS

IN THE DOOR specializes in some of the following areas regarding our One-Stop Services with WIOA.

- In 2017, we introduced kiosk technology at high traffic locations.
- Managing partners effectively to provide the most engaging service.
- Providing weekly orientation meetings for community awareness of WIOA services and other partners.
- Partnering with the local state and technical colleges to create in-demand work programs.
- Establishing career fairs for the adult, dislocated worker, youth, and reentry populations.
- Hosting a high-level employee partners event for disability awareness month.
- Managing rural and urban area One-Stops
- We facilitate One-Stop Partner services orientation for One-Stop Customers (in some workforce areas, we integrated this partners orientation into the main intake orientation for all WIOA customers; we take advantage of the captive audience of 50 to 100 jobseekers and expose them to all One-Stop partner services)
- Develop a quarterly One-Stop partners major event (example: Vet Job Fair, Disability Awareness Forum, Summer Youth Career Fair, Ex-Offender Career Fair, etc.)

STEPS TO LAUNCH THE SOUTHWEST ARKANSAS CONTRACT

We will be ready to begin implementation on day one. Our first step will be to review the current MOU agreement and our contract. We will immediately meet with the staff and partners, assess the needs of our team, and make recommendations. One we meet the team, here is our standard schedule.

1st Quarter 2020

- Introduction to One-Stop team
- Management teams of One-Stop and Partners meet to discuss and agree upon shared goals
- Implement data collection system
- Begin Partner Integration Meetings
- Begin staff trainings on integrated service delivery
- Implement are partner to partner referral process

2nd Quarter 2020

- Present preliminary findings to WIB board
- Continue to train staff on integrated service delivery
- Begin employer outreach program to recruit companies with in-demand occupations
- Discuss customized training programs with employers and technical colleges

3rd Quarter 2020

- Review opportunities for improvement
- Assess goals at mid-year point; identify deficient areas
- Work with management, partners, and staff to address deficient areas
- Implement strategies to improve performance on goals

4th Quarter 2020- 2021

- Make final push to meet or exceed all program-year goals
- Report findings to the WIB board

INNOVATIVE INITIATIVES

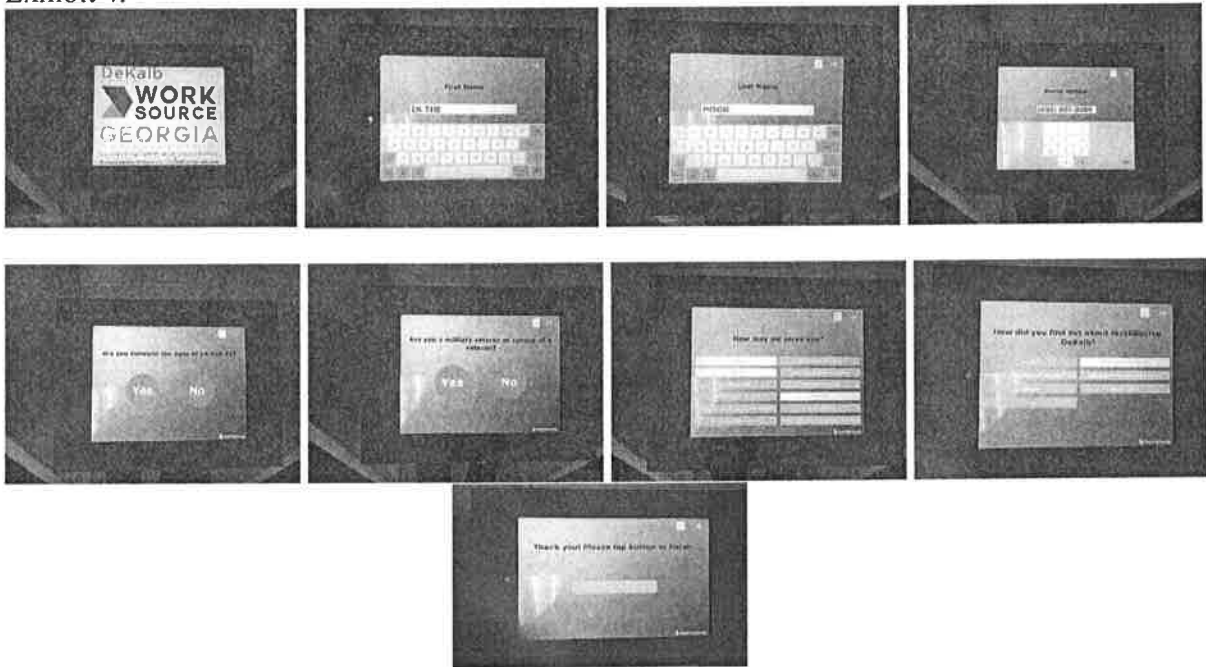
Here at IN THE DOOR, we are fond of saying, “the I in WIOA is for innovation.” Our Operators are constantly pushing for new ways to improve service at the one-stops. Successful innovation requires support from the workforce development management team, so we work very closely together to conduct a variety of pilot projects. Here a few examples:

Kiosk sign-in

- Currently conducting pilot using iPad kiosks with a survey application to collect one-stop customer information as seen in Exhibit 4.
- We capture the customers’ personal information, vet status, reason for visiting the one-stop, partner services in which they are interested, and how they found out about the one-stop.

- The customer data is downloaded into a spreadsheet and converted into charts and graphs for presentation and analysis.
- We use the data to help make better decisions, such as where to conduct more outreach or which partner services need more emphasis.
- Currently moving toward full implementation.
- We provide updates to the local areas we serve.

Exhibit 4.



EXPERIENCE IMPLEMENTING SYSTEMS AND/OR PROCESSES

We implemented a new customer flow process at one of our locations. The focus was to provide a better routing system and intake process for the One-Stop customers. We implemented this through by:

- Designing a Customer Flow Chart
- Creating timeline of implementation
- Leading training with our One-Stop partners having a series of trainings with our partner organizations.
- Rolling out new process for 2 weeks and observing opportunity areas
- Measuring Success of the flow based on customer service responses using the Net Promoter Score (NPS) system measuring the likeliness of a customer referring someone to our American Job Center

ONE-STOP STAFFING**ONE-STOP OPERATOR JOB DESCRIPTION***Job Description***Job Summary**

IN THE DOOR Workforce Solutions is recruiting for a One-Stop Operator to provide services under the Workforce Innovation and Opportunity Act (WIOA). This position will coordinate service delivery, communication, and partnership between the workforce service centers on behalf of the One-Stop Collaborative and related governing agreement. The One-Stop Operator will strategically implement integrated service delivery in a collaborative environment that supports employee engagement and positive performance outcomes. This position is accountable to the local Workforce Development Board and seeks a quality focused, outcome-driven, customer-centered consortium of partners dedicated to achieving the vision of a regionally integrated, job-driven service delivery system that meets the needs of our regional economy.

Responsibilities and Duties**Duties**

- Develop and support high performance, integrated work-team management approaches, consensus-based decision-making, and continuous quality improvement practices.
- Review and interpret state and federal rules and regulations; inform staff of local changes and adjustments; ensure all State and local One-Stop System and One-Stop Center policies and procedures are understood and followed; coordinate related training related to policies and procedures.
- Develop processes to ensure that all customers receive appropriate, timely, and effective WIOA system services; develop and initiate tools and activities to gather and report customer feedback.
- Provide guidance on the development of a broad range of employment and training services to meet the needs of residents and employers to be provided in the One-Stop Center(s).
- Help procure and implement training and/or staff development for partner and One-Stop Center staff;
- Address internal and external customer complaints, disputes, and personnel issues; negotiate and resolve conflicts.
- Coordinate team assignments with partner managers and staff to ensure consistent delivery of program and services; delegate and oversee committee and work-team activities; supervise and support other teams when administrator is unavailable.
- Assist and advise in development of WIOA directed Memorandum of Understanding and related partnership documents.
- Assist in managing and monitoring established performance measures; review and reconcile performance reports from different databases and sources; analyze regulatory

standards and achieved outcomes for compliance and accountability; present performance information; identify best practices and/strategies for improvements and training; recommend and initiate improvements.

- Develop and implement a system to gather, analyze, and report performance of core partners, center processes, and system services to include quality of service and cost effectiveness.
- Prepare and submit monthly and quarterly reports.
- Work with Partners and building leaseholders on matters of physical space planning, and appearance upkeep in the One-Stop Centers.
- Implement Voice of the Customer programming and continuously affirm high customer service standards.
- Develop and promote continuous quality improvement service delivery processes to meet the changing needs of the customer and agency.
- Participate in all workforce activities; maintain a high level of communication with local leaders, customers, regional director, administrators, staff, and partnering agencies regarding program directives, training information, workshops, and related coordination; meet regularly with partner agencies to promote integration and ensure high-quality customer service to co-enrolled customers; work with area teams to establish or modify processes or procedures and resolve problems.
- Travel to Southwest Arkansas locations in efforts to assist One-Stop system.

Qualifications

- Bachelor's degree in related field.
- Demonstrated knowledge of workforce development and economic development.
- Demonstrated knowledge of national, community service, employment, training, and local programs and/or specific US Department of Labor programs, and related state and federal laws, policies, rules, and regulations.
- Strong Workforce Development leadership is a plus.
- Demonstrated knowledge of and experience with complex workforce systems.

LEADERSHIP TEAM**DIRECTOR**

Robert Gordon currently serves as the Director for One-Stop Operations and Youth Services for IN THE DOOR, serving nine local workforce development areas within 38 counties.

Robert is also the former President and CEO of Competitive Edge Staffing Solutions, a staffing firm that specializes in placing certified medical and dental personnel with small- and medium-sized medical and dental facilities. On numerous occasions, Mr. Gordon has served as a panelist during career development conferences. He also contracts with various government agencies to provide customized career development workshops.

Prior to rejoining the private sector, Robert served as a Career Center Manager for the Georgia Department of Labor at the DeKalb, Albany, Sylvester, and Dawson Career Centers. He is a former member of the DeKalb Workforce Investment Board, the Southwest Georgia Workforce Investment Board, and several Chambers of Commerce and other workforce-based organizations.

Mr. Gordon has a business degree from Florida A&M University. He has a Regional Economic & Leadership Development Certificate from the Georgia Academy of Economic Development and is a graduate of the University of Georgia Carl Vinson Institute of Government's EXCEL Leadership Program.

PRESIDENT

Jerry Myers has extensive experience in employee coaching, community engagement, and leadership development. Using his skills from 15 years of corporate experience in management and training, allows him to assist clients in building their companies or government policies.

In 2015, he started IN THE DOOR, a workforce and economic development company which started due to his book GET IN THE DOOR: 7 Keys to Maximize your Career Search. Today, IN THE DOOR serves 37 counties in the State of Georgia. Since starting his workforce development and training company IN THE DOOR, some of his clients include the City of Atlanta, The Middle Georgia Consortium, The Middle Georgia Regional, DeKalb School District, ICare Atlanta, City of Savannah, and AARP leading to tremendous growth.

Jerry also serves as a Professor of Marketing, Business Communication, and Public Administration at Saint Leo University.

Jerry has a Bachelor of Political Science degree and a Master of Public and Business Administration.

BUDGET NARRATIVE**One-Stop Operator
SOUTHWEST ARKANSAS****BUDGET NARRATIVE****One-Stop Operator, Manager – Total: \$47,000**

This salary covers the One-Stop Operator who will manage the One Stop Operations and spend 100% of the time on this project.

President- Total: \$7,011

The President is responsible for managing the general operations of the One-Stop Project. This remote role will provide overall guidance for including compliance and contract guidance from the home office and visits to East Baton Rouge region. The calculation of this amount is the salary of \$123,000 x 5.7%.

Director- Total: \$4,617- The Director is responsible for specifying, implementing, and continuously improving robust and efficient business processes that will provide excellent customer service and deliver positive performance outcomes. The calculation of this amount is the salary of \$81,000 x 5.7%.

Regional Manager- Total: \$3,420- The Asst. Director is responsible for specifying, implementing, and continuously improving robust and efficient business processes that will provide excellent customer service and deliver positive performance outcomes alongside the Director of One-Stop Operations. This remote role has a focus on training of the One-Stop Operators. The calculation of this amount is the salary of \$60,000 x 5.7%.

Fiscal Officer- Total: \$2,964 -This position keeps IN THE DOOR fiscally compliant with WIOA contracts and aids IN THE DOOR's monthly invoicing and compliance processes. This position leads the authorization of expenditures, repairs assistance; plans and recommends long term revenue strategies for cost allocation efficiency. This remote role will work at IN THE DOOR's home office but will have direct communication with the One-Stop Team. The calculation of this amount is the salary of \$52,000 x 5.7%.

Accountant- Total: \$3,192

This position handles the business activities of IN THE DOOR. The Staff Accountant develops and administers the annual budget; reviews and authorizes expenditures; plans and recommends revenue strategies and implements plans after approval by the Director. This remote role will



SOUTHWEST ARKANSAS WORKFORCE DEVELOPMENT BOARD

work at IN THE DOOR's home office but will have direct communication with the One-Stop Team. The calculation of this amount is the salary of \$56,000 x 5.7%.

Mileage- Total: \$6,000

The mileage/travel budget will be used for local and non-local travel such as much and travel for team members to visit the four comprehensive One-Stop career centers, training events, conferences, partner meetings, business events, job fairs and etc. at .50 cents per mile allowing for a total of 12,000 miles.

Technology- Total: \$500

The technology budget covers any technology needed to aid the One-Stop Operator contract including laptops, tablets, mobile hotspot, or any other type of technology.

A-133 Audit- Total: \$798

This amount covers the A-133 Audit, or any audit prep services, or consulting services regarding the audit or preparation for the audit at \$14,000 x 5.7%.

Insurance- Total: \$228

This amount covers all business insurance cost including fidelity bonds, workers compensation, professional, general, umbrella, or other liabilities. The amount of insurance per year is \$4,000 x 5.7%.

Staff Travel- Total: \$7,000

This amount includes any travel cost for managers or team members visiting the Southwest Arkansas locations including hotel, flight, rental cars, uber, and meals up to \$36 per day. This amount also includes any training taking place that the One-Stop Operator will attend including internal training. Each expected trip is \$1,400 per trip.

Indirect- Total: \$7,420

The indirect cost amount covers IN THE DOOR's unexpected expenses with the One-Stop Operator project at the 10% de minimis rate.

Profit- Total: \$7,420

This amount covers profit at the 10% allowed threshold.

***Total- \$97,570**

*IN THE DOOR ask for 15% contract advance for the first invoice of the contract to cover any initial startup cost.

AARP FOUNDATION
SCSEP Senior Community Service
Employment Program

AARP – Senior Community Service Employment Program
One West Court Square
Suite 750
Decatur, GA 30030

5/30/19

Local Workforce Development Board,

I am writing to recommend the services of IN THE DOOR. We have been using IN THE DOOR since 2016 to aid our mature workers who need additional workforce development services and training and have always been completely satisfied with their performance. They do an excellent job, understand the workforce, and are a well-organized entity. They have built solid relationships with our participants and really understand the adult and dislocated worker population, and WIOA.

Their staff has been easy to work with and has been knowledgeable in several key areas.

I'm happy to recommend the services of IN THE DOOR. If you have any questions, please feel free to contact me.

Sincerely,

Tamika Conde

Mrs. Tamika Conde,

DeKalb GA SCSEP Project Director
AARP Foundation

Senior Community Services Employment Program (SCSEP)
One West Court Square Suite 750
Decatur, GA 30030
678-420-5515 or 678-420-5514 or 678-420-5517 (P)
678-420-5518 (F)
404-281-9169 (C)
tconde@aarp.org (E)



GREATER LITHONIA
CHAMBER OF COMMERCE

1/3/20

3035 Stone Mountain St. Unit #57
Lithonia, Georgia 30058

Dear Local Workforce Development Board,

This letter is to endorse IN THE DOOR regarding their workforce development efforts in the Atlanta community. As one of the drivers of education, workforce development, and small business growth in our community we endorse IN THE DOOR. We have seen them work as the One-Stop Operator in our local area and around the State. We appreciate their impact as a member of our Chamber as well. One thing that we notice about their efforts is how they partner with the Business Community, Technical Colleges, Workforce Partner Agencies, and Chambers to get things done.

I highly recommend IN THE DOOR for the One-Stop Operator contract as I am certain that they will increase the visibility of your One-Stop Career Center and leave a lasting mark on your areas workforce the way they have done so in Georgia. If you have any questions, I can be contacted at 770-241-3987 or contactus@greaterlithoniachamber.com.

Sincerely,

Kendra Price

Kendra Price
President



January 24, 2018

Dear Board Chairperson:

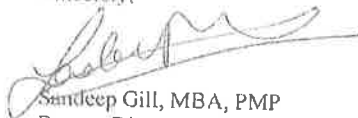
This serves as a reference letter for One-Stop Operator Services provided by In The Door, LLC. In the Door, LLC. has served as the One-Stop Operator for WorkSource DeKalb, located in DeKalb County, Georgia, since July 2017.

Although In The Door is a small business, their professionalism is one similar to that of a multilevel enterprise. The performance outcome has been above satisfaction with providing timely service reports, hosting partner meetings, coordinating partner services, building relationships as well as interacting with over 32,000 customers in the last six months.

The experience of the staff that I have interacted with has a wide-range of public and private sector background. Therefore, the learning curve was small in that they understood the delicate relationship of working with the public sector.

In my position, as a workforce professional, I am unable to recommend any entity but happy to articulate above satisfaction services received from this organization. Should you have any questions, feel free to contact me directly.

Sincerely,



Sandeep Gill, MBA, PMP
Deputy Director
Phone: 404.593.6358
sgill@dekalbcountyga.gov

774 Jordan Lane, Building #4 Decatur, Georgia 30033 | 404-687-3400 | www.worksourcedekalb.org

WorkSource DeKalb is an EEO/AAE/ADA employer/program. Auxiliary aids/services are available upon request to individuals with disabilities. Persons with hearing impairments may call 1-800-255-0135 or TDD (TTY) for assistance. WorkSource DeKalb is 100% funded by the U.S. Department of Labor and is a proud partner of the American Job Center Network.

BEVERLY CUNNINGHAM
OUTREACH PROGRAM

December 28, 2019

Greetings Local Workforce Development Board,

The Beverly Cunningham Outreach Program (BCOP) has worked with IN THE DOOR for several years in the Metro Atlanta area including workforce training events, job fairs, and hiring events. We have watched them blossom over the years serving thousands of residents in workforce services including as the One-Stop Operator.

With that said, we gladly recommend them as a services provider for your local area and believe they will do an amazing job like we have seen them do in the past.

Please feel free to contact me at (404) 862-5197. Thanks for taking the time to review this letter.

Sincerely,

Roderick Cunningham

Beverly Cunningham Outreach Program
Founder/Executive Director

P. O. Box 361061
Decatur, Georgia 30036

LIST AND CONTACT INFORMATION

Additional Workforce Areas

1. WorkSource Middle Georgia Consortium
Address **124 Osigian Blvd, #A Warner Robins, GA 31088**
Phone **478-953-4771**
Contact Person **Darrell Stillings/ Executive Director**
Years of Experience with this Agency **3 Years**

2. WorkSource Coastal
Address **7216 Skidaway Road, suite C Savannah, GA 31406**
Phone **1-912-351-6379**
Contact Person **Sheron Morgan/ Interim Executive Director**
Years of Experience with this Agency **2 Years**

3. WorkSource Macon-Bibb
Address **175 Emery Highway, suite C, Macon GA 31217**
Phone **478-751-6160**
Contact Person **Tiffany Andrews/ Workforce Director**
Years of Experience with this Agency **3 Years**

4. Greater Lithonia Chamber of Commerce
Phone **770-241-3987**
Contact Person **Kendra Price/ President**

5. Beverly Cunningham Outreach Program
Phone **404-862-5197**
Contact Person **Roderick Cunningham/Executive Director**

6. AARP SCSEP
Phone **404-617-2977**
Contact Person **Tamika Conde/ Project Director**

7. Formerly WorkSource DeKalb, now Workforce Economics
Phone **404-455-1660**
Contact Person **Sandeep Gill/ Former Deputy Director**

**Response to
Request for Proposals**



January 9, 2020

**Southwest Arkansas Planning and Development District, Inc.
Renee Dycus * renee.dycus@arkansas.gov * 870.235.7517
101 Harvey Couch Boulevard * P.O. Box 767 * Magnolia, AR 71754**

Executive Summary

Southwest Arkansas Planning and Development District, Inc. (Southwest Arkansas PDD) is the current Local Workforce Development Area Title One Provider and One-Stop Operator. Southwest Arkansas PDD has been in operation since 1968 and is a regional, twelve-county development and planning agency which, under the guidance of a public policy board of directors, provides expertise and services to counties, cities, businesses, industries, and to residents.

Our organization is governed by county and municipal government leaders who individually and collectively believe that working together on a regional basis provides benefits that could not be achieved without the Southwest Arkansas PDD. Within this area we have three Certified Comprehensive Workforce Centers and one Satellite Workforce Center; all with one overarching goal - to serve the jobseeker and the business community. Southwest Arkansas PDD serves as the leader of this effort, and our commitment to regional prosperity is further proven because we have a Community and Economic Development Department within our organization.

As Title One Service Provider, we currently provide services to Adults, Dislocated Workers, and Youth who are actively seeking to enter the workforce. Additional groups served are those seeking to upgrade existing skills and those seeking to re-enter the workforce to maximize employability and competitiveness. We provide supportive services and cover necessary, reasonable expenses associated with training in order for our participants to reach and retain full economic self-sufficiency. As the One-Stop Operator, our mission is to prepare industries and the labor force of Southwest Arkansas for economic advancement and global competitiveness. Our vision is to design and implement a high-quality talent development system tailored to meet the needs of local industries and businesses. To assist in this effort, Southwest Arkansas PDD has contracted with a workforce consultant to optimize program design and execution.

Southwest Arkansas PDD responds to our customers' needs and interests by providing strategic guidance, assistance with problem solving, information sharing, and public-private partnership building, therefore providing effective, efficient and timely service to all parties. Collaborative partnerships within local One-Stop Centers allow us to provide seamless service delivery to businesses and job seekers. To ensure that the Southwest Arkansas Workforce Development Board (SWAWDB) will meet and exceed agency-shared performance goals, Southwest Arkansas PDD will maintain continuous communication with WIOA partners to coordinate co-enrollments and resource sharing. In addition to employing proven methods for evaluating performance strategies, we will expedite specific recommendations and share best practices for improvement. As ambassadors for our programs and the residents of Southwest Arkansas, we will

continue to develop innovative solutions that help us build bridges and relationships that enhance outcomes and satisfy customers.

Due to our longevity and proven success with the management of Federal workforce development programs and the strong public/private partnerships we have established through an active presence in our communities, we believe the SWAWDB should once again select Southwest Arkansas PDD as the One-Stop Operator. Southwest Arkansas PDD will continue to serve businesses and job seekers in the region, and continue to fulfill the mission and vision of the State of Arkansas and the Local Workforce Development Board.

Narrative

2. Experience and Approach

A. One-Stop Operator

a. Describe specific experience with serving as One-Stop Operator.

When the Workforce Investment Act (WIA) was implemented, the Southwest Arkansas Workforce Investment Board (SWAWIB) commissioned Southwest Arkansas PDD to be the One-Stop Operator and to participate in regional partnerships beyond those established through the local Board. Southwest Arkansas PDD has become actively involved in the community through memberships and partnership with organizations such as local Chambers of Commerce, economic development associations, WAGE Boards and others. These relationships provide the SWAWIB with a network of individuals seeking to resolve key workforce issues in our twelve county service area.

Under the Workforce Innovation and Opportunity Act (WIOA), the Southwest Arkansas Workforce Development Board (SWAWDB) chose Southwest Arkansas PDD to continue as One-Stop Operator. Our progress toward complete implementation of the Workforce Innovation and Opportunity Act has been ongoing. We have continued to forge valuable partnerships with business, industry, and community leaders. Workforce Development depends heavily upon the vision and leadership of our state's employers. Our centers reflect the integration of federal, state, and local workforce programs which gives employers and workers an opportunity to connect in real or virtual communities and access labor market information, education, and training. Collaboration with partner agencies has aligned workforce development services with sector strategies that enable low-income, displaced, under-skilled and disconnected customers to acquire knowledge and skills for success at work in key industries. Our collaboration with mandated partners ensures that vocational training within the local communities will meet labor market demand for customers.

Ultimately, the workforce investment system is designed to increase employment, retention, occupational skill levels, and earnings of workers through access to career management tools and high quality service. Southwest Arkansas PDD aims to continue to create a more competitive and productive workforce for employers. As a result, this system improves the skills of the workforce, increases worker income with resulting increases in family self-sufficiency, reduces welfare dependency, enhances the productivity and competitiveness of the state of Arkansas, and ensures a higher quality of life for all Arkansans.

As the current One-Stop Operator, we actively engage many of the partners needed to implement the resolution of workforce issues. Members that are key to this process include local economic development professionals, local members of the business community, elected officials, and local service agencies throughout the twelve county service area. Many of these members are already engaged and participating in workforce development efforts which results in the service area being more beneficial to the customers and consumers of the WIOA.

b. Detail the role and responsibilities that will be undertaken as One-Stop Operator.

As One-Stop Operator Southwest Arkansas PDD will facilitate integrated partnerships that seamlessly incorporate services for the common customers served by multiple partners. Southwest Arkansas PDD will continue to follow those guidelines that require the development and implementation of operational agreements, or Memorandums of Understanding (MOU), between the core partners and required partners. The One-Stop Operator's responsibility will be to implement all initiatives that reflect an integrated system of performance, communication, and case management, and uses technology to achieve integration and expanded service offerings. In support of the MOU, the One-Stop Operator will facilitate customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes.

The One-Stop Operator is required to maintain a local management office within one of the One-Stop Centers. Southwest Arkansas PDD has a One-Stop Director to staff the local management office upon being awarded the contract. Although only one office is required within the service area, each Center will receive the same training and exemplary attention to ensure that superior service delivery is available to customers visiting all Centers while meeting the requirements of the contract. The One-Stop Operator will assure SWAWDB that Center staff are cross-trained to understand other partners' programs, and equipped in an ongoing learning environment with the skills and knowledge needed to provide superior services to both job seekers and businesses. Services will be organized and integrated by function rather than by program, and provide a full range of services to all customers seamlessly, including targeted populations. Continuous coordination of staff communication, capacity building, and training efforts will ensure that staff is adequately educated and skilled in optimal service delivery strategies.

An integrated intake process will be used for all customers entering the American Job Center network. Center receptionists will be highly familiar with the functions and basic eligibility requirements of each program, appropriately assist customers, and make knowledgeable referrals to partner programs, as appropriate. Pre-screening and initial assessments will determine the appropriate path for clients,

based on their individual needs. A common intake form will have targeted questions that will assist the receptionist in knowing the client's initial service needs, program-specific eligibility requirements, need for emergency assistance, or basic needs help.

The One-Stop Operator will submit a written and verbal report on work accomplished and challenges encountered to the Local Workforce Development Board on a quarterly basis. This report will also include performance measure information, tracking of incoming customers, resource room usage, and program specific referrals.

c. Provide a detailed description of a proposed client flow to ensure Core Program Partners are included in upfront services.

Customer flow will emphasize the needs of the customer first and foremost. Customers will be greeted by a receptionist upon entering the workforce center. The common intake will have targeted questions that will assist the receptionist in knowing the customer's occupational goal, existing skills, job readiness, and to determine if any barriers to employment exist. The receptionist will review the intake form to create a service map and determine the next step for the customer. Front desk staff will be provided with a menu of services as a reference tool. This initial assessment is intended to gauge which level of services a customer requires. It is a preliminary indication of the customer's needs derived from the baseline information gathered on the intake form. All subsequent services should be driven by continued assessment of the customer's need. Referrals will be made to address the needs based on order of priority.

Southwest Arkansas PDD has in place a referral form that allows staff who have identified client's needs and/or barriers that are best served by a partner, to send the customer to the referring partner along with the referral form. This allows the referral partner to immediately know what service needs have been identified and who the point of contact is to provide a continuity of care for the customer. A response from the referral partner is requested to ensure the customer has received the needed services.

d. Detail the proposed management of the resource room.

Resource Room management duties will be performed in accordance with the MOU. The One-Stop Operator will manage the availability of resource information, equipment, and staffing of the Resource Room. Workforce Center Resource Rooms provide customers with access to computers, internet, and general office

equipment to prepare resumes, job seeking correspondence, make copies, and fax or email resumes to prospective employers.

The One-Stop Operator will continue to collaborate with local DWS Field Managers in Southwest Arkansas Workforce Centers regarding management of resource rooms. Center staff will be available to assist customers with evaluations and assessments of work skills and interest, labor market information, resume writing, and job search assistance. Customers will also have access to a resource library that consists of informational brochures and other literature on additional services, upcoming events, career opportunities, and high-growth industry training opportunities.

e. Detail information on how staff and partner training will be provided.

The One-Stop Operator is primarily responsible to ensure all staff and partner trainings will be properly tracked and documented for optimum program success. The One-Stop Operator will continue to collaborate with local DWS Field Managers in Southwest Arkansas Workforce Centers regarding training and training schedules of Center staff, as well.

Southwest Arkansas PDD will continue to ensure that program and fiscal staff has adequate knowledge of WIOA and skills to deliver quality services that meet or exceed performance standards by providing or facilitating training on a consistent basis. Training will encompass Common Performance Measures, Case Management, EEO Diversity, cross-training on partner program services, eligibility and enrollment, networking, Microsoft Office, accounting trends and fiscal policy changes, recruitment, and technical assistance from the State and other regulating agencies. Staff will receive quarterly development days to focus on departmental and/or program collaboration, to encourage staff wellness, to promote effective time management and organizational skills, and to foster staff cohesiveness and optimum performance in the workplace.

Training efforts that have already been established and have been very beneficial to all core and required partners include the information shared during Quarterly Partner Meetings. Each partner has provided training on their service offerings and given the One-Stop Operator valuable information and/or marketing materials to share amongst all programs. We will continue to build upon these successful, collaborative training efforts if awarded the new One-Stop Operator contract.

f. Provide information on experience the organization has in regard to One-Stop Certification achievement and maintenance.

Our progress toward Arkansas Workforce Development Center Certification achievement and maintenance is significant. We have successfully implemented the established MOU for the centers and held required meetings. Working with the SWAWDB, our One-Stop Center staff has access to the Center Certification binder that helps guide them through the process of ensuring compliance with Center Certification standards set by the State. Deficiencies are addressed during quarterly partner meetings. In accordance with the vision for Arkansas Workforce Centers, Southwest Arkansas PDD embraces the innovative and effective service design for each center in the service region. By following the guidance provided for Center Certification our efforts will be fully directed toward preserving local Arkansas Workforce Centers that are high-quality Centers which reflect innovative and effective service design.

g. Describe how system and Center orientations will be provided.

Orientations will be provided by Center staff, when customers enter a local Center, through the initial intake process. This orientation will help customers understand the options and services available to them, as well as the referral process and customer flow procedures when applying for services from different local programs. It will not be a cumbersome process, but rather one that aids customers in gaining quick access to services while collecting required information.

The Center orientation has information about a wide variety of programs and services that assist customers entering the workforce or transitioning between careers. The orientation will link customers with a number of resources which include information on how to access employment and training opportunities, information on supportive services, equipment available to customers in the Resource Room (i.e., telephones, fax machines, copiers, computers, and internet) for employment or training research purposes. This integrated orientation process will allow for seamless service delivery and ensure meaningful access to all customers.

h. Describe the steps you will go through to launch the contract.

Should Southwest Arkansas PDD successfully receive the One-Stop Operator contract, the following steps will be taken to launch the contract:

- Immediately identify our knowledgeable, primary point of contact who shall have optimum management and operations authority and be available to the SWAWDB. The primary point of contact will provide contact information for regular business hours and for after-hours assistance to the SWAWDB. All parties who should be aware of the contract awarding would be notified as well.
- Ensure there is a minimum of three months operating capital on-hand upon assuming the contract and for the length of time the contract is held
- Provide the requested Documentation of Qualifications as outlined in the RFP within a ten (10) day period after notification
- Take necessary steps to ensure there is no interruption of services being provided to customers and program participants.
- Hold a post-award debriefing, orientation and training with all appropriate entities (WIOA staff and Title 1 partners). This debriefing will address:
 - The coordination of service delivery of core and required One-Stop partners and other partners working with the Workforce centers of Southwest Arkansas
 - Managing partner responsibilities in the Comprehensive One-Stop Centers as defined in the Memorandum of Understanding (MOU)
 - Specifications regarding facilitation of customer flow, customer service, initial assessment, resource room usage, tracking, and referral processes
- Communicate Board and Administrative policies and procedures to all partners
- Establish local management office hours in all Southwest Arkansas Workforce Centers, and notify all partners and the SWAWDB.
- Present necessary reports to appropriate individuals/groups, etc. and identify reporting guidelines and parameters. Begin collecting and maintaining all records relating to One-Stop operations activities that are required to be made by federal and state laws, regulations, USDOL, Administration, and the SWAWDB (as outlined in the RFP). Reporting specifics are as follows:
 - Submit a written and verbal report on work accomplished and challenges encountered on a quarterly basis to the SWAWDB
 - Gather data for the Board from the partners on a quarterly basis including: common measure information, tracking incoming clients, resource room usage, and program specific referrals

3. Budget, Budget Narrative

Southwest Arkansas Workforce Development Board One-Stop Operator Budget February 1, 2020 – June 30, 2024		
Cost Category	Cost	Budget Detail
Staff Salary	28,000.00	One-Stop Director
Fringe Benefits	16,135.00	Leave, health insurance, retirement, and holiday pay (54.17% rate)
Travel and Training	1,500.00	Local, State, and National Conference
Supplies	1,500.00	Copy paper, pens, staples, folders, binders, etc.
Office Expenses	1,500.00	Cell phone, email, printers, ink cartridge,
Other	1,365.00	Unexpected allowable costs that may arise
Total	50,000.00	Annual Budget

A. Staffing structure including position (s), office location, and salary range

The staffing structure will consist of a One-Stop Director. The One-Stop Director's office will be located in the Arkansas Workforce Center in Magnolia. The One-Stop Director's salary range is \$28,000 to \$50,000.

B. Corporate structure and support services that will be provided to Southwest Arkansas

Workforce Center staff will be provided at each of the Comprehensive and Affiliate sites and will consist of Career Planners, who will serve as front line staff and One-Stop Center representatives, and Outreach and Recruitment staff. In addition to those whose time is 100% devoted to the program, the Southwest Arkansas PDD will share Executive Management, Financial Management and Personnel Management services. The Southwest Arkansas PDD requires timesheets of all staff; therefore documentation supporting the time spent on workforce programs is available for each pay period.

C. Reasonableness of line items

All budget items are reasonable and necessary and falls within the WIOA allowable cost.

D. Profit or program income proposed if applicable

Southwest Arkansas PDD is a non-profit entity and therefore has no profit built into our proposal.

2 CFR § 200.305 (8) The non-Federal entity must maintain advance payments of Federal awards in interest- bearing accounts, unless the following apply:

- (i) The non-Federal entity receives less than \$120,000 in Federal awards per year.
- (ii) The best reasonably available interest-bearing account would not be expected to earn interest in excess of \$500 per year on Federal cash balances.
- (iii) The depository would require an average or minimum balance so high that it would not be feasible within the expected Federal and non-Federal cash resources.
- (iv) A foreign government or banking system prohibits or precludes interest bearing accounts.

In order to minimize the time cash remains on hand, we pay out funds an average of 1-3 days after receipt and do not keep cash on hand long enough to maintain a minimum balance that earns interest in excess of \$500 per year on Federal cash balances. Because an interest-bearing account also incurs banking fees in excess of potential interest earnings, we would continue to maintain Workforce Development funds in a zero-interest bearing account and would therefore have no program income.

E. Indirect cost detail if applicable

Indirect costs are the costs incurred by the Southwest Arkansas PDD that are not readily identifiable with a particular project or program, but are nevertheless necessary to the operation of the Southwest Arkansas PDD and the performance of its programs. The costs of operating and maintaining facilities, depreciation, and administrative salaries, are examples of the types of costs that are usually treated as indirect costs.

In theory, all such costs might be charged directly. Practical difficulties, however, normally preclude this approach. The Indirect costs are therefore grouped into common pools and expensed monthly to Southwest Arkansas PDD's programs, utilizing a cost allocation module in the accounting software.

The Southwest Arkansas PDD is required to have the Indirect Cost Rate (ICR) approved by their federal cognizant agency each year. The Southwest Arkansas PDD's Financial Department calculates and secures approval of the ICR annually.

F. Administrative cost detail if applicable

Not applicable



UNIVERSITY OF ARKANSAS.

College of Education and Health Professions
WIOA Career Counseling Information and Referral Services

Friday, January 3, 2019

James Lee Silliman, Chairman, Southwest Arkansas Workforce Development Board,
P.O. Box 767,
Magnolia, Arkansas 71754-0767

Re: Application for Workforce Innovation and Opportunity Act (WIOA) One-Stop Operator

Mr. Silliman,

Please accept this letter of support for Southwest Arkansas Workforce Development Board application to be a Workforce Innovation and Opportunity Act (WIOA) One-Stop Operator. I am a professor of rehabilitation counseling at the University of Arkansas in Fayetteville. I have worked in the field of rehabilitation counseling for the past 30 years and specialized in school-to-work transitions for youth with disabilities for the past ten years. I have become quite familiar with the excellent work of the Southwest Arkansas Workforce Development Board during our four year working relationship with Arkansas PROMISE.

As you well know, the U.S. Department of Education awarded more than \$211 million in five-year grants to establish and operate Promoting the Readiness Of Minors in Supplemental Security Income (PROMISE) model demonstration projects designed to improve the education and employment outcomes of child Supplemental Security Income (SSI) recipients and their families. "All children deserve a chance to achieve their educational and career goals," then Secretary of Education Arne Duncan explained at the time of the award. "The PROMISE initiative was indeed a success and demonstrated a model that could improve the provision and coordination of services for child SSI recipients and their families. The services were instrumental in helping youth recipients achieve better outcomes, including graduating from high school ready for college and a career, completing postsecondary education and job training, and obtaining competitive employment in an integrated setting. As a result, these youth SSI recipients are set to achieve long-term reductions in reliance on SSI.

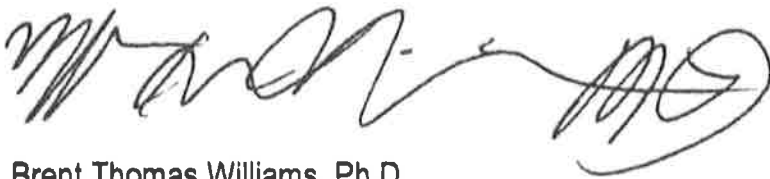
As a partner with Arkansas PROMISE the Southwest Arkansas Workforce Development Board was instrumental in the development, coordinating, and implantation of our summer work program for youth with disabilities. The Southwest Arkansas Workforce Development Board partnered in the development interested based jobs for our youth with disabilities and acted as the community liaison for the participating employers, many of whom had never knowingly hired a person with a disability previously. The Southwest Arkansas Workforce Development Board provided the logistical coordination that made these interest based competitive wage placements a success. Were it not for the commitment, innovation, and expertise

of the Southwest Arkansas Workforce Development Board, Arkansas PROMISE would not have realized it's tremendous success.

The Promoting the Readiness Of Minors in Supplemental Security Income (PROMISE) model demonstration projects designed to develop models that could be implemented within the Workforce Investment and Opportunity Act. The experience gained by the Southwest Arkansas Workforce Development Board has augmented their unique and unparalleled knowledge and skill... - knowledge and skill that would be invaluable as a Workforce Innovation and Opportunity Act (WIOA) One-Stop Operator. The impact on the Arkansas PROMISE youth and families, as well as, the commensurate impact on their communities would be readily duplicated as a Workforce Innovation and Opportunity Act (WIOA) One-Stop Operator.

Again, I wholeheartedly support the
Please accept this letter of support for Southwest Arkansas Workforce Development Board application to be a Workforce Innovation and Opportunity Act (WIOA) One-Stop Operator. If I can provide any additional information or support, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brent Thomas Williams', with a stylized flourish at the end.

Brent Thomas Williams, Ph.D.
Associate Professor, Counseling Education and Supervision



James Lee Silliman, Chairman
Southwest Arkansas Workforce Development Board
P.O. Box 767
Magnolia, AR 71754-0767

Dear Mr. Silliman-

It is my pleasure to write a letter on behalf of the SWAPDD's history with workforce development in our area of the Golden Triangle. Within their twelve county service area, they have made huge impacts with regards to workforce, relationships with youth, job seekers, and with community partnerships.

In my personal experience, I have served on the CEDS committee through SWAPDD and have been extremely impressed with the vision, planning, and execution so far with that initiative. It was evident that there was much thought put into building the plan and also into gathering the appropriate stakeholders to participate. It has been a wonderful initiative to bring a diverse group together for the common good of Southwest Arkansas and I am looking forward to the future of what is to come as a result from this work.

SWAPDD is extremely involved with the Economic development of our region as well. They have a strong presence with Economic Development groups like the Golden Triangle and our local businesses in our area. They have been a fantastic resource for the Golden Triangle and attend our meetings regularly, as well as having board member representation.

I feel that SWAPDD would be a wonderful candidate for any new initiatives that were brought to our area. With their experience and long-standing reputation of providing training, employment placement, and community involvement, it is sure to be a success. They have a heart for serving our communities in Southwest Arkansas and there is no doubt that they will be a wonderful location for the WIOA program.

Sincerely,

A handwritten signature in cursive script that reads "Britta Clark".

Britta Clark

Golden Triangle Coordinator
100 East University
MSC 9135
Magnolia, AR 71753
bnclark@saumag.edu
(870) 235-4924

Pine Bluff Truck Driving School, Inc
4208 Hwy 65 South
Pine Bluff, AR 71601
1-800-954-4981

To whom it may concern:

It gives me great pleasure to write a letter of recommendation for the Southwest Arkansas Workforce Development Board. Pine Bluff Truck Driving School has worked with the career advisors of SWAPDD for over 15 years. Our goal is to help individuals succeed in the chosen career path of obtaining a Class A CDL. With the help of the SWAPDD staff we are able to help our students achieve personal goals and supply the truck driving industry with much needed workforce.

In the future, if Pine Bluff Truck Driving School can be any assistance giving more information, please feel free to contact us.

Sincerely,


Troy Bradley, President


Henry Barrett, Vice President


Benita MacNichol, Office Manager/ Student Advisor