



## Mohave County Request for Board Action

**Date Submitted:**

8/7/2024

**BOS Meeting Date Requested: \***

8/19/2024

**Submitted By: \***

Tara L. Acton, NIGP-CPP, CPPB, Procurement  
Director

**Submitting Department: \***

Procurement

**Requested Board Action Type \***

Consent

**Summarize The Issue and Desired Action Clearly: \***

Request for Proposals 24P11, One Stop Operator, was issued on May 29, 2024, in accordance with state law and the Mohave County Procurement Code to establish a contract for the provision of One Stop Operator services and activities required under the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area with an annual budget not to exceed \$90,000.00. On July 8, 2024, the County received two (2) sealed proposals. A Selection Committee evaluated and scored the responsive proposals in accordance with the evaluation criteria set forth in the Solicitation and recommends award of the Contract to Eckerd Connects of Clearwater, FL.

**Recommended Motion: \***

Approve the award and sign Contract 24P11, One Stop Operator, to Eckerd Connects of Clearwater, FL; for provision of One Stop Operator services and activities for the Mohave/La Paz Workforce Development Area with an annual budget not to exceed \$90,000.00, for a one-year term beginning on the date negotiated after award, based upon the transition plan, with the County having the option to renew for up to four additional one-year periods on behalf of the Community Services Department. Funding for these services will be in accordance with the adopted FY25 budget, and subsequent budgets as applicable.

**Attach Backup Material**

Consent 02 - Complete Package - One Stop 24P11.pdf

3.8MB

A Single PDF Only (maximum file size 100MB)

**Are there pages that require signatures? \***

Yes  No

# MOHAVE COUNTY REQUEST FOR BOARD ACTION FORM

FROM: *JA* Tara L. Acton, NIGP-CPP, CPPB, Procurement Director  
CONTACT/EXT: 4194  
DATE: August 7, 2024  
BOS MEETING DATE: August 19, 2024

FORMAL ACTION  
CONSENT  X  
RESOLUTION  
OTHER  
INFORMATION ONLY

## SUMMARIZE THE ISSUE & DESIRED ACTION CLEARLY/ATTACH BACKUP MATERIAL:

Request for Proposals 24P11, One Stop Operator, was issued on May 29, 2024, in accordance with state law and the Mohave County Procurement Code to establish a contract for the provision of One Stop Operator services and activities required under the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area with an annual budget not to exceed \$90,000.00. On July 8, 2024, the County received two (2) sealed proposals. A Selection Committee evaluated and scored the responsive proposals in accordance with the evaluation criteria set forth in the Solicitation and recommends award of the Contract to Eckerd Connects of Clearwater, FL.

## RECOMMENDED MOTION:

Approve the award and sign Contract 24P11, One Stop Operator, to Eckerd Connects of Clearwater, FL; for provision of One Stop Operator services and activities for the Mohave/La Paz Workforce Development Area with an annual budget not to exceed \$90,000.00, for a one-year term beginning on the date negotiated after award, based upon the transition plan, with the County having the option to renew for up to four additional one-year periods on behalf of the Community Services Department. Funding for these services will be in accordance with the adopted FY25 budget, and subsequent budgets as applicable.

## ATTACHMENTS:

Executive Summary  
Proof of Publication  
Contract No. 24P11 (2 copies for signature)

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### Reviewed and Approved By:

County Attorney       Human Resources       Finance       County Manager

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### Board Action Taken:

Approved as Requested       No Action Taken       Disapproved   
Continued to \_\_\_\_\_  Approved with the following changes:

Acknowledged receipt and referred to: \_\_\_\_\_

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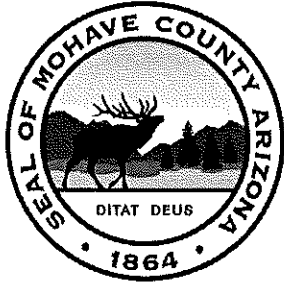
### Filing Information and Retrieval

Filed Bid _____	Filed Agreement _____
BOS Resolution _____	Filed Yearly Correspondence _____
Filed Petition _____	Filed Dedication _____
Filed Land Sold _____	Filed Land Acquired _____
Filed Franchise _____	ID Resolution _____
Filed Improvement District _____	Filed Other _____

---

Date Routed:  
Additional Information:

XC:



## **MOHAVE COUNTY DEPARTMENT OF PROCUREMENT**

Contracts Division

Central Services Division

700 West Beale Street, 1<sup>st</sup> Floor East, Kingman, Arizona 86401-5711

PO Box 7000, Kingman, AZ 86402-7000

Phone: (928) 753-0752 Fax: (928) 753-0787

Website: [www.mohave.gov](http://www.mohave.gov)

**DATE:** August 6, 2024

**TO:** Tara L. Acton, NIGP-CPP, CPPB  
Procurement Director

**FROM:** Shelli Whaley, Procurement Officer I

**SUBJECT:** **Executive Summary - RFP No. 24P11, One Stop Operator**

The subject solicitation was issued to contract with a firm qualified to provide One Stop Operator services and activities required under the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area. Notice of the formal Request for Proposals was sent to approximately 392 potential offerors and posted on the Procurement website on May 29, 2024. Notice of the Solicitation was publicly posted on May 29, 2024 and June 5, 2024, in accordance with Arizona Revised Statutes and the Mohave County Procurement Code. A Pre-Proposal Web Conference was held for interested firms on June 18, 2024. On July 8, 2024, the County received two (2) sealed proposals:

- Eckerd Connects, Clearwater, FL
- In The Door, LLC, Tucker, GA

Proposal copies were delivered to the Evaluation Committee comprised of five members representing the Public Health Department and WIOA Board. Evaluation instructions were reviewed with all members of the Committee on July 15, 2024.

The committee members independently completed their proposal evaluations. The Evaluation Committee reconvened on July 22, 2024 and July 24, 2024 to review and discuss their scores and the relative strengths and weaknesses of the proposal in relation to the evaluation criteria set forth in the Solicitation and completed their evaluation during the July 24, 2024 meeting. Staff is satisfied with response provided and the evaluation committee completed their evaluation of the proposals in accordance with the criteria established in the solicitation. The evaluation committee is recommending award to Eckerd Connects.

On August 6, 2024, I reviewed the most current Conflict of Interest Log maintained by the Mohave County Clerk of the Board to ensure that no conflicts of interest existed. The list, updated on a continual basis, did not note any reported conflicts of interest for Eckerd Connects. Based on this information, the conflict-of-interest laws have been complied with. I have verified that there are no additional funding restrictions on the funds being used for these grants.

I have reviewed the Proposal, attended all meetings associated with this Solicitation, and have facilitated all negotiation and communications. I concur with the evaluation committee's recommendation that an award to Eckerd Connects of Clearwater, FL, is in the best interest of Mohave County.

I therefore recommend award of RFP No. 24P11 to:

Eckerd Connects  
Clearwater, FL

**CONCURRENCE:**

Tara L. Acton NIGP CPP, CPPB  
Tara L. Acton, NIGP-CPP, CPPB  
Procurement Director

August 6, 2024  
Date

Attachment: Combined Average Score Sheet  
Procurement Officer's Proposal Evaluation

cc: File No. 24P11

# AFFIDAVIT OF PUBLICATION

County of Mohave, State of Arizona

THE KINGMAN MINER  
701 STOCKTON HILL RD STE P  
KINGMAN, AZ 86401  
(928)753-6391 EXT. 5240  
legals@kdminer

I, **Jacqueline Duhaime**, being first duly sworn upon oath, says: that I am the Legals Clerk of The Kingman Miner, an Arizona/Corporation, which owns and publishes The Miner, a 4X Weekly Newspaper published in the City of Kingman, County of Mohave, Arizona, that the notice attached hereto, namely,

## MOHAVE COUNTY PROCUREMENT REQUEST FOR PROPOSAL ORDER NO. 71741

Has, to the personal knowledge of affiant, **29th day of May 2024** to the **5th day of June 2024** inclusive without change, interruption or omission, amounting in 2 insertion(s) made on the following date(s):  
**05/29, 06/05/2024**

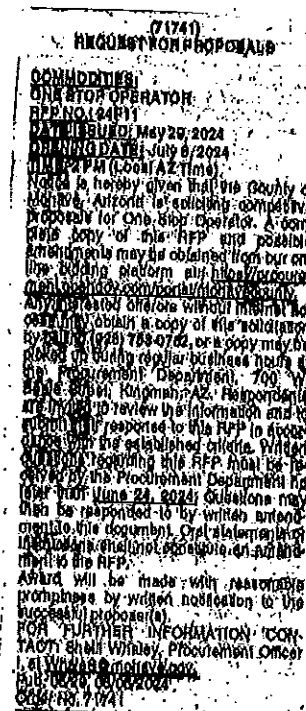
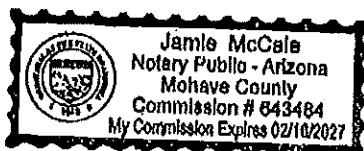
By: Jacqueline Duhaime  
Legals Clerk, June 5th, 2024

State of Arizona  
County of Mohave

on this 5th day of June 2024

Jamie McCale, whom I know personally to be the person who signed the above document and she proved she signed it.

J McCale  
Notary Signature



<b>Vendor</b> <i>Click row to open scorecard</i>	<b>Demonstrated Ability</b> Points Based 45 Points (45%)	<b>Onboarding strategy</b> Points Based 25 Points (25%)	<b>Fiscal Narrative &amp; B</b> Points Based 30 Points (30%)	<b>Total Score</b> (Max Score 100)
Eckerd Connects	40.8	20	21	81.8
IN THE DOOR	35.4	20.4	24	79.8

**Procurement Evaluation Checklist Spreadsheet**

**24P11 - One Stop Operator**

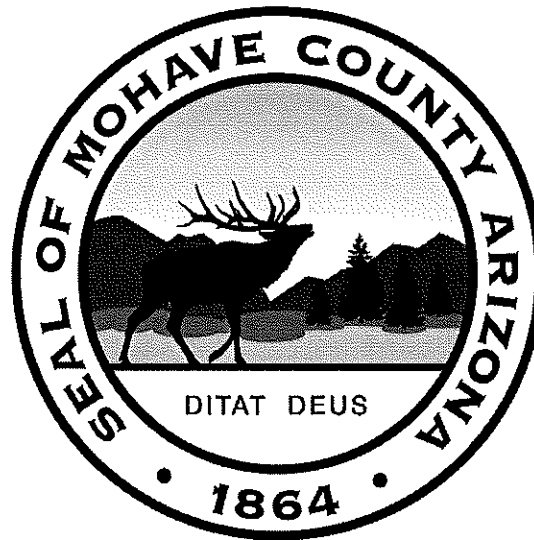
	<b>Eckerd Connects</b>	<b>In the Door</b>
<b>Proposal Document Uploaded</b>	Yes	Yes
<b>Offer Form Signed and Uploaded</b>	Yes	Yes
<b>Answered Vendor Questionnaire</b>	Yes	Yes
<b>Conflict of Interest?</b>	No	No
<b>Confidential Content?</b>	No	No
<b>Requested Exceptions to Terms?</b>	No	No

**COUNTY OF MOHAVE**

**ONE STOP OPERATOR**

**CONTRACT NO. 24P11**

**ECKERD CONNECTS  
CLEARWATER, FL**



**BOARD OF SUPERVISORS**

**TRAVIS LINGENFELTER**

**HILDY ANGIUS**

**BUSTER D. JOHNSON**

**JEAN BISHOP**

**RONALD GOULD**

**COUNTY MANAGER**

**SAM ELTERS**

MOHAVE COUNTY PROCUREMENT DEPARTMENT  
700 W. BEALE ST., 1<sup>st</sup> FLOOR EAST  
KINGMAN, ARIZONA 86401  
PH: (928) 753-0752 Opt. 4 / FAX: (928) 753-0787

CONTRACT COVER NO. 24P11  
PAGE 2  
PROCUREMENT OFFICER: SHELLI WHALEY  
E-MAIL: [WhaleS@mohave.gov](mailto:WhaleS@mohave.gov)

## CONTRACT SUMMARY

**REQUEST FOR PROPOSALS NO. 24P11**

**MAY 29, 2024**

**ECKERD CONNECTS OFFER**

**JULY 3, 2024**

### **FORMS AND ATTACHMENTS:**

**A - EXHIBIT A – Statement of Assurances**

**B - EXHIBIT B - References**

**C - EXHIBIT C – OSO Review**

**D - EXHIBIT D – Performance Measures**

# Response to Request for Proposal:

## 24P11

## ONE-STOP OPERATOR

**Publish Date: May 29, 2024**

**Due Date: July 8, 2024**

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MOHAVE COUNTY  
PROCUREMENT DEPARTMENT  
700 W BEALE ST, 1<sup>st</sup> FLOOR EAST | PO BOX 7000  
KINGMAN, AZ 86402-7000

REQUEST FOR PROPOSAL NO. 24P11  
Page 2 of 35  
PROCUREMENT OFFICER: Shelll Whaley  
PH: (928) 753-0752 Ext: 3 - whales@mohave.gov

### **Submitted by**

Eckerd Youth Alternatives, Inc.  
100 N. Starcrest Drive  
Clearwater, FL 33765

#### Primary Point of Contact

Ryan Salzer, Vice President  
Business and Resource  
Development  
Phone: Cell (813) 767-7389  
Email: JSalzer@eckerd.org

#### Alternative Point of Contact:

Jonathan Zeigler, Senior Vice  
President of Operations  
Phone: Cell (321) 615-4636  
Email: JZeigler@eckerd.org



Workforce  
Development

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## **1. Demonstrated Ability and Past Performance**

### **A. Staffing and Implementation**

#### **1. If applicable-Hybrid proposed work schedule**

Eckerd Youth Alternatives, Inc. d/b/a Eckerd Connects (Eckerd) with headquarters in Clearwater, Florida is a United States based, national, not-for-profit, 501(c)(3) organization. Eckerd provides a full continuum of impactful, quality-focused workforce development, educational, juvenile justice, child welfare, and evidence-based programs in twenty-one states and Washington D.C. With an annual operating budget of \$195M and a staff of more than 2,000 employees, Eckerd is a fiscally stable organization with the ability to leverage community as well as national resources to ensure effective service delivery. The Eckerd mission is to “Provide and share solutions that promote the well-being of those in need.” For every person, getting an education, having a job, and being self-sufficient are foundational aspects of life success. We believe that workforce development programming is key to breaking cycles of abuse and generational poverty that are impacting communities across the nation.

Eckerd’s One-Stop model is strategically designed to ensure superior service for all customers regardless of the funding source; to offer a culture emphasizing customer satisfaction, continuous improvement, transparent and honest communication; and to apply effective gathering and use of data. Our service delivery model incorporates all ARIZONA@WORK Job Centers (AWJC) and Affiliated site staff (off-site or co-located partners) focusing on these identified indicators of success:

- Increased number of customers who initially and continuously engage in AWJC services;
- Increased number of customers who participate in WIOA programming;
- Tangible customer benefit and outcomes for each center visit and service;
- Connecting customers to partner services when needed, wanted, and available;
- Focus on both skills and jobs with personalized, customized workforce recommendations;
- Service concentration with the fewest entry procedures possible;
- Easy access to comprehensive services that are responsive to the needs of the individual;
- Increased set of options for service access, including a virtual presence outside of the center.

Eckerd’s workforce system concept focuses on four core pillars: 1) Customer Centered, 2) Employer Driven, 3) Regionally Focused, and 4) Quality Processes. Eckerd is dedicated to providing quality services by establishing comprehensive systems and processes that can be quantitatively and qualitatively measured to promote continuous improvement. The Eckerd Model for One-Stop Operator services is flexible and customizable to meet the needs of the region while providing a consistent framework for success.

Eckerd is focused on creating transformational systems that are easily accessible and user-friendly for both employers and job seekers. We do this through consistent and meaningful communication with the Workforce Development Board, One-Stop partners, and community organizations to create a seamless customer-focused one-stop delivery system that integrates service delivery across all programs. We utilize the customer centered design model to ensure that both employers and job seekers receive consistent and personalized experiences from intake through follow-up.

Eckerd's Full-Time One-Stop Operator (OSO) will be physically present at the comprehensive AWJC or an affiliate location daily with a formal schedule being provided to all center staff and partners after approval.

We believe that quality customer service should extend to both internal and external customers that we serve daily. From the staff that we work with as a team to the job seekers and employers we serve; everyone deserves to be treated with respect. Delivering excellent customer service is essential to achieve performance goals in meeting the needs of both job seekers and employers. Eckerd operates in a culture of service excellence at our Centers. Our standards for job seeker service focus include **Responsiveness** (responding to job seekers timely); **Professionalism** (conducting oneself professionally and courteously); **Understanding** (addressing job seeker needs); **Proactivity** (exceeding job seeker expectations). We will ensure that clearly documented processes are implemented through engagement of partners and driven by customer feedback to enhance customer services and flow. Our One-Stop Centers provide excellent customer services to job seekers and reflect innovative and effective service design. We do this by ensuring:

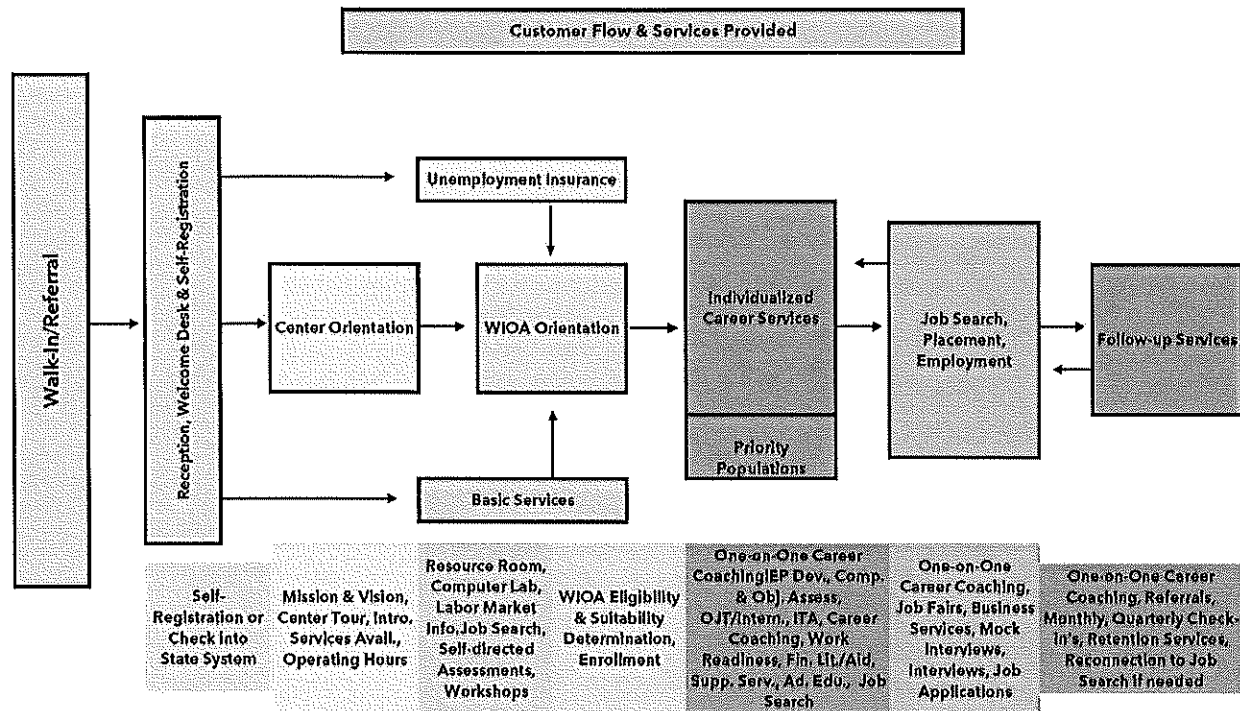
- Our Career Center space reflects a welcoming environment.
- We are utilizing an integrated intake process for all customers and providing customer access through multiple entry points, utilizing a more flexible system for delivery of services including virtual, satellite, and center-based services delivery for job seekers.
- We provide individual services so that job seekers are matched with appropriate openings based on their skills and interest and are prepared for interviews.
- We are providing opportunities for individuals at all levels of skill and experience, offering them labor market, job-driven information, and possible related education and training that are appropriate and relevant.
- We are focusing on career pathways as an effective strategy to help job seekers gain marketable skills and industry-recognized credentials and providing them with information and guidance to make informed decisions about training and careers to compete in current and future labor markets.
- We are providing career services that motivate, support, and empower customers, including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance.

Eckerd will collaborate with Mohave/La Paz Workforce Development Board to effectively integrate the AWJC System for employers and job seekers. In addition, work closely with other partnering staff to ensure that services are coordinated, facilitated, promoted, designed, and expedited in a highest quality customer- friendly manner while providing non-duplicative, uniform services across locations, fully accessible and successfully equipping as many customers as possible with the skills and tools to be "Career Ready" and secure gainful employment. We recognize that customers enter the Job Centers with varying degrees of job readiness. Therefore, a diverse set of programs and services will be made available based on their individual need until the individual is career-ready and in self-sustaining employment. The chart below highlights some of the various activities and function Eckerd will provide as the One-Stop Operator.

<b>General coordination of all Core Partner staff at all area Job Centers</b>	
Evaluating	Evaluating whether One-Stop System staff possess the appropriate training, tools and equipment needed to carry out job functions.
Standardizing	Working with Mohave/La Paz WDB staff Eckerd will design and implement the integration of partners' staff and systems including a standardized referral form, standardized intake, case note and assessment processes and quarterly cross-training for all Core Partner Staff.
Tracking	The OSO will track one-stop referrals and enrollments, as well as referrals and enrollments received through WIOA core programs operated by partner agencies.
Measuring	Measuring One-Stop effectiveness by tracking performance outcomes and process metrics that assess the quality of services provided to customers as they are guided through the workforce system; utilizing metrics such as the number of referrals made, the percent of enrollments in workforce programming, and the length of time between one-stop entrance and program enrollment to achieve a functional alignment plan.
Producing	Producing monthly narrative with trends on customers served.
Implementing	The Eckerd OSO will Implement the Mohave/La Paz WDB-approved Internal Operational Policies for the AWJC (e.g. days/hours of operation, dress code, customer service expectations, etc.) and the customer-centric process flow.
Fostering	Fostering partnerships within the Mohave/La Paz One-Stop System (Core and Mandated Partners) to promote function as a multi-agency team, and promotion of and participation in collective accountability that recognizes system outcomes in addition to individual partner program outcomes.
Coordinating	Eckerd will coordinate Core Partner staff training to ensure the ability to adequately perform assigned roles, functional knowledge of the policies, procedures and unique characteristics of all co-located partner programs, and cultural competency. Trainings will be conducted quarterly.
Convening (monthly)	Eckerd's OSO will facilitate Core Partner management meetings to address issues affecting the delivery of services (e.g. partner collaboration, process improvement, improvement of customer service, development of Career Pathways).
Convening (weekly)	Convening and facilitating brief weekly information sharing meetings and longer meetings as agreed by management for all Core Partner staff.
<b>Serving as the EO Officer for the LWDA</b>	
Coordinate	The OSO will Coordinate EO training (to include disability awareness and the use of accessibility equipment utilized in AWJC) twice per year at minimum for ARIZONA@WORK Job Center staff.
Maintain	The OSO will maintain Equal Employment Opportunity (EEO) compliance in the provision of and access to AWJC services.
Ensuring	The OSO will ensure that AWJC is in compliance with all applicable Americans with Disabilities Act (ADA) guidelines and is easily accessible to individuals with disabilities.
Processing	The OSO will Process and investigate discrimination complaints in the LWDA as necessary.
Providing	The OSO will provide reports of all EO matters to the LWDA Director.
Ensuring	The OSO will ensure that brochures, pamphlets, flyers, and other publications and materials, provided in written or oral form, electronic or hard copy formats, which describe any WIOA Title I funded program or activity to customers, staff or general public include the EO Tagline – "Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities".
ELL	The OSO will ensure reasonable efforts are made to provide language services, interpretation, or translation, free of charge, for Limited English Proficiency (LEP) individuals.
Accessibility	The OSO will ensure that each program or activity, when viewed in its entirety, is operated in a manner that makes it accessible to qualified individuals with a disability.

Notify	The OSO will notify the State WIOA EO Officer and the Director of the WDA as necessary of any administrative enforcement actions or lawsuits filed against the LWDA alleging discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation, or belief and, for beneficiaries only, citizenship or participation in WIOA Title I financially assisted programs or activities.
Maintain	The OSO will maintain competency by attending EO and nondiscrimination training.
EO Employer	The OSO will ensure that EO assurances are completed for each employer which participates in a WEX or OJT.
EO Employer	The OSO will ensure EO monitoring reports are completed annually for each WEX or OJT employer.
Interface	The OSO will interface with the WIOA EO Compliance Program Manager, complete required quarterly reports, maintain the EO binder and coordinate requested state monitoring.
<b>Implementing</b>	
The OSO will implement and execute a priority of service, which includes definitions, for qualifying veterans and/or their eligible spouses for all Core Partners, as mandated by DOL.	
<b>Leveraging</b>	
The OSO will be leveraging Community Partner resources to augment services provided by WIOA to create true wrap-around support that enables participants to successfully complete their program goals.	
Promoting	The OSO Promoting utilization of 2-1-1 Arizona but maintaining and updating Community Partner Resource Lists for each area in the region.
Attending	The OSO will Attend Continuum of Care meetings.
Convening	The OSO will convene and facilitate quarterly Community Partner meetings quarterly in each area in the region.
<b>Coordinating</b>	
The OSO will coordinate the development and distribution of Work Readiness workshops calendars in each area.	
<b>Working</b>	
The OSO Working with Workforce Development Board or designee as needed for specific projects, initiatives, and data.	

As the OSO, we will serve as the convener of all the partners to establish a systematic process to collect and track data to measure success. Every system needs a roadmap to demonstrate the workflow. The graphic below demonstrates our workflow from the jobseeker perspective.



Eckerd will work with AWJC system partners to ensure the delivery of Basic, Career, and Training Services within each AWJC location. The charts below describe the specific services that will be made available to jobseekers.

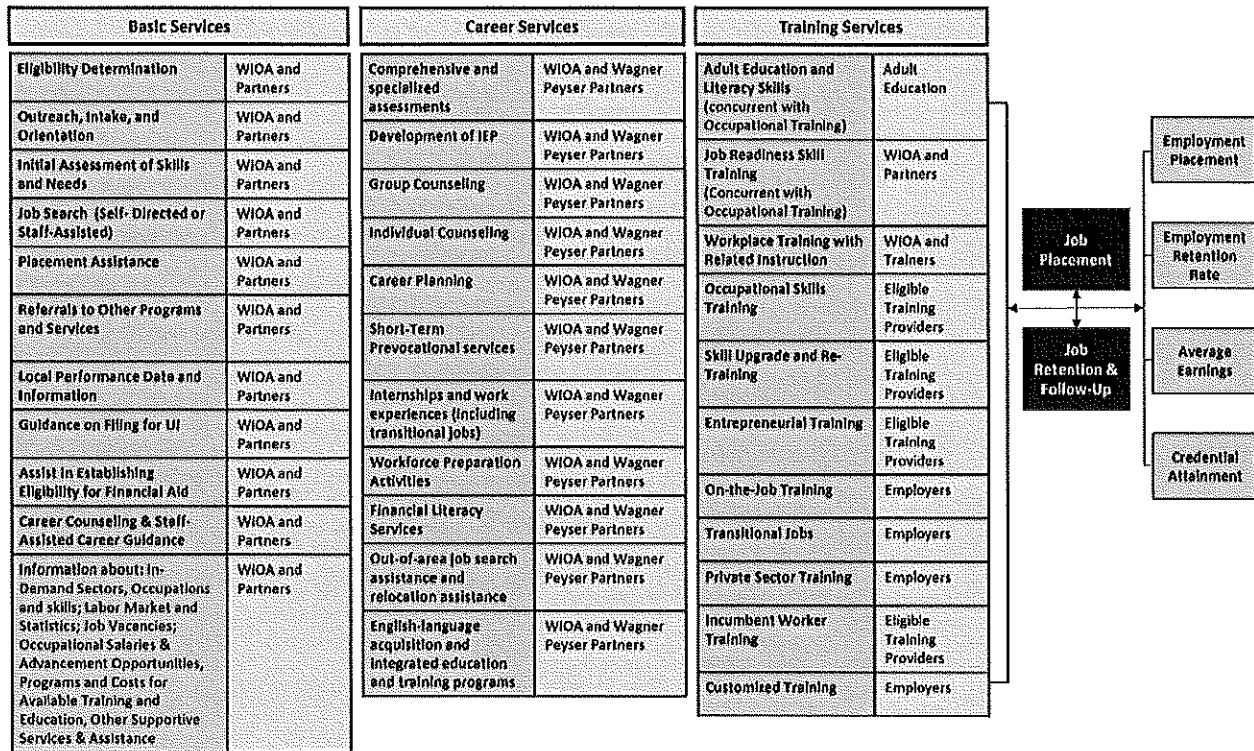
Basic Career Services		
Outreach	Intake & Orientation regarding WIOA	Eligibility Criteria
Initial Assessment of skills levels, aptitudes, abilities	Workforce & Labor Market statistics, including job vacancies	Local In-demand occupations & Earnings information, skills requirements, & career pathways
High growth industry sectors and occupations & nontraditional employment information	Online job search tools & resources for free financial literacy/job skills courses	Provision of information on programs and services and program referrals.

Individual Career Services		
Eligibility determination for funding & services	Outreach, intake, & orientation to all One-Stop System services	Initial Assessment of skills levels, aptitudes, abilities (including skills gaps), and supportive service needs

Job search & placement assistance	Career Counseling as needed	In-demand industry sectors & occupations & non-traditional employment information
Recruitment and other business services on behalf of employers	Referrals to and coordination of activities with partner programs and services	Workforce & labor market information: job vacancy listings; job skills needed for job openings, local in-demand occupations, career pathways
Performance information and program cost information on eligible providers of training	Information on how the local area is performing on the local performance accountability measures	Information relating to the availability of supportive services or assistance, provided by partners
Referrals to supportive services or other needed assistance	Information & assistance regarding filing claims for unemployment compensation	Information & assistance regarding eligibility for financial aid assistance for training & education programs

Training Services	
Occupational skills training, including training for nontraditional employment	Programs that combine workplace training with related instruction, including cooperative education
On-the-job training	Incumbent worker training and Skill upgrading and retraining
Training programs operated by the private sector	Transitional jobs
Entrepreneurial training	Job readiness training provided in combination with services
Adult education and literacy activities, including activities of English language acquisition & integrated education & training programs	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

The chart below demonstrates the WIOA services offered through the AWJC system and partners. Eckerd's OSO will ensure that each of these services are offered in an integrated fashion, that co-enrollment and dual enrollment is utilized effectively while ensuring no duplication of services, The OSO will facilitate, coordinate and collaborate among partners throughout the workforce ecosystem to bring new services and supports to the AWJC and affiliated sites in Mohave / La Paz.



Upon award, Eckerd will review all current processes including MOUs, referral forms, meeting agendas and minutes, Standard Operating Procedures, facilities work orders and schedules of events. We will meet with the Board and representatives of all Partner staff to gather information, understand what best practices are in place and what challenges are being experienced in the workforce system. We will conduct these activities within the first two weeks of contract award. We will post positions and look to have them filled prior to the contract start date.

Activity	Description
Draft Business Plans	Eckerd will review existing plans and modify to reflect current trends
MOUS, IFAs	Eckerd will analysis existing agreements and determine dates of expiration. As these agreements are generally revised annually prior to the start of the fiscal year we will ensure to reach out to any partner organization who has not submitted their executed agreements/payments. We will work with the Board to determine if increases should be included, or other revisions should be.
Achieve One-Stop Certification Standards	Eckerd will review existing certification and determine when they will need to be renewed. Eckerd will work with partners to ensure that each of the standards are met
Standard Operating Procedures	Eckerd will analysis existing Standard Operating Procedures and determine if they are effective and appropriate. SOPs will be revised and modified as necessary
Training Plans	Eckerd has standard training plans for One-Stop partner staff. Staff development will be offered quarterly at minimum
Resource Room	Eckerd will establish Resource Room Schedules
Workshops	Eckerd will ensure workshops and soft skills training is offered
ADA laws	Eckerd will ensure compliance with ADA and EO laws
Priority of Service	Eckerd will educate all partner organizations on what they need to do to comply with Priority of Service

Throughout our years of running successful One-Stop Operator programs, we realize that the OSO requires very specific skill sets to be effective in this role. They must demonstrate an understanding of transformational leadership, be a strategic decision maker, have strong coping and stress management skills, have effective communication, conflict resolution skills, and demonstrate resiliency. The Eckerd OSO will implement processes and procedures that increases employee job satisfaction and performance, improve team dynamics, and improve leader-member exchange. We believe that the most crucial component of the Center’s success is an organized strategy for excellent communication. An additional element to successfully managing a diverse and complex team is developing a system of organization, including processes and mechanisms for managing deadlines, files, notes, data, research, and the like. When working with cross-functional teams, conflict and misunderstandings can occur if there is lack of accountability. The OSO will be tasked with defining crystal-clear goals and expectations, not only for the team but on an individual level as well.

**B. Organizational Background and Capacity**

As an organization, Eckerd administrative and operational teams work in concert to ensure that every jobseeker can succeed by having access to meaningful employment. Eckerd has more than 56 years of experience providing federally funded workforce development services. Our leadership team is well versed in the WIOA legislation and its intent; we are an agile organization able to quickly adapt to legislative changes through collaboration with partnering workforce development boards throughout the country. Eckerd possesses the ability to provide robust programming as demonstrated through effective operation of federally funded WIOA programs, which encompasses the full continuum of workforce services,

Total contracts	100
Total programs	155
Total Customers (Workforce Boards)	57
Total Adult / DW contracts	49
Total Youth contracts	36
Total One Stop Operator Services contracts	15
Total participants served	16,190
Total Adults served	11,333
Total youth served	4,857
Total revenue of all programs	\$56,163,580
Total Adult / DW revenue	\$36,881,579
Total Youth revenue	\$17,278,600
Total One Stop Revenue	\$2,003,401

As a national provider of workforce development services, Eckerd has extensive experience providing strategic oversight of fiscal, facilities, personnel, and service delivery of multi-partner workforce projects. We are savvy in administering and participating in Resource Sharing and/or Infrastructure Agreements. We operate several integrated services projects in which we provide functional leadership to partner organizations. In Fiscal Year 2023-2024 Eckerd held 16 One-Stop Operator contracts nationally. Additionally, Eckerd has been awarded and begun implementation of the Pinal County Adult and Dislocated Worker program. As the OSO, we will be responsible for ensuring a seamless delivery of services from all partners. Workforce services are integrated into the framework of the One-Stop service delivery system and are provided through partner agencies under various funding sources. We will ensure the partners and our centers meet certification standards which ensure the needs of business and workers drive workforce solutions; centers are providing excellent customer service to jobseekers and employers and focus on continuous improvement; and that the workforce system supports strong regional economies and plays an active role in community and workforce development.

The table below delineates Eckerd core services, funding sources, and locations in PY 2023-2024.

<b>One-Stop Operations</b> (16 Nationally)	Eckerd manages One-Stop operations in Southwest and Western Arkansas, two regions in Missouri, San Louis Obispo and Ventura California, Denver Colorado, Prince George’s and Montgomery Counties in Maryland, and the Parishes of Shreveport and East Baton Rouge in Louisiana as well as five regions in South Carolina including Lower Savannah
<b>Adult and Dislocated Worker</b> (18 Nationally)	Eckerd operates Adult and Dislocated Worker programs in California, Colorado, Florida, Georgia, Indiana, Louisiana, Missouri, North Carolina, Pennsylvania, and South Carolina, serving more than 10,000 WIOA eligible customers annually.
<b>Integrated Comprehensive Service Delivery</b> (8 Nationally)	Eckerd operates Integrated Service Delivery projects which offer the full continuum of America’s Job Center Services including acting as the One-Stop Operator as well as providing the Adult, Dislocated Worker, and Business Services in California, Colorado, Indiana, Missouri, and South Carolina.
<b>Youth</b> (36 Nationally)	Eckerd operates WIOA Youth programs nationally, with programs in California, Colorado, Florida, Georgia, Indiana, Louisiana, Maryland, Missouri, North Carolina, Ohio, and South Carolina.
<b>TANF</b> (3 Nationally)	Eckerd operates TANF/GA/ABAWD/SNAP programs providing youth programs, to-work activities and career coaching to public assistance recipients in California, Ohio, and Pennsylvania.
<b>Job Corps</b> (10 Nationally)	Odle, a wholly owned subsidiary of Eckerd, has been a high-performing Job Corps operator for 19 years and currently operates 10 centers, either as the prime, subcontractor, or as part of a joint venture.

Eckerd operates numerous One-Stop Operator contracts throughout the United States. Eckerd has met or exceed all goals and performance expectations as the One-Stop Operator in all our existing contracts. Below highlight some areas by which our performance is measured:

- ✓ Ensuring a systematic and integrated service delivery process is implemented daily.
- ✓ Facilitating collaboration among all partners through AJC Partner and Community Networking Meetings, coordinating job fairs and hiring events, coordinating.
- ✓ Ensure vendor and partner organizations adhere to MOUs regarding service provision, infrastructure, and operations.
- ✓ Aligning and enhancing customer center design model for all career centers as indicated in the ready to work customer flow process, ensuring strong assessment, career planning and placement in sustainable careers providing rapid and engaging services as indicated in WIOA and local board policies/procedures.
- ✓ Reporting to the Board quarterly through written, verbal and oral presentations including aggregate Career Center data and a summary report on partnerships and collaboration.
- ✓ Act as the point of contact on issues that are central to the effective operations of partners in all Centers.
- ✓ Ensure effective day-to-day operations that deliver a full array of WIOA services.
- ✓ Establish effective relationship with the Trident Partner liaison to deliver a seamless system of partner services.
- ✓ Maintain One-Stop certification standards.
- ✓ Ensure effective partner collaboration support and business service lead integration.
- ✓ Ensure that all services are ADA and EO compliant.

**C. Describe your organization and detail why you are in the best position to deliver the requested services.**

We believe that we are uniquely positioned to operate the One-Stop Operator program in Mohave County based on our experience, capacity and qualifications as noted below:

**WIOA Experience:** Eckerd operates 132 WIOA funded programs nationally, providing direct services to more than 22,000 participants annually and serving more than 100,000 job seekers through One-Stop Center Operations. Eckerd’s program leadership continually reviews the WIOA Regulations, US DOL TENS, TEGs, State Policies, workforce board Policies & Procedures, and State Reporting System for changes to improve reporting. We provide our staff with all the necessary tools and resources to operate an efficient and quality program.

**Financial Strength:** With \$195 million in annual revenue, we have the stability, credibility, and financial wherewithal to execute the project.

**Organizational Resources:** Eckerd has the administrative and organizational capacity to support staff, finance, quality, external relations, and operational elements of this project, including personnel, payroll, insurance, liability, and the ability to continue to effectively manage workforce services in the Mohave County region.

**National Expertise:** Jonathan Zeigler, Senior Vice President of Operations has 22 years’ experience in workforce development programming. He provides executive oversight to all Eckerd Workforce Development programs, is proficient at recognizing areas of concern and developing effective countermeasures, and develops leaders on all levels, finding opportunities for learning and feedback daily.

**Regional Expertise:** Jessica Lodermeier, Senior Operations Director, provides guidance and support to local leadership in Arizona, Arkansas, Missouri, Ohio, Indiana, and Kentucky. She is a highly effective leader with an innate understanding of fiscal and contract management. She has successfully transitioned projects of similar size and scale to this RFP with efficiency, and effectiveness with little to no disruption in service delivery for jobseekers or employers. She has been described by her funders as resourceful, flexible, effective, and easy to work with.

Troy Roland, our Operations Director, provides regional support to all Eckerd programs operating in the state of Arizona. Troy has experience transitioning One-Stop Operator programs and is Eckerd’s Subject Matter Expert on One-Stop programs nationally.

**Corporate Support:** Eckerd has the infrastructure, staffing and corporate support to serve as a successful One-Stop Operator in Mohave County. In addition to the operational and program-level activities being conducted, Eckerd provides back-office support and in-state management oversight. The following briefly describes how the operations are integrated into the overall structure.

<p><b>Human Resource Management</b></p>	<p>Advertising, recruitment, and hiring of staff, working directly with program leadership.          Ensuring compliance with equal opportunity employment, Americans with Disability Act          Immigration &amp; Naturalization Act;          Conducting background criminal background screening; and reviewing driver eligibility.          Overseeing drug free workplace compliance and employee grievance process          Developing comprehensive staff development plans for each employee</p>
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<b>Fiscal</b>	Maintaining electronic financial management system that safeguards funds and assets. Budgeting, financial reporting and provides timely financial data. Accounting of expenditures and revenue, Reviewing monthly financial tracking reports and invoices Payroll
<b>Performance &amp; Quality</b>	Creation of program scorecards and Key Performance Indicators Conducts internal audits and site visits to ensure adherence to contract requirements. Development of countermeasures and corrective action plans in collaboration with local leadership Distributes customer satisfaction surveys for funders, business partners and jobseekers. Implements continuous improvement plans and activities
<b>Outreach, Strategic Initiatives, and External Relations</b>	Work with local leadership teams to develop outreach/recruitment plan. Creates heat maps by current customer zip code and demographics. Composes Success Stories to be shared broadly within the local area to develop partnerships. Develops best practices around outreach and recruitment activities. Compiling National Employer Partners to provide WEX and unsubsidized employment
<b>Fund Development</b>	Identify and apply for foundation and philanthropic funding opportunities to supplement and compliment WIOA dollars. Fundraising campaigns to support local WIOA programming. Dissemination of Eckerd Success Awards which support participants with funding up to \$5000 to assist them with work related expenses, housing, transportation, and the like.

**D. Experience with WIOA Partners and System**

Eckerd has significant experience with WIOA Partners and Workforce systems. Success with the One Stop System is measured by identifying and tracking the common measures of all of Tier 1 partners (mandated) within the system, including our WIOA standard metrics. We will also create a standard metrics for Tier 2 partners (non-mandated well-established programs that are scalable) and Tier 3 partners (non-mandated community and demographic focused programs, community partners, faith-based, education, local municipal agencies, non-profits, and other community organizations) to ensure that we are measuring all the data reflecting the organizations and entities that make-up the workforce system in the local area. As the Operator we will serve as the convener of all the partners to establish a systematic process to collect and track these data elements to measure success. Partnerships are essential to effective service delivery, both in One-Stop Operations and for provision of Adult, Dislocated Worker, and Youth services. Eckerd understands the Workforce Development Board has established effective local partnerships and we will work closely with them to transition existing relationships with those partners listed in the 2023-2025 One-Stop System MOU which include:

<b>Core Partners</b>	Title IB Programs: Adult, Dislocated Worker, and Youth Title II: Adult Education and Literacy, Title III: Wagner-Peyser and Title IV: Vocational Rehabilitation.
<b>Mandatory Partners</b>	Western Arizona Vocational Education/Career Technical Education District (WAVE/CTED) DES Unemployment Compensation, National Farmworker Jobs Program and Trade Adjustment Assistance, Senior Community Service Employment Program (SCSEP) Department of Health and Human Services, Department of Housing and Urban Development, Unemployment Compensation Program,, Carl D. Perkins Career and Technical Education programs Jobs for Veterans State Grants, Job Corps, Native American Program (Colorado River Indian Tribe and Hualapai Tribe), Reentry Employment Opportunities (currently

	not available in Mohave or La Paz County), Youth Build (currently not available in Mohave or La Paz County)
Additional Partners	Mohave County Probation Department (Juvenile and Adult), Mohave Mental Health, Southwest Behavioral Health, Mohave County Drug Court Commission, Supplemental Nutrition and Assistance program (SNAP), Social Security Administration (SSA), Small Business Development Center (SBDC), National and Community Service Act programs, Western Arizona Council of Governments (WACOG), Temporary Assistance to Needy Families
Referral Partners	Arizona Western College (AWC), Mohave County Community College, Western Arizona Vocational Education/Cooperative Educational District (WAVE/CTED), Western Arizona Council of Governments (WACOG) for financial literacy, energy conservation training and utility assistance, Arizona Youth Partnership (AZYPA), Temporary Assistance to Needy Families, Veterans' Programs: (US Department of Veterans Affairs, Jerry Ambrose Veterans Council, Veterans Resource Center, Veterans Thrift Store and Veterans Treatment Court), Northern Arizona University Senior Corps and The Arc, St. Vincent de Paul, Salvation Army, Cornerstone Mission, Kingman Aid to Abused People (KAAP), Kingman Harm Reduction Program, Catholic Charities, Goodwill, First Things First, Milemarkers, and United Way

Eckerd and partners will delineate and implement shared service strategies for job seekers and businesses and identify related shared customer flow strategies that will include, but not be limited to, operational and service workflows, outreach to shared customers, coordinated staff development and training, follow-up procedures after job placement, marketing and community integration, co-locations of staff (physical and virtual), and the nature and provision of related infrastructure and shared costs. Eckerd places coordination with partners at the forefront of our One-Stop Model. Using these methods, Eckerd will engage partners to achieve shared goals and streamline services:

<i>Communicate Expectations</i>	Ensure all partners fully understand each entities role in the workforce ecosystem; use tech tools and cloud-based tools to foster regular communication and sharing of information in real time.
<i>Standardized Reporting</i>	Review reporting procedures and mechanisms to ensure standardization across organizations and that data is accurately captured and reported.
<i>Effective Meetings</i>	Establish set meeting times and roles of each person attending the meeting; Program Manager will create the agenda with input from partners.
<i>Eliminate Duplication of Efforts</i>	Determine which entity will be responsible for engaging training providers, specific employers, and business sectors.

Eckerd will also develop asset maps of the local community to identify organizations/agencies that offer necessary services beyond those provided through the required partnerships. Additionally, we will specifically target organizations with expertise in serving populations that face additional barriers that can impede their success in obtaining and maintaining employment. Understanding that these target populations (including individuals with basic skills needs, substantial cultural barriers and who are 50 years and older) require additional supports, we will look to develop MOUs with non-mandatory partners to address their specific needs. This in turn will result in a

greater talent pool able to meet the needs of employers and businesses throughout the region. Eckerd will develop partnerships at both the state and local level as follows:

- **State Partnerships:** The Operations Director will establish relationships with all of the mandatory State Level Partner Agencies and will seek to expand where possible new or additional State and National Partners.
- **Regional Partnerships:** The One-Stop Operator will be responsible for transitioning, maintaining, and expanding regional partnerships that will positively affect interested job seekers and business customers.
- **Regional New Partnerships:** The One-Stop Manager will seek and develop partnerships outside of the WIOA required partners.

Eckerd will promote and oversee an outcome driven One-Stop system in the Mohave/La Paz Region. We will utilize the OSO Dashboard data collection system, described in this proposal, as the primary means of monitoring local performance. We will ensure to track activities as outlined below.

- Referral tracking from Center entry, through services across multiple providers, and the overall impact of services with regard to performance measures as a means of identifying high performing aspects of the local system and barriers that must be collaboratively overcome.
- Process and procedure development based on data trends, which will promote streamlined customer flow amongst partners across the local workforce system to placement aligned with customer skills, abilities, and identified career path.
- Data encompassing performance that will be presented in regularly scheduled, formal reports as a guide for discussion among partners on how to streamline services and operate in a customer centered design system.

Eckerd conducts OSO Services with the customer in mind. The foundation of our strategic approach is to collect and analyze data and utilize performance benchmarks to drive outcomes for partners, collaborating closely to carry out the wishes of the Board. Eckerd has developed a comprehensive “road map” to measure Career Center performance, which we refer to as the Eckerd OSO Dashboard. Eckerd understands that certain Center functions, such as how customers are referred to services, can be objectively interpreted if strong systems of measurement and reporting are not in place.

Feedback will be distributed monthly through a series of reports jointly developed with the WDB and partners, which Eckerd will review during the One-Stop partner meetings to seek input and feedback. Aggregate data encompassing outcome requirements and other indicators critical to program success will be summarized in a customizable monthly scorecard that identifies target performance, measures current progress, and assesses risk. The scorecard will also serve as an accountability mechanism for all partners to ensure the quality delivery of services that drive our overall outcomes.

Customer satisfaction surveys are utilized to evaluate program performance and ensure we are aligned with the expectations of the WDB and business customers. Surveys are reviewed to address any issues and find opportunities to improve service delivery. We will use written surveys as well as phone or electronic surveys that allow for easy access, including such services Survey

Monkey. Eckerd maintains a quality process that includes contacting customers such as employers, job seekers, and funders to survey them on their experiences in working with program staff. Each quarter a sample of these customers are surveyed to ensure their expectations are being met and if they are satisfied with the services they are receiving. This is an independent evaluation from our corporate quality specialists to obtain an unbiased evaluation. Any concerns that are noted from these surveys are brought to management's attention for resolution.

As the One-Stop Operator, we are also responsible for reporting to the board, to provide information on EEO compliance, aggregate career center data, summary reports on partnerships and collaborations, updates of local market data, report outs on specialized development needs of workforce systems staff and partners, and work with advisory groups and committees as needed for specific initiatives.

#### **E. If you are applying as a Consortium**

Eckerd is not applying as a consortium.

## **2. Onboarding Strategy and Training Process**

Eckerd utilizes a structured start-up process for all new contracts that is managed by the local leadership team and coordinated by staff at our corporate support center. Our priority is to listen to the workforce board and stakeholders, evaluate processes that are successful, and identify areas that require improvement. A weekly conference call is conducted with program leadership and all Eckerd administrative departments to ensure start-up tasks are completed on schedule and to address any barriers that may impact timely implementation.

Activity: Meeting with Workforce Development Board

- ✓ Time Frame: Immediately upon award
- ✓ Description: Align expectations and action items, meet with all AWJC partners and provide an overview of Eckerd's mission, vision and history operating One-Stop programs. Review current processes, procedures, orientation, and workshop schedules to understand where there are gaps and what strengths exist in these areas. Gain access to ARIZONA@WORK and review partner data.

Activity: Program positions posted

- ✓ Time Frame: 30-60 days prior to service delivery start date.
- ✓ Description: Following contract execution, or with a formal letter of intent and board approval, Eckerd will post budgeted positions and provide instructions for accessing and applying online. The Eckerd application process is conducted virtually with precise instructions related to required documents, timeframes, & ongoing correspondence.

Activity: Identify One-Stop Operator

- ✓ Time Frame: Within 14 days of position posting.
- ✓ Description: Eckerd prioritizes hiring the local One-Stop Operator who will be responsible for all tasks listed in the Scope of Work and outlined above.

**Activity: Local Policy Review**

- ✓ **Time Frame:** 30 days prior to service delivery
- ✓ **Description:** Eckerd's leadership team will review all local policies, analyze key components, and will create operating guidelines to reflect core service delivery components. Once finalized the guidelines will be reviewed in individual supervision sessions or group training with supportive and direct service staff.

**Activity: Staff Training**

- ✓ **Time Frame:** 14 days following hire date.
- ✓ **Description:** Eckerd will ensure mandatory training requirements are completed within two weeks of hire. We will provide an overview of Eckerd's program design, train the OSO to utilize best practices, and ensure all staff are comfortable using all required Arizona and Eckerd data management systems.

**Activity: Establish Individual Supervision Schedule**

- ✓ **Time Frame:** Within one week of service delivery start date.
- ✓ **Description:** The OSO will be scheduled for individual supervision on a weekly basis. To ensure quality service delivery each Eckerd staff member receives a detailed Individual Performance Objective Form (IPOF) from their supervisor that ensures performance objectives are aligned with contractual requirements. Performance is discussed during weekly supervision sessions with each employee where strengths and areas for improvement are discussed and documented.

Eckerd has developed a series of courses specifically designed to provide comprehensive training for our workforce development teams around the country. This E-Learning platform was developed by TAD Grants, a national workforce consultant and training organization, working closely with Eckerd operational leadership teams to create a globally relevant and impactful curriculum. The training includes seven modules which can be facilitated individually, in any combination, or as a whole based on the training needs and job duties of specific staff. The following provides an overview of the Eckerd *Foundations of Workforce and Career Development* training curriculum: Course 1: Customer Service 101; Course 2: Case Management Fundamentals; Course 3: Career Advising Fundamentals; Course 4: Developing Individual Career Plans; Course 5: Assessments and the Career Professional; Course 6: Preparation and Placement Strategies; Course 7: Business Services Fundamentals

Additionally, All Eckerd leadership requires all One-Stop Operators/Managers to participate in weekly roundtables where successes, best practices, and challenges from around the country are discussed. These meetings allow the OSOs to collaborate, brainstorm, and be informed of updates in federal legislation as well as implement shared resources.

### **3. Fiscal Narrative and Budget**

- A. Offeror is required to submit a budget that includes a descriptive narrative for all outlined expenses.**
- B. Provide a budget clearly outlining the funds needed (not to exceed \$90,000 annually) to include job descriptions with number of hours per week worked, salaries, benefits, travel, and training.**

The following budget narrative provides an overview and explanation of the expenses outlined in the attached staff and budget spreadsheet for **WIOA – One Stop Operator (OSO) services provided in Mohave County, Arizona**. This narrative aims to detail the rationale behind each budget category, highlighting key expenditures and justifications.

**Personnel Costs:** Personnel costs account for the largest portion of the budget, totaling **\$75,790**. This includes \$59,275 in salaries for OSO manager and Operations Director, and \$16,515 in associated fringe benefits. The allocation for personnel costs is based on industry-standard rates and the estimated time required for successful project implementation and subsequent services.

\$59,275 in salaries and wages for these positions (see also Exhibit B for full job descriptions):

- Operations Director \$275 – Troy Roland, 6 hours, salary \$95,000
- One-Stop Manager \$59,000 – Vacant, 2,080 hours (100% FTE/40 hours per week), salary \$59,000

\$16,515 in fringe benefits, 27.86% of wages, includes the following:

- FICA \$4,534 – 7.65% of wages
- Unemployment Insurance \$411 – 0.694% of wages
- Workers Compensation \$30 – 0.05% of wages
- Retirement/Pension \$889 – 1.5% of wages
- Health includes 1) Health Insurance \$10,229 - \$850/month/FTE who have elected health insurance coverage, plus 2) an additional \$35/month/FTE (\$421 total) for all staff for universal health benefits, converted to approximately 17.97% of wages between both health coverages

**Operational Expenses:** The operational expense category, amounting to **\$1,188**, covers the general liability insurance, estimated at 1.32% of revenues. Most operational expenses are provided per the RFP release or included as In-Kind below.

**Direct Expenses:** Travel and transportation expenses were calculated based on projected travel requirements for staff, considering factors such as distance, duration, and travel policies. Local mileage reimbursement (\$1,900) for staff to develop partnerships, work with participants, gather timesheets, etc. reimbursed at the IRS rate of \$0.67/mile. Total Direct Expenses is **\$1,900**.

**Administrative Costs:** The administrative costs of **\$11,122** cover the 14.1% federally approved indirect rate (via Department of Health and Human Services) for corporate services provided,

such as payroll, accounting, and other supports, and is based on modified total direct costs identified as follows, providing a total indirect base of \$78,878:

- Staff Salaries \$59,275
- Fringe Benefits \$16,515
- Operational Expenses \$1,188
- Direct Expenses \$1,900

**In-kind:** Not included in the budget summary, this includes \$3,500 of Eckerd support for staff screening, development, and partnership (OSO Manager background screening, Operations Director’s time spent training, along with travel for Operations Director to AZ sites, including other newly acquired programming within AZ, and support cultivating and building partnerships through multiple meetings with potential partners in the region) to ensure successful implementation. This in-kind allocation reflects the organization's commitment to investing in the continuous growth and development of its workforce, ensuring they have the necessary skills and knowledge to effectively carry out project activities.

**Conclusion:** In conclusion, the budget narrative provides a comprehensive overview of the expenses outlined in the budget spreadsheet for **WIOA – One Stop Operator (OSO) services provided in Mohave County, Arizona**. Each budget category is supported by detailed justifications and rationale, demonstrating careful planning and consideration in the allocation of resources to support project goals and objectives. **Total Budget \$90,000.**

<b>Eckerd Youth Alternatives, Inc.</b>	
<b>Program Budget Oct 1, 2024 - Sep 30, 2025</b>	
<b>Personnel Costs</b>	
Salaries and Wages	59,275
Fringe Benefits	16,515
<b>Total Personnel Costs</b>	<b>75,790</b>
<b>Operational Expenses</b>	
General Liability Insurance	1,188
<b>Total Operational Expenses</b>	<b>1,188</b>
<b>Direct Expenses</b>	
Travel	1,900
<b>Total Direct Expenses</b>	<b>1,900</b>
<b>Administrative Costs</b>	
Indirect rate	11,122
<b>Total Administrative Costs</b>	<b>11,122</b>
<b>Total Budget</b>	<b>90,000</b>
<b>In-Kind</b>	<b>3,500</b>

### C. In-kind Contribution

Keeping partners engaged is one of the most critical responsibilities of the One-Stop Manager. We do this through a number of mechanisms including weekly email blasts to all partners informing them of upcoming events, success stories, resource room and workshop schedule changes, updated policies, and procedures, staffing changes and progress towards federal measures. Additionally, we hold partner meetings on a quarterly basis (or as requested by the workforce board). During these meetings we discuss and share general information and updates to the law and local programs as well as provide career center updates. We ensure relevant stakeholders are invited, develop the agenda with input from partner organizations, and provide minutes to all attendees. Additionally, we host meetings that focus on professional development opportunities for all partners, policy and procedures related to the One-Stop Center, and One-Stop infrastructure and operations. ***Eckerd will contribute \$1,500 in-kind*** to cover the costs of refreshments to be provided during these meeting.

Eckerd is committed to professionalizing the field of Workforce Development. This is done by ensuring staff are compensated at a competitive rate, are offered opportunities to attain professional certification, and are offered consistent and meaningful training to promote ongoing professional development. We utilize internal and external training programs to ensure staff have cutting-edge tools and access to best practices. These include EckerdU, a web-based library of training programs that cover topics ranging from mandatory safety training to working with difficult customers and effective workshop facilitation. Access to TEGLS and guidance released from DOL as well as all updates and revisions to local policies and procedures will be reviewed with staff during scheduled meetings. As such, Eckerd is contributing 32 hours of our Operations Director's time to provide meaningful and engaging training to the OSO as a component of their onboarding. This also includes the cost of the Operations Manager's travel to Mohave County. ***This is valued at \$2,000.***

**4. Required Proposal Exhibits**

Exhibit A: One-Stop Operator Onboarding & Training Plan

Exhibit B: Job Descriptions

## **Exhibit A: One-Stop Operator Onboarding & Training Plan**



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

Job Specific					
Date/Time Scheduled	Topic	Objective	Location	Projected Trainer	Scheduled Hours
	New Hire Orientation	Review company overview and mission, benefits, payroll, policies, workplace safety and grievance process			
	Policy Manual	Familiar with manual contents - Employee Handbook Review and Acknowledgement			
	Driving as an Employee	Driver Agreement - Understanding and Acknowledgement			
	Eckerd Policies	Policy/Operating Guide Understanding and Acknowledgement			
	ADP Timekeeping	Understand how to correctly enter time into timesheet			
	Email setup	Review how to access emails, use Global and contacts lists, use on-line email access			
	Expense Reporting	Understand how to correctly submit expense reports			
	Meeting Etiquette	Review appropriate verbal, written, and electronic communication techniques			



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

	<p>What is a One-Stop Operator (OSO) or Manager</p>	<p>Working as a "mall manager" and working within the American Job Centers (One-Stops) (State Branding). Serve as liaison to community, partner agencies and employers for the Workforce System.</p>		
	<p>Program Overview</p>	<p>Funding, structure, oversight, services</p>		
	<p>Firewall</p>	<p>What measures are used to ensure firewalls between Title I and OSO services</p>		
	<p>Training and Employment Guidance Letter (TEGL)</p>	<p>TEGL 16-16 and 15-16</p>		
	<p>Partners in the Job Center</p>	<p>Knowledge of the mission and standards of partners, Discussion of Meetings, Memorandums of Understanding (MOU), Resource Sharing Agreements (RSA), Communication with partners, Recording of meeting minutes (if not tracked it did not happen)</p>		
	<p>Statement of Work/Contract</p>	<p>Understanding what is expected</p>		



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

Reporting	Workforce Development Board (WDB), monthly/quarterly reports		
Resource Sharing Agreements (RSA) (MOU's IFA's)	Creation, edit, approval, communication, accountability and tracking.		
Assessments and the Career Professional	How assessments determine the career pathway		
Business Services Fundamental	Best practices for business services		
Career Advising Fundamentals	Best practices in career advisement		
Case Management Fundamentals	Best practices in case management		
Developing Individual Career Plans	How to develop a career plan		
Preparation and Placement Strategies	Best practices in Placement		
Workforce Development Customer Service 101	Best practices in customer service		
Labor Market	Ability to assist, advise and counsel individuals regarding current labor market with focused placement.		



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

Liaison between WDB and workforce system partners – 1 of 4	1. Partner Integration is evident and non-duplication of services are efficient		
Liaison between WDB and workforce system partners – 2 of 4	2. Customer Centered Design is maintained by all partner agencies		
Liaison between WDB and workforce system partners – 3 of 4	3. Management structure of career center is clear		
Liaison between WDB and workforce system partners – 4 of 4	4. Regular Meetings of partners are held and documented		
Provide system compliance and oversight for the region – 1 of 4	1. Job Seekers have multiple entry points into the system.		
Provide system compliance and oversight for the region – 2 of 4	2. Process for employer evaluating employer demand and satisfaction are in place.		
Provide system compliance and oversight for the region – 3 of 4	3. Feedback from job seekers is used to improve services.		
Provide system compliance and oversight for the region – 4 of 4	4. Center offers effective assessment and career guidance services.		



Workforce Development

### TRAINING PLAN

One-Stop Manager

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

	oversight for the region – 4 of 4			
	Prepare, review and analyze workforce system data and statistics for performance system outcomes – 1 of 4	1. All WIOA/Center measures are tracked and reportable.		
	Prepare, review and analyze workforce system data and statistics for performance system outcomes – 2 of 4	2. Regular reporting of outcomes and measures are provided to WDB and partner agencies.		
	Prepare, review and analyze workforce system data and statistics for performance system outcomes – 3 of 4	3. Customer (job seeker and employer) satisfaction is tracked and reportable to full workforce system.		
	Prepare, review and analyze workforce system data and statistics for performance system outcomes – 4 of 4	4. Program staff (Eckerd) work with WDB and partner agencies on any corrective action planning taken/required.		



Workforce Development

### TRAINING PLAN

One-Stop Manager

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

Provide functional supervision, staff development training opportunities and ongoing assessment of the services of the local workforce system – 1 of 4	1. Management structure is clear, and roles of partners are defined.			
Provide functional supervision, staff development training opportunities and ongoing assessment of the services of the local workforce system – 2 of 4	2. Centers have integrated staff development plans.			
Provide functional supervision, staff development training opportunities and ongoing assessment of the services of the local workforce system – 3 of 4	3. Resource rooms are fully staffed with trained personnel.			



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

<p>Provide functional supervision, staff development training opportunities and ongoing assessment of the services of the local workforce system – 4 of 4</p>	<p>4. Staff training is tracked to ensure fully trained staff.</p>			
<p>Training</p>	<p>Create cross training opportunities for partner staff</p>			
<p>Outreach/Marketing</p>	<p>Ensure promotion of center services and workforce development events</p>			
<p>Surveys Customer, Employer, and Partners</p>	<p>Collect/Review/Report results for continuous improvement of all services</p>			
<p>Ensure that at least 1 Career Center within local workforce system is certified and compliant with the America Job Center's requirements.</p>	<p>American Job Center Certification is up to date with no compliance issues. Annually review of certification requirements determine no gaps or potential for loss of certification.</p>			
<p>Eckerd's National OSO best practice call</p>	<p>Discuss purpose of the call and coordinate attendance</p>			



Workforce Development

**TRAINING PLAN**

**One-Stop Manager**

Employee Name: \_\_\_\_\_ Location: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

I have participated in each of the training sessions identified above.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisory Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Exhibit B: Job Descriptions



## Job Description

<b>Job Code:</b>	01300028	<b>Job Title:</b>	Operations Director
<b>Pay Grade:</b>	21	<b>EEO:</b>	1.2 W/C: 8810
<b>Status:</b>	Exempt	<b>Division:</b>	Workforce Development
<b>Program/Dept(s):</b>	Workforce	<b>Location(s):</b>	Multiple
<b>Relationships (Internal):</b>	Eckerd Operations and Support Center Staff	<b>Relationships (External):</b>	Government Officials; Representatives of Regulatory Agencies; Participants; Members of the Media; Current and Potential Contributors to the Organization; The Public at Large; Federal, state and local governmental agencies; Industry groups and organizations
<b>Effective:</b>	February 2021	<b>Supersedes:</b>	February 2017; March 2010

### **I. Position Concept**

The position provides direct operational supervision for all current and future Eckerd Operations in the assigned region. This position ensures operational excellence across the 5 dimensions of leadership competence from the Eckerd Organizational Performance and Organizational Culture Wheels.

### **II. Essential Job Responsibilities**

- Coaches, mentors, and develops direct reports; ensuring region has the leadership capacity to forecast and respond to current and future business opportunities and challenges.
- Develops best practices for program policies and procedures within assigned region and is responsible for overseeing the implementation and training of those policies and procedures to all assigned program staff.
- Responsible for building and maintaining a culture within the region that aligns with Eckerd values.
- Assist with funding proposals and grant writing to support program expansion and/or sustainability.
- Develop procedures to ensure that program outcome measures comply with statutorily mandated benchmarks.
- Establishes and monitors all program goals and objectives in accordance with agency standards, contract and grant compliance, and quality assurance standards.
- Regularly review costs, operations and forecast data to determine individual program progress in his or her assigned State(s).
- Maintains strong relationships with current stakeholders while identifying and establishing new relationships that enables the expansion of Eckerd business.
- Report any acts, incidents or conditions that reflect liable situations.
- Perform other duties as assigned.

### **III. Position Specifications**

*Education:* Bachelor's degree required, from an accredited College or University.

*Experience:* Five years of direct workforce related experience required. Prefer detailed understanding of both non-profit and for-profit businesses. Operational program experience required.

*Knowledge, Skills and Abilities:* Demonstrated leadership, direction and management of all assigned programs including overall financial management, customer service, business development and expansion, budget construction, contract negotiation, employee relations, program staffing, systems, and resource allocation. Computer literate with basic word processing and database skills. Advanced knowledge of federal laws and regulations that impact book of business.

Advanced knowledge of contracts and contract language coupled with experience monitoring performance against the requirements of the contract. Must have strong program management skills including budgeting and cost estimating, proposal writing, contract management and business development activities. Excellent communication skills; written and verbal. Excellent diagnostic and problem-solving skills. Exceptional organization skills and attention to detail are required and the candidate must be able to meet designated deadlines. Must demonstrate sensitivity to our service population's cultural and socioeconomic characteristics and needs.

*Other:* Must meet state criminal background check requirements.

*Travel:* Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes. Must have appropriate and valid state driver's license.

*Physical Demands:* Requires sitting for approximately 2/3 of each day with periodic lifting of up to 25 pounds. Ability to communicate via telephone; Ability to travel regularly to accomplish goals. Must be free of communicable diseases as defined by state and to the extent that knowledge is attainable under the law as defined by the appropriate state and to the extent that knowledge is attainable under federal law.

---

*Supervisor*

---

*Date*

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

---

*Employee – Print and sign*

---

*Date*

### Job Description

<b>Title:</b>	One-Stop Manager	<b>Effective:</b>	July, 2017
<b>Job No:</b>	ONESTMGR	<b>Division:</b>	Workforce
<b>Supersedes:</b>	N/A	<b>Program/Dept:</b>	Operations
<b>Status:</b>	Exempt	<b>Location:</b>	Multiple

#### I. Position Concept:

The One-Stop Manager is an experienced professional with skills in program operations and business development. This position operates programs with multiple customers. The tasks are highly complex and require negotiation and communication skills, organizational abilities, advocacy skills, and overall business acumen. The One Stop Manager maintains effective relationships with core partners, builds relationships with community service agencies, and identifies organizations that will enhance the available service continuum for regional job seekers. The One Stop Manager facilitates broad reaching quality activities for regional workforce programs through collaborative technical support, maintaining fidelity of data processes, performance scorecard tracking, and timely intervention as needed.

#### II. Essential Functions:

- Ensure that all partners are on working together to meet or exceed contractual performance goals within the guidelines of the operating budget and program deliverables.
- Interpret federal legislation, state guidance, and communiqués for appropriate implementation to ensure quality services.
- Establish policies and procedures for center operations, safety and crisis response management.
- Ensure a positive customer experience for the One Stop Centers in the region
- Assist in establishing linkages with other community service related agencies.
- Assist with negotiating contracts.
- Assist in creating and maintaining agreements (MOUs & MOAs) with partners in the region
- Assist with the development of the program budgets and manage programs within budget.
- Attend staff Training & Development in compliance with Eckerd Kids policies and contract requirements.
- Supervises management and front line staff to build community partnerships.
- Ensures that center staff are deployed appropriately, and that staffing ratios are in compliance with service plan.
- Conduct business development activities and assist in responding to RFP's, grant opportunities, in an effort to grow business in the Region.
- Community outreach service agencies to assist where necessary to fulfill delivery of contract compliance.

#### III. Other Duties Include, But Not Limited To:

- Report any acts, incidents, or conditions that reflect the possibility of inappropriate staff-to-participant/family relationships.
- Report any use of physical force and all unusual incidents per Eckerd policy and state guidelines.
- Perform other duties as assigned or needed.

#### IV. Relationships:

- Internal: All Staff
- A. External:
  - Funding Partners
  - Community Agencies

#### V. Position Specifications:

- A. Education –Bachelor's Degree (social services, counseling, business), from an accredited College or University.

- B. Experience – 3+ years relevant work experience. Past experience working with the targeted population.
- C. Skills - Experience with social services in the community, particularly in workforce, employment and training. Demonstrated proficient in using Microsoft Office applications, database tracking systems. Facilitate travel through the assigned area. Ability to maintain a leadership role with excellent verbal and written communication skills. Supervise staff who interact with the general public, and manage partnerships.
- D. Physical/Mental Demands - The environment is an open office/classroom type facility that is reasonably clean and comfortable. Regional travel up to 50% of the time. In the course of performing this position the incumbent spends time writing, typing, speaking, listening, lifting (up to 20 pounds), carrying, seeing (such as close, color and peripheral vision, depth perception and adjusted focus), sitting, pulling, walking, standing, squatting, kneeling and reaching.
- E. Other- Must have appropriate and valid state driver's license and be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes. Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes.

\_\_\_\_\_  
Supervisor

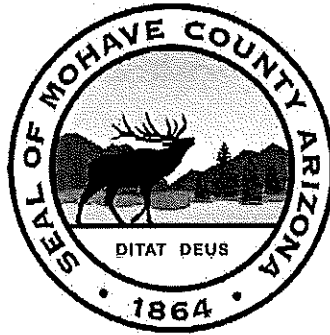
\_\_\_\_\_  
Date

I hereby acknowledge that I have read, understand, and accept the above job description as a condition for my employment.

\_\_\_\_\_  
Employee – Print and sign

\_\_\_\_\_  
Date

Addendum #1: Offeror must include in their submittal signed copies of the Offer and Acceptance page and all Addenda. The person signing and initialing on behalf of Offeror must be a person authorized to legally bind Offeror.



## COUNTY OF MOHAVE

REQUEST FOR PROPOSAL

24P11

ONE STOP OPERATOR

Due Date: Monday, July 8, 2024

700 West Beale

PO Box 7000

Kingman, AZ 86402-7000

Procurement Portal:


<https://secure.procurenow.com/portal/mohavecounty>

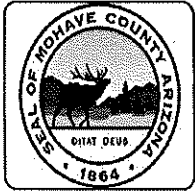
Public Portal:

<https://secure.procurenow.com/portal/mohavecounty/projects/96306>

Publish Date: May 29, 2024

Addendum #1 is acknowledged.

 6-28-24  
Randall W. Luecke, CFO Date



Mohave County  
Procurement  
Tara Acton, Director  
PO BOX 7000, Kingman, AZ 60111  
(928) 753-0737

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QUESTION & ANSWER REPORT  
RFP No. 24P11  
One Stop Operator

RESPONSE DEADLINE: July 8, 2024 at 2:00 pm

Tuesday, August 6, 2024

## Approved, Unanswered Questions

## Approved, Answers Provided

### 1. Evaluation of Proposals

*Jun 25, 2024 8:14 AM*

**Question:** Section D, page 19, table item #2A says "Offeror must include an onboarding training manual which includes 30/60/90 day strategy for the One Stop Operator." Can you please clarify if we need to provide our entire training manual or if we can provide an overview or brief synopsis which describes this item?

*Jun 25, 2024 8:14 AM*

**Answered by Shelli Whaley:** Please submit entire training manual, that will meet the request of the RFP.

*Jun 25, 2024 4:27 PM*

### 2. Evaluation of Proposals

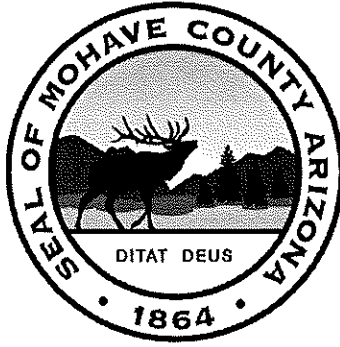
*Jun 25, 2024 8:16 AM*

**Question:** Section D, page 19, table item #3A discusses a budget. What is the contract period that the budget should cover? Can you please provide specific dates? Do you have a budget template in Excel available?

*Jun 25, 2024 8:16 AM*

**Answered by Shelli Whaley:** The contract will run concurrent for one year once it is approved. There is not a budget template available.

*Jun 25, 2024 4:27 PM*



# COUNTY OF MOHAVE

REQUEST FOR PROPOSAL

24P11

ONE STOP OPERATOR

Due Date: Monday, July 8, 2024

700 West Beale

PO Box 7000

Kingman, AZ 86402-7000

Procurement Portal:

<https://secure.procurenw.com/portal/mohavecounty>

Public Portal:

<https://secure.procurenw.com/portal/mohavecounty/projects/96306>

Publish Date: May 29, 2024

MOHAVE COUNTY  
PROCUREMENT DEPARTMENT  
700 W BEALE ST, 1<sup>st</sup> FLOOR EAST | PO BOX 7000  
KINGMAN, AZ 86402-7000

REQUEST FOR PROPOSAL NO. 24P11  
Page 2 of 35  
PROCUREMENT OFFICER: Shelli Whaley  
PH: (928) 753-0752 Ext: 3 - whales@mohave.gov

**Attachments:**

- A - Statement of Assurances
- B - References
- C - OSO Review
- D - Performance Measures

## A. NOTICE OF REQUEST FOR PROPOSALS

### A.1. Request for Proposals Information

Mohave County Request for Proposals No. 24P11

Project Title: One Stop Operator

Proposal Due Date: Monday, July 8, 2024 AT 2:00 pm (Local Arizona Time)

Pre-Proposal Conference Date: Tuesday, June 18, 2024

Pre-Proposal Conference Time: 10:00 am (Local Arizona Time)

Pre-Proposal Conference Location:

**Microsoft Teams Meeting**

**Join by phone: +1-623-473-7231 - Phone conference ID # 613 835 708#**

Questions must be directed to:

Shelli Whaley

(928) 753-0752 Ext: 3

whales@mohave.gov

Publication Dates: May 29, 2024 and June 3, 2024

Issue Date: Wednesday, May 29, 2024

Competitive sealed submittals for the material or service specified in this solicitation must be submitted through the County's online bidding system or received by mail or physical delivery at the Procurement Department at 700 West Beale. No late submittals will be accepted. Responses submitted by facsimile or email will not be considered. Offerors are cautioned to commence the submittal process sufficiently ahead of time to allow for unanticipated delays resulting from things like a slow internet connection, internet outage, difficulty uploading large documents, differing system requirements, etc.

Questions about this solicitation must be addressed to the responsible Procurement Officer listed above.

Proposal Issue Date:	May 29, 2024
Pre-Proposal Conference (Non-Mandatory):	June 18, 2024, 10:00am <u>Agenda</u> <b><u>Microsoft Teams Meeting</u></b> Join by phone: +1-623-473-7231 - Phone conference ID # 613 835 708#
Question Submission Deadline:	June 24, 2024, 5:00pm
Proposal Due Date:	July 8, 2024, 2:00pm Mohave County Procurement Department 700 W. Beale St., First Floor East Kingman, AZ 86401

## **B. SCOPE OF SERVICES**

### **B.1. MOHAVE/LA PAZ Workforce Development Area Description**

The Mohave/La Paz Workforce Development Area (WDA), comprised of Mohave and La Paz Counties, encompasses over 18,000 square miles in the northwest corner of Arizona. With a population of approximately 217,000, the region boasts over 1,000 miles of shoreline and is a great water sports center. This area has the longest stretch of historic Route 66 as well as two interstate highways, one designated as part of the I-11 corridor. The area is characterized as a transportation hub in that there is intersection of federal and state highways as well as rail and air transportation options. Major urban populations in Las Vegas, Los Angeles, Phoenix and Salt Lake City can be reached round trip within one day's drive. The population centers in Mohave and La Paz counties are the communities of Kingman, Bullhead City, Lake Havasu City, Colorado City, Quartzsite, and Parker.

The Colorado River, the man-made lakes, Lake Mohave and Lake Havasu, and the Parker Strip play an important role in the economy of the region. Tourism and recreation are big business for Mohave/La Paz Counties. In addition, healthcare, manufacturing, transportation and business and professional services related jobs are growing to support the increasing population of the region.

The Mohave/La Paz Workforce Development Board (Board) is dedicated to effectively directing workforce activities in the two-county region through partnership development, information exchange and collaboration in projects. The Board supports the state's vision for the ARIZONA@WORK Job Centers Service Delivery System. Toward that, it will facilitate the alignment of workforce with economic development to ensure career path development and provision of trainings that better meet the needs of targeted growth sectors. Using labor market analysis, feedback from customers and partners and leveraging of partner resources, sector strategies and resources will be aligned to focus on the needs of high-growth industries.

The Board and the ARIZONA@WORK partners will continue to enhance and deliver services and resources to provide an integrated system of flexible and responsive workforce activities serving regional employers, job seekers and workers. The service delivery system is built upon a work readiness model that recognizes that customers enter the Job Centers with varying degrees of job readiness. Therefore, a diverse set of programs and services must be made available based on their individual need until the individual is career-ready and in self-sustaining employment.

### **B.2. Funding and Oversight**

- A. As designated Grant Recipient and Fiscal Agent for the Board, the Mohave County Board of Supervisors signs all contract and amendments for the WIOA funds for the consortium. The Finance Departments for both counties have established fiscal control and fund accounting procedures to assure the proper disbursement of and accounting for the Federal Funds. Such procedures ensure that all financial transactions are conducted and recorded in accordance to generally accepted OMB principles and WIOA financial management policies and procedures.

- B. Staff for the Board provides a quarterly report of all grant contracts and amendments between Mohave County and Arizona Department of Economic Security. The Board and staff to Board provide oversight responsibility for the programmatic use of the WIOA funds.
- C. The use of funds is governed by WIOA and associated federal regulations and state and local policies. The Contractor is responsible for determining financial costs and for understanding the law, regulations and policies associated with WIOA. The WIOA and Final Regulations can be found at <https://www.dol.gov/agencies/eta/wioa> and Training and Employment Guidance Letter WIOA No:4-15 <https://www.dol.gov/agencies/eta/advisories/training-and-employment-guidance-letter-no-04-15>
- D. The Contractor should review and be familiar with the Mohave/La Paz Workforce Development Area Plan found at: <https://www.mohave.gov/ContentPage.aspx?id=114&cid=191> and the State of Arizona's Workforce Development Plan found at: <https://des.az.gov/sites/default/files/media/wioastateplanplaintext.pdf> for further information.

### **B.3. Purpose of this Request for Proposal (RFP)**

The purpose of this RFP is to select an entity to serve as One Stop Job Center Operator for the Workforce Development Area under the Workforce Innovation and Opportunity Act of 2014 (WIOA) out of the ARIZONA@WORK Job Center(s) (AWJC) at Comprehensive and Affiliated sites in Mohave and La Paz counties. The goal is to receive a wide variety of high-quality, innovative proposals that may include a hybrid work model which incorporates a mixture of in-office and remote work, to meet the needs of the Mohave/La Paz Workforce Development Area. Required activities are funded through the Workforce Innovation and Opportunity Act (WIOA). Qualified parties to receive federal Department of Labor (DOL) WIOA Title I funds to serve as the One-Stop Operator include:

- Individuals
- For profit organizations;
- Non-profit organizations;
- Faith-based organizations;
- Community-based organizations;
- Public agencies; and/or
- A collaboration of these organizations.

#### **Collaboration and Responsiveness:**

- A. A consortium, joint venture, or collaboration of organizations with complementary skills and experience is permitted to respond to this RFP, however, the proposal must clearly demonstrate that all contractual responsibility rests solely with one legal entity serving as the fiscal agent. The fiscal agent must retain documentation, such as meeting minutes and preliminary budgets, regarding the consortium that documents the partnership(s). This documentation will be used to establish a partner relationship for procurement purposes.
- B. This RFP contains the requirements that Offerors must meet in order to submit a responsive proposal. A responsive proposal is one that complies with all format and content requirements and amendments of the RFP. This RFP provides information regarding eligibility and the format requirements in which proposals must be submitted.

#### **B.4. Conflict of Interest**

The Offeror cannot be a member or staff of the Mohave/La Paz Workforce Development Board (WDB) and or have affiliation with a member of the WDB. Further, the Offeror, or any members of the proposer's organization, cannot be involved in writing, preparing or researching, any part of this proposal. In order to avoid a conflict of interest the AWJC Operator must not employ or otherwise compensate a current Mohave/La Paz Workforce Development Board member or employee who is employed or compensated by the Board or its administrative entity, fiscal agent, or grant recipient to support the Board in carrying out its duties.

#### **B.5. Funding**

Funds awarded under this sub-award are federal WIOA funds. The sub-awardee of these funds will be subject to the Federal provisions contained in 2 CFR 200 (Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards), as well as State and local policies and procedures. The Mohave/La Paz WDB and the County cannot guarantee funding from year to year. Therefore, proposers should be aware that subsequent contract amounts, if any, are subject to change from year to year based upon fluctuations in Federal awards. If funds awarded for a contract year are not fully expended by a contractor by the end of a contract year, unexpended funds may revert back to the County for disposition and may or may not be available for subsequent, if any, contract year expenditures.

The Contractor should also be aware that administrative delays in Federal funding awards may result in situations where the award of operating funds is delayed and the operator may need to utilize non-awarded funds or bank line of credit to support operations until the award is made and funds are available. Further, the total estimated funds may be reduced based upon transitional activities and federal or state budgetary action and this could affect the total contract amount.

##### **Amount of Funds:**

- A. Total estimated funds available for this project is \$90,000 annually.
- B. The Contract will be fixed based on cost-reimbursement not to exceed the final approved budget.

#### **B.6. WIOA Partners**

WIOA identifies the following as "core" partner programs:

- Adult, Dislocated Worker and Youth Programs
- Adult Education
- Wagner-Peyser Employment Services
- Vocational Rehabilitation

In addition to the core programs, WIOA also identifies the following mandated One-Stop System partner programs:

- Career and Technical Education
- Community Services Block Grant

- Indian and Native American Programs
- HUD Employment and Training Programs
- Job Corps
- Local Veterans Employment Representatives (LVER) and Disabled Veterans Outreach Program (DVOP)
- National Farmworker Jobs Program
- Senior Community Service Employment Program
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs
- Unemployment Compensations Programs
- YouthBuild

## **B.7. Roles and Responsibilities of the ARIZONA@WORK One Stop Operator**

- A. General Duties: Duties associated with the operation of the ARIZONA@WORK Job Centers include, but are not limited to:
- General coordination of all Core Partner staff at all area Job Centers:
    - Evaluating whether One Stop System staff possess the appropriate training, tools and equipment needed to carry out job functions;
    - Working with Mohave/La Paz WDB staff to design and implement the integration of partners' staff and systems including a standardized referral form, standardized intake, case note and assessment processes and quarterly cross-training for all Core Partner Staff;
    - Tracking one-stop referrals and enrollments, as well as referrals and enrollments received through WIOA core programs operated by partner agencies, in furtherance of an integrated service delivery system;
    - Measuring one-stop effectiveness by tracking performance outcomes and process metrics that assess the quality of services provided to customers as they are guided through the workforce system; utilizing metrics such as the number of referrals made, the percent of enrollments in workforce programming, and the length of time between one-stop entrance and program enrollment to achieve a functional alignment plan;
    - Producing monthly narrative with trends on customers served;
    - Implementing Mohave/La Paz WDB-approved Internal Operational Policies for the AWJC (e.g. days/hours of operation, dress code, customer service expectations, etc.) and the customer-centric process flow to be designed as part of the Darrel Anderson Enterprises consulting training for PY2018.
  - Fostering partnerships within the Mohave/La Paz One Stop System (Core and Mandated Partners) to promote function as a multi-agency team, and promotion of and participation in

collective accountability that recognizes system outcomes in addition to individual partner program outcomes:

- Coordinating Core Partner staff training to ensure the ability to adequately perform assigned roles, functional knowledge of the policies, procedures and unique characteristics of all co-located partner programs, and cultural competency. Trainings will be conducted quarterly;
  - Convening and facilitating monthly (at minimum) Core Partner management meetings to address issues affecting the delivery of services (e.g. partner collaboration, process improvement, improvement of customer service, development of Career Pathways, etc. and;
  - Convening and facilitating brief weekly information sharing meetings and longer meetings as agreed by management for all Core Partner staff.
- Serving as the EO Officer for the LWDA. The LWDA EO Officer is responsible for ensuring EO and nondiscrimination in the administration and in the operation of programs, activities, and services within the ARIZONA@WORK system in the LWDA, which include:
- Coordinate EO training (to include disability awareness and the use of accessibility equipment utilized in AWJC) twice per year at minimum for ARIZONA@WORK Job Center staff;
  - Maintain Equal Employment Opportunity (EEO) compliance in the provision of and access to AWJC services;
  - Ensuring that AWJC is in compliance with all applicable Americans with Disabilities Act (ADA) guidelines and is easily accessible to individuals with disabilities;
  - Process and investigate discrimination complaints in the LWDA as necessary;
  - Provide reports of all EO matters to the LWDA Director;
  - Ensure that brochures, pamphlets, flyers, and other publications and materials, provided in written or oral form, electronic or hard copy formats, which describe any WIOA Title I funded program or activity to customers, staff or general public include the EO Tagline – "Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities";
  - Ensure reasonable efforts are made to provide language services, interpretation or translation, free of charge, for Limited English Proficiency (LEP) individuals;
  - Ensure that each program or activity, when viewed in its entirety, is operated in a manner that makes it accessible to qualified individuals with a disability. This may include making a program available at an alternative accessible facility. Program accessibility also requires the provision of auxiliary aids or services, such as qualified interpreters on site or through video remote interpreting services, exchange of written notes, voice, text, and audio-based telecommunications products and systems, videotext displays, telephone handset amplifiers, assistive listening systems, or other effective aids for individuals with hearing impairments, braille materials and displays, large print materials, accessible electronic and information technology or other effective aids;

- Notify the State WIOA EO Officer and the Director of the WDA as necessary of any administrative enforcement actions or lawsuits filed against the LWDA alleging discrimination on the grounds of race, color, religion, sex, national origin, age, disability, political affiliation, or belief and, for beneficiaries only, citizenship or participation in WIOA Title I financially assisted programs or activities;
- Maintain competency by attending EO and nondiscrimination training;
- Ensure that EO assurances are completed for each employer which participates in a WEX or OJT;
- Ensure EO monitoring reports are completed annually for each WEX or OJT employer and;
- Interface with the WIOA EO Compliance Program Manager, complete required quarterly reports, maintain the EO binder and coordinate requested state monitoring.
- Implement and execute a priority of service, which includes definitions, for qualifying veterans and/or their eligible spouses for all Core Partners, as mandated by DOL.
- Leveraging Community Partner resources to augment services provided by WIOA to create true wrap-around support that enables participants to successfully complete their program goals.
  - Promoting utilization of 2-1-1 Arizona but maintaining and updating Community Partner Resource Lists for each area including Kingman, Bullhead City, Lake Havasu City, and Parker;
  - Attending Continuum of Care meetings and;
  - Convening and facilitating quarterly Community Partner meetings quarterly in Kingman, Bullhead City, Lake Havasu City, and Parker.
- Coordinating the development and distribution of Seven Steps to Work Readiness workshop calendars in each area including Kingman, Bullhead City, Lake Havasu City, and Parker.
- Working with WDB or designee as needed for specific projects/initiatives/data.

## **B.8. Performance Measurement**

Staff to the WDB and Core Partner management will meet regularly with the selected contractor to review progress toward satisfactory completion of the General Duties of the OSO as described in Exhibit 3 "OSO Review" attached herein. Each category will be rated monthly based on progress to date out the total possible score. Goals for tasks satisfactorily accomplished are set for the end of each calendar quarter per the table on the following page. These milestones must be achieved.

## **B.9. One-Stop Operator Staffing**

- A. The LWDB expects that the contractor will provide at least one full-time staff person to accomplish the scope of work outlined in the Scope of Work.
- B. Contract is subject to the availability of funds for the One-Stop Operator

## **B.10. Budget**

- A. Budget not to exceed \$90,000 annually to include salaries, benefits, travel, and training.
- B. In-kind contributions, if any, should be accounted for in the budget.
- C. All budget line items should be necessary, allowable and reasonable.
- D. Budget should not include office space, equipment or supplies or cell phone as these will be provided.

## **B.11. Invoice Process**

- A. The Contract will be cost-reimbursement. The Contractor will be reimbursed for allowable actual service delivery costs bi-weekly after submittal and approval of payment vouchers as instructed in the Contract. Contractor should plan for payments to be net 15 days, this could result in up to 30 days before expenditure is reimbursed.
- B. The Contractor shall create, collect and maintain all records relating to One-Stop operations that are required to be made by applicable federal or state laws or regulations, made relevant by guidance from the U.S. Department of Labor. The Contractor is required to provide support for WIOA service providers, co-located and non-co-located partners to meet or exceed their goals.

## C. INSTRUCTION TO OFFERORS

### C.1. DEFINITION OF KEY WORDS USED IN THE SOLICITATION

For purposes of this solicitation and subsequent contract, the following definitions shall apply:  
**County:** The County of Mohave, a subdivision of the State of Arizona.

**Contract:** The legal agreement(s) executed between County and the Successful Offeror(s). The Contract will be deemed to include all the conditions and requirements set forth in this solicitation and any Addenda to the solicitation, all the Special Terms and Conditions and Standard Terms and Conditions, and all the terms of the Proposal submitted by Offeror as finally negotiated and accepted by the County.

**Contractor/Consultant:** A Successful Offeror that enters into a Contract with the County.

**Contract Representative:** The County employee or employees who have specifically been designated to act as a contact person or persons to the Contractor, and are responsible for monitoring and overseeing the Contractor's performance under this Contract.

**Procurement Director:** The contracting authority for the County authorized to sign contracts and addenda thereto on behalf of the County.

**May:** Indicates something that is not mandatory but permissible.

**Offeror:** Each individual or entity that submits a submittal in response to this solicitation.

**Will:** The indicated party is promising to take the action or abide by the condition.

**Must or Shall:** The action or condition is required.

**Should:** Indicates something that is recommended but not mandatory. If the Offeror fails to provide recommended information, the County may, at its sole option, ask the Offeror to provide the information or evaluate the proposal without the information.

**Solicitation:** A general term for an Invitation for Bid, Request for Proposals, or Request for Qualifications issued by the County.

### C.2. INQUIRIES

Any questions about this solicitation or the proposed Contract must be submitted to the Procurement Officer by the Question Submission Deadline in writing, via email, or through the online bidding system or presented at the Pre-Proposal Meeting, if there is one (see above). The email must refer to the solicitation number and the paragraph number of the provision that the question concerns. The Procurement Officer may respond by email or may, if they deem it appropriate, address the question in a solicitation Addendum. Offeror may not rely on oral interpretations or clarifications about the solicitation; only questions answered in an email by the Procurement Officer or posted as a formal solicitation Addendum will be binding.

### C.3. PRE-PROPOSAL MEETING

A Pre-Proposal Meeting will be held at the date and time stated on the cover page of this solicitation, if such a date and time is provided. Attendance at this meeting is not mandatory, but written minutes and/or notes regarding the meeting will NOT be provided, so attendance is encouraged. The purpose

of this meeting will be to clarify the contents of this solicitation in order to prevent any misunderstanding of the County's position.

#### **C.4. ADDENDA TO REQUEST FOR PROPOSALS**

Solicitation Addenda will be posted on the County's link to the online bidding website. Offeror is responsible for checking the webpage regularly for new solicitation addenda and must acknowledge each addendum to this solicitation in its submittal. Please note that vendors who have registered with the Procurement Department at <https://procurement.opengov.com/portal/mohavecounty> website and follow Mohave County will receive email notifications of solicitation addenda.

#### **C.5. UNDERSTANDING SCOPE OF SERVICES**

Before submitting a response to this solicitation, Offeror must familiarize itself with the Scope of Services, laws, regulations, physical conditions, and other factors affecting the obligations – including the expense and difficulty of fulfilling those obligations – that Offeror will have under the Contract if awarded to Offeror. No adjustment to the financial or other terms of the Contract will be justified by Offeror's failure to fully understand or appreciate the Contract requirements or other factors affecting Contract performance.

#### **C.6. PREPARATION OF SUBMITTAL**

- A. Form and Organization. Offeror's Submittal must be on the forms provided in this solicitation (as applicable). Supporting documentation must be arranged in a manner that follows and clearly refers to corresponding sections of the solicitation. Offeror may copy the submittal forms in order to complete them electronically but may not alter or rearrange them or change any paragraph designations.
- B. Proposal Contents. Offeror's submittal must contain a response to all sections of the solicitation and forms must be completed and any requested supporting documentation attached.
- C. Signatures. Offeror must include in their submittal signed copies of the Offer and Acceptance page and all Addenda. The person signing and initialing on behalf of Offeror must be a person authorized to legally bind Offeror.
- D. Prices. Where a unit price is provided it will govern over any erroneous extension of the price.
- E. Time Periods. Periods of time, stated as a number of days, will be calendar days unless specifically stated otherwise.
- F. Accuracy. Mistakes in preparation of its submittal confers on Offeror no right to modify or withdraw its submittal after the Submittal Deadline or Proposal Due Date.
- G. Cost of Preparation. The County will not reimburse Offeror for the cost of developing, presenting, submitting or providing any response to this solicitation.
- H. Subcontractors. Offeror must, in their submittal, list any subcontractors that it will utilize in the performance of the Contract if they are awarded the Contract and must describe their qualifications in detail.

- I. Incomplete Information. Failure to include all requested information may have a negative impact on the evaluation of Offeror's submittal, including outright rejection.

## **C.7. PAYMENT DISCOUNTS**

Payment discount periods shall be computed from the date of receipt of the material/service or correct invoice, whichever is later, to the date County's payment warrant is mailed. Unless freight and other charges are itemized, any discount provided shall be taken on full amount of invoice. Payment discounts of twenty-one calendar days or more shall be deducted from the proposed price in determining the price points. However, the County shall be entitled to take advantage of any payment discount offered by a vendor provided payment is made within the discount period. The payment discount shall apply to all purchases and to all payment methods.

## **C.8. TAXES**

The County is not tax exempt from Transaction Privilege Tax - sales tax.

## **C.9. PUBLIC RECORD**

Any documents submitted by Offeror in response to this solicitation will become the property of the County. Except as set forth below with respect to Confidential Information, the Submittal will be deemed to be a public record available for review by the public after the award notification.

## **C.10. CONFIDENTIAL INFORMATION**

The County is obligated to abide by the Arizona Public Records Law, A.R.S. §§ 39-101 through 39-161. If Offeror believes that any portion of its proposal, offer, specification, protest or correspondence contains information that is confidential and subject to being withheld from disclosure in the event that the County receives a public records request to which the record is responsive, Offeror must, when the record is submitted, provide the Contract Officer written notification of that fact. The records or portions of records that Offeror wishes to be treated as confidential must also be clearly marked "CONFIDENTIAL" on their face. Pricing will not be treated as confidential.

If the County, after award notification, receives a public-records request to which a Contractor record marked "CONFIDENTIAL" is responsive, County will notify Offeror in writing. Unless Offeror, within 10 days after the date of that notice, obtains and provides to County an order from a court of competent jurisdiction prohibiting the County from releasing the records, the County may release the records without any liability to Offeror.

## **C.11. CERTIFICATION OF NONCOLLUSION; CONFLICTS OF INTEREST**

By submitting a response, Offeror warrants that:

- A. Preparation and submission of the submittal did not involve collusion or other anti-competitive practices.
- B. Offeror has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, meal or service to a public servant in connection with this solicitation.

- C. No person has been employed or retained to solicit or secure a Contract under this solicitation upon a promise of a commission, percentage, brokerage, or contingent fee.
- D. No member of the Mohave County Board of Supervisors, Mohave County elected official, or any employee of the County involved in this solicitation process has any financial interest in Offeror's firm.

The County may disqualify Offeror from further participation in the solicitation process if the County determines that Offeror has an actual or apparent conflict of interest or has engaged in any collusion or anti-competitive practices.

## **C.12. WHEN AND HOW TO SUBMIT PROPOSALS**

- A. In order to be considered, Offeror must, no later than the Proposal Due Date and Time, either:
  - 1. Submit its Offer electronically through the County's online bidding system at <https://procurement.opengov.com/portal/mohavecounty>, or;
  - 2. Submit its Offer physically on paper through mail, delivery service, or in-person to the Mohave County Procurement Department

NOTE: THE ENTIRE OFFER MUST BE IN "SUBMITTED" STATUS IN THE COUNTY'S ONLINE BIDDING SYSTEM IN ORDER TO BE CONSIDERED. RESPONSES THAT HAVE BEEN CREATED IN THE SYSTEM, BUT THAT ARE NOT IN "SUBMITTED" STATUS BY THE OFFER SUBMITTAL DEADLINE WILL NOT BE CONSIDERED.

- A. Mailed or delivered paper Offers must:
  - 1. Be presented in a sealed envelope with the words "SEALED PROPOSAL" with the title and contract number on the outside of the envelope.
  - 2. Be in the Procurement Office at the specified Proposal Due Date and Time to be considered. Mohave County is a rural area and the County takes no responsibility for mail or deliveries that are delayed, lost, mis-delivered, or otherwise fail to arrive at the Procurement Office.
  - 3. Be legible, printed on standard 8.5" x 11" paper, unbound, single-sided, and using standard fonts (such as Time New Roman, Arial, or Calibri).
  - 4. Be on the forms provided in this solicitation, including all information requested in the solicitation document, the questions in the Vendor Questionnaire section, and the signed Offer and Acceptance Form with an original ink signature.
  - 5. Be organized, concise, and related to the RFP.

## **C.13. OFFER AND ACCEPTANCE PERIOD**

In order to allow for an adequate evaluation, the County requires an offer in response to this solicitation to be valid and irrevocable for ninety (90) days after the Proposal Due Date and Time.

## **C.14. WITHDRAWAL OF SUBMITTAL; BINDING OFFER**

By submitting a response to this solicitation, Offeror is offering to enter into the Contract with the County. Offeror may withdraw a submitted response at any time prior to the Proposal Due Date and Time.

Submittals can be withdrawn by clicking "unsubmit proposal" in the online bidding system or with written notice to the Procurement Officer.

### **C.15. DISCUSSIONS/CLARIFICATIONS**

The County may, at its discretion, conduct discussions with Offeror for the purpose of eliminating minor irregularities, informalities, or apparent clerical mistakes in Offeror's submittal in order to clarify the offer and assure full understanding of, and responsiveness to, solicitation requirements.

### **C.16. VENDOR REGISTRATION**

In order to be eligible for award of a Contract, Offeror must register as a vendor with the County. Registration can be completed at <https://procurement.opengov.com/portal/mohavecounty> by clicking on Vendors, Registration for Purchase Orders and Registration for Notification of Solicitations. Please note that email notifications of newly published solicitations and addenda will be provided to those vendors that select email as their preferred delivery method in their vendor record.

### **C.17. UPON NOTICE OF AWARD**

The apparent successful offeror shall sign and file with the County, within ten (10) days after Notice of Award, all documents necessary to the successful execution of the Contract, such as insurance or performance and payment bonds, if required.

### **C.18. AWARD OF CONTRACT**

- A. Unless otherwise provided within the solicitation, the County reserves the right to award by individual line item, by group of line items, or as a total, whichever is deemed most advantageous to the County. The County may make positional awards; if positional awards are made, post award modifications to award position may be considered based upon price increases during the term of the contract.
- B. Notwithstanding any other provision of the Request for Proposals, the County reserves the right to:
  - 1. waive any immaterial defect or informality; or
  - 2. reject any or all offers, or portions thereof; or
  - 3. reissue a Request for Proposals.
- C. A response to the Request for Proposals is an offer to contract with the County based upon the terms, conditions, and Specifications contained in the County's Request for Proposals. Proposals do not become Contracts unless and until they are executed by the County's Board of Supervisors or Procurement Director. A Contract has its inception in the award, eliminating a formal signing of a separate Contract. All of the terms and conditions of the Contract are contained in the Request for Proposals, unless any of the terms and conditions are modified by a solicitation Addenda, a Contract Addenda, or by mutually agreed terms and conditions in the Contract documents.

## **C.19. RFP RESULTS**

The name(s) of the successful offeror(s) will be posted on the Procurement Department's Internet site at <https://procurement.opengov.com/portal/mohavecounty> upon issuance of a Notice of Award or upon final contract execution.

## **C.20. PROTESTS**

A protest shall be in writing and shall be filed with the Procurement Officer, in accordance with the Mohave County Procurement Code, Art. IX, Sec 2. A protest of a solicitation shall be received at the Department of Procurement not less than five (5) working days before the solicitation due date. A protest of a proposed award or of an award shall be filed within ten (10) days after issuance of notification of award or issuance of a notice of intent to award, as applicable. A protest shall include:

- A. The name, address, and telephone number of the protestant;
- B. The signature of the protestant or its representative;
- C. Identification of the solicitation or Contract number;
- D. A detailed statement of the legal and factual grounds of protest including copies of relevant documents; and
- E. The form of relief requested.

## **C.21. Evaluation of Proposals**

Evaluation of each Offer received under this Request for Proposals shall be based upon scoring criteria weighted by points according to their importance.

## **C.22. EXCEPTIONS TO CONTRACT PROVISIONS**

A response to any solicitation is an offer to contract with the County based upon the contract provisions contained in the County's solicitation, including but not limited to, the specifications, scope of services, and any terms and conditions. Offerors who wish to propose modifications to the contract provisions must clearly identify the proposed deviations and any proposed substitute language. However, the provisions of the solicitation cannot be modified without the express written approval of the Procurement Director or their designee. If a proposal or offer is returned with modifications to the contract provisions that are not expressly approved in writing by the Procurement Director or his designee, the contract provisions contained in the County's solicitation shall prevail.

## D. EVALUATION OF PROPOSALS

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	<p><b>Demonstrated Ability and Past Performance</b>            Offeror must provide information demonstrating their qualifications and experience related to the scope of services. Provide the following:</p> <p><b>A. STAFFING &amp; IMPLEMENTATION:</b> Offerors shall provide a description of how they will accomplish the tasks and goals outlined in the Scope of Work.</p> <p>1. If applicable, <b>HYBRID PROPOSED WORK SCHEDULE:</b> Provide a flexible, hybrid workplace schedule that supports a blend of in-office and remote work.</p> <p><b>B. ORGANIZATIONAL BACKGROUND AND CAPACITY:</b> Offerors shall describe why they are the best choice to act as the Mohave/La Paz WDA One-Stop Operator. They must provide a summary of their financial management capacity. Also, they should include the relevant experience of coordination among WIOA partners.</p> <p><b>C.</b> Describe your organization and detail why you or your organization are in the best position to deliver the requested services.</p> <p><b>D.</b> What experience do you have in working with WIOA partners or within the WIOA system?</p> <p><b>E.</b> If a consortium is responding to this RFP, describe the makeup of your group: who is included, how decisions will be made, how duties will be divided, how payments will be directed, and what happens in the event of a disagreement amongst consortium members.</p> <p><b>F.</b> Provide a description of the financial management capabilities of your or your organization.</p>	Points Based	45 (45% of Total)

2.	<b>Onboarding strategy &amp; Training process</b> A. Offeror must include an onboarding training manual which includes 30/60/90-day strategy for the One Stop Operator	Points Based	25 <i>(25% of Total)</i>
3.	<b>Fiscal Narrative &amp; Budget</b> A. Offeror is required to submit a budget that includes a descriptive narrative for all outlined expenses. The One-Stop Operator staff will be provided with office/cubicle space in the Mohave County Community Services Department, as well as, equipment, supplies and cell phone. As such, occupancy costs should not be included in the One-Stop Operator budget proposal.  B. Provide a budget clearly outlining the funds needed (not to exceed \$90,000 annually) to include job descriptions with number of hours per week worked, salaries, benefits, travel, and training.  C. In-kind contributions, if any, should be on the budget and described in the budget narrative.	Points Based	30 <i>(30% of Total)</i>

## **E. SPECIAL TERMS AND CONDITIONS**

### **E.1. AVAILABILITY OF FUNDS FOR THE NEXT FISCAL YEAR**

Funds are not presently available for performance under this Contract. The County's obligation for performance of this Contract is contingent upon the availability of funds from which payment for Contract purposes can be made. No legal liability on the part of the County for any payment may arise for performance under this Contract until funds are made available for performance of this Contract.

### **E.2. TERM AND RENEWAL**

The term of the Contract shall commence upon award or the date negotiated based upon the transition plan, as negotiated after award and shall remain in effect for a period of one (1) year, unless terminated, canceled or extended as otherwise provided herein. The Contractor agrees that the County shall have the right, at its sole option, to renew the Contract for four (4) additional **one-year periods** or portions thereof. In the event that the County exercises such rights, all terms, conditions and provisions of the original Contract shall remain the same and apply during the renewal period with the possible exception of price and minor scope additions and/or deletions.

## **F. INSURANCE REQUIREMENTS**

### **F.1. Insurance Requirements**

- A. Contractor and subcontractors must procure and maintain, until all of their obligations have been discharged, including any warranty periods under this Contract are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Contractor, his agents, representatives, employees or subcontractors.
- B. The insurance requirements herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract.
- C. The County in no way warrants that the minimum limits contained herein are sufficient to protect the Contractor from liabilities that might arise out of the performance of the work under this Contract by the Contractor, his agents, representatives, employees or subcontractors and Contractor is free to purchase additional insurance as may be determined necessary.
- D. Contractor must provide coverage with limits of liability not less than those stated below.

### **F.2. Commercial General Liability**

- A. Policy must include Bodily Injury, Property Damage, Personal Injury and Broad Form Contractual Liability with coverage limits no lower than:
  - 1. Each Occurrence: \$1,000,000
  - 2. General Aggregate: \$2,000,000
  - 3. Products & Completed Operations Aggregate: \$2,000,000
  - 4. Personal and Advertising Injury: \$1,000,000
  - 5. Blanket Contractual Liability: \$1,000,000
- B. The policy must be endorsed to include the following additional insured language: "The County of Mohave must be named as an additional insured with respect to liability arising out of the activities performed by, or on behalf of, the Contractor".
- C. Policy must contain a waiver of subrogation endorsement, as required by this written Contract, in favor of the County of Mohave, and its departments, agencies, officers, officials, agents, employees and volunteers for losses arising from work performed by or on behalf of the Contractor.
- D. Commercial General Liability Additional Insured Endorsement must be as broad as CG 20 10 11 85.
- E. Contractor's subcontractors will be subject to the same minimum requirements identified above. Contractor must be responsible for ensuring and/or verifying that all subcontractors have valid and collectible insurance as evidenced by the certificates of insurance and endorsements for each subcontractor.
- F. Policy must be endorsed to include Master Key coverage. (DELETE IF NOT NEEDED)

- G. Policy must be endorsed to include coverage for "care-custody-control". (DELETE IF NOT NEEDED)
- H. The policy shall be endorsed to include Assault and Battery coverage. (DELETE IF NOT NEEDED)
- I. The policy shall be endorsed to include Use of Firearms coverage (if available). (DELETE IF NOT NEEDED)

### **F.3. Commercial Automobile Liability**

Policy must include bodily injury and property damage, for any owned, hired, and/or non-owned vehicles used in performance of work under this Contract, with a Combined Single Limit no lower than \$1,000,000.

### **F.4. Worker's Compensation**

- A. Policy must have coverage limits no lower than:
  - 1. Per Occurrence: Statutory
  - 2. Employer's Liability: \$1,000,000
  - 3. Disease Each Employee: \$1,000,000
  - 4. Disease Policy Limit: \$1,000,000
- B. Policy must contain a waiver of subrogation endorsement, as required by this written Contract, in favor of the County of Mohave and its departments, agencies, officers, officials, agents, employees and volunteers for losses arising from work performed by or on behalf of the Contractor.
- C. This requirement will not apply to each Contractor or subcontractor that is exempt under A.R.S. § 23-901, and when such Contractor or subcontractor executes the appropriate waiver form (Sole Proprietor or Independent Contractor).
- D. Contractor's subcontractors will be subject to the same minimum requirements identified in this section. Contractor must be responsible for ensuring and/or verifying that all subcontractors have valid and collectible insurance as evidenced by the certificates of insurance and endorsements for each subcontractor.

### **F.5. Claims Made Insurance Coverage**

If any or part of the required insurance is written on a claims-made basis, any policy retroactive date must precede the date of the contract and the Contractor must maintain such coverage for a period not less than three (3) years following contract expiration, termination or cancellation.

### **F.6. Additional Insurance Requirements**

- A. The policies shall include, or be endorsed to include, the following provisions:
  - 1. The Consultant's policies shall stipulate that the insurance afforded the contractor shall be primary insurance and that any insurance carried by Mohave County, and its agents,

officials, or employees shall be excess and not contributory insurance, as provided by A.R.S. § 41-621 (E).

2. Coverage provided by the Consultant shall not be limited to the liability assumed under the indemnification provisions of this Contract.
3. Commercial General Liability Additional Insured Endorsements shall be as broad as CG2010 1185.
4. Mohave County, at its sole discretion, may increase or decrease the insurance limits and coverages outlined herein.

### **F.7. Policy Change Notice**

Contractor will give the County 10 days advance written notice before any of the above policies are changed in any manner that is inconsistent with the requirements of this Contract. The notice must be sent directly to the Procurement Division of the Business Services Department.

### **F.8. Additional Insured**

The Commercial General Liability, Commercial Automobile Liability and umbrella policies where applicable will include the County as an additional insured with respect to liability arising out of the performance of this contract. The County must be covered to the full policy limits, even if those limits of liability are in excess of those required by this Contract.

### **F.9. Acceptability of Insurers**

Contractors insurance shall be placed with companies licensed in the State of Arizona or hold approved non-admitted status on the Arizona Department of Insurance List of Qualified Unauthorized Insurers. Insurers shall have an "A.M. Best" rating of not less than A- VII. Mohave County in no way warrants that the above-required minimum insurer rating is sufficient to protect the Consultant from potential insurer insolvency.

### **F.10. Verification of Coverage**

- A. Prior to beginning of work or services, Consultant shall furnish Mohave County with Certificates of Insurance (ACORD form or equivalent approved by Mohave County) as required by this Contract. The certificates for each insurance policy are to be signed by an authorized representative.
- B. All certificates and endorsements are to be received and approved by Mohave County before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Contract, or to provide evidence of renewal, is a material breach of contract.
- C. All certificates required by this Contract shall be sent directly to Mohave County. The Mohave County project/contract number and project description shall be noted on the Certificate of Insurance. Mohave County reserves the right to require complete copies of all insurance policies required by this Contract at any time.

### **F.11. Subcontractors**

Contractors' certificate(s) shall include all subcontractors as insureds under its policies or Consultant shall furnish to Mohave County separate certificates and endorsements for each subconsultant. All coverages for subcontractors shall be subject to the minimum requirements identified above.

### **F.12. Exceptions**

In the event the Contractor or sub-contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self- Insurance.

### **F.13. Approval**

Any modification or variation from the insurance requirements in this Contract shall be made by the contracting agency in consultation with Mohave County. Such action will not require a formal Contract amendment, but may be made by administrative action.

## **G. STANDARD TERMS AND CONDITIONS**

### **G.1. ACCEPTANCE**

Mere physical receipt and inspection of goods or services by the County does not alter or affect the obligations of Contractor to provide goods and services that conform to all specifications of this Contract and the County may reject goods or services that are later found to be nonconforming.

### **G.2. ADVERTISING**

Contractor will not advertise or publish information concerning this Contract without prior written consent of the County.

### **G.3. AMERICANS WITH DISABILITIES ACT**

The Contractor shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101, et seq.) and applicable Federal regulations under the Act.

### **G.4. APPLICABLE LAW**

This Contract shall be governed, and the County and Contractor shall have all remedies afforded to each, by the Mohave County Procurement Code and the law of the State of Arizona. State law claims shall be brought only in Federal or State Courts in the State of Arizona.

### **G.5. ARBITRATION**

Notwithstanding any other provision in this Contract, no agreement by the County to arbitrate a dispute is binding unless given expressly and in writing after execution of this Contract. However, if both parties agree, disputes may be resolved through arbitration following the process in A.R.S. § 12-1501, et seq. Contractor must continue to perform under this Contract without interruption, notwithstanding the provisions of this section.

### **G.6. ASSIGNMENT**

Contractor may not assign its rights or obligations under this Contract without the prior written permission of the County's Board of Supervisors or Procurement Director. The County will not unreasonably withhold approval for a requested assignment.

### **G.7. CHILD/SWEAT-FREE LABOR POLICY**

The Contractor shall comply with all applicable provisions of the United States Federal and State Child Labor and Worker's Right laws and agrees if called upon to affirm in writing, that they, and any subcontractor involved in the provision of goods to the County, are in compliance.

### **G.8. COMMENCEMENT OF WORK**

Contractor will not commence any billable work or provide any material or service under this Contract until Contractor receives a purchase order or is otherwise directed to do so, in writing, by the County.

## **G.9. CONFIDENTIALITY OF RECORDS**

Contractor will establish and maintain procedures to ensure that no information contained in its records or obtained from the County or from others in carrying out its functions under this Contract is used or disclosed by it, its agents, officers, or employees, except as required to efficiently perform its duties under the Contract, and will take appropriate measures to protect any personal identifying information of any individuals.

## **G.10. CONFLICTS OF INTEREST**

The County may terminate this Contract without penalty or further obligation pursuant to A.R.S. § 38-511 if any person significantly involved in initiating, negotiating, securing, drafting, or creating the Contract on behalf of the County is or becomes, at any time while the Contract or any extension of the Contract is in effect, an employee of, or a contractor to, Contractor with respect to the subject matter of this Contract. Termination will be effective when written notice from the County's Procurement Director is received by Contractor, unless the notice specifies a later time.

## **G.11. CONTRACT ADDENDA; ADDITIONAL WORK**

This Contract may only be amended by a written agreement signed by the parties. The Mohave County Board of Supervisors or the County's Procurement Director (or their designee) may, on behalf of the County (1) approve and execute any addenda, change orders, or supplemental written agreements; and (2) grant time extensions or contract renewals. Except in the case of a documented emergency approved by the County's Contract Representative in writing, Contractor will not perform any work under this Contract that exceeds the scope of work or contract amount unless a formal addenda or change order has first been approved and executed by the County.

## **G.12. DEFAULT IN ONE INSTALLMENT TO CONSTITUTE TOTAL BREACH**

Contractor shall deliver conforming materials in each installment or lot of this Contract and may not substitute nonconforming materials. Delivery of nonconforming materials, or default of any nature, may constitute breach of the Contract. Noncompliance may be deemed a cause for possible Contract termination.

## **G.13. DELIVERABLES PROPERTY OF COUNTY; NO LIENS**

All services, information, computer program elements, reports and other deliverables created under this Contract are the sole property of the County and may not be used or released by Contractor except with the County's prior written permission.

All deliverables supplied to the County under this Contract will be free of all liens and encumbrances.

## **G.14. ENTIRE CONTRACT; INTERPRETATION**

This Contract, which includes all the conditions and requirements set forth in the solicitation and all Addenda to the solicitation, all the Special Terms and Conditions and Standard Terms and Conditions, and all the terms of the submittal submitted by Contractor as finally negotiated and accepted by the County, constitutes the entire agreement of the parties regarding the services described in the Scope

of Work and will prevail over any and all previous agreements, contracts, proposals, negotiations, purchase orders, or master agreements in any form.

No course of prior dealings between the parties and no usage of the trade will be deemed to supplement or explain any term used in the Contract.

## **G.15. FEDERAL IMMIGRATION LAWS AND REGULATIONS**

Contractor warrants and will require each subcontractor performing work on this Contract to warrant that it will comply with all federal immigration laws and regulations that relate to its employees and with the requirements of A.R.S. § 23-214(A). A breach of this warranty will be deemed a material breach of this Contract that is subject to penalties up to and including termination of this Contract. County may inspect the records of any employee of Contractor or any subcontractor performing work on this Contract to monitor Contractor's and its subcontractors' compliance with this warranty.

## **G.16. FINANCIAL RECORDS AND AUDITS**

- A. Financial Controls and Accounting Records. Contractor will exercise internal controls over all financial transactions related to this Contract in accordance with sound fiscal policies. Contractor will maintain books, records, documents, and other evidence directly pertinent to the performance this Contract in accordance with generally accepted accounting principles and practices consistently applied, and other local, state or federal regulations.
- B. Retention Period. Contractor will maintain those records, together with related or supporting documents and information, at all times during the term of this Contract and for a period of 3 years after its expiration or termination.
- C. Audits. The County and its authorized representatives may, with advance written notice to Contractor, during the term of this Contract or thereafter during the above retention period, inspect and audit Contractor's books and records that relate to its operations under this Contract as well as those kept by or under the control of its agents, assigns, successors and subcontractors. The Contractor will, at its expense, make such books and records available for such inspection and audit during normal business hours at Contractor's office, place of business, or other agreed-upon location, or will provide copies by mail or electronically. The County may, as part of its examination, make copies of, or extracts from, all such books and records (in whatever form they may be kept, whether written, electronic, or other).
- D. Result of Audit. If, as a result of such audit, Contractor is liable to the County for the payment of any sum, Contractor will pay such sum to the County together with interest thereon at the rate of one percent (1%) per month from the date such sums should have been paid, or the date of any overpayment by County, within 90 days after presentation of County's findings to Contractor. If the audit results in findings of fraud, misrepresentation, or non-performance, Contractor will pay the County's costs of conducting the audit. The County's audit rights will survive the expiration or termination of this Contract.
- E. Subcontractors and Assigns. Contractor will include these Section H.31 requirements in every agreement with any agent, assign, successor, and subcontractor who provides construction, professional design services, goods or services under this Contract.

## **G.17. FORCE MAJEURE**

Except for payment of sums due, neither party will be liable to the other nor deemed in default under this Contract if and to the extent that such party's performance of this Contract is prevented by reason of Force Majeure. The term "Force Majeure" means an occurrence that is beyond the control of the party affected and occurs without its fault or negligence. Force Majeure does not include late performance by a subcontractor unless the delay arises out of a Force Majeure occurrence.

If either party is delayed at any time in the progress of the work by Force Majeure, the delayed party must notify the other party in writing of the delay as soon as practical, including when the delay commenced and its cause. The notice must make a specific reference to this article to fall within its protection. The delayed party must resume performance as soon as practicable and must notify the other party in writing when it has done so. The parties will modify the Contract to agree upon the period of time by which the excused delay extends any completion dates.

## **G.18. GRATUITIES**

The County may, by written notice to the Contractor, terminate this Contract if it finds that gratuities, in the form of entertainment, gifts, meals or otherwise, were offered or given by Contractor or any agent or representative of Contractor, to any officer or employee of the County to influence the award of this Contract or any determinations with respect to the performance of this Contract. In the event this Contract is terminated by the County pursuant to this provision, the County will be entitled, in addition to any other rights and remedies, to recover or withhold from Contractor the amount of the gratuity.

## **G.19. INDEMNIFICATION**

To the extent allowed by law, Contractor must indemnify, defend, and hold harmless Mohave County, and its officers, officials, agents, Officers, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury (including death), personal injury, or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the acts or omissions of Contractor or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of, or recovered under, the Workers' Compensation Law or arising out of the failure of such Contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnitee must, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnitee, be indemnified by Contractor from and against any and all claims. It is agreed that Contractor will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this Contract, the Contractor agrees to waive all rights of subrogation against Mohave County, its officers, officials, agents, Officers, and employees for losses arising from the work performed by the Contractor for Mohave County.

The scope of this indemnity will not be limited by the Insurance Requirements contained herein.

## **G.20. INDEPENDENT CONTRACTOR**

Neither party is the agent, employee, partner, joint venturer, or associate of the other. No employee or agent of one party will be deemed or construed to be the employee or agent of the other party for any

purpose. Neither party will be liable for any debts, accounts, obligations or other liabilities whatsoever of the other, including (without limitation) the other party's obligation to withhold Social Security and income taxes for itself or any of its employees.

## **G.21. INSPECTION AND ACCEPTANCE**

All materials and services provided to the County under this Contract are subject to final inspection and acceptance by the County. Any materials or services failing to conform to the specifications of this Contract must be promptly replaced or redone at Contractor's cost. Nonconforming goods or services may be deemed a default and result in Contract termination.

## **G.22. INTELLECTUAL PROPERTY**

If manufacture, sale, or use of any method, process, machine, technique, design, living thing, genetic material, or composition of matter, or any part thereof ("Product") by Contractor in performing its duties under this Contract is determined to constitute infringement and if further manufacture, sale, or use of said Product is enjoined, Contractor will, at its own expense, either procure for the County the right to continue manufacture, sale, or use of that Product, replace it with an alternative non-infringing Product, or modify it so it becomes non-infringing.

If requested by County, Contractor will provide the County with satisfactory evidence of patent licenses or patent releases covering County-specified proprietary materials, equipment, devices or processes.

## **G.23. ISRAEL BOYCOTT DIVESTMENTS**

If this Contract has a value of \$100,000 or more, Contractor certifies that it is not currently engaged in, and will not during the term of this Contract engage in, a boycott of goods or services from Israel as defined in A.R.S. § 35-393.

## **G.24. LICENSES**

Contractor will maintain in current status all Federal, State, and local licenses and permits required for the operation of the business conducted by the Contractor as applicable to this Contract. Contractor will, at the request of the County at any time during the term of this Contract, give the County a valid copy of its business license or, if it is exempt, a written determination from the County Business License Section that a business license is not required.

## **G.25. NO WAIVER**

No provision in this Contract acts expressly or by implication as a waiver by either party of any existing or future right and/or remedy available at law in the event of any claim, default or breach of contract. If either party fails to insist upon the other's strict performance of any duty or condition under this Contract or fails to exercise or delays in exercising any right or remedy provided in this Contract or by law, or accepts nonconforming materials or services, that party will not be deemed to have waived its right to insist thereafter upon the strict performance of the Contract.

## G.26. NON-EXCLUSIVE CONTRACT

This Contract is for the sole convenience of the County, which may obtain like goods or services from other sources.

## G.27. OVERCHARGES BY ANTITRUST VIOLATIONS

To the extent permitted by law, Contractor hereby assigns to the County any and all claims that Contractor has for overcharges by any subcontractor or supplier of goods or services used by Contractor to fulfill this Contract that relate to antitrust violations.

## G.28. PAYMENT

- A. **Form of Payment.** Unless otherwise specified elsewhere in this Contract, the County is permitted to make payments to Contractor using any lawful method of payment, including check/warrant, credit card, or electronic funds transfer.
- B. **Invoices.** Unless County pays by credit card at time of order or point of sale, Contractor will issue to the County a separate invoice for each shipment of materials or provision of services under this Contract, and County will issue no payment prior to receipt of the goods or services and the related invoice. The invoice may not be dated prior to the receipt of goods or completion of services.
- C. **Timing of Payments.** The County will make commercially reasonable efforts to process payments due under this Contract within 21 calendar days after receipt of materials or services and a correct invoice.
- D. **Payment Discounts.** Any early- or timely-payment discounts included in Contractor's submittal will apply to all payments under this Contract. The payment period for purposes of determining whether the discount applies to a particular payment will begin on the date the County receives the materials/service or a correct invoice for the materials/service, whichever is later, and will end on the date County's payment is issued. Unless freight and other charges are itemized, the discount will be calculated using the full invoice amount.

## G.29. PROTECTION OF COUNTY PROPERTY

If this Contract requires Contractor to perform any work on County-owned property, Contractor will use reasonable care to avoid damaging existing buildings, equipment, and vegetation (such as trees, shrubs, and grass) on the property. Contractor will replace or repair any damage caused by Contractor or any employee, agent, or subcontractor of Contractor, at no expense to the County. If Contractor fails or refuses to make such repair or replacement, the County will estimate the cost of repair and, upon receiving an invoice from the County for that estimated cost, Contractor will pay the County the invoiced amount. County may, at its discretion, instead deduct the amount from any payments due Contractor under this or any other County contract.

Contractor will, during the course of its work on County property, keep the work area, including any storage areas used by the Contractor, free from accumulation of waste material or rubbish. Upon completion of the work, Contractor will leave the work area in a clean and neat condition, free of any debris, and will remove any non-County-owned materials or equipment or other personal property that it has caused to be located on the County property.

### **G.30. PROVISIONS REQUIRED BY LAW**

This Contract will be deemed to include every provision required by law to be included. If through mistake or otherwise any such provision is not included, or is included incorrectly, then upon request by either party the parties will amend the Contract to insert or correct the required provision.

### **G.31. RIGHT TO ASSURANCE**

If a party to this Contract has reason to question, in good faith, the other party's intent to perform, the former party may demand that the other party give a written assurance of their intent to perform. In the event that a demand is made and no written assurance is given within 5 business days, the demanding party may treat this failure as a default.

### **G.32. RIGHT TO INSPECT**

The County may from time to time during normal business hours, at the County's expense, inspect the Contractor's or any subcontractor's place of business at which work under this Contract is being performed.

### **G.33. SEVERABILITY**

The provisions of this Contract are severable. If any provision or application of a provision of this Contract is held to be invalid, that will not affect the validity of any other provision or application of a provision that can remain meaningfully effective without the invalidated provision or application.

### **G.34. SHIPMENT UNDER RESERVATION PROHIBITED**

No tender of a bill of lading shall operate as a tender of the materials. Non-compliance shall conform to the termination clause set forth within this document.

### **G.35. SUBCONTRACTS**

Contractor may not enter into any subcontracts for work under this Contract without the advance written approval of the County's contract representative. All subcontracts will incorporate all the terms and conditions of this Contract. Contractor is responsible for contract compliance and quality of work of any subcontractors used.

### **G.36. TERMINATION OF CONTRACT**

- A. For Convenience. The County may terminate this Contract at any time, with or without cause, with 30 days' advance written notice to Contractor. If the County terminates the Contract, it will be liable only for payment for services rendered and accepted before the effective date of the termination.
- B. For Cause. The County may terminate this Contract if any Contractor representation or warranty is found to have been inaccurate when made or is no longer accurate, or if Contractor fails to carry out or abide by any term or condition of the Contract and fails to remedy the problem within 10 days after receipt of notice of default from the County for monetary defaults, or within 30 days after notice if the default is non-monetary.

C. Non-Appropriation. Each payment obligation of the County created by this Contract is conditioned upon the availability of funds that are appropriated or allocated for the payment of such obligation. If funds are not appropriated by the County and available for the continued purchase of the services and/or materials provided under this Contract, this Contract may be terminated by the County at the end of the period for which funds are available. The County will endeavor to notify Contractor in the event that continued service will or may be affected by non-appropriation. No penalty will accrue to the County in the event this provision is exercised, and the County will not be liable for any future payments due or for any damages as a result of termination under this paragraph.

### **G.37. TITLE AND RISK OF LOSS**

The title and risk of loss of any goods provided under this Contract will not pass to the County until the County actually receives the goods at the point of delivery and thereafter accepts them. No tender of a bill of lading will operate as a delivery of the materials.

### **G.38. WRITTEN CERTIFICATION PURSUANT TO A.R.S. §35-394**

If Contractor engages in for-profit activities and has at least ten full time employees, Contractor certifies that Contractor does not currently, and agrees for the duration of the contract that it will not, use: 1) the forced labor of ethnic Uyghurs in the People's Republic of China; 2) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; and 3) any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. If Contractor becomes aware during the term of the contract that it is not in compliance with the written certification, it must notify the County within five business days after becoming aware of the noncompliance. This Contract will be automatically terminated 180 days after the date of the notice unless Contractor has, before the end of that period, notified the County that the noncompliance has been remedied.

## H. VENDOR QUESTIONNAIRE

### H.1. Certification\*

By signature in the Offer and Acceptance Form, Offeror certifies the following:

- A. The submission of the offer did not involve collusion or other anti-competitive practices.
- B. The Contractor shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, or A.R.S. § 41-1461, et seq.
- C. The Contractor has not given, offered to give, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer.
- D. The Contractor submitting the offer hereby certifies that the individual signing the proposal is an authorized agent for the company and has the authority to bind the Offeror to the contract.
- E. The Contractor certifies to the best of his/her knowledge and belief, that they are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal, state, or local government.

Do you agree to the above?

Yes

No

\*Response required

### H.2. Forms to be filled out

Please ensure that all required information is included with your offer.

- A. Offer and Acceptance Form
- B. Statement of Assurances
- C. References Form
- D. Proposal Documents

#### ■ Offer and Acceptance Form

Please upload the signed Offer and Acceptance Form. This is the final page of the RFP document.

#### ■ Statement of Assurances\*

Please upload your Statement of Assurances Form.

\*Response required

#### ■ References Form\*

Please upload your References Form.

\*Response required

MOHAVE COUNTY  
PROCUREMENT DEPARTMENT  
700 W BEALE ST, 1<sup>ST</sup>FLOOR EAST | PO BOX 7000  
KINGMAN, AZ 86402-7000

REQUEST FOR PROPOSAL NO. 24P11  
Page 34 of 35  
PROCUREMENT OFFICER: Shelli Whaley  
PH: (928) 753-0752 Ext: 3 - whales@mohave.gov

**■ Proposal Documents\***

Upload all other Proposal Documents - this should include all of the information requested by the RFP, such as the requirements of the Evaluation of Proposals and Instructions to Offerors sections.

\*Response required

MOHAVE COUNTY  
PROCUREMENT DEPARTMENT  
700 W BEALE ST, 1<sup>st</sup> FLOOR EAST | PO BOX 7000  
KINGMAN, AZ 86402-7000

REQUEST FOR PROPOSAL NO. 24P11  
Page 35 of 35  
PROCUREMENT OFFICER: Shelll Whaley  
PH: (928) 753-0752 Ext: 3 - whales@mohave.gov

## OFFER AND ACCEPTANCE

### OFFER

#### TO MOHAVE COUNTY:

The Undersigned hereby offers and shall furnish the material or service in compliance with all terms, scope of work, conditions, specifications, and amendments in the Request For Proposal which is incorporated by reference as if fully set forth herein.

For clarification of this offer, contact:

Eckerd Youth Alternatives, Inc.

Company Name

100 N. Starcrest Drive

Address

Clearwater

FL

33765

City

State

Zip

Randall W. Luecke

Signature of Person Authorized to Sign

Printed Name

Randall W. Luecke, Chief Financial Officer

Title

Name: Ryan Salzer

Title: Vice President, Business and Resource Development

Phone: (813) 767-7389

Fax: (727) 443-1915

E-mail: JSalzer@eckerd.org

### ACCEPTANCE OF OFFER

The Offer is hereby accepted. The Contractor is now bound to sell the materials or services specified in the Contract. This Contract shall be referred to as Contract No. 24P11

COUNTY OF MOHAVE, a subdivision of the State of Arizona:

Awarded this 19 day of August, 2024.

Signature: Hildy Angius

Name: Hildy Angius

Title: Chairman, Mohave County Board of Supervisors

Attachment A

Statement of Assurances

Eckerd Youth

The undersigned party acknowledges and assures that (Contractor) Alternatives, Inc. and all of its employees responsible for providing the services for which it has applied will abide and comply fully with all state, federal, and local, laws, ordinances, rules, regulations and/or executive orders, including but not limited to provisions of the laws listed below:

- WIOA Section 188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity;
- Title VII of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Americans with Disabilities Act (ADA) of 1990 which prohibits discrimination against qualified people with disabilities based on disability;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;
- Debarment and Suspension (Executive Orders 12549 and 12689) – A contract award (see 2 CFR § 180.220) must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.52.1
- 29 CFR Part 38 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I-financially assisted program or activity, and to all agreements the contractor makes to carry out the WIOA Title I-financially assisted program or activity. The undersigned understands the United States has the right to seek judicial enforcement of this assurance.

Randall W. Luecke, Chief Financial Officer

Name and Title of Authorized Representative:

Randall W. Luecke  
Signature

6-28-24  
Date

Attachment B

SERVICES PROVIDER'S REFERENCES

Reference #1

Agency Name: Department of Social Services San Luis Obispo

Contract Dates: 7/1/23 - 6/30/24

Agency Address: 3433 South Higuera Street, San Luis Obispo, CA 93401

Contact Name and Title: Sarah Hayter, Executive Director

Telephone Number : 805-781-1838 Email Address shayter@co.slo.ca.us

Average Number of Persons receiving services each month of contract: 288

Reference #2

Agency Name: Ventura County Workforce Development Board

Contract Dates: 1/1/24 - 6/30/24

Agency Address: 2901 N. Ventura Road, 3rd Floor, Oxnard, CA 93036

Contact Name and Title: Norman Albances, Assistant Director

Telephone Number : 805-477-5306 Email Address norman.albances@ventura.org

Average Number of Persons receiving services each month of contract: 574

Reference #3

Agency Name: Southwest Arkansas Planning and Development District, Inc.

Contract Dates: 7/1/23 - 6/30/24

Agency Address: P.O. Box 767 101 Harvey Couch Boulevard Magnolia, AR 71754-0767

Contact Name and Title: Shelda Garland, Workforce Development Director

Telephone Number : (870) 235-7509 Email shelda.garland@arkansas.gov

Average Number of Persons receiving services each month of contract: 667

Attachment B

SERVICES PROVIDER'S REFERENCES

Reference #4

Agency Name: Employ Prince Georges

Contract Dates: 7/1/23 - 6/30/24

Agency Address: 1801 McCormick Drive, Suite 300, Largo, MD 20774

Contact Name and Title: Walter Simmons, President & CEO

Telephone Number : 301-618-8415 Email Address wsimmons@co.pg.md.us

Average Number of Persons receiving services each month of contract: 686

Reference #5

Agency Name: Denver Economic Development & Opportunity

Contract Dates: 7 /1/23 - 6/30/24

Agency Address: 1200 Federal Blvd., Denver, CO 80204

Contact Name and Title: Tony Anderson, Executive Director

Telephone Number : 720-913-1999 Email tony.anderson@denvergov.org

Average Number of Persons receiving services each month of contract: 707

Reference #6

Agency Name: Western Arkansas Workforce Development Board

Contract Dates: 7/1/23 - 6/30/24

Agency Address: 1109 South 16th Street, Ft. Smith, AR 72901

Contact Name and Title: Dennis Williamson, Director of Workforce Development

Telephone Number : 479-785-2615 Email Address dwilliamson@wapdd.com

Average Number of Persons receiving services each month of contract: 882



## Mohave County Request for Board Action

**APPROVED**

**Date Submitted:**

8/6/2025

**BOS Meeting Date Requested: \***

8/18/2025

**Submitted By: \***

Tara L. Acton, NIGP-CPP, CPPB

**Submitting Department: \***

Procurement

**Requested Board Action Type \***

Consent

**Summarize The Issue and Desired Action Clearly: \***

On August 19, 2024 (Item 10), the Board approved award of Contract No. 24P11, One Stop Operator, to Eckerd Connects of Clearwater, FL with an initial term of 1 year beginning October 1, 2024 and with the County having the option to renew for up to 4 additional one-year periods, on behalf of Community Services in accordance with the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area.

Pursuant to the terms of the existing contract, the request is being made to amend the contract to modify the performance measures, and extend the contract through September 30, 2026, with all other terms and conditions remaining the same.

**Recommended Motion: \***

Approve and sign Contract Amendment No. One (1) to Contract No. 24P11, One Stop Operator, with Eckerd Connects of Clearwater, FL, amending the contract to modify the performance measures, and extending the contract through September 30, 2026, with all other terms and conditions remaining the same, on behalf of Community Services in accordance with the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area. Funding for these services will be in accordance with the adopted FY26 budget, and subsequent budgets as applicable.

**Attach Backup Material**

Consent 10 packet.pdf

1.63MB

A Single PDF Only (maximum file size 800MB)


**Are there pages that require signatures? \***

Yes  No

**Does this create a New Grant or update an existing Grant? \***

Yes  No

# MOHAVE COUNTY REQUEST FOR BOARD ACTION FORM

FROM:  Tara L. Acton, NIGP-CPP, CPPB, Procurement Director  
CONTACT/EXT: 4194  
DATE: July 30, 2025  
BOS MEETING DATE: August 18, 2025

FORMAL ACTION  
CONSENT  X  
RESOLUTION  
OTHER  
INFORMATION ONLY

**SUMMARIZE THE ISSUE & DESIRED ACTION CLEARLY/ATTACH BACKUP MATERIAL:**

On August 19, 2024 (Item 10), the Board approved award of Contract No. 24P11, One Stop Operator, to Eckerd Connects of Clearwater, FL with an initial term of 1 year beginning October 1, 2024 and with the County having the option to renew for up to 4 additional one-year periods, on behalf of Community Services in accordance with the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area.

Pursuant to the terms of the existing contract, the request is being made to amend the contract to modify the performance measures, and extend the contract through September 30, 2026, with all other terms and conditions remaining the same.

**RECOMMENDED MOTION:**

Approve and sign Contract Amendment No. One (1) to Contract No. 24P11, One Stop Operator, with Eckerd Connects of Clearwater, FL, amending the contract to modify the performance measures, and extending the contract through September 30, 2026, with all other terms and conditions remaining the same, on behalf of Community Services in accordance with the Workforce Innovation and Opportunity Act (WIOA) for the Mohave/La Paz Workforce Development Area. Funding for these services will be in accordance with the adopted FY26 budget, and subsequent budgets as applicable.

**ATTACHMENTS:**

24P11 Contract Amendment One (1) – 1 copy for signature

---

**Reviewed and Approved By:**

County Attorney       Human Resources       Finance       County Manager

---

**Board Action Taken:**

Approved as Requested       No Action Taken       Disapproved   
Continued to \_\_\_\_\_  Approved with the following changes:

Acknowledged receipt and referred to: \_\_\_\_\_

---

**Filing Information and Retrieval**

Filed Bid _____	Filed Agreement _____
BOS Resolution _____	Filed Yearly Correspondence _____
Filed Petition _____	Filed Dedication _____
Filed Land Sold _____	Filed Land Acquired _____
Filed Franchise _____	ID Resolution _____
Filed Improvement District _____	Filed Other _____

Date Routed:  
Additional Information:

XC:

**County of Mohave**  
**PROCUREMENT DEPARTMENT**

**CONTRACT NO. 24P11**

**ONE STOP OPERATOR**

**ECKERD CONNECTS  
CLEARWATER, FL**

**AMENDMENT NO. ONE (1)**

**DATE ISSUED: July 17, 2025**

The referenced Contract has been modified as per the attached **AMENDMENT NO. ONE (1)**. This Amendment is hereby made part of the referenced Contract as though fully set forth therein.

**THIS CONTRACT IS HEREBY AMENDED AS FOLLOWS:**

**CONTRACT NO. 24P11**

**ONE STOP OPERATOR**

**ECKERD CONNECTS  
CLEARWATER, FL**

- **RENEWAL:** In accordance with Special Terms and Conditions; 2. Contract Term and Renewal; the referenced contract is hereby extended for an additional one-year period from October 1, 2025, through September 30, 2026.
- **PERFORMANCE MEASUREMENT:** In accordance with Standard Terms and Conditions; 11. Contract Addenda; Both parties agree to replace B.8 Performance Measures in its entirety with the following:

Attachment D is hereby replaced in its entirety by the OSO Performance Scorecard. The updated Scorecard reflects the current and active deliverables being implemented under the OSO contract. These deliverables have been developed in collaboration with Mohave County, ARIZONA@WORK partners, and Eckerd Connects to reflect more specific, measurable, and regionally relevant duties. The Scorecard now serves as both the operational roadmap and performance management tool for OSO functions.

This revised scope establishes new standards of service delivery and accountability, ensuring,

- Consistent coordination of Core and Partner Services
- Facilitation of structured meetings (monthly partner leadership, weekly staff coordination)
- Quarterly cross-training for all Core Partner Staff
- Proactive site visits to all career centers and affiliate sites
- Participation in community partner meetings and regional initiatives
- Enforcement and documentation of Veterans Priority of Service

These updates represent a move toward a more outcomes-focused and collaborative workforce system, incorporating lessons learned from the initial year of operation and evolving local workforce development needs.

The updated Scorecard structure and deliverables as outlined in the OSO Performance Scorecard shall serve as the basis for quarterly performance assessments, replacing any prior formats. This updated Scorecard methodology introduces continuous improvement practices, integrates qualitative and quantitative assessment, and is intended to improve transparency, consistency, and compliance.

- **EO OFFICER:** In accordance with Standard Terms and Conditions; 11. Contract Addenda: Both parties agree to replace the title "EO Officer" with "EO Liaison" anywhere within the Agreement, including all exhibits.
- **SYSTEM OF RECORD – ATLAS:** In accordance with Standard Terms and Conditions; 11. Contract Addenda: Both parties acknowledge and agree that the ATLAS system is the designated and authoritative system of record for tracking all OSO-related activities, including partner engagement, training, referrals, and performance metrics.
- All other terms and conditions remain the same in their entirety.

CONTRACTOR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THE ABOVE  
AMENDMENT

Nicole Stroebel  
Signature of Person Authorized to Sign  
Nicole Stroebel  
Printed Name  
Chief Financial Officer  
Title

7/17/25

Date

Travis J. Lingenfelter  
Travis J. Lingenfelter, Chairman  
Mohave County Board of Supervisors

08/18/25  
Date



# ARIZONA @ WORK™

MORAVE | LA PAZ COUNTIES



Zafer Genc  
Workforce Development Board  
Chairperson

700 W. Beale Street  
Mail P.O. Box 7000  
Kingman, AZ 86402

Phone: (928) 763-0723  
Fax: (928) 753-0775  
Website: www.morave.gov

Frequency

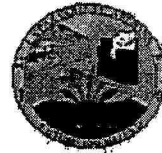
## Performance Assessment Quarter April -June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
Coordinate Training For All Core Partner Staff	Complete	<p>June 2nd Meeting Date -Task: Coordinate Training for All Core Partner Staff Status: Completed on June 2, 2025</p> <p>Summary: On June 2nd, a comprehensive training was successfully coordinated and delivered for all Core Partner staff. The session focused on reinforcing Integrated Service Delivery (ISD) practices, cross-program collaboration, and trauma-informed customer-centered approaches.</p> <p>Feedback Highlights: Engagement: Staff participation was strong across all partner programs, with high levels of interaction during scenario-based activities and breakout discussions. Content Value: Attendees expressed appreciation for the relevance of the training topics, particularly those addressing common client barriers such as housing instability, mental health challenges, and employment readiness. Environment: Staff enjoyed the inclusion of food and refreshments, noting that it contributed to a more welcoming and collegial training atmosphere.</p> <p>Suggestions: Several staff recommended incorporating community partners into future trainings but emphasized doing so based on specific service needs (e.g., inviting housing or behavioral health agencies depending on the topic). Appreciation: Core managers were publicly thanked during the session for their continued collaboration and commitment to workforce development.</p> <p>Outcomes: The training fostered renewed alignment among the core partners and reinforced our shared mission to deliver coordinated, client-focused services. Moving forward, feedback from this session will be used to tailor future training events to better reflect the evolving needs of both staff and customers.</p>	



# ARIZONA @ WORK

MOHAVE | LA PAZ COUNTIES



Zofar Genc  
Workforce Development Board  
Chairperson

700 W. Beale Street  
Mailing: P O Box 7000  
Kingman, AZ 86402

Phone: (928) 753-0729  
Fax: (928) 753-0770  
Website: www.mohave.gov

Frequency:

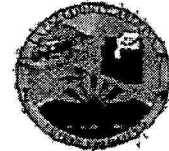
## Performance Assessment Quarter April - June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
Coordinate Training For All Core Partner Staff Continued	Complete	<p><b>Focus Areas: Core, Mandated, and Community Partners</b></p> <p><b>Objective: Promote a Multifunction Workforce Culture and Community</b></p> <p><b>Status: Completed – Observations and Engagements Conducted</b></p> <p><b>Observations Conducted:</b>            Site visits and observational check-ins were conducted at multiple job center locations. These included one-on-one conversations with frontline staff, program managers, and community partners. Observations focused on inter-agency communication, customer flow, and how various programs are contributing to a shared service delivery approach.</p> <p><b>Key Findings &amp; Feedback:</b>  <b>Positive Collaboration:</b> Many sites demonstrated strong rapport among core partner teams and increasing familiarity with each other's programs, resulting in smoother referrals and more holistic client service delivery.</p> <p><b>Cross-Promotion of Services:</b> Observed staff made consistent efforts to share information about partner services, showing commitment to customer-first approaches and functional integration.</p> <p><b>Opportunities for Deeper Partner Engagement:</b> Staff and leadership expressed interest in more regular meetings that include both mandated and community partners, with the goal of building deeper trust and operational awareness.</p> <p><b>Cultural Shift in Progress:</b> A growing understanding of a "multifunction workforce culture" was evident—staff are increasingly seeing themselves as part of a greater system rather than isolated programs.</p> <p><b>Outcomes &amp; Next Steps:</b>            This quarter's engagement work has strengthened the foundation for sustained partnership and collaboration. By fostering open communication and a system-wide culture of mutual respect, we are making meaningful progress toward a community-centered, integrated workforce model.</p>	



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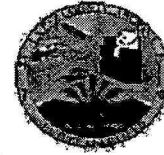
## Performance Assessment Quarter April -June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
Serving as the EO Liaison Officer for the LWDB, Completed Yearly Desk Reviews, Quality Assurance Review on Employer (WEX/OJT Contracts) and Client Files: ADA Requirements within Job Centers and Facilities.	In Progress	<p>ADA Accessibility and Facility Compliance - Ongoing</p> <p>ADA evaluations of job centers and affiliate locations are underway, with a focus on ensuring physical and programmatic accessibility for individuals with disabilities.</p> <p>Feedback from clients and staff has been incorporated into these reviews to address practical needs such as clear signage, assistive technology availability, and private meeting space accessibility.</p> <p>Initial assessments have been shared with partner facilities, and technical assistance is being offered where needed to meet compliance standards.</p>	
Ensure Veterans Priority of Service is followed and implemented throughout all Job Centers.	In Progress	<p>Over the past quarter, time was intentionally spent onsite with Disabled Veterans' Outreach Program (DVOP) specialists to:</p> <p>Observe client interactions and referral practices</p> <p>Review internal processes for identifying and documenting veteran status</p> <p>Ensure veteran customers are connected promptly with intensive services or appropriate partner programs</p> <p>These sessions provided valuable insight into how Priority of Service is being lived out on the front lines and revealed opportunities for system-wide reinforcement. POS Signage &amp; Awareness:</p> <p>All job centers have visible and updated Veterans Priority of Service signage in both English and Spanish.</p> <p>Front desk and intake staff were observed actively asking about veteran status during initial engagement and referring to the DVOP where appropriate.</p> <p>Ongoing reminders and guidance have been shared to ensure POS is included in all orientations and outreach efforts.</p>	



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## Performance Assessment Quarter April -June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
Coordination and Leveraging Community Partner Services within Atlas to augment WIOA services and provide wrap around services and support to clients and employers.	In Progress	Partner Engagement and Onboarding into Atlas: Community-Based Organizations (CBOs), housing agencies, behavioral health providers, transitional housing programs, educational institutions, and veteran support groups have been identified and onboarded into the Atlas platform. Profiles have been created or updated for each partner to clearly define services offered, referral requirements, contact information, and eligibility criteria. MOU templates and data-sharing agreements have been developed and implemented to formalize collaboration.	
Create Outreach Communication to effectively inform and engage our LWDA of the wide range of workforce development resources and support available to our communities. Using Atlas, Social Media Platforms, Websites, New Letters and any variation of communication seen fit by the LWDB.	In Progress	There has been consistent messaging that promotes the accessibility and value of services for job seekers, employers, and community partners. Key actions include regular updates to the Atlas referral platform, monthly social media campaigns	



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## Performance Assessment Quarter April - June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
<p>Coordinate with Business Services on Sector In-demand needs, program data and events. Event coordination for CTE, Apprenticeship and Rapid Response.</p>	<p>Complete</p>	<p><b>Overview:</b> Ongoing coordination with Business Services has remained a top priority to ensure that sector-based employer needs are addressed through workforce programming, labor market alignment, and targeted event support. This includes strategic planning and execution around Career &amp; Technical Education (CTE), Apprenticeship Expansion, and Rapid Response Services.</p> <p><b>Key Activities:</b> <b>Job Order Audits &amp; Employer Outreach:</b> Conducted routine audits of job orders posted in the Arizona Job Connection (AJC) system to ensure accuracy, relevance, and compliance with WIOA standards. Followed up with employers to verify job details, application processes, and potential for work-based learning opportunities (e.g., WEX, DJT). These audits have improved data quality and allowed us to build stronger relationships with employers by helping them better understand system tools and available support. <b>Targeted Outreach to Employers and Industry Partners:</b> Connected with employers in high-demand sectors (e.g., healthcare, construction, logistics, manufacturing) to assess current hiring trends and training needs. Promoted customized solutions such as incumbent worker training, apprenticeship development, and incentives for second-chance hiring. These outreach efforts also supported the identification of new partners for job fairs, hiring events, and sector strategy sessions. <b>Event Coordination for CTE, Apprenticeship, and Rapid Response:</b> Apprenticeship information sessions and signing events, in alignment with Apprenticeship Week and sector initiatives. Rapid Response engagements to provide timely services to workers and employers affected by layoffs or closures. Events have been well-received, with partners expressing appreciation for seamless coordination and cross-promotion efforts. <b>Collaboration with Business Services Teams:</b> Regularly meet with Business Services Representatives to exchange real-time labor market data, identify gaps in service, and plan outreach strategies. Coordinated on employer engagement tracking and refined data entry practices in AJC to ensure system accuracy. Jointly worked to connect employers with eligible job seekers and training programs to address immediate and future workforce needs.</p>	



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## Performance Assessment Quarter April -June 2025 (Due July 1st 2025)

	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
<p>Coordination of services and programs being offered within the One-Stop. Ensuring services are being offered consistently in all area job centers.</p>	<p>Complete</p>	<p><b>Overview:</b> As part of the ongoing responsibility to coordinate services within the One-Stop delivery system, efforts have been focused on ensuring that all required WIOA services and programmatic offerings are consistently accessible across all job centers in Mohave and La Paz Counties. This includes both Core Partner and Community Partner programs.</p> <p><b>Onsite Observations:</b> Regular observations are conducted at each job center location to assess: Customer flow and intake processes Staff knowledge of partner programs and referral protocols Visibility of required signage and program materials The availability and promotion of services such as job search assistance, workshops, resume support, and training opportunities These observations have revealed strengths in customer service and inter-agency cooperation, while also identifying opportunities to streamline communication and improve service alignment across sites.</p> <p><b>Staff and Partner Meetings:</b> Participation in staff meetings at each center has been instrumental in: Clarifying roles and expectations around integrated service delivery Addressing specific site-level challenges (e.g., scheduling, resource gaps, or space constraints) Reinforcing best practices and sharing updates on program eligibility, events, and new initiatives Encouraging open feedback from frontline staff about what's working and where improvements are needed.</p> <p><b>Standardization Efforts:</b> To support consistency across all locations, job centers are: Following a shared intake and referral process Using common outreach materials and service menus Coordinating calendars to offer workshops and orientations with regular frequency Ensuring Priority of Service guidelines, ADA access, and Equal Opportunity policies are upheld at every site.</p>	<p>4</p>



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	Status:	Performance Comments (any score less than 3, please add comment):	Score (1-5 or N/A):
Atlas Referral Program Expansion and use by all Partners. Tracking and auditing of referrals and partners.	In Progress	<p>The Atlas Referral System continues to serve as a foundational tool for enhancing partner coordination, delivering wraparound services, and ensuring clients and employers are connected to the right resources at the right time. Over the past quarter, efforts have focused on expanding the number of active partners, improving referral tracking, and optimizing how Business Services receives and responds to employer-related referrals. Tracking and Auditing of Referrals:</p> <ul style="list-style-type: none"> <li>Regular audits of referrals have been conducted to ensure:</li> <li>Referrals are completed within a reasonable timeframe</li> <li>Outcomes are recorded (accepted, declined, no response)</li> <li>Notes and updates are consistently entered to support case management</li> <li>Audit findings have led to targeted training with specific partners and staff to ensure accurate data entry and follow-through.</li> </ul> <p>Optimization of Business Services Referrals:</p> <ul style="list-style-type: none"> <li>New routing procedures have been implemented to ensure that employer-related referrals, such as job orders, hiring event requests, and training inquiries, are clearly identified and assigned to the appropriate Business Services Representative. Business Services now receives automated notifications and has access to a centralized referral tracking space to improve responsiveness and coordination.</li> </ul>	

Any additional comments you would like to make regarding the One Stop Operator: