

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
REQUEST FOR PROPOSALS (RFP)**

**For
One-Stop Operator**

&

Title I-B Career Services for Adults, Youth and Dislocated Workers

July 1, 2025 through June 30, 2026

The RFP announcement is located at www.lrworkforce.org.

Click on Board; then click Executive Director's Reports.

SECTION I. INTRODUCTION AND KEY PROVISIONS

The Little Rock Workforce Development Board (LRWDB), the local workforce board serving the City of Little Rock, AR is seeking proposals from eligible organizations or a consortium of eligible entities to provide ***One-Stop Operator Services and WIOA Title I Career Services for Adults, Youth and Dislocated Workers***. The service delivery area is the City of Little Rock, AR located wholly within Pulaski County, AR. The Little Rock Development Board oversees the comprehensive One-Stop Center located in Little Rock, Arkansas at 5401 S. University Ave.

The Little Rock Workforce Development Board (LRWDB) is committed to a system that provides excellent customer services. The LRWDB desires a Service provider capable of providing a seamless system of services built on a "Service Integration" model that provides a variety of activities to better align, organize and optimize workforce service delivery and outcomes, creating one common customer path with a standardized process for a wide range of services.

A. One-Stop Operator Services Solicited Under this RFP: The Little Rock Workforce Development Board is seeking **an entity (public, private, or nonprofit) or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners)** to coordinate the following One-Stop Operator services and activities:

- Coordination of Resource Area and Basic Career services in The One-Stop Center
- Coordination of Reception and initial registration services for all customers.
- Implement and fulfill cooperative agreements and memoranda of understanding (MOU) with partners.
- Coordinate one-stop partner services, with guidance from the LRWDB.
- Provide for effective allocation of staff among all partners at the One-Stop Center.
- Coordinate access to virtual resources at appropriate partner locations, libraries, and other points within the Little Rock Workforce Development Area.
- Develop processes to ensure that all customers receive appropriate, timely, and effective Career Services including communicating with persons with disabilities as effectively as with others.
- Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes.
- Provide reports as required to actively participate with the Core and Required Partners to integrate services in the One-Stop Center
- Perform continuous improvement activities to achieve high level service quality and exceptional customer service including implementation of a customer feedback system.
- Develop and implement a coordinated staff development / training plan (customer service, cross training on partner and other services, community resources, etc.) for The LR Workforce Center(s) staff and Partner program staff.

- Ensure implementation of branding standards for the Federal- a proud partner of the American Job Center network, State – Arkansas Workforce Centers and Local Workforce area - The Little Rock Workforce Development Area.
- Ensure compliance with all Federal, State and Local policies and procedures relative to the One-Stop System and One-Stop Centers.

During Program Year 2023, over 45,000 visits were recorded at The Arkansas Workforce Center at Little Rock of individuals utilizing Basic Career Services. Basic Career Services are expected to be available in the center Monday through Friday from 8:00 AM to 5:00 PM. Holidays recognized for closure are the Holidays recognized by the State of Arkansas agencies (i.e. ADWS; DHS; etc.). The Center is expected to be staffed and opened all other days from 8:00 AM to 5:00 PM. The Receptionist position in Arkansas Workforce Center at Little Rock will serve as the primary contact and receptionist for the centers, transferring calls and taking messages as needed for all staff located in the center.

B. WIOA Title I Career and Training Services for Adults, Youth and Dislocated Workers Sought:

The Little Rock Workforce Development Board is seeking proposals from eligible organizations to provide WIOA Title I Basic and Individualized Career Services and facilitate Training Services for Adults, Youth and Dislocated Workers. Funds shall be used to provide basic career services, which shall be available to individuals through the One-Stop delivery system and shall, at a minimum, include:

- determinations of whether the individuals are eligible to receive assistance under this subtitle;
- outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
- initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- labor exchange services, including –
job search and placement assistance and, in appropriate cases, career counseling, including provision of information on in-demand industry sectors and occupations; and
provision of information on nontraditional employment; and job placement and job development services for job seekers;
- provision of referrals to and coordination of activities with other programs and services, including
- programs and services with the one-stop delivery system, and, in appropriate cases, other workforce development programs;
- provision of workforce and labor market employment statistics information;
- provision of performance information and program cost information on eligible training providers and program services;
- referrals to services and assistance; and
- assistance in establishing eligibility for program of financial aid assistance for training and education programs that are not funded under WIOA.

Individualized Career Services and connection to Training Services, if determined to be appropriate in order for an individual to obtain or retain employment are provided to eligible adults, youth and dislocated workers and include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults, youth and dislocated workers, which may include Diagnostic testing and use of other assessment tools; and In-depth interviewing and evaluation to identify employment barriers and appropriate goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives;
- Group counseling;

- Individual counseling;
- Career planning;
- Short-term prevocational services/skills upgrading and retraining, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- On-the-Job Training (OJT);
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English language acquisition and integrated education and training programs;
- Referrals to: Adult Basic Education and High School Equivalency (HSE) preparation activities, as applicable; and Bridge Programs
- Occupational Training (Eligible Training Providers and Programs);
- On-going Case Management and Coaching;
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Center’s Business Advisory Team, Case Managers and One-Stop Partners Advisory Committee.
- Management of records, including case notes;
- Management of data related to WIOA Performance Goals; and
- Follow-up services, including counseling regarding the workplace, for participants in workforce investment/development activities, placed in unsubsidized employment, for not less than 12 months after the first day of employment, as appropriate.

NOTE: The successful bidder will also work closely with the AR Department of Workforce Services to deliver Rapid Response services in coordination with the Governor’s Dislocated Workers Taskforce.

WIOA Title I services for adults, youth and dislocated workers will be provided at the Arkansas Workforce Center in Little Rock. Services will be available Monday through Friday 8:00 AM to 5:00 PM with the exception of the Arkansas State government recognized Holidays.

C. Service Model: The provider(s) selected under this Request for Proposal will be expected to continue to develop and enhance our workforce development system by focusing on a fully coordinated and integrated customer service strategy, focused on a customer-centered model that is market driven and offers value-added services to our job seeker and employer customers. The focus of services, Basic Career Services and specific program services, will be driven by four (4) key points –

- Providing exceptional customer service;
- Meeting the needs of business and workers;
- Program integration to provide seamless access and increase service accessibility; and
- Accountability.

The Service Integration Model – The model for all services, One-Stop Operator and WIOA Title I Career Services for Adults, Youth and Dislocated Workers, is an integrated service model. This model requires integration of the Customer Pool – people coming in the doors are “our” shared customers. There is an integrated customer flow, a standardized common service flow for customers. There are integrated customer service teams that support the customer flow, with staff from different programs working together to complete the work of the team. Services and staff resources will not be separated and in siloes by funding stream or program. Functional teams of staff members from multiple organizations are expected to work as a “unit” with functional supervision.

1. One-Stop Operator –

- a. Integration of the Customer Pool: Integration will occur with all One-Stop partners. As customers enter the One-Stop System (The Arkansas Workforce Center at Little Rock) the customer's individual situation will drive the referrals and access to the program or programs that best meet the individual's needs.
- b. Integrated Customer Service Teams: Staff from different programs work together to complete the work of the team.
- c. Integrated System Branding and Identification: All naming and identification is under The Arkansas Workforce Centers, a proud partner in the American Job Center network.
- d. The One-Stop Operator will be expected to coordinate labor exchange services with the Wagner-Peyser Program (ADWS).

2. WIOA Title I Career Services for Adults, Youth and Dislocated Workers –

- a. As a partner in the One-Stop system, offers career services as identified in WIOA Sec. 134(A)(i) – (xi) and Rules and Regulations part 680.
- b. Continue Integration of the Customer Pool: Seamless services will be provided to individuals enrolling into WIOA Title I adult and dislocated worker program services. Staff will be organized into functional teams, not organized by funding stream for the provision of services identified in WIOA Sec. 134(A)(xii) – (xiii).
- c. Integrated System Branding and Identification: All naming and identification is under The Arkansas Workforce Centers, a proud partner in the American Job Center network.
- d. Integrated Business Services: All the business services aspects of all programs are coordinated with The Little Rock Workforce Center's Business Advisory Team. Business Account Managers will coordinate business service activities of the team.

D. Eligible Bidders: Organizations or entities (public, private, or nonprofit) or consortium of entities (including a consortium of entities that, at a minimum, includes 3 or more of the one-stop partners) with at least three years of demonstrated experience effectiveness in delivering the desired services, located in the local area, which may include:

- An institution of higher education;
- An employment service State agency established under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), on behalf of the local office of the agency;
- A community-based organization, nonprofit organization, or intermediary;
- A private for-profit entity;
- A government agency; and
- Another interested organization or entity, which may include a local chamber of commerce or other business organization, or a labor organization.

NOTE: A consortium of entities that, at a minimum, includes 3 or more of the one-stop partners shall be eligible for designation or certification as one-stop operators, only if the lead organization of the consortium has at least three years of demonstrated experience effectiveness in delivering the desired services,

E. Letter of Intent to Propose: By close of business on **Thursday, April 10, 2025** potential bidders wishing to submit a proposal **MUST** submit a non-binding notification of intent to propose to the Little Rock Workforce Development Board at wj.monagle@arkansas.gov. This notification must include the organization's primary contact with title and e-mail address. All organizations must be identified if applying as a consortium.

F. Proposal Due Date: Proposals are due by 3:00 PM CST on **Tuesday, April 28, 2025**.

G. Funding Period / Period of Performance: The period for funding and performance awarded under this solicitation will be from July 1, 2025 through June 30, 2026 provided performance remains acceptable during that period. Any award from this RFP will include an option to renew for up to three additional one year periods, contingent upon successful performance.

H. Funding Available: An estimated total of **\$25,000** for July 2025 – June 2026 in WIOA Title I funding will be available for **One-Stop Operator services**. These funds will be used for staffing costs related to Coordination and Integration of all One-Stop Center services including Resource Area(s) and receptionist coverage, any travel or mileage related to off-site coordination, basic office supplies for staff (not Resource Area supplies, as those will be provided through infrastructure costs shared by Partners). Additional staffing for Resource Area and Basic Career Services will be provided by Partner Programs through the MOU. One-Stop Operator funds from WIOA Title I are estimated and may be changed based upon final MOU negotiations and issuance of additional guidance and final regulations.

Estimated funding for PY2021 for WIOA Title 1-B Career Services and Training Services for Adults, Youth and Dislocated Workers is **\$825,000** (\$300K Adult; \$300K Youth; and \$225K Dislocated Worker).

Additional funding of **\$50,000** has been set aside for One-Stop Rent and Utilities and will be paid directly by LRWDB for the One-Stop Operator and WIOA Service Provider.

Estimated total funding available: \$900,000

One-Stop Operator/Coordination: \$25,000

Title 1-B Career Services (Adults, Youth and Dislocated Workers): \$825,000

Facilities Cost Set-Aside (Will be reflected in budget documents): \$50,000

The budget developed for PY2025 is a planning budget and will be modified when final allocations become known. Administrative Costs, as identified in the Workforce Innovation and Opportunity Act and regulations, apply to One-Stop Operator funds and services and are limited to 3% for the One-stop Operator and WIOA Title I-B Service Provider, including administrative costs arising from Indirect Costs. The applicant must clearly identify its administrative costs and demonstrate that they do not exceed 3% of their total WIOA allocation, minus the Facilities Cost set-aside, as defined in the Budget and Budget Narrative.

I. Right to Cancel: The LRWDB reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. The LRWDB also reserves the right to modify the RFP process and timeline as deemed necessary. Subject to guidance being issued by US Department of Labor and / or AR Department of Workforce Services and/or any subsequent sub-awards will be modified to ensure compliance. This RFP does not commit to accept any proposal, nor is the LRWDB responsible for any costs incurred by the respondent in the preparation of responses to this RFP. The LRWDB reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal, and to award the contracts in whole or in part as is deemed to be in the best interest of. LRWDB reserves the right to negotiate with any respondent after proposals are reviewed, if such action is deemed to be in the best interest of the Little Rock Workforce Development Board.

J. Management and Financial Requirements:

1. Management. Bidders must be able to demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed. Management capability includes the ability to manage the delivery system effectively and efficiently, conduct self-monitoring for contract compliance, implement a continuous improvement model, achieve the contract objectives, provide quality service delivery, keep appropriate records in an auditable manner, and meet/exceed performance standards.

2. Financial requirements. This includes the ability to maintain fiscal controls, accounting procedures; financial reporting in accordance with generally accepted accounting principles, demonstrates sound financial practices, and show evidence of continued financial stability. The successful bidder will maintain separate accounting records for any contract resulting from this RFP to ensure accurate and appropriate reporting of contract expenditure, and ensure that costs are tracked in sufficient detail to determine compliance with contract requirements and ensure funds have not been unlawfully spent. All accounting records must be made available for review upon request for examination, audit, or for the making of excerpts or copies of such record for the purpose of determining compliance with all applicable rules and regulations, and the provisions of the contracts.

3. Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM). Each applicant is required to:

- Be registered in SAM before submitting its application. If a bidder is not registered in SAM, this link provides a connection for SAM registration:
- <https://governmentcontractregistration.com/sam-registration.asp>;
- Provide a valid DUNS number in its application; and
- Maintain an active SAM registration with current information at all times during the entire period of the active subaward. The LRWDB will not make a subaward to an applicant until the applicant has complied with all applicable DUNS and SAM requirements.

4. State Registration Requirement: As part of the contract award process, all applicants are required to show or declare intentions of incorporation with the Arkansas Secretary of State as a corporate entity eligible to conduct business within the State of Arkansas. Applicants can obtain status as either a For-Profit or a Not-For-Profit Corporation. Applicants must show corporation is in good standing, or if not yet incorporated in the State of Arkansas must state that they are not barred by either the State of Arkansas or the U.S. Federal Government from receiving federal funds (i.e., Is not on the Federal Excluded Parties list) ***Proposal Attachment 8 – Item G.***

5. Indirect Costs and Indirect Cost Rate: Indirect costs are allowed if the entity has an approved indirect cost rate. However, these rates are subject to negotiation but may not exceed the approved indirect cost rate. ***Proposal Attachment 8 – Item H*** must be completed and included in the proposal submittal.

K. Separation of Duties / Firewalls / Conflict of Interest: A separation of duties (administrative, fiscal, and program oversight/monitoring responsibilities separated from program service delivery; and provision of direct training separated from basic and individual career services) is required to eliminate and avoid any conflict of interest or perceived conflict of interest and provide the appropriate quality checks and balances. Bidders will complete ***Proposal Attachment 8 – Item C*** identifying any current responsibilities and separations. Bidders not currently providing services in LWA 3 will note “not applicable” on ***Proposal Attachment 8 – Item C.***

L. Cost and Price Analysis: All proposals will be evaluated on the basis of obtaining the most cost-effective price possible while achieving the highest quality service delivery. A cost price analysis will be conducted on the proposed costs during the proposal review process. Agencies are encouraged to submit their best offer for providing the services solicited and to thoroughly describe and justify the costs. The cost and price analysis shall be conducted to ensure that the proposed costs are necessary, fair, and reasonable; to determine if the proposed costs are allowable and allocable; to determine if there is a duplication of costs with other programs; to ensure that the costs are directly associated with carrying out only the proposed services; and to ensure that the proposed costs will benefit the program. Any private for-profit entity considering responding to this Request for Proposals must understand that they are required to adhere to the Uniform Guidance at 2 CFR part 200. Procurement standards under the Uniform Guidance at 2 CFR 200.323(b), require that profit be negotiated separately from the price in addition to a cost analysis and/or price analysis. LRWDB will conduct such negotiations during the contract negotiation period with the awardee.

M. Audit Requirements: The services delivered under this RFP are considered sub-recipient services and will require the selected bidder to comply with audit requirements for federal funds. All bidders must submit a copy of the most recent independent audit and financial statements. (*Proposal Attachment 8 – Item A*)

N. Type of Contract: Proposed costs will be analyzed and a cost reimbursement contract will be negotiated with a demonstrated performance basis. Payment under a cost reimbursement contract will be based upon actual costs and performance delivery outcomes. For the purposes of responding to this RFP, bidders will develop a line-item budget showing all expected costs associated with delivering the proposed services and a budget narrative explaining the costs.

O. Interview Rights to Jobs Created: The successful bidder for WIOA One Stop Operator/One Stop Services must agree to interview all incumbent program operations staff who applies for employment with the new provider. Incumbent staff will be granted consideration for experience in lieu of education requirements for any position for which they are otherwise qualified. In the event of a transition and a reduction of staff, the Board shall carefully oversee the process to ensure that there is no loss of service or reduction of quality.

P. Outreach, Public Relations, and Branding: Services offered through The Arkansas Workforce Center at Little Rock partnership (and funded by WIOA) shall be promoted under “The Arkansas Workforce Centers” brand and the “federal identifier”, a proud partner in the American Job Center network. In keeping with our vision of offering integrated services to both jobseekers and employers, promotional and outreach materials (including printed brochures, media releases, flyers, brochures, advertising, social media sites) must only include The Arkansas Workforce Centers, LRWDB logo and a proud partner of the American Job Center network identification. All promotional and outreach materials will be approved in advance by the LRWDB Executive Director or his/her designee. The Executive Director will ensure all stationary, brochures, signage, business cards, and advertising meets the branding requirements of the Workforce Innovation and Opportunity Act and the LRWDB and/or the Arkansas Department of Commerce – Arkansas Workforce Connections (AWC) will be identified as the funding entity on printed materials developed with WIOA funds and/or used for outreach or to promote WIOA-funded programs or services.

Q. Questions: Any questions regarding this RFP should be addressed to W.J. Monagle, Executive Director, at wj.monagle@arkansas.gov.

SECTION II. PROCUREMENT TIMETABLE

<i>Procurement Action</i>	<i>Date</i>
Issue RFP	March 10, 2025; Revision Date March 20, 2025
Bidder's Conference	April 7, 2025 2pm CST
Letter of Intent to Propose Due	April 3, 2025
Bidder's Q & A Session	April 7, 2025
Deadline for Questions	April 18, 2025 12pm CST
Proposals Due	April 28, 2025 3:00pm
Proposal Technical Review	April 28, 2025 3-5:30pm CST – Room 150
Proposal Reviews	April 28-May 2, 2025
Possible Proposal Presentations	May 5-9, 2025– Room 150
Board and CEO Action to Award Contract	May 22, 2025 – Room 150
Contract Negotiation/Development	May 23 – June 15, 2025
Transition, if needed	May/June 2025
Sub-Award/Agreement Executed	July 1, 2025
Period of Performance	July 1, 2025 – June 30, 2026

The LRWDB reserves the right to adjust the schedule when it is in the best interest of or to extend any published deadline in this RFP upon notification to those who have submitted a Letter of Intent to Propose by the date and time specified. All potential respondents are strongly encouraged to attend the bidders' conference, since this will be the best opportunity for having technical or other concerns addressed. The Letter of Intent to Propose must clearly identify the bidder or a consortium of bidders. This Letter of Intent does not commit a bidder to submitting a proposal. The Letter of Intent to Propose and the proposal must be received at the LRWDB Administrative office (5401 S. University Ave., Suite 146; Little Rock, AR 72209) by the dates and times shown above. The prospective bidder is solely responsible for assuring that anything sent to the LRWDB arrives safely and on time. The Proposal Review Committee will meet to discuss the proposals and develop recommendations. The Proposal Review Committee may request additional information from any bidder prior to a recommendation for consideration by the LRWDB. The top finalists may be invited to make a 20-30 minute presentation to the Proposal Review Committee followed by an opportunity to respond to follow-up questions by Committee members.

SECTION III. SPECIFICATIONS

A. Expectations:

The bidding organization(s) possess:

- a mission statement that encompasses the designated services to be provided;
- considerable experience working with individuals with barriers to employment, including underserved
- populations;
- a history of documented financial stability;
- proven management expertise;
- pre-registration and GATA checklist completed;
- a Board of Directors (or comparable body) that will be free of conflicts and will exercise active
- oversight of program management, audits, and financial controls, and program operation and outcomes;
- a history of engaging in successful joint efforts with other organizations providing the same or similar services;

- the capacity to integrate the service model/design into its overall operations including establishing
- relationship with Arkansas Department of Commerce – Arkansas Workforce Connections (AWC);
- an internal monitoring system that will effectively identify program, personnel, and fiscal issues and provide corrective action procedures;
- the ability to meet the required hours of operation and State government holiday schedule; and
- a continuous quality improvement process that includes quality assurance measures for all aspects of the services.

Note: If a consortium, as defined under Section I. D., is responding to this RFP, a lead organization must be identified as the sub-award entity for contracting purposes. WIOA discusses conflict of interest and separation of duties in §679.430. LRWDB is interested in being very clear with a separation of duties to avoid conflict of interest or perceived conflict of interest.

B. Duration of Services/Services Levels

Hours: The Workforce Center at Little Rock offices will be open during the day, 8:00 AM to 5:00 PM, Monday through Friday, year-round and, as needed, evenings and weekends to accommodate special activities.

Service Levels: The visits to The Little Rock Workforce Center offices annually exceed 50,000. During PY2024 registrants into the WIOA Title 1-B Adult/ Dislocated Worker program were 60 and Youth program were 30. This subaward will be issued for PY2025. Service levels for PY2025 will be proposed by the bidder and finalized during the months of May and June 2025.

C. Experience and Qualifications of the Bidder and of the Bidders' Staff

- The bidder's organizational mission statement will encompass the designated services to be provided.
- Bidders are expected to indicate if other sources of funding will also support the services.
- The bidder, if successful, will employ qualified staff with the credentials, skills and knowledge to deliver the services identified in this RFP.
- The bidder, if successful, will ensure that WIOA paid staff members are appropriately trained in areas including, but not limited to - Eligibility and Intake; Customer Service; Case Management; Career and Employment Planning; and use of State of Arkansas AJL database tools/resources including Arkansas Workforce Development System (ADWS), Arkansas JobLink and others.
- All staff will provide services in a manner sensitive to the ethnic, racial, and linguistic characteristics; religious preferences; and sexual orientation of the customer.

D. Scope of Services to be Provided

Vision for WIOA Programming: The vision for a revitalized transformed workforce system under WIOA is provided in *Training and Employment Guidance Letter No. 19-14* issued by U.S.DOL, Employment and Training Administration on February 19, 2015 and the Vision Arkansas – Workforce Development Delivery System (September 2015). The workforce system will be characterized by three hallmarks of excellence:

- The needs of business and workers drive workforce solutions;
- One-Stop Centers provide excellent customer service to job seekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development. (ADWS & LRWDB plans found at <http://dws.arkansas.gov/AWDB> and at www.lrwdb.org)

Key operational principles include:

- Alignment of programs and integrated services;
- High quality services;
- Accountability and transparency; and
- Data-driven decisions for informed customer choices.

To fully comply with the requirements of this RFP, the successful bidder will perform all of the following services. Provision of services must be coordinated throughout with all One-Stop Center Core Partners. Program services include WIOA adult and dislocated worker, TRADE Act, and other Federal and State grants to expand and enhance the public workforce system services.

It is the goal of this system that the delivery of services will be focused on fully integrating a consistent service delivery process, the core of which is a "Service Integration" model, providing exceptional customer service, quality career planning and case management, and effective job placement to impact the long-term success of all customers. The Service provider will also ensure that individuals are enrolled in appropriate training services to ensure that local workforce development area #3 meets the required training expenditure.

The bidder contracted in response to this RFP must provide the services described in this RFP to the following customers, as appropriate and within funding/eligibility guidelines and requirements:

- Veterans
- Adult learners and workers with basic skills deficiency or lacking a high school credential
- TANF recipients
- Dislocated Workers
- The general public seeking career services
- Re-Entry / Returning citizens
- Individuals facing English language barriers

One-Stop Operator Services

1. Program Facilities

a. A full service, comprehensive One-Stop Center is currently operated at 5401 S. University Ave. in Little Rock, Arkansas (The Arkansas Workforce Center at Little Rock). The successful bidder will be expected to maintain a fully functioning One-Stop Center at the current location and enhance the delivery of services at the location. Costs for use of the facilities should not be considered in the provider's proposed budget. ***NOTE: Providers will be responsible for the costs of staff computer equipment, staff supplies, and any staff travel.***

b. The One-Stop Operator will seek and implement access points to make WIOA career services accessible to residents in community centers, libraries, and with community-based organizations. Access points will ensure accessibility to target populations.

c. Operate The Little Rock Workforce Center as a functioning One-Stop Center that is professional and inviting in appearance with easy customer flow and courteous, professionally attired staff. Cooperate with relative to identifying accessibility needs, utilizing accessibility resources and assuring the Centers remain ADA accessible.

d. Maintain facilities and services to meet and exceed and State certification standards when identified.

- e. Ensure that the Center can staff a Resource Area for use by the public, providing quality internet access and equipment for use by customers and partner staff of the One-Stop Center(s).
- f. Provide for referral systems amongst various agencies and partners.
- g. Offer Resource Area and Basic Career Services in all three locations Monday through Friday from 8:00 AM to 5:00 PM. Holidays recognized for closure are the Holidays recognized by the State of Arkansas agencies (i.e. ADWS; ADCE-AED & VRS; ADHS-ASB; etc.). The Center is expected to be staffed and opened all other days from 8:00 AM to 5:00 PM.
- h. Utilize the existing registration data system. (This may change as the State develops a State-wide system.)

2. Outreach and Recruitment

- a. The One-Stop Center Operator is responsible for aggressive marketing to job seekers and customers seeking career services including to such target groups identified above. All outreach and recruitment will be done utilizing guidelines and policy and branded under The Little Rock Workforce Center. Individual agency logos or webpages will not be utilized.
- b. Collaborate with staff for all outreach efforts.

3. Services for Job Seeking Customers

- a. The One-Stop Centers will offer integrated services of partners in a seamless and streamlined fashion. Adaptations will be available for specialized populations such as those with language and cultural barriers including those with limited English proficiency, people with disabilities, as well as people with other challenges.

- b. Services available to the customer will include the following. Some of these services will require WIOA Title I and partner program enrollment.

- Outreach, intake and orientation to The Little Rock Workforce Center services.
- Initial assessment of skill levels, aptitudes, abilities, and need for supportive services.
- Initial development of an employment plan.
- Job search and employment assistance.
- A Resource Area with self-service information to help customers in selecting careers, job search, job matching, placement, retention and advancement. The Resource Area should be designed for ease of customer use, and staffed with technologically expert professionals who can answer questions and assist in information searches, decisions, and connection to services.

The Resource Area provides access to:

- Arkansas JobLink – a website database used to research careers, develop a resume, complete assessment, and identify training options and local activities.
- Arkansas JobLink - the job matching website in Arkansas. All participants are encouraged to register and post their resume.
- Career Cruising – web-based program for career planning.
- Labor market information, including job vacancy listing, job skill requirements for job listing, and information on employment trends and career options, available training, and employment law.
- Information on resume writing, interview techniques, and application completions.
- Performance and cost information on eligible training providers and information on financial aid.

- Performance information on the local One-Stop delivery system.
- Information on One-Stop partner services.
- Information on supportive services including how to obtain them.
- Information regarding filing for Unemployment Compensation.
- Access to employability workshops, including workshops that develop “essential skills” such as effective communication, team work, problem solving, and personal presentation skills; and workshops on the use of technology for the job search.
- Follow-up with customers’ progress in achieving career goals to direct them to other career services, partner services or WIOA services.
- Provide accessibility for those customers with disabilities.
- Provide information and referral for out-of-school youth.
- Provide strategies to reach underserved populations.

4. Customer Data Collection

Secure basic information as required by DOL/WIOA on job seeking customers using One-Stop Center Services. Track repeat customers and make appropriate referrals for necessary services to obtain employment.

5. Collaboration

- a. Collaborate with the One-Stop’s partners to bring integrated and additional services to the One-Stop Center(s).
- b. Improve customer access to One-Stop partner services through implementing a common intake, common application, common case management and referral process as required under WIOA and implemented by the State. Strive to streamline services and minimize duplication.

6. Continuous Improvement

- a. Meet or exceed all WIOA performance measures included in law and subsequent regulatory decisions.
- b. Provide reports to on services and performance.
- c. Ensure on-going improvement of One-Stop Center(s) services. Improvement should focus on but is not limited to program utilization, performance outcomes, customer satisfaction, and cost effectiveness. Report improvement in the report to the LRWDB.
- d. Establish a program of staff capacity building, within and across partners, including active participation in a Case Manager Certification training or professional development course.

WIOA Services for Adult, Youth and Dislocated Workers

1. Outreach and Recruitment

Implement an outreach strategy to enroll adults, youth and dislocated workers in WIOA services and to meet performance standards. Manage enrollment of adult and dislocated workers into WIOA services to maximize funding allocations.

2. Rapid Response

- a. Participate with the State in the provision of Rapid Response services.
- b. Leverage and coordinate community and public resources for lay-offs, including linking to One-Stop partners and Trade Act programs and promote seamless delivery of services to affected

businesses and employees.

c. Implement a strategy for promoting Rapid Response so that everyone involved in dislocation events is aware and takes full advantage of the full range of available re-employment services.

d. Respond to all rapid response requests within the times and process designated by Rapid Response procedures and policy.

e. Provide services in locations and times convenient for affected workers.

3. WIOA Registration/Enrollment

a. In accordance with appropriate federal and state guidance, make eligibility determinations and enrollments into the appropriate program services. Collect and maintain documentation as required.

b. Obtain the services information and data elements to appropriately document and report activities.

c. With the customer jointly develop Employment Plans, identify service strategies from intake through job retention.

d. Document barriers to employment and clearly identify services provided to address individual circumstances.

e. Provide quality case management with complete case note documentation.

f. Provide follow-up services as appropriate for WIOA customers for up to 12 months after program exit.

4. Career Services

Develop and provide on-site access to all career services for customers:

a. Utilize resources, assessments and career exploration tools available in AR JobLink.

b. Designate, hire or establish an assessment specialist or team of assessment staff trained to conduct vocational interest assessments, Work Ready 101 employability assessments and other assessments to assist Career Planners and customers determine opportunities for job placement and training success. Assessment staff will also serve as proctors for Work Ready 101 assessments provided as a business service to employers in the area.

c. Full development of individual employment plans, updating them as circumstances change and activities are completed. Individual employment plans should, at a minimum, include specific program services the customer will receive; job search assistance available; supportive services needed; income planning (while participating in program services and income needed to become self-sufficient at employment); and benchmarks to accomplish the employment goal. Documentation of these services with Arkansas Department of Commerce – Arkansas Workforce Connections (AWC).

d. Group Career counseling.

e. Individual career counseling and career planning.

f. Short-term pre-vocational services / skills upgrading and retraining.

- g. Short-term job search activities: career counseling, job search skills brush up, assisted job search, supportive services and workshops.
- h. For customers entering employment, provide follow up services to support retention.
- i. Assessment for suitability for vocational training. Administer a financial assessment to identify training funding options for eligible customers.
- j. Case management for customers, contacting them regularly (a minimum of every thirty (30) days depending on need), reassessing them, and providing needed career services and coordinated referrals as appropriate.
- k. Reassessment and other services for customers having difficulty making progress on career goals, experiencing barriers preventing full participation in services, or difficulties on completion of planned activities.

5. Training Services

- a. To obtain training services to attain employment, customers will complete an in-depth assessment, and as a result, the Individual Employment Plan (IEP) will document the need for training and that the customer has inadequate access to resources to cover the cost of training.
- b. Training services will be available to customers who have demonstrated this inability to attain self-sufficiency and who are interested in and capable of obtaining training and employment in in-demand occupations identified by for the region.
- c. Provide a streamlined process that will enable customers to access relevant training for approved training vendors.
- d. Implement special training programs as identified with partner programs to address specific employment areas.
- e. Make sure the customers have:
 - Been adequately informed about the current labor market;
 - Identified his/her skills and employability strengths and gaps;
 - Identified a job training program for their expressed vocational interest and skills needs;
 - Selected and agreed to enroll in training directly linked to a job that allows them to attain a self-sufficiency wage in an in-demand industry sector for this region;
 - The skills/qualifications to successfully complete the training and obtain a job;
 - Been determined to be a dislocated worker, or an adult as defined by WIOA regulations; and determined that there is no other grant assistance or insufficient grants to pay for all the costs for training delivered through an Eligible Training Provider.
- f. Carry out the policies of regarding training (Individual Training Accounts; Skills Upgrading and Retraining, Pre-Vocational Services; Work-Based Learning options; Industry Sectors; Assessments; IEP).
- g. Use eligible training providers for Individual Training accounts (ITAs) to provide customers with suitable vocational and occupational skills training options. Refer all customers to training

paid for with WIOA funds to vendors on the eligible training providers list, unless offered on-the-job training or customized training.

h. Provide access to the following Training Services:

- On-the-Job Training – Training by an employer that is provided to a paid participant while engaged in productive work that:
 1. Provides knowledge or skills essential to the full and adequate performance of the job;
 2. Provides reimbursement to the employer of a percentage of the wage rate (in accordance with policy) for the extraordinary costs of providing the training, and additional supervision related to the training.
 3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, prior work experience of the participant, and the service strategy of the participant, but not exceeding six months.
- Customized Training – Training that is designed to meet the special requirements of an employer or group of employers; conducted with employer commitment to employ, or in the case of incumbent workers, continue to employ an individual upon successful completion of training, for which the employer(s) pays in accordance with policy based on the size of the company employment schedule.
- Occupational Skills Training – Training by eligible training providers and supported all or in part by an Individual Training Account.

i. Monitor the progress of WIOA customers enrolled in training through contacts with training customers and training vendors. Document progress of WIOA training customers on an ongoing basis.

j. Obtain copies of credentials and training certificates customers receive as documentation of completion of training services.

k. Work with to collect information on the effectiveness of training programs.

l. Focus resources and customers on the industries and skills in which employers offer high demand, high skills, and high wage jobs for customers successfully graduating from the training program.

m. Propose pilot training programs to the to consider and test alternative approaches to training once concurrence is obtained in advance from the LRWDB.

6. Post-Employment Services

a. Provide retention and re-employment services that ensure the ultimate retention and advancement of customers at a self-sufficient wage.

b. Identify other barriers that could affect job retention and amend IEP by mapping out action steps to address potential pitfalls.

c. Be knowledgeable about the impact of follow-up activities on performance and fulfill all follow-up requirements to secure results.

7. Tracking WIOA Customers and Reporting on Progress and Outcomes

- a. Complete all required WIOA customer paperwork and enter customer information into IWDS or any subsequent system provided upon receipt of service.
- b. Participate fully in training on WIOA data management, eligibility determination, and accurate and timely data entry.
- c. Establish procedures for accurate completion and review of WIOA paperwork and timely entry of data into IWDS. This includes:
 - Customer applications to document eligibility;
 - Documentation of activities;
 - Employment verifications;
 - Documentation of exiting customers;
 - Documentation of customer follow-up; and
 - Case Notes.
- d. Accurately determine eligibility and suitability for WIOA services for program participants.
- e. Manage the timely documentation of progress and outcomes related to performance standards and contract requirements.
- f. Establish procedures for timely exiting of customers, following WIOA regulations, best practice and local policy.
- g. Provide monthly reports to the LRWDB and the CEO as requested or necessary.

8. Performance Standards

Meet or exceed state and federal performance standards.

9. Maintenance of Case Records

For each WIOA customer, maintain a case record that contains, at a minimum – until any specific changes or additions are required under WIOA regulatory guidelines or advisories:

- The Individual Employment Plan and assessment results;
- WIOA paperwork, including customer applications, eligibility documentation for career services;
- Notes on customer contacts and progress (at a minimum every 30 days);
- End of activity documentation;
- Employment verifications;
- Exit documentations; and
- Documentation of customer follow-up for 12 months.

10. Connecting Job Seeker Services and Employer Services

- a. Employ Business Service Representatives/Job Placement staff.
- b. Business Service Representatives/Job Placement Staff will work under the functional supervision of Business Services Managers.
- c. Business Service staff will address the needs of local employers by identifying job seeking customers available for open positions.

d. Business Service Representatives will serve as job placement staff, at times doing specific job development for job seeking customers.

e. Business Service Representatives will participate in Job Fairs and other business recruitment events, representing The Little Rock Workforce Center.

f. Business Service Representatives, through an integrated service approach with all partners, will assist local Business customers with recruitment of talent; assessments of potential applicants and incumbent workers (including Work Ready 101 assessments); connecting local Business to available resources such as tax credits and other incentives; and, as appropriate, incumbent worker training, OJT, and customized training opportunities.

g. Business Service Representatives will, in coordination with the team and under functional supervision of the Business Account Managers, implement a sector strategy approach to identify business needs, define solutions, and, as appropriate to the solution, provide qualified talent.

h. Provide Business Services meeting the performance measures established under WIOA; to increase business participation in the local workforce system; and establish a high level of satisfaction

WIOA Performance Outcomes, Reporting and Tracking

WIOA establishes a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. Selected bidder(s) will be required to meet performance measures based on the established goals negotiated between the LRWDB and the Arkansas Department of Commerce – Arkansas Workforce Connections (AWC) each year. (DOL TEGL WIOA No. 10-16

Performance Accountability Guidance for WIOA Title I, Title II, Title III and Title IV Core Programs)

WIOA Performance Measure	Definition
Entered Employment	The percentage of participants who are in unsubsidized employment during the second quarter after exit
Employment Retention	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit
Median Earnings	The median earnings of participants who are in the second quarter after exit
Credentials	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by ARWDB)

Performance Measure	PY2024 Performance Goals
Employment Rate 2nd Quarter after Exit	
Adult	83.3%
Dislocated Worker	83.0%
Youth	76.6%
Employment Rate 4th Quarter after Exit	

Adult	82.7%
Dislocated Worker	85.0%
Youth	77.0%
Median Earnings	
Adult	\$7,000.00
Dislocated Worker	\$8,750.00
Youth	\$3,400.00
Credential Attainment	
Adult	75.0%
Dislocated Worker	78.0%
Youth	60.0%
Measurable Skills Gain	
Adult	75.7%
Dislocated Worker	75.6%
Youth	73.5%
Effectiveness in Serving Employers	
Adult	Baseline – TBD
Dislocated Worker	Baseline – TBD
Youth	Baseline - TBD

PY 2024 Negotiated Performance Goals - LRWDA

Because many of the WIOA performance measures are based on exits from the program, the LRWDB has developed other possible and potential key point in time benchmarks that will provide the most accurate picture possible of how One-Stop Program providers are attaining workforce goals. In consultation with service providers, the board and Chief Elected Official may identify additional criteria as the workforce services delivery system evolves. The selected bidder(s) will provide data regarding the following benchmarks:

- Number of enrollments
- Number of placements
- Number of job seekers served
- Number of industry recognized credentials earned through training
- Number of training related placements
- Number of businesses with repeat major services
- Number of job orders posted/filled
- Customer satisfaction rates (job seekers/businesses)

SECTION IV. PROPOSAL APPLICATION INFORMATION

A. The Little Rock Workforce Development Board must receive your proposal by 3:00 PM Central Standard Time on Monday, April 28, 2025.

Place the following items in a sealed package:

1. Your original proposal and six copies (only one copy of Audit), and
2. Your entire proposal (except Audit) saved in Microsoft WORD on a labeled thumb drive. (The budget will be in EXCEL.)

Then submit the package to: W.J. Monagle, Executive Director

Little Rock Workforce Development Board
5401 S. University Ave., Ste. 146;
Little Rock, AR 72209

Make sure your organization's name and *Workforce Innovation and Opportunity Act – One-Stop Operator and Career Services for Adults, Youth and Dislocated Workers* is on the exterior of your sealed LRWDB proposal package. The date and time that LRWDB received your proposal will be written on the outside of the sealed packet and recorded on the cover page of your original proposal.

Use a clamp to hold the proposal. Do not staple the pages or put the proposal in a binder. Incomplete proposals and proposals received after 3:00 PM, Monday, April 28, 2025 will not be evaluated.

If you have questions regarding this *Request for Proposals* or any WIOA or local policies or requirements, please contact W.J. Monagle (501-683-3843 or w.j.monagle@arkansas.gov). Please e-mail w.j.monagle@arkansas.gov to receive the *Proposal Forms* in WORD (EXCEL for Budget).

- B. This RFP does not commit the LRWDB to award a grant, to pay any costs incurred in the preparation of a proposal, or to procure or contract for services or supplies prior to issuance of a written agreement. LRWDB retains the right to accept or reject any or all proposals received. (LRWDB may negotiate with all qualified sources, or cancel in part, or in entirety, proposals if it is in LRWDB's best interest to do so. It may request that bidders participate in negotiations and rewrite their applications as agreed upon during the negotiations.) The LRWDB may discuss a proposed program with anyone potentially involved in the program. The LRWDB may review the bidders' administrative and fiscal procedures relating to the potential award as part of the proposal review process.

Proprietary rights to all data, materials, and documentation originated and prepared for pursuant to a sub-award shall belong exclusively to LRWDB.

C. All proposals submitted will be subject to competitive review. The *Proposal Evaluation Process* is discussed in Section VI. Proposal funding decisions will be made by the Little Rock Workforce Development Board upon recommendation of the Proposal Review Sub-Committee.

D. The funding period for sub-awards under this solicitation will be from July 1, 2025 through June 30, 2026 provided performance remains acceptable during that period. Any contract awarded from this RFP will include an option to renew for up to two additional one year periods, contingent upon successful performance.

E. There will a public opening of the sealed proposal packages on Monday, April 28, 2025, 3:30 PM, In the MacCarther-South Conference Room 150, The Arkansas Workforce Center at Little Rock, 5401 S. University Ave., Ste. 146, Little Rock, Arkansas. At that time staff will determine if the proposals submitted contain all required documents and components. Only complete proposals will be evaluated by the Review Team. Bidders will be notified of their proposal's status after the public opening is completed.

F. Bidders' right to appeal the decisions regarding the Awarding of Programs. See Section VI of this RFP.

SECTION V. FORMAT AND CONTENTS OF THE PROPOSAL

Proposals must be submitted in the following format.

- One-inch margins
- **Not less than 11-point** font (i.e., font not less than the size of the font in this RFP)
- Single spacing, double spacing between paragraphs
- Sections and subsections labeled
- **40** pages maximum, excluding the cover page, table of contents, and requested attachments.
- (Include only requested attachments.)

Proposals not in the designated format will be rejected.

A. Cover Sheet for Proposal

Complete all items on the Cover Sheet (in Section VII).

B. Table of Contents

After you have written the entire proposal, number the pages and fill in the numbers on the *Table of Contents*. Please note that the cover sheet is numbered *-i-*, and the *Table of Contents* is numbered *-ii-*. The *Overview* will be numbered page *-I-*.

C. Program Proposal Narrative

Your *Program Proposal* will be a clear and concise narrative. Use bullet points, charts, etc. to enhance

your presentation. Please respond to the following questions in detail using specific examples or evidence

when possible and respond for all proposed job seeker customers (Adults, Youth, Dislocated Workers/Trade Act Assisted).

Note that within these questions, readers will be assessing both the accessibility of services to job seekers/workers and the innovative practices proposed.

1. Overview of Services to be Provided (maximum of 2 pages) (maximum of 5 points)

Prepare an *Overview* of the One-Stop Operator and Career Services for Adults, Youth and Dislocated Workers your organization will conduct. The *Overview* will be a summary of the services your organization will provide.

2. Experience and Qualifications, including Organizational Capacity/Profile (maximum of 15 points)

a. Provide a concise description of your organization including legal status of the organization, the governance structure, and mission and vision and goals along with the major programs currently offered and where the proposed services in response to this RFP fits in the organization.

b. Explain how your mission and other programs align with this funding opportunity.

c. Explain the relationship between the services proposed and overseeing organization.

d. Attach as *Proposal Attachment I* an organizational chart. This chart will clearly identify where One-Stop Operator and WIOA Career Services functions will fall in your organization.

NOTE: If an organization proposing is currently providing any other functions related to LRWDB or WIOA, clearly identify the separation of duties through staff reporting requirements and structures.

e. Describe your organization's experience in delivering career center services, WIOA Adult, Dislocated Worker and Trade services and any other relevant experience within the past four years. Provide examples of how you were innovative, flexible and creative in service delivery. Be sure to include statistics with the outcomes for your relevant programming for the past four program years.

f. Describe your experience in working with special populations (i.e. individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance).

g. If submitting as a partnership, collaborative or consortium, please identify all of the partners or subrecipients and briefly explain their services, roles provided, expertise and rationale for participation in the program model. If applying as a partnership, collaborative or consortium, include as ***Proposal Attachment 2*** a Memorandum of Understanding amongst the partners. The MOU will contain a chart or table indicating the partners in the consortium and management or service roles each partner will fulfill.

NOTE: If a consortium of organizations/partners is submitting a proposal, identify the lead agency. The lead agency will be identified as the agency entering the agreement with LRWDB.

h. Describe what makes your organization stand out above others in its abilities to accomplish the goals of a One-Stop Career Center.

i. Describe the relevant experience of your organization's key staff who would be involved in planning the Services your organization will deliver. (At the end of your proposal's Budget section, you will include a job description for each position funded in whole or in part in your organization's proposed budget. Job descriptions must specifically indicate, in addition to position duties, the staff skills, knowledge, and training needed for the position.)

j. Describe your organization's internal monitoring system and demonstrate how it is effectively used to assure quality and identify program, personnel, and fiscal issues. Describe your organization's corrective action procedures.

k. Describe the quality improvement protocol that your organization would implement to ensure continuous improvement of services delivery and participant outcome achievement.

l. Describe your organization's Board of Directors (or comparable body, as applicable). Attach as ***Proposal Attachment 3*** a list of your organization's Board of Directors that includes at least their 1) board position, 2) business address and phone number, and 3) e-mail address.

m. List at least three relevant funding references, including the name of funding organization and the name, title, e-mail address and telephone number of a contact person at the funding organization.

n. Assure that all individuals, including volunteers, will provide services in manner sensitive to the ethnic, racial, and linguistic characteristics and sexual orientation of program participants.

3. One-Stop Operator Services (maximum 20 points)

In discussion of your service delivery, you will explain how you intend to provide the services described in ***Section III. Specifications One-Stop Operator Services 1-6.***

a. Identify and discuss the services to be provided as the One-Stop Operator. How will services be integrated, seamless and customer focused?

b. Discuss the data collection and flow of job seeking customers into The Little Rock Workforce Center. How will you ensure customer centered services?

c. Discuss services provided through the Resource Areas and hours of Resource Area services in each location. How will customers be connected to program specific services? What

workshops will be provided for customers?

- d. Discuss the development of “cross-agency teams” to provide Basic Career Services with a common intake process and referral process. Discuss “functional supervision”.
- e. Describe any cross training of all Career Center staff (including partner staff). Explain the impacts or desired results from cross training.
- f. Identify strategies to ensure continuous improvement.
- g. Specifically identify how you will coordinate with the Core Partners – IDES, Adult Education, and Vocational Rehabilitation and Required Partners.
- h. Identify staffing for all positions – where known.
- i. Identify how access points or affiliate locations will be identified and secured. Discuss community partnerships to be maintained and fostered.
- j. Identify outreach and recruitment strategies. Clearly express commitment to the branding requirement for *The Arkansas Workforce Centers, LRWDB and A Proud Partner of the American Job Center Network* as the only branding and logo to be used.

4. *WIOA Service for Adults, Youth and Dislocated Workers* (maximum of 35 points)

In the discussion of your service delivery, you will explain how you intend to provide the services described in **Section III. Specifications WIOA Services for Adult, Youth and Dislocated Workers 1-10**. Your description should support the Service Integration Model, Vision for Programming, and Key Operational Principles.

Job Seeker Services (15 points):

- a. Describe the local workforce needs and available resources and relationships. How will you ensure that residents can access services?
- b. Describe in detail your strategies for engaging, recruiting, enrolling and serving job seekers to your program. Describe innovative ways in which you will outreach to customers and assure access across The Little Rock Workforce Development Area service area (i.e. workshops, satellite sites, outreach at other organizations).
- c. Discuss the approach and implementation plan for outreach and services to diverse special population groups 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. What actions have you taken to ensure that your career planners are equipped to serve customers with disabilities? Discuss innovative ways to engage target populations in the delivery of services.
- d. Describe how job seekers will be oriented to the center and assessed upon enrollment. Include types of assessment and how the result will be used in career planning. Demonstrate how assessment data will be tracked. Include a description of any tools, tests, or methods used to determine the following: levels of basic skills, work readiness, interests and aptitudes, occupational skills and supportive service needs. Identify how the State of Arkansas databases and tools – AR JobLink (AJL), Work Ready 101 and LAUNCH, and others – will be used;

and identify your experience with these data bases and resources.

e. Explain your approach to providing customer-centered services. Discuss service flow and the use of integrated, function driven teams.

f. A strong case-management and career planning system will lay the foundation for customer engagement and reporting of outcomes. Describe your approach to case management and career planning. Describe the process for developing and managing an individual employment plan.

g. Describe the basic career services offered to job seeking customers including but not limited to workshops, job readiness training, and individualized job matching. Describe these services and explain their value to the job seeker. Identify the frequency and availability of career services and any innovative features in your service offerings.

h. Describe your implementation of access of career pathways to clients and access to partnering agencies. How will you connect clients to the full range of services provided by the education and workforce partners, including adult basic education, higher education, job training, and tailored services?

i. Discuss coordination with the (up to) 16 partner programs.

j. Specify experience and background in directly providing Trade Act services.

k. Discuss and affirm commitment to timely data entry and case noting of progress and activities. Specify experience with Arkansas Department of Commerce – Arkansas Workforce Connections (AWC) reporting and LRWDB reporting.

l. Discuss the utilization of pre-vocational (skills upgrading and retraining) and training services, and credential attainment for program participants. Include in your discuss if you will utilize “outside” sources for pre-vocational training or if you will offer those services directly.

m. Discuss job placement activities and utilization of work-based learning options. How will your organization ensure appropriate attention to job placement in quality, in-demand occupations.

n. Provide a Program Service Logic Model as ***Proposal Attachment 4***. The Program Service Logic Model will provide a graphical depiction of your proposed logical relationships between the resources, activities, outputs and outcomes of the program.

o. Identify your ratio of career planners to registrants. Explain how you have maximized that ratio without compromising the quality of your service and maintaining a highest level of customer satisfaction.

p. Identify staffing levels and services for Little Rock. Provide a “functional team” organizational chart, reflecting all positions, as ***Proposal Attachment 5***.

q. Describe your follow-up strategies and how they will enhance job retention and career path growth.

r. Describe what about your job seeker services are innovative.

Business Services (10 points):

a. Describe your strategies for pursuing new business relationships and addressing business workforce needs. How will you reach businesses across the region and across different

industries?

- b.** How will you satisfy employers' workforce needs?
- c.** Describe how your Business Service Representatives will work under functional supervision of the business Account Managers and participate with other partner representatives on the Business Team.
- d.** Describe how your Business Service Representatives will work with Career Planners to ensure job seekers are prepared for existing jobs and meet employers' expectations
- e.** Discuss experience in developing Incumbent Worker projects with employers.
- f.** Explain your approach to working with industry sectors including The LRWDB priority industry sectors.
- g.** Describe the qualifications and skills required of a Business Service representative
- h.** Describe the process of job matching. How will you match job seekers with openings at employer sites? Discuss your experience with Arkansas JobLink (AJL).
- i.** Identify your ratio of business service representatives to employers. Explain how you have maximized that ratio without compromising the quality of your service and maintaining a highest level of customer satisfaction.
- j.** Describe what about your employer services is innovative.

Past Performance and Planned Outcomes (10 points)

- a.** List outcome goals and describe how the programs will be managed to meet or exceed each of the applicable performance metrics.
- b.** Describe your experience implementing career center or employment services programs over the past four years. Identify the performance measures results along with other key benchmarks and your outcomes such as: total served, total placements to plan, percent of positive exits.
- c.** Explain your process for internally monitoring your on-going performance. How will you evaluate and assess both the effectiveness and quality of the program? Identify who will be responsible for data collection, analysis, reporting and general oversight.
- d.** Identify three (3) references (along with contact information) of funders or organizations that can attest to your ability in serving target populations, achieving grant deliverables, and meeting performance benchmarks. References should reflect communities similar to this 3-County area.
- e.** Complete a planned performance chart (***Proposal Attachment 6***) indicating Adult and Dislocated Worker registrations, enrollments into occupational training, work-based learning activities, attainment of credentials, job placements and training related placements by program year quarters (see ***Proposal Attachment 6*** for instructions).

5. Financial Structure and Management (10 points maximum)

- a. Provide a description of the administrative and financial management capabilities of the organization. What are the qualifications of the organizations' key program management and financial staff, and to what extent will they be involved with this project?
- b. Provide the organization's total annual budget amount and list top five funding sources for current fiscal year including funder, amount, and project funded. Estimate what percentage of your overall organization's work would be represented by this subaward?
- c. How will financial information be made available for monitoring and auditing purposes?
- d. Describe your organization's previous experience administering federal, state and private grants.
- e. If you are proposing a subaward model, do you have experience in managing subrecipients for services including monitoring of subrecipients? How do you ensure proper fiscal oversight and accountability of subrecipients?
- f. Describe your experience with cost reimbursement contracts. Describe how you will financially support the costs of doing business until an invoice can be submitted and paid. How will you provide and fund the start-up costs of the program? (Start-up costs are allowable with WIOA funds although additional funds may be provided by the bidder).
- g. Describe the agency's payroll system and accounting software including internal controls for accuracy and validity. What is the method for documenting employee time?
- h. If the entity is for-profit, identify the amount of profit built into the proposed budget, and describe the risk and other factors taken into consideration to arrive at this amount. Profits earned will be subject to negotiations and performance as detailed under D.2 below.
- i. Leveraged funds are **not required**. We are interested in if the bidder has ideas for securing additional funds to support Career Center services or has additional funding internally that can be utilized for these services. If so, please describe here. These funds can include cash contributions, staff effort, space, fee-for-service or other revenue generation and in-kind contributions. In answering, list each source of leveraged resources, the dollar value, and the function of each leveraged resource and whether the funds are secured, pending, anticipated, or ideas.
- j. Submit, as ***Proposal Attachment 7***, a detailed description of your organization's fiscal procedures. (Lead Agency for a Consortium application). The lead agency identified is required to submit the audit and financial procedures.
- k. Attach to the end of only your original copy of this proposal a copy of the most recent financial audit of your organization conducted by a certified public accountant, indicating the period covered; or, if no audit has been performed, the most recent financial statement, indicating the period covered and an explanation of why no audited financial statement is available. Financial audits covering a period prior to calendar year 2021 will not be accepted. (Lead Agency for a Consortium application). ***Proposal Attachment 8 – Item A.***

l. Attach to the end of only your original copy of this proposal a copy of the appropriate records from the Arkansas Secretary of State incorporation documents for your corporation, or a letter by your corporation stating its intention to file incorporation papers, acquire all necessary business licenses and accreditations needed to do business in this capacity in the state of Arkansas, and that it is not debarred or restricted in doing so in any way or manner by the State of Arkansas or the federal government

Proposal Attachment 8 – Item G.

m. Attach to the end of only your original copy of this proposal the Indirect Cost Rate Information form. ***Proposal Attachment 8 – Item H.***

D. Budget and Related Information (maximum of 15 points)

You will be submitting one example budget for WIOA Title I-B Adult, Youth and Dislocated Service Provider July 1, 2025 through June 30, 2026, and a separate, additional budget for providing the One-Stop Operator service July 1, 2025 through June 30, 2026. Budgets may be renegotiated during the negotiation and/or performance period and amounts for PY25 are estimated, pending finalizing prior to July 1, 2025.

Reimbursement will be through a line item sub-award agreement. Budget line items include:

- Staff Wages and Fringes
- Staff training costs
- Materials and Supplies
- Equipment needed (costing over \$100)
- Facility Costs (Pre-Determined Set-Aside of \$40,000 to be reflected in budget)
- Supportive Services
- OJT, Transitional Jobs, Work Experience, ITAs, Customized Training, etc.

To obtain reimbursement for program costs, you must document costs. If your proposal is funded, you will itemize all costs associated with the program on the reimbursement forms that will be included in your contract agreement. Monthly reimbursement requests must be submitted to the Fiscal Agent, by the 10th of the following month.

You must maintain accounting records showing WIOA-funded programs as a separate fund.

1. Program Year 2021 Budget - Budget Forms 1 - 2 Submit one budget for WIOA Title I-B Adult, Youth and Dislocated Service Provider July 1, 2025 through June 30, 2026, and a separate, additional budget for providing the One-Stop Operator service July 1, 2025 through June 30, 2026.

Complete ***Budget Forms*** in Section VII. (Use the forms provided.) **In your budget, round all cents to the nearest dollar.** Be sure to place your organization's name and program name on the budget.

a. **Wages** (Budget Form.1)

List all staff by job title. After the job title, put any information that explains how you arrived at the amount of dollars in the total column, e.g., Case Manager, \$38,000/yr. for 12 months; Clerical Support Specialist, \$14.00/hr. for 20 hours/week for 48 weeks.

b. **Fringe Benefits** (Budget Form 1)

List all fringe benefits in the same manner. Give all information needed for the evaluators to check the amounts in the training columns, e.g., *F.I.C.A./Medicare @ .0765 on positions 5-8.*

c. Other Costs (Budget Form 2)

Fill in all items completely. Request funding only for items that are necessary and reasonable.

d. Facility Costs

Facility cost in Little Rock – including rent, utilities and maintenance – have been set aside in a separate fund totaling \$50,000. This amount was calculated based on an amount per square foot of for Title 1-B Career Services. (Facility costs are not to be included as One-Stop Operator costs.) In The Arkansas Workforce Center at Little Rock, a total of sixteen (16) cubicles are available and four (4) offices. Additional meeting rooms and common areas are available.

2. Administrative, Indirect Costs and Profit Explanations & Allocation Plans

Administrative – Each applicant must clearly enumerate its anticipated administrative costs – including those administrative costs generated by indirect costs – for each of the WIOA Title I-B Adult, Youth and Dislocated Workers Service Provider budget and the separate One-Stop Operator budget. Demonstrate how you determine a cost to be administrative and how your allocation plan follows that determination. The combined administrative costs of both budgets cannot exceed 3% of the combined total of both budget proposals, minus the Facility Cost of \$50,000. Failure to adhere to this percentage will result in loss of points and – should that proposal prevail – a negotiation of the final contract to 3% or less during the contract negotiation period.

Indirect – If applicable, each applicant must clearly enumerate its anticipated Indirect Costs, distinguishing between program and administrative costs within this cost pool. Indirect Costs will be allowed and negotiated based upon availability of funds and reasonable support of the Indirect Cost Rate provided by the applicant. The applicant must provide the LRWDB with a copy of its Indirect Cost Rate Pool and demonstrate how specific indirect costs benefit this grant and locality and not simply support a greater Indirect cost pool maintained by the applicant's organization. (**Attachment H to this proposal**) If an Indirect Cost Rate is proposed, that rate should correspond to the rate in the annual financial audit of the organization.

Profit - If applicable, each applicant must clearly enumerate its anticipated Profit, realizing that this is only their best approximation, and all Profit Costs will be negotiated after the award of contract is announced and during the contract negotiation period. Applicants should realize that the Profit line can be adjusted (during the contract negotiation period) using wage, fringe, travel, equipment and supplies lines in addition to the “pass-through” lines of services to customers such as ITA, Supportive Services, Work Experience, OJT, etc. Profit will be disbursed quarterly based upon meeting a ratio of the performance-based measures listed at the end of Section III above. Service providers not meeting certain performance measures in any one quarter can recoup that profit by meeting those performance measures by the final annual performance report.

3. Budget Explanation/Cost Allocation (Place the *Budget Explanation* directly after the Budget.) Fully explain how you derived each cost listed on the budget. If an item is a direct cost only to this budget, please state this. If any costs are divided between two or more funding sources, explain how these costs will be allocated, describing in detail the base to be used for each budgeted item.

4. Job Descriptions and Resumes Place the job descriptions after the budget explanation. Submit a description of the job responsibilities of each staff position listed on Budget Form 1. Also state the education/training (qualifications) required for the position. Make sure your organization's name and the date the job description was developed is on each job description.

Job descriptions must be in the official format used by your organization—and they may be marked *DRAFT*.

PROGRAM PROPOSAL ATTACHMENTS

These *Proposal Attachments* are referenced in the directions for writing the *Program Proposal Narrative*.

Proposal Attachment 1 Organizational Chart

Proposal Attachment 2 Memorandum of Understanding between consortium partners

Proposal Attachment 3 Organization's Board of Directors (or similar body)

Proposal Attachment 4 Logic Model

Proposal Attachment 5 Functional Organizational Chart

Proposal Attachment 6 Planned Service and Performance Outcomes

Proposal Attachment 7 Fiscal Procedures Explanation

Proposal Attachment 8 Miscellaneous Information

8A. Audit and any Management Letters (Submit only one copy of your audit.)

Submit a copy of your organization's most recent audit and any management letters. (Submit only one copy of the audit and any management letters. Submit these as a separate attachment to the original copy of your proposal.)

8B. Not-for-Profit Authorization/Certifications/Accreditations (If this requested information does not apply to your organization, please submit a page with the appropriate heading and the words, "Not applicable to our organization.") If your organization is a not-for-profit organization, submit a copy of your not-for-profit authorization. If your organization is a certified/accredited institution, list the certifications or accreditations held and submit copies of the supporting letters/certificates awarding the certification/accreditation; if your organization is not a certified/accredited institution, provide a statement to that effect.

8C. Current Service Providers: Include the checklist and description of proposed separation of duties.

8D. Affirmative Action Complete Affirmative Action Form (in Section VII, Forms).

8E. Assurances

The person who is authorized to sign the Bidder's agreements must review and sign the *Assurances* form (in Section VII).

8F. Proof of Liability Insurance

Submit your organization's current proof of liability insurance (*Certificate of Liability Insurance*).

8G. Arkansas Secretary of State letter of good standing as a corporation doing business within the State of Arkansas; or letter stating intention to comply with this requirement; non-disbarment.

8H. Indirect Cost Information Form

NO OTHER PROPOSAL ATTACHMENTS MAY BE SUBMITTED

SECTION VI. PROPOSAL EVALUATION PROCESS

A. Proposal Evaluators

Proposals will be evaluated by a team of Board members and community representatives who have no conflict of interest with any bidding organization.

B. Proposal Evaluators Reviews

Proposals will be evaluated by a team of Board members and community representatives who have no conflict of interest with any bidding organization.

- Staff will perform a technical review of each proposal prior to its being distributed to the review team.
- The technical review will determine if the proposal is complete and meets all the submission Guidelines state in the Request for Proposals (RFP).
- Proposals that are incomplete or fail to meet all the submission guidelines stated in the RFP will be rejected.
- Bidders will be notified regarding the status of their proposal after the technical review.
- Bidders may appeal the technical review results. (The LRWDB will accept only appeals relating to the technical review of a proposal.)
- Staff will notify bidders via e-mail of the results of the technical review of their proposals. Bidders may then request a debriefing of their proposal's technical review.
- The Executive Director must receive this request via e-mail within two working days of the day the Bidder was e-mailed notification of the technical review results of their proposal.
- The debriefing will be held within three working days of the Executive Director's receipt of the bidder's request for a debriefing of their proposal's technical review.
- After the debriefing, the bidder will have three working days to present to the Executive Director a written appeal of any aspect of their proposal's technical review.
- The Board Chair or designee will review the written appeal and make the final decision regarding any action on the appeal.
- The Bidder will be notified in writing within three working days of the Board Chair or designee's decision regarding the appeal.
- This will complete the Bidder's appeal process.
- Proposals will be evaluated by the review team.
- The review team will establish a consensus score for each proposal based upon criteria and points identified in this RFP.
- Bidders may request, in writing, feedback on the proposal submitted after the funding awards are determined.
- No appeals accepted after technical review.

C. Proposal Technical Review Checklist

ONE STOP OPERATOR & WIOA TITLE I CAREER SERVICES FOR ADULTS, YOUTH AND DISLOCATED WORKERS - PY 2025 - (2 pages following)

At the Public Opening of Proposals, staff will screen the proposals to ensure that the proposals meet the technical review standards listed below. A proposal review team will then evaluate proposals meeting all these technical review standards.

Proposal Technical Review Checklist

Bidder:

Staff Reviewer's Initials: Date: _____

Check if the proposal/bidder meets the following standards:

Technical Review Standards
<input type="checkbox"/> The original proposal with <i>Proposal Attachment 8</i> , six copies of the proposal without <i>Proposal Attachment 8</i> , and a thumb drive containing the proposal were submitted by the deadline in a sealed package.
<p>The proposal contains all the following parts:</p> <input type="checkbox"/> A. Cover Sheet <input type="checkbox"/> B. Table of Contents <input type="checkbox"/> C. Proposal Narrative (single spaced, double spaced between paragraphs; not less than 11 point font, maximum of 40 pages), Sections and subsections labeled <input type="checkbox"/> 1. Overview of Services to be Provided (maximum of 4 pages) <input type="checkbox"/> 2. Experience and Qualifications, including Organizational Capacity <input type="checkbox"/> 3. One-Stop Operator <input type="checkbox"/> 4. WIOA Service for Adults, Youth and Dislocated Workers <input type="checkbox"/> D. Budget and Related Information <input type="checkbox"/> 1. Budget Forms 1 and 2 for One-Stop Operator <input type="checkbox"/> 2. Budget Forms 1 and 2 for WIOA Title I-B Adult, Youth and Dislocated Worker Programs <input type="checkbox"/> 3. Budget Narrative Explanation/Cost Allocation <input type="checkbox"/> 4. Job Descriptions and Resumes <input type="checkbox"/> Proposal Attachments (labeled) <input type="checkbox"/> 1. Organizational Chart <input type="checkbox"/> 2. Memorandum of Understanding between Consortium Partners <input type="checkbox"/> 3. Organization's Board of Directors (or similar body) <input type="checkbox"/> 4. Logic Model <input type="checkbox"/> 5. Functional Organizational Flow Chart <input type="checkbox"/> 6. Planned Service and Performance Outcomes <input type="checkbox"/> 7. Fiscal Procedures Explanation <input type="checkbox"/> Proposal Attachment 8 – Miscellaneous Information <input type="checkbox"/> A. Most Recent Audit and, if applicable, related Management Letter-- submitted as a separate packet (only one copy—submitted with original copy of proposal) <input type="checkbox"/> B. Not-for-Profit Authorization/Certifications/Accreditations (or statement “not applicable”)

<input type="checkbox"/> C. Assurance of Separation of Duties between One-Stop Operations and WIOA Service Provider <input type="checkbox"/> D. Affirmative Action <input type="checkbox"/> E. Assurances <input type="checkbox"/> F. Proof of Liability Insurance <input type="checkbox"/> G. Corporation in Good Standing with AR Secretary of State; Assurance Letter, otherwise <input type="checkbox"/> H. Indirect Costs Information Form
<input type="checkbox"/> The proposal contains all necessary signatures <input type="checkbox"/> <i>Cover Sheet</i> <input type="checkbox"/> <i>Proposal Attachment 8.D, Affirmative Action Policy Statement</i> <input type="checkbox"/> <i>Proposal Attachment 8.E. Assurances</i> <input type="checkbox"/> <i>Proposal Attachment 8.H. Indirect Costs Information Form</i>
<input type="checkbox"/> The proposing organization is not on a Federal or State Debarment list as verified in <i>Proposal Attachment 8.E. Assurances</i> .
<input type="checkbox"/> The person signing the proposal as the submitting officer has the authority to do so as verified in <i>Proposal Attachment 8.E. Assurances</i> .
<input type="checkbox"/> The proposing organization/school agrees to meet all Federal, State, and local compliance requirements, including those listed in Attachment 8 of the RFP as indicated in <i>Proposal Attachment 8.E. Assurances</i> .

Check the appropriate box:

- ☐ The Proposal meets all *Technical Review Standards* and will be submitted to a Proposal Review Team for evaluation.
- ☐ The Proposal does not meet all *Technical Review Standards* and will not be submitted to a Proposal Review Team for evaluation.

W.J. Monagle, Executive Director
Little Rock Workforce Development Board

Date

SECTION VII. PROPOSAL FORMS

To obtain the proposal forms in WORD (budget forms in EXCEL), please e-mail W. J. Monagle, w.j.monagle@arkansas.gov, and request that the forms for the ***WIOA One-Stop Operator and Title I Career Services for Adult, Youth and Dislocated Workers RFP*** be e-mailed to you.

PROPOSAL COVER SHEET (Next Page)

Proposal Cover Sheet

Proposal # _____
[Leave blank.]

**PROPOSAL FOR ONE-STOP OPERATOR
&
WIOA TITLE I CAREER SERVICES FOR ADULTS, YOUTH AND DISLOCATED WORKERS
July 1, 2025 through June 30, 2026**

Proposing Organization:

FEIN:

☐ NOTE: If Proposing as a Consortium- identify the lead agency on this Cover Sheer; attach a listing of Consortium Entities and Contacts

Address:

City:

State:

Nine-digit ZIP:

Telephone:

Fax:

E-mail:

Website Address:

Contact Person:

Title: Telephone:

E-Mail Address:

Total Funding Amount Requested for July 2025 – June 2026 for One-Stop Operator:

Total Funding Amount Requested for July 2025 – June 2026 for One-Stop Career Services:

Proposing Organization Authorized Signature: _____
Name:
Title:

Date Proposal Received by LRWDB: _____ Time: _____
 (Completed by LRWDB) (Completed by LRWDB)

PLANNED SERVICE AND PERFORMANCE OUTCOMES - Proposal Attachment 6

Instructions: Enter planned service levels and outcomes for each unshaded activity box.

Numbers across should be cumulative; reflecting annual totals in 4th quarter.

ADULT REGISTRANTS	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Prior Year Registrants (carry-over)				
Individual Career Services				
<i>a. Work Experience / Internships</i>				
Training Services - Individual Training Accounts				
Work-Based Training				
<i>a. On-the-Job Training</i>				
<i>b. Customized Training</i>				
<i>c. Apprenticeships</i>				
Attainment of Credentials				
Exited to Employment				
Training Related Exits to Employment				
Individual Career Services				

DISLOCATED WORKER REGISTRANTS	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Prior Year Registrants (carry-over)				
Individual Career Services				
<i>a. Work Experience / Internships</i>				
Training Services - Individual Training Accounts				
Work-Based Training				
<i>a. On-the-Job Training</i>				
<i>b. Customized Training</i>				
<i>c. Apprenticeships</i>				
Attainment of Credentials				
Exited to Employment				
Training Related Exits to Employment				
Individual Career Services				

YOUTH REGISTRANTS	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Prior Year Registrants (carry-over)				
Individual Career Services				
<i>a. Work Experience / Internships</i>				
Training Services - Individual Training Accounts				
Work-Based Training				
<i>a. On-the-Job Training</i>				
<i>b. Customized Training</i>				
<i>c. Apprenticeships</i>				
Attainment of Credentials				

Exited to Employment				
Training Related Exits to Employment				
Individual Career Services				

ASSURANCES

Proposal Attachment 8 - Item D Affirmative Action Form 1

Affirmative Action Policy Statement

It is the policy of _____ (organization) to provide equal opportunity to all persons, regardless of race, color, religion, sex, age, national origin, handicap, political affiliation, or belief. Therefore, this organization will take Affirmative Action to ensure that we will:

1. Recruit, hire and promote in all job classifications regardless of race, color, religion, sex, age, national origin, handicap, political affiliation or belief.
2. Make promotional decisions that are in accordance with principles of equal opportunity by imposing only valid requirements for promotional opportunities.
3. Incorporate our equal employment opportunity policy in all personnel actions such as compensation, benefits, transfers, layoffs, company sponsored training, education and tuition assistance, career development, and upward mobility.
4. Conduct social and recreational programs sponsored by this organization without regard to race, color, religion, sex, age, national origin, handicap, sexual orientation, or political affiliation or belief.

The success of an Affirmative Action Program requires maximum cooperation between management and its employees.

To obtain this objective, _____ will be the Equal Opportunity Representative for _____ (organization).

This person will be responsible for working with the Human Resources Manager for the purpose of aiding this organization in establishing future Affirmative Action goals.

Signature: _____

Title: _____

Date: _____