

September 24th, 2020



Workforce Development

Ms. Sherry Arvanitakis, QPA
Purchasing Agent, County of Passaic
Passaic County Procurement Center
495 River Street, Paterson, New Jersey 07524
Phone: (973) 247-3300

ORIGINAL

Re: Request for Proposals for New Jersey One-Stop Operations Management Services

Dear Ms. Arvanitakis,

Eckerd Youth Alternatives, Inc., through our Eckerd Connects Workforce Development division, is pleased to submit our response to the Request for Proposals (RFP) for New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Team (RFP-20-022).

We have included one (1) original version, two (2) copies, and a complete electronic version on a USB drive as required. Below you will find information required of a cover letter as found on page 6 of the RFP.

1. Legal name of firm	Eckerd Youth Alternatives, Inc.
2. Address	100 N. Starcrest Drive Clearwater, FL 33765
3. Name and title of firm owner, principal or managing partner	David Dennis President and CEO
4. Federal Employer Identification Number (FEIN)	59-2551416
5. Dun & Bradstreet (D&B) number	080681158
6. Organization type	Nonprofit, 501(c)(3), Corporation
7. Phone/FAX number and email address/website of the firm	Phone: (727) 461-2990 Fax: (727) 443-1915 Email: info@eckerd.org Website: https://eckerd.org/
8. Name of primary contact for this RFP	Ryan Salzer Senior Director, Program Development & Strategy
9. Phone/FAX number and email address of the primary contact	Phone: (727) 219-3893 Fax: (727) 443-1915 Email: JSalzer@eckerd.org

We look forward to hearing your feedback on our proposed services. If you need additional information, please do not hesitate to contact me.

Sincerely Yours,

Ryan Salzer
Senior Director, Program Development & Strategy
Eckerd Youth Alternatives, Inc.


**Attachment A
 Proposal Cover Sheet**

Organization	Eckerd Youth Alternatives, Inc.
Contact Person	Ryan Salzer Contact at JSalzer@eckerd.org or (727) 219-3893
Address	100 N. Starcrest Drive, Clearwater, FL 33765
Mailing Address (if different)	
Type of Organization	(i.e., Public, Private, for-profit, not-for profit) Not-for-profit
Type of Legal Entity	(i.e., Corporation, Sole Proprietorship, Partnership, Other (Describe)): Corporation
Federal ID#	59-2551416
Type of Project	WIOA One-Stop Operator
Dollar Amount Proposed	\$99,500

My signature below certifies that the proposal as submitted complies with all requirements specified in this RFP.

My signature also certifies that by submitting a proposal in response to this RFP, the Bidder represents that in the preparation and submission of this proposal, the Bidder did not, either directly or indirectly, enter into any combination or arrangement with any person or business entity, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraining of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section 1).

I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

Signature	
Name of Person Signing	Randall W. Luecke
Title	Chief Financial Officer
Telephone	(727) 461-1236 x3262
FAX	(727) 443-1915
E-Mail Address	RLuecke@eckerd.org
Date	9-23-20

Bid Document Checklist

The following documents must be included with the Respondent's Bid:

Document Description	Authority
Acknowledgment of Receipt of Addenda	N.J.S.A. 40A:11-23.2 (e)
Statement of Corporate Ownership	N.J.S.A. 52:25-24.2
Bid Proposal	N.J.S.A. 40A: 11-4
Standard Questionnaire	N.J.S.A. 40A:11-26
Disclosure of Investment Activities in Iran	P.L. 2012, c. 25

The following documents must be submitted to the County prior to the contract being executed:

Document Description	Authority
Business Registration Certificate	N.J.S.A. 52:32-44
Bidders Safety Acknowledgement	Resolution R-12-330
Certificate of Bidder Showing Ability to Perform Contract	N.J.S.A. 40A:11-20
Form W-9, Department of the Treasurer Internal Revenue Service	Internal
Non-Collusion Affidavit	N.J.S.A 52:34-15

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc.

Signature of Authorized Representative: 

Name (Please Print): Randall W. Luecke

Title (Please Print): Chief Financial Officer **Date:** 9-23-20

**All documents required for the bid submission and prior to the execution of Agreement to the winning bidder are appended hereto and labeled accordingly. If any of the documents stated herein are missing, please contact the Passaic County Purchasing Agent immediately.*

NOTE: BID DOCUMENT RETURN ENVELOPES MUST CLEARLY IDENTIFY THE BID NAME, BID NUMBER, AND BID OPENING DATE ON THE EXTERIOR OF THE COMMON CARRIER OR COMPANY MAILING ENVELOPE.

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Narrative Response

Please state the intended results of the proposed program, to include a timeline of the resulting deliverables. First, please concisely state the service you propose to provide. Then provide a synopsis of your overall concept and approach.

Eckerd Youth Alternatives, Inc., dba Eckerd Connects (Eckerd), is pleased to present our plan to provide Workforce Innovation and Opportunity Act (WIOA) One-Stop Operations Management Services for Passaic County, New Jersey working in partnership with the Passaic County Workforce Development Board. Eckerd is a national, non-profit 501(c)(3) organization operating a dynamic continuum of workforce development, juvenile justice, behavioral health, educational, and child welfare programs around the country.

Eckerd is an experienced provider of workforce development services in diverse service settings across twenty states, including New Jersey, where we have operated workforce programs for over 25 years. Currently we are the act as the One-Stop Operator in 12 locations across 7 states (CA, CO, KA, LA, MD, NC and SC). Our WIOA, TANF, and Job Corps operations serve more than 22,000 Youth, Adult, Dislocated Worker, and priority populations across the country each year.

The Eckerd Connects Workforce Development mission is to *Provide fundamental life, education, and workforce skills that together form the building blocks for better lives.* For every person getting an education, having a job, and being self-sufficient are foundational aspects of life success. As an organization, Eckerd administrative and operational teams work in concert to ensure that every individual we serve has the opportunity to succeed by having access to meaningful employment. Our staff will provide services that incorporate the vision, mission, and core purpose of WIOA and the priorities identified by Passaic County. Further, Eckerd will ensure that the standards for managing, satisfying, and delivering quality services to employers and job seekers, as well as managing integrated service delivery and physical infrastructure and accessibility, is achieved and maintained according to One-Stop Certification Standards.

Eckerd will work with the Board to transition established partnerships, and will explore new agreements as needed, ensuring the following core activities are provided at the One Stop Center:

- **Eligibility Determination:** Potential participants will be screened to review eligibility for WIOA Adult, Dislocated Worker, or Youth Programs.
- **Outreach and Orientation:** Marketing and communication efforts will provide individual and community-wide information on access to services in the One Stop system with emphasis on services available in each part of the city.
- **Skills Assessment:** Eligible participants will be assessed for skills levels (including skills gaps) encompassing literacy, numeracy, English-language proficiency, and aptitudes/abilities.
- **Labor Exchange:** Center staff will provide job search and placement assistance, career counseling, and non-traditional employment information.
- **Partner Referrals:** A collaborative network of partners will ensure referrals/coordination with programs and services within the One Stop system and other workforce programs.
- **Provision of Labor Market Information (LMI):** Using available resources, Eckerd will analyze and disseminate local, regional, and national labor market statistics, job vacancy listings, skills requirements, in-demand occupations/earnings, and advancement opportunities.
- **Provision of Performance Information:** Comprehensive scorecards will capture program specific and partner specific data on performance and accountability measures.
- **Supportive Services:** Participants will be linked with supportive services, such as childcare and transportation, and referrals to supportive service programs, as needed.
- **Unemployment Insurance Filing:** Participants will receive information and assistance regarding filing claims for unemployment compensation.

- **Financial Aid Assistance:** Participants will receive assistance in establishing eligibility for financial aid programs not provided under WIOA.
- **Individual Career Services:** Eligible Job Seeker customers will receive individualized services, such as counseling and career planning, in order to obtain or retain employment.
- **Access to Training Services:** Job Seeker customers will have access to training services, such as On-the-Job training, entrepreneurial, adult education and literacy, and custom training.
- **Business Services:** Center staff will collaborate with the business services team to facilitate employer services, such as job fairs, recruitment assistance, and incumbent worker training.

Eckerd believes that quality customer service should extend to both internal and external customers that we serve daily. From the staff that we work with as a team to the participants and employers we serve, everyone deserves to be treated with respect. Delivering excellent customer service is essential to achieve Passaic County performance goals in meeting the needs of both job seekers and employers. Eckerd will build upon the work being done to operate in a culture of service excellence at the Center. Our standards for job seeker service focus include **Responsiveness** (responding to job seekers timely); **Professionalism** (conducting oneself professionally and courteously); **Understanding** (addressing job seeker needs); **Proactive** (exceeding job seeker expectations).

Every interaction with job seekers and employers is an opportunity to impact ongoing and future success. Customer contact points may occur in person, via e-mail, phone or social media. Eckerd will work with staff to identify these contact points and develop strategies to improve customer perception. All new staff will be trained on customer service standards. Eckerd will issue customer satisfaction surveys monthly to employers and participants to evaluate their experiences. The One-Stop Leadership Team will review the results of the surveys to address any issues and find

opportunities to improve service delivery. Additionally, Eckerd's corporate quality process includes contacting customers to survey them on their experiences in working with program staff. Each quarter a sample of these customers are surveyed to ensure their expectations are being met and if they are satisfied with the services they are receiving. Any concerns that are noted from these surveys are brought to management's attention for resolution.

Managing One Stop Operator services in multiple locations across the country has allowed Eckerd to understand best practices for collecting and measuring customer satisfaction. We have tracking measures we will use in Ocean to help look at the services customers received and how that helped their job search journey. Gauging the customer experience and how successful the system is at helping them achieve their goals will allow Eckerd to ensure customer needs are prioritized by workforce system partners.

A. What is the service you are offering?

Tell us about the specifics of what you are offering as a service. Based on the synopsis of the program you offer, explain: (a) What and how you will provide: 1) Leadership, 2) Strategic Planning, 3) Market Focused Customer Services, 4) Information and Analysis, 5) Human Resources Focus, 6) Process Management, 7) Business Results

Eckerd is focused on creating an integrated and customer-centric One-Stop service delivery system. We do this by leveraging the resources and expertise of community partners and entities that are responsible for workforce, economic development, and educational programming. Eckerd workforce operations are designed to ensure that the vision, mission, and core purpose of WIOA and the priorities identified by the Workforce Board are achieved and align with the 4-year plan. Eckerd is committed to increasing access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. The Eckerd One-Stop Manager will focus on the following service elements:

<p>1) Leadership</p>	<p>Eckerd and core partners will coordinate services for job seekers and businesses to identify shared customer flow strategies that will include operational workflows, outreach to customers, coordinated staff development, follow-up after job placement, community integration, co-locations of staff, and shared infrastructure costs. Using these methods, Eckerd will engage partners to achieve shared goals:</p> <ul style="list-style-type: none"> ○ MOU/RSA: Eckerd in coordination with the board will establish or maintain Memoranda of Agreement with all One-Stop partners using the established guidelines. ○ Communicate Expectations: Ensure all partners fully understand each entity's role in the workforce ecosystem; use technology tools solutions to foster communication in real time. ○ Standardized Reporting: Review reporting processes to ensure standard protocols are in place and coordinate accurate data capture and reporting. ○ Effective Meetings: Establish meeting schedule and roles of each stakeholder attending the meeting. ○ Eliminate Duplication of Efforts: Designate specific points of contact for engaging training providers, specific employers, and business sectors.
<p>2) Strategic Planning</p>	<p>Eckerd will promote the following strategies to coordinate service integration:</p>

	<ul style="list-style-type: none"> ○ Customer Pool Integration: Eckerd will ensure front-end triage is provided, quickly greeting and engaging job seekers at Career Centers. Program staff must be functionally trained, well informed, and prepared to present each job seeker with the full range of Center resources. ○ Customer Flow Integration: Eckerd will work with Center partners to ensure resources and services address the training and employment needs of job seekers and employers. Center staff must be knowledgeable regarding local and regional career pathways, employment trends, in-demand jobs, education, training, employment, and how to navigate the New Jersey job market. ○ Technology Integration: Eckerd will work with Center partners to develop knowledge, experience and ability to use computerized and assisted device technology to communicate with customers at Career Centers, and our leadership staff will be knowledgeable about online tools and resources. We will utilize the state system as our primary referral, documentation, and reporting system which will ensure consistency with shared information.
<p>3) Market Focused</p> <p>Customer Services</p>	<p>We understand One-Stop Centers must provide excellent customer service to job seekers and reflect innovative and effective service design.</p> <p>We do this by ensuring:</p> <ul style="list-style-type: none"> ○ Career Center space will reflect a welcoming environment;

	<ul style="list-style-type: none"> ○ Career Center partners explore integrated intake process for all customers, thereby providing access through multiple entry points; ○ Career Centers offer a flexible system service delivery including virtual, satellite, and center-based services; ○ Career Centers provide opportunities for individuals across all levels of skill and experience, offering labor market, job-driven information, and relevant, appropriate education and training; ○ Career Centers highlight career pathways as a strategy to help job seekers make informed decisions about training and careers to compete in current and future labor markets; and ○ Career Centers offer services that motivate, support, and empower customers, including individuals with disabilities, individuals with basic skills deficiency, limited English speakers, highly educated immigrants, veterans, individuals with criminal backgrounds, and recipients of public assistance.
<p>4) Information and Analysis</p>	<p>Eckerd leadership has studied WIOA Legislation, the Federal Register, DOL TEGL’s, State Policies, and reviewed Best Practices from around the country. Members of Eckerd leadership have been a part of the transition from CETA to JTPA to WIA and now WIOA. Eckerd continually reviews DOL TEGLs and extracts key guidance and incorporates up-to-date practices into our operational program model.</p> <p>The Eckerd One-Stop Manager will be responsible for scheduling and facilitating partner meetings on a monthly basis or as designated by the</p>

	<p>Passaic County WDB. Eckerd will be responsible for coordinating with WIOA vendors and Board staff to ensure quality and relevant workshops and in-demand hiring/recruiting events are offered at an appropriate frequency. Understanding that relevant workforce intelligence is critical to periodic evaluations of the workforce system, which is the basis for continuous improvement we have developed a number of additional relationships to ensure that we are best meeting the needs of our employer and job seeker customers.</p>
<p>5) Human Resources Focus</p>	<p>Our model of service delivery is strategically designed to ensure better service for all customers regardless of the funding source; offer a culture emphasizing customer satisfaction, continuous improvement, improve communication; and more effective gathering and use of data. Eckerd will ensure that clearly documented processes are implemented through engagement of partners and driven by customer feedback to enhance customer services and flow. Our goal is to enhance services by introducing the Customer driven service model to the partners and staff. Customer Service and Team Building Training are a core strategy for successful implementation of this model.</p>
<p>6) Process Management</p>	<p>We will work closely with the partners to create a two-way referral system with codified standards and processes. Specifically, the system will include standardized service pathways for customers, common intake procedures and assessments, and procedures to ensure consistent and regular communication between partners. Eckerd will implement a</p>

	<p>quality control system to ensure that data captured represents the diversity of core partnerships related to staffing and programming.</p> <p>We will work with Center partners to identify existing partner organizations and begin establishing relationships with those organizations and agencies that currently provide services in the area.</p> <p>We will also begin our community resource mapping which is an activity we utilize during the start of any new program. Insight into a community's existing partnerships and programs, resource allocations and policies, and priorities and assets contribute to our ability to serve program participants. We will create a strategic plan to meet goals, including identifying new partnerships and relationships; avoiding duplication of services; and encouraging collaboration. Once the asset mapping is completed and agencies/organizations are identified as providing complimentary or supportive services, Eckerd program management will visit the facility and gather information regarding requirements, fees, schedules, and specific service offerings. We will develop an extensive database of community provider partners which will be updated regularly.</p>
7) Business Results	<p>Eckerd will work closely with the WDB to promote a demand-driven approach that drives employer relationships and will continually assess evolving workforce needs, including:</p> <ul style="list-style-type: none">○ What current and emerging needs from employers support economic growth?

- How well do current assessment and training capabilities meet demand?
- How will ongoing dialogue with employers encourage engagement with the Center partners?
- How can workforce services align services to minimize the burden on employers?

Eckerd will engage the business community in the workforce development system to ensure the proposed service delivery system meets their needs while increasing the penetration, understanding, and knowledge of the availability of Center services available for employers.

Eckerd will host local employers, complete surveys, discuss employer needs, and identify local initiatives, along with other activities that will benefit regional employers and the local workforce. In addition to outreach efforts, these relationships will help Eckerd effectively engage with employers and identify in-demand training. Each organization in the One-Stop system brings a unique set of services and programs which can be utilized to assure WIOA participants and customers visiting the Centers have an opportunity to successfully complete the program. Eckerd pledges to work closely with each mandatory partner to deliver cohesive and organized services to participants while developing comprehensive community partnerships outside of WIOA requirements to ensure job seekers have access to a broad array of services.

(b) How and why the service will achieve the results stated; and

Success with the One-Stop System will be measured by identifying and tracking the common measures of all of Tier 1 partners (mandated) within the system, including WIOA standard metrics.

We will also create a standard metrics for Tier 2 partners (non-mandated well established programs that are scalable) and Tier 3 partners (non-mandated community and demographic focused programs, community partners, faith-based, education, local municipal agencies, non-profits, and other community organizations) to ensure that we are measuring all the data reflecting the organizations and entities that make-up the local workforce system. As the Operator, we will serve as the convener of all the partners to establish a systematic process to collect and track data.

Eckerd has experience facilitating Center Partner and Community Network meetings as we currently conduct them in our existing One-Stop Operations. We host meetings that provide professional development opportunities for all partners, policy and procedures related to the One-Stop Center, and One-Stop infrastructure and operations. As the One-Stop Operator, we are also responsible for reporting to the board, to provide information on EEO compliance, aggregate career center data, summary reports on partnerships and collaborations, updates of local market data, report outs on specialized development needs of workforce systems staff and partners, and work with advisory groups and committees as needed for specific initiatives.

Eckerd will work closely with Passaic County and local partners to review the system data, analyze trends, and develop improvement strategies based on the information tracked in our *One-Stop Operator Dashboard*. Eckerd will utilize this system to ensure accurate and timely reporting of data from certification to exit. All federal, state and local reporting requirements will be complied with and all results will be reviewed with our staff, our partners, and Board staff monthly via the Eckerd Scorecard Reporting System. Performance data and feedback will be distributed monthly

through a series of reports jointly developed with the Board and Partners, which Eckerd will review during the One-Stop partner meetings to seek feedback.

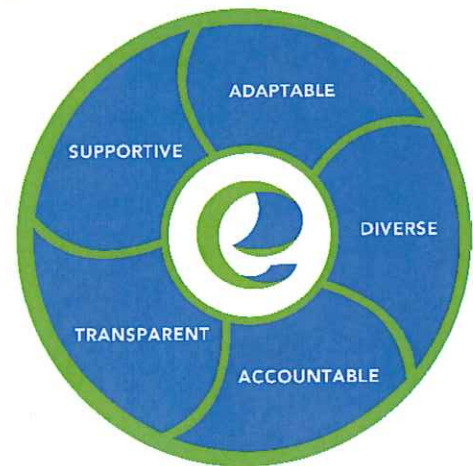
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21
Passaic County One-Stop												
Center Information												
Total Customer Visits												
Daily Average												
New Visitors												
WIOA Visitors												
Partner Referrals												
Customer Satisfaction												
Job Seeker Services												
New Registrations												
Orientation Attendees												
Workshop Attendees												
Assessment #1												
Assessment #2												
Employment Placements												
Business Services												
New Registrations												
New Job Orders												
Center Hiring Events												
Hiring Event Attendees												
WIOA Summary												
New Applicants												
New Audit Participants												
New DW Participants												
New Youth Participants												
Partner Organization Summary												
Adult Education												
Voc. Rehab												
TANF-SNAP												
Wagner-Peyser												
WIOA-Youth												
WIOA-Adult												
WIOA-DW												
Total #												
Non-Mandated partner												
Non-Mandated Partner												

Eckerd workforce services are accredited by the Council on Accreditation (COA), which ensures that the highest standards for customer service are maintained throughout every division in the organization and every program we operate. Our One-Stop Operator approach incorporates identified success indicators:

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

(c) Any special strength or features which make your service different from similar offerings available.

Every Eckerd program models core operational values that are the foundation for a strong relationship with our funders, community partners, and most importantly, the participants served. Our goal in applying for One-Stop Operator services is to present a collaborative plan that we believe meets the needs of Passaic County and will result in effective coordination of workforce services.



Eckerd is focused on creating transformational, easily accessible, and user-friendly systems for employers and job seekers. As the One-Stop Operator, we will establish consistent and meaningful communication with Workforce Development Boards, One-Stop partners, and community organizations to create a seamless customer-focused one-stop delivery system that integrates service delivery across all programs. We utilize a customer centered model to ensure job seekers receive consistent and personalized experiences during engagement with workforce services at the Career Center, when working with partner organizations, or through linkages with appropriate community stakeholders.

Further, the Eckerd Operational Leadership team will implement strategies to ensure Center staff, including partners, utilize best practices to facilitate effective assessment/case planning, fully engage job seekers in an array of available resources, streamline the flow of customers through WIOA and other available services, and ensure services closely align with the needs of regional employers. Eckerd will promote best practices that are utilized in workforce programs across our organization to facilitate effective assessment, engage job seekers, streamline customer flow, and ensure services closely align with the needs of regional employers. Best practices that Center staff and partners will receive training on include:

- *Motivational Interviewing*: Ensures that every job seeker recognizes their strengths and barriers; staff understand their role and are given the tools to serve as a “change agent”.
- *Human-Centered Design*: Makes systems usable and useful by focusing on user needs and requirements. Working within this framework results in higher levels of customer satisfaction.
- *Trauma Informed Care*: Treats the whole person, taking into account past trauma and the resulting coping mechanisms to understand behaviors.
- *Social Determinants of Health*: Factors that contribute to a participant’s state of health, including income level; educational opportunities; work status; access to housing; and transportation.
- *Virtual Platforms*: Virtual platforms such as Zoom, WebEx and the Adobe Connect platform allow the One-Stop Operator to facilitate partners meetings and roundtables in a virtual, collaborative environment that has been successful during the pandemic and that can be used ongoing as a more convenient and accessible mechanism for bringing together partners. Additionally, center staff teams can utilize these platforms to conduct all core program activities via a comprehensive, secure virtual classroom with embedded features that prompt engagement and validate participation. Virtual services can be provided to center customers for case

management and training through workshops. Virtual job fairs can also be provided. This platform is also a valuable tool when serving jobseekers in rural locations or when offering remote services on evenings and weekends.

- *Distance Learning:* The Learning Express & Workforce Skills for the 21st Century by EBSCO is a blended instructional model implemented as a distance learning platform. This system includes academic skill-building, test prep, and career resources in an online learning platform that can be used by center staff and partners.

B. Please describe your experience working with Federal Programs

Please describe your experience working with Federal Programs. Specifically, in what capacity did you work and what results did you obtain.

Eckerd is one of the largest non-profit organizations in the country, with annual operating revenue of \$354M. Workforce services represent \$35.2M of this total, with 121 programs providing WIOA, TANF, and DOL services in twenty states. As part of our national WIOA service continuum, Eckerd is very experienced designing, implementing, and overseeing One-Stop Operator services that are customized based on regional specifications and responsive to the needs of local job seekers. The table below delineates Eckerd services, funding sources, and locations:

Service/Funding Source	State	Service Description
WIOA/TANF	AR, CA, CO, FL,	Eckerd operates workforce programs aligned with the needs of local areas, encompassing One-Stop Operations, Adult & Dislocated Worker Services, Young Adult programs, Business Services, and TANF programs.
<i>Workforce Boards</i>	GA, IN, KS, LA,	
<i>Local Government</i>	NC, NJ, NY,	
	MD, MO, OH,	
	OK, PA, SC, TX	

Job Corps <i>US Department of Labor</i>	AZ, AR, CA, FL, LA, OK, PA, TX, VA	Through our subsidiary Odle Management, Eckerd operates nine Job Corps Centers providing academic instruction, skills development, and career & technical training for 4,500 young adults annually.
Juvenile Justice <i>State Level Juvenile Justice Agencies</i>	FL, KS, LA, NC	Eckerd implements residential facilities that operate 24 hours, probation programs with a focus on employment training, and re-entry services focusing on vocational services, HSE, & career planning.
Wraparound Agency <i>Magellan Healthcare</i>	LA (Lafayette; Alexandria)	Eckerd provides WAA programs serving vulnerable youth at risk of out-of-home placement. Services are based on a national model and involve families as active partners, targeting around 300 youth via collaborative planning and intensive case management.
Community-Based Care Lead Agency <i>State Level Dept. of Children & Families</i>	FL	Eckerd ensures delivery of an integrated system of care for all aspects of the child welfare system in Hillsborough, Pinellas, and Pasco Counties.
Child Welfare <i>State Level Dept. of Child Services</i>	KS, OK, NC,	Eckerd implements foster parent recruitment and foster youth case management services as a certified child placing agency.

Child-Care Partnership <i>US Office of Head Start</i>	FL	Eckerd operates an Early Head Start CCP program in FL serving 385 children focusing on quality education, healthy children, & strong families.
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As mentioned above, we have been operating workforce programs in New Jersey for over 25 years, having worked in Ocean, Mercer, Monmouth and Burlington Counties, providing both WIOA youth and WFNJ to-work services. Currently, we operate a WFNJ First Steps to Employment program in Ocean County and WFNJ Supported Work program in Mercer County.

Additionally, Eckerd has been operating workforce programs in the New York Metropolitan area, specifically in New York City, for the past 14 years. Our WIOA contracts in the Bronx and Queens, NY have provided us with valuable experience working in large urban area. Through these programs we have developed numerous partnerships and the ability to work collaboratively with diverse partners and business.

As mentioned above Eckerd operates numerous One Stop Operator contracts throughout the United States. Eckerd has met or exceed all goals and performance expectations as the One-Stop Operator in all our existing contracts. Below are areas of focus for performance measurement:

- ✓ Ensuring that a systematic and integrated service delivery process is implemented daily
- ✓ Facilitating collaboration among all partners through AJC Partner and Community Networking Meetings, coordinating job fairs and hiring events, coordinating
- ✓ Ensure vendor and partner organizations adhere to MOUs regarding service provision, infrastructure and operations
- ✓ Aligning and enhancing customer center design model for all career centers as indicated in the ready to work customer flow process, ensuring strong assessment, career planning and

placement in sustainable careers providing rapid and engaging services as indicated in WIOA and local board policies/procedures

- ✓ Reporting to the Board quarterly through written, verbal and oral presentations including aggregate Career Center data and a summary report on partnerships and collaboration.
- ✓ Act as the point of contact on issues that are central to the effective operations of partners in all Centers.
- ✓ Ensure effective day to day operations that deliver a full array of WIOA services.
- ✓ Establish effective relationship with partners to deliver a seamless system of services.
- ✓ Maintain One-Stop certification standards
- ✓ Ensure effective partner collaboration support and business service lead integration
- ✓ Ensure that all services are ADA and EO compliant
- ✓ Ensure that priority populations are recruited and served appropriately

C. Please describe your experience working with the Private Sector

Please describe your experience working with the Private Sector. Specifically, in what capacity were you employed and what successes did you realize.

Eckerd is a national, non-profit, 501c3 organization which is primarily funded through government contracts. Eckerd does have experience working with private sector funders through securing and managing grants and donations that support program operations. However, the majority of Eckerd's programs and services are funded through federal, state, and local government contracts, therefore most of our expertise relates to partnering with these funders to provide high quality, impactful services for people living in the regions we serve.

That said, Eckerd works closely with the private sector, creating strong partnerships with employers to strengthen our model. Private sector partners assist us in understanding the growth potential in their industry and developing meaningful career pathways for jobseekers. We seek input from business partners on our program design so that we can ensure our offerings align with

their needs. Eckerd Connects has established a variety of linkages to private sector employers in each of our service areas nationally and the diversity of our targeted partners ensures that we will offer a variety of opportunities for work experience and unsubsidized employment. Eckerd Connects completes a thorough needs assessment with each business/employer we target to work with. We engage with every employer that reaches out to us while simultaneously contacting targeted businesses and employers in in-demand sectors, those who have high numbers of job openings, those that offer clear career pathway opportunities, and/or who have a reputation for working with multi-barriered jobseekers (those with criminal records, basic skills deficiencies, English Language Learners and the like). Through our structured needs assessments, we develop individualized plans in collaboration with the employer to determine how we can best meet their needs. Through this exercise we are able to build rapport, gain trust, and most importantly, meet the needs of the business community. Below are examples of our successful partnerships with private sector businesses:

- ✓ **Cape Fear, NC:** One example of a successful sector partnership we are engaged with is the Cape Fear North Carolina Manufacturing Syndicate. The Next Gen Sector Partnership's purpose is to advance regional manufacturing industries cross-pollination of member counties. Regional, top manufacturing leaders discuss current trends and opportunities to collectively leverage industry changes to enhance each business' economic footprint within the region. Support partners are available for assisting with mobilizing action items to implement strategies formulated by manufacturing leaders.
- ✓ **Durham, NC:** One example of our effectiveness in developing relationships with the private sector is with Thompson Millwork, a commercial woodworking and specialty millwork provider based in Durham, North Carolina. Thompson Millwork experienced a large period of

growth in 2019. Due to expanding and moving into a larger facility, they recognized a need to provide widescale training to new employees. Together with the Durham Workforce Development Board, Regional Partnership Workforce Development Board, and Orange County Department of Social Services, Eckerd Connects collaborated to provide 25 OJT's for Thompson Millwork. Machine operation and additional technical skills were provided to all new employees through the OJT program with all positions starting at a minimum of \$16.50 per hour. Twenty-three OJT's successfully completed and have continued in employment since the end of the OJT program.

- ✓ **Charleston, SC:** Eckerd Connects, the operator of WIOA services in the Trident Workforce Development Region, and The Charleston Metro Chamber of Commerce (the Metro Chamber) were awarded \$381,731 to develop and implement an employer driven career pathways model that is scalable, replicable and flexible enough to respond to the specific needs of industry partners. This innovative partnership will be a first for both Eckerd and the Metro Chamber. The program targets the Trident Region's high-impact, high-growth sector of Construction and will serves 48 Youth with Barriers (out-of-school youth), including young adults who have dropped out of high school and foster care youth. The program is comprised of three components, convening sector partners, hands-on learning and job matching of businesses with trained youth jobseekers.
- ✓ **Trident, South Carolina:** In an extremely tight recruiting market SC Works Trident and the SC Port Authority have been able to strike up a tremendous partnership. As the Port Authority experienced an increased ramp up and need for Heavy Equipment Operators, they thought outside the box and turned to SC Works for some non-traditional recruitment ideas. One idea came in the form of the On-The-Job training program. Through the program the Port has

successfully trained/retained half a dozen employees. The program is such a success, the Port now holds several interview slots monthly for WIOA designated participants. The Port Authority has credited the SC Works Business Services team for being as fast, if not faster, than other partners with supplying qualified talent. The SC Port Authority continues to grow, and with it, the opportunities for SC Works WIOA participants looking for a life-changing career.

#SuccessStories: South Carolina Ports Authority

- ✓ **New York, NY:** We developed a relationship with CVS Pharmacy which originated as with them acting as a work experience site and then hiring participants as part-time sales associates. We then designed a career pathways initiative to partner with them on. For this initiative, they continued to hire our participants as entry level sales associates, but this would include the individuals also receiving mentoring from CVS senior staff from the onset of employment. This mentoring would also include opportunities for exposure to the various careers available through the company. The next phase was to have interested and select individuals participate in the CVS Retail Pharmacy Internship Program and ultimately be promoted to Pharmacy Technicians.

D. Who is going to do it?

Tell us about who is actually going to provide the service and will be responsible for achieving results. What evidence (especially from past behavior) suggests that this person has the enthusiasm, capability, and commitment to succeed in achieving the results stated above?

Eckerd will hire, train, and provide support for a One-Stop Manager who will be the local staff member and primary point of contact overseeing One-Stop Operator services. All Eckerd programs are supported by a comprehensive Human Resources Department with team members who are experienced with implementing WIOA funded programs, including One-Stop operations. Eckerd understands the importance of identifying and hiring staff that possess suitable competencies for the position. We will ensure that the successful candidate for the One-Stop Manager position is

familiar with the local area and possesses the necessary skills and knowledge for the position, including effective communication, conflict resolution, functional leadership and the ability to maintain meaningful and mutually beneficial partner relationships.

We have also learned that success requires a multi-tiered support structure to adequately oversee projects. This staff member will be managed by a tiered leadership structure which will include Caroline Hudak, Operations Director for NJ and NY, as well as Kalen Kunkel, Vice President of Operations for Eckerd's national workforce services.

Eckerd is committed to ensuring that all newly hired staff are adequately trained and receive an orientation by the management team. This includes a review of job description and essential duties, contract requirements, the program work plan, and Eckerd policies and procedures, as well as the establishment of 90-day goals. New-hire staff receive daily check-ins and weekly supervision sessions with their direct supervisor during their first month of employment to align expectations, provide performance feedback, answer questions, and address concerns. All employees receive a 90-day performance review, which evaluates performance and assesses progress with goals.

Eckerd staff are also provided professional development opportunities throughout their employment. Eckerd maintains a strong presence with the National Association of Workforce Development Professional (NAWDP) and the Garden State Employment & Training Association (GSETA); we will provide opportunities for program leadership to attend these national conferences and participate in best practice training opportunities throughout the year. Further, Eckerd will ensure that information and initiatives presented during these conferences and workshops are relayed to staff through formal learning activities at the local level. Additionally,

our organization utilizes EckerdU, a web-based Learning Management System that provides all staff and managers with training on relevant topics to the position and project.

In the event of a One-Stop Manager vacancy, the Operations Director will coordinate operations until the new staff member is hired and trained.

If applicable, tell us about other members of the service delivery team, i.e. business partners, other educational partners from institutions of advanced learning, etc. How and why will these capabilities help achieve the results you are committed to achieving?

Eckerd is focused on building with community partners and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs to create a seamless customer-focused one-stop delivery system that integrates service delivery cross all programs. We develop a strong partnership with each organization in the system, leveraging the unique services and resources available to assure WIOA participants and job seekers visiting the Center have an opportunity to succeed in their chosen field of employment or career pathway.

When entering a new service area, Eckerd conducts community resource mapping. Insight into a community's existing partnerships and programs, resource allocations and policies, and priorities and assets contribute to our ability to serve program participants. Through the exercise of conducting resource mapping we create a strategic plan to meet a number of goals, including:

- Identifying new resources;
- Ensuring that all participants have access to the resources they need;
- Avoiding duplication of services and resources;
- Cultivating new partnerships and relationships;
- Providing information across agencies that work with the population we are serving; and
- Encouraging collaboration.

We will conduct resource mapping and develop new collaborative partners in Passaic County. Once completed and organizations are identified as providing complimentary or supportive services, Eckerd program management will continue to visit the organizations/agencies to gather information regarding requirements, fees, schedules, specific service offerings and the like. If deemed appropriate and meeting the program and WIOA requirements, we will initiate the process of developing a memorandum of understanding and a mechanism to share information that adheres to all program, state and federal requirements. We will continually add to our extensive database of community provider partners which will be updated regularly.

As the Passaic County One-Stop Operator, we would also ensure that we maintain relationships with existing mandated and non-mandated partners, including TD Bank, Callen Photo Mount Corporation, Goodwill Industries of Northern New Jersey, North Jersey Chamber of Commerce, IBEW Local Union 102 and 827, IAM C.R.E.S.T., Human Services of Passaic County, Division of Vocational Rehabilitation Services, WPU/Continuing and Professional Education, HoHoKus School of Trade & Technical Sciences, 4C's of Passaic County Inc., Urban League of Essex, Paterson Alliance, Passaic County Community College, Greater Paterson Chamber of Commerce, and New Jersey Youth Corps.

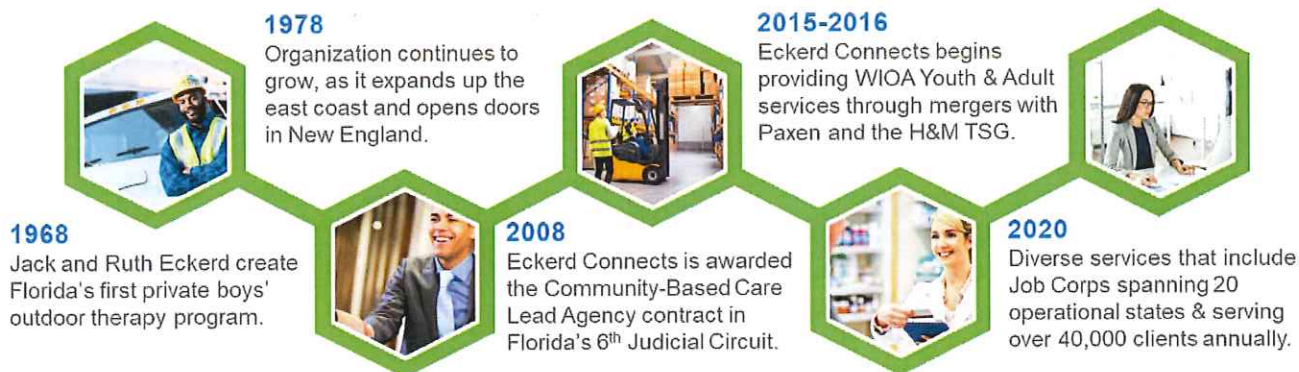
What evidence suggests that your organization has the capability and commitment to achieve the results stated above? Also, briefly describe your organization's history and background, and include a discussion of any one-stop/federal program management your agency has operated.

Again, Eckerd is one of the largest non-profit organizations in the country, with 121 programs providing WIOA, TANF, and DOL services in twenty states. Eckerd is devoted to



meeting the needs of children, young adults, families, and adult job seekers across the country through impactful programs, streamlined operations, and strategic services delivered using a holistic approach.

Philanthropists Jack and Ruth Eckerd established our organization as a means of offering innovative solutions for vulnerable youth and families more than 50 years ago when they designed and implemented the first Eckerd program in 1968, serving 20 children in the State of Florida.



Today Eckerd Connects has grown to help more than 40,000 children, youth, young adults, adults, and families each year. The Eckerd Connects mission is to *“Provide and share solutions that promote the well-being of children, young adults, and families in need of a second chance.”*

Recognizing that employment and career development was a significant need for families across all Eckerd programs, the organization incorporated our first employment training service delivery solution during the 2013 program year via implementation of the Project Bridge Transitions program serving justice involved youth in Florida. Based on the significant impact workforce development training and job placement had on the young people served in the Project Bridge program, Eckerd sought a means to rapidly expand workforce service delivery.

During 2015, Eckerd affiliated with Paxen LLC, a Florida based service provider with a diverse array of programs, including WIA/WIOA funded programs in several states. In 2016 the Henkels & McCoy Training Services Group was merged into Eckerd, greatly expanding workforce

program operations across the country, leveraging established relationships with regional workforce boards and collaborative partners while successfully merging missions and aligning best practices. Over the last four years Eckerd has significantly expanded WIOA, TANF, and DOL funded programs, rapidly advancing our reputation as a leader in workforce development services with an experienced and effective leadership team and high-quality programs impacting more than 20,000 job seekers each year. Most recently, in February of 2020, Eckerd acquired Odle Management Group (Odle), a national workforce development provider operating nine Job Corps Centers around the country in addition to providing WIOA services in four states. The addition of Odle to our organization has greatly expanded the workforce service continuum, allowing Eckerd to provide a complete array of training, work experience, placement, and follow-up services in diverse settings across twenty states.

Eckerd successfully manages One-Stop operations in the following areas:

- **California:** San Luis Obispo County (fully integrated WIOA program, including One-Stop Operator Services)
- **Colorado:** City of Denver (fully integrated WIOA Adult & Dislocated Worker Services and One-Stop Operator Services)
- **Kansas:** Wichita (One-Stop Operator Services)
- **Louisiana:** Baton Rouge (One-Stop Operator Services)
- **Maryland:** Montgomery County (One-Stop Operator Services); Prince George's County (One-Stop Operator Services & WIOA Youth Services)
- **North Carolina:** Cape Fear Region (One-Stop Operator Services)
- **South Carolina:** SC Works Trident (fully integrated WIOA program, including One-Stop Operator Services); SC Works Pee Dee (fully integrated WIOA program, including One-Stop

Operator Services); SC Works Lower Savannah (fully integrated WIOA program, including One-Stop Operator Services); SC Works Santee-Lynches (fully integrated WIOA program, including One-Stop Operator Services); SC Works WorkLink (fully integrated WIOA program, including One-Stop Operator Services)

As stated above, Eckerd currently runs a multitude of federally funded contracts. In gathering data for our annual report from all of our workforce development programs nationally, Eckerd achieved the following outcomes during calendar year 2018: 3,512 Credentials including National Certifications and GED attainment, 2,280 remained in positive placement during 2nd Quarter Retention, and 2,194 remained in positive placement during 4th Quarter Retention.

We attribute our success operating federal programs to our evidence-based and cutting-edge program models as well as having an astute understanding of the necessary internal controls for federal grant compliance, including in each of these areas:

1. **Activities Allowed or Unallowed** – Ensuring that activities charged to the federal grant are reasonable for the performance of the award and conform to any limitations or exclusions noted in the award and that activities conform to generally accepted accounting principles (GAAP) and are properly documented.
2. **Allowable Costs & Cost Principles** – Following all cost principles detailed in [OMB Circular A-110](#) or [2 CFR part 215.27](#) and allowability of costs is detailed in [OMB Circular A-122](#) or [2 CFR part 230](#).
3. **Cash Management** – Following recommendations regarding advanced funds and ensuring that funds are expended in a reasonable amount of time.

4. **Eligibility** – Ensuring that individuals, groups, or sub-recipients to whom organizations may provide scholarships, subgrants, financial awards, or services are not be barred from receiving federal funding and fit the parameters as defined in the grant award.
5. **Equipment and Real Property Management** – Ensuring that any equipment purchased with federal funds are tracked and inventoried.
6. **Matching, Level of Effort, Earmarking** – Ensuring that any matching requirements are met and tracked, and that the funds are not from federal funding.
7. **Period of Performance of Federal Funds** – Ensuring that expenditures of federal funds occur during the specified award period and that any obligations are liquidated within 90 calendar days after the end date.
8. **Procurement, Suspension, and Debarment** – Understand all procurement procedures and policies.
9. **Program Income** – Ensuring that program income earned during the project period is retained by the recipient and used in accordance with the terms and conditions of the award.
10. **Reporting** – Understanding all specific reporting, including financial, progress, and close-out reports and corresponding deadlines.
11. **Subrecipient Monitoring** – Monitoring all subrecipients adequately and ensuring that the subrecipient is aware of all federal requirements.
12. **Special Tests and Provisions** – Ensure compliance in all specific requirements detailed in the grant that may be unique to the program or organization.

E. How much money will you need and how will you spend it

Include the hourly rate of various levels of bidder's staff that will be assigned to this project. Include services to be provided by staff in the proposal.

Staff Name	Title	Responsibilities
Kalen Kunkel in-kind	VP Operations	Provide primary oversight, direction, and expansion for multi-state workforce One-Stop programs per WIOA federal regulations.
Caroline Hudak 5.48% on project \$48.08/hour	Operations Director	Provide direct onsite start-up support to the project. Responsible for onboarding new staff and mentoring the One-Stop Manager for the first year of the project to ensure successful start-up and implementation.
TBD 100% on project \$31.25/hour	One-Stop Operations Manager	Assess and oversee WIOA implementation to ensure alignment with the Regional and Local Plan design as well as overall contract compliance.
TBD 3.46% on project \$24.90/hour	Fiscal Support	Fiscal support (finance and billing) for this project will be provided through the Eckerd accounting team. A dedicated billing specialist will be assigned if Eckerd is awarded.

Indicate your preference in contracting for these services- e.g., hourly rates with a not-to-exceed amount for the engagement with agreed upon timelines: or fixed price based upon negotiated deliverables with agreed upon timelines.

Eckerd Connects proposes to contract on a cost-reimbursement basis. Eckerd will submit a monthly bill detailing all specific program expenditures and will also provide corresponding back up documentation to support all charges.

Indicate all costs required to provide these services and an explanation as to how the costs were derived

Eckerd Connects' proposes a budget of \$99,500 for year one to provide one stop operator management. Eckerd's budget includes very basic costs to provide one stop management services to include: staff and fringe for staff on site, as well as operational oversight and fiscal management. Further, costs were budgeted to allow the One-Stop Operations manager to attend the annual state-wide conference as well as a background screen upon hire. Other operating expenses budgeted include office supplies, general liability insurance and cell phone costs. Eckerd has included annual software licensing fees for both Adobe Connects as well as Learning Express which with both aid in service delivery both in person and virtually. Eckerd has also included a cost for indirect charges as described in the budget narrative. Our budgeted rate has been reduced to comply with the 5% administrative cost limitation. See Attachment C – Budget Line Item Description

Firm Qualifications

Should your firm be interested in providing these services, please include the following information in your response:

A. Cover Letter

See Cover Letter on first page.

B. References

Please provide a listing of clients we may contact. Clients listed should be of similar scale to our organization and be serviced by the same staff proposed for this engagement. Please include specific contact name and telephone number.

- 1) Organization Name: Ocean County PIC, Inc.

Contact Name & Title: Patricia Leahey, Executive Director

Contact Phone: 732 948-3034

Contact Email: patricia.leahey@dol.nj.gov

Location: Toms River, NJ

Type of Service: WorkFirst New Jersey (TANF/GA/SNAP/ABAWD service provider)

2) Organization Name: Denver Economic Development & Opportunity

Contact Name & Title: Tony Anderson, Director – Workforce Services

Contact Phone: 720.913.5410 (o) / 303.517.8556 (c)

Contact Email: tony.anderson@denvergov.org

Location: Denver, CO

Type of Service: WIOA (One Stop Operator and Adult/DW service provider)

3) Organization Name: Berkeley-Charleston-Dorchester Council of Governments

Contact Name & Title: Sharon Goss, Workforce Development Director

Contact Phone: 843.529.2582

Contact Email: sharong@bcdkog.com

Location: N. Charleston, SC

Type of Service: WIOA (One Stop Operator and Adult/DW and Youth Service provider)

C. Other Information

Please include any additional information not already requested that you consider essential to your response. If there is no additional information to include, please state, "There is no additional information we wish to present."

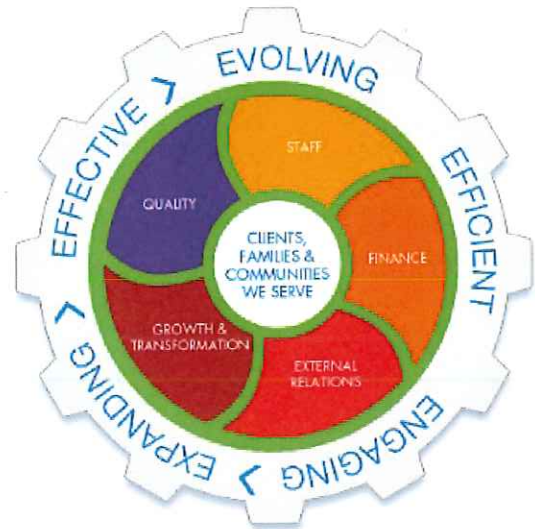
Responsiveness to COVID-19: As noted by the American Enterprise Institute, a public policy think tank, “the COVID-19 pandemic and the subsequent economic and employment crises that have ensued have put unprecedented pressure on the US workforce system. Tens of millions of Americans, particularly lower-income and service workers, have lost their jobs, many of which may not return anytime soon, if ever. As a result, millions of these workers will need to make difficult career transitions as our economies reopen and will be attempting to do so in diverse local economies that are facing a myriad of challenges. The workforce system has struggled previously in a strong economy to support workers looking for stable employment, so meeting this surge in demand will require a fundamental rethink of how the system operates.” In New Jersey, another

25,405 workers applied for new unemployment benefits for the week ending Aug. 15, bringing the total number of claims to 1.5 million since the pandemic forced business across the state to close in mid-March. As a society we don't know how long or how hard we will feel the impact, but we know that jobs will be lost, the economy will suffer, and our job seekers will need assistance more than ever. New Jersey's latest daily positivity rate was 2.06% on Sept. 12, which is above the 1% rate that is considered the indicator that the virus is decreasing. These numbers demonstrate that the pandemic continues to be a reality and the need for organizations to be equipped with longer term strategies for serving job seekers virtually.

Eckerd is agile, flexible and responsive to the changing demands of the current crisis and will adapt programming as necessary to support local businesses and jobseekers in the recovery of this pandemic. We understand that the local, regional and state reports/plans were developed prior to COVID-19 and recognize that the workplace and industries impacted will need immediate and sustained assistance. Fortunately, as a large-scale organization we have effectively implemented remote solutions for job seekers that include virtual training platforms including Adobe Connect, customized skills development curriculum and activities, and web-based work experience programs that have been deemed acceptable by the WDB in many areas. Through the use of these tools and mechanisms, we have had little to no interruption to services to- date. As a national service provider, we have the experience of utilizing technology to support our over 200 workforce employees, provide training, supervision, meetings and conferences virtually. **Matrix**

Management Approach: Eckerd utilizes a matrix management approach, with an Executive Leadership Team (ELT) that represents all of our "Spokes" or organizational departments. Members of Eckerd's ELT report to David Dennis, our President and Chief Executive Officer,

who is held accountable by a Board of Directors that oversees organizational activities. Program operations receive dynamic support from five administrative departments or organizational *Spokes*, which include Quality, Finance, Staff, Growth & Transformation, and External Relations as depicted on the Eckerd Performance Wheel graphic.



The Eckerd Performance Wheel represents our administrative structure and how organizational functions are integrated into a program such as the proposed project. The Performance Side of the Wheel is divided into the five spokes of Quality, Staff, Finance, External Relations and Growth & Transformation with the “Hub” being the Participants, Families, and Communities we serve. Further description of administrative support for program operations provided via the Eckerd “Spokes” is detailed below:



Staff: Eckerd’s Staff Spoke is essential in the advertising, recruitment, and hiring of program staff members, working closely with local program leadership to identify a local hiring strategy and ensuring compliance with equal opportunity employment, American’s with Disability Act, Immigration & Naturalization Act; conducting background criminal background screening; and reviewing driver eligibility. Additionally, our Staff Spoke is responsible for Staff Development, ensuring training plans align with contract requirements and increase competencies, improve performance, and develop career pathways.



Finance: Eckerd’s Finance Spoke safeguards funds and assets, ensures the integrity of financial reporting, and provides timely financial data through a highly effective electronic financial management system. Eckerd utilizes the Unit 4 electronic accounting system, which is designed to ensure appropriate utilization of diversified funding sources, effective cash flow management and accurate and timely reporting to meet the needs of various users. Our accounting team possesses extensive experience effectively managing cost reimbursement contracts for a variety of funding sources, including over 100 WIOA programs.



External Relations: Eckerd’s External Relations Spoke supports core WIOA program functions such as marketing and recruitment and will work with local leadership to develop collateral promoting overall efforts. Eckerd also maintains a dedicated fund development team which supports program operations through fundraising campaigns organized at the corporate level, with proceeds supporting all participants served by our organization.



Growth & Transformation: Eckerd’s Growth & Transformation Spoke is responsible for operational administration and planning, including local operations, regional administration of contracted services, and strategic development of Eckerd’s national service continuum. Critical functions such as program implementation are collaboratively planned by key staff from our corporate support center and operational leadership teams in each community we serve. Our regional leadership team will implement

clear operating guidelines while working with program management to customize services.

Quality: Eckerd's Quality Spoke ensures organizational adherence to funder requirements and outcome measures through a system of internal controls and monitoring protocols that are customized based on funder requirements. Eckerd is a data driven organization, relying on real-time assessment of performance through electronic record keeping and an established scorecard reporting system that includes both contract performance and financial benchmarks.



Eckerd's Quality Improvement team works closely with local leadership, coordinating performance reporting to multiple parties using the Eckerd Performance Scorecard. The scorecard is the foundation for Eckerd's contract performance reporting process. We utilize the scorecard to summarize key performance information and package it in a format that is used across a hierarchical reporting structure that includes our direct services staff, program management, operational leadership, the Eckerd quality improvement team, Executive Leadership, and the Eckerd Board of Directors. The Eckerd scorecard is also used to capture and summarize performance information for mandatory reports delivered to the Workforce Board and to the community in conjunction with the approved regional reporting process. We track key performance indicators on a weekly, monthly, quarterly and annual basis. Contract performance is collected, summarized, and reported via the following process:

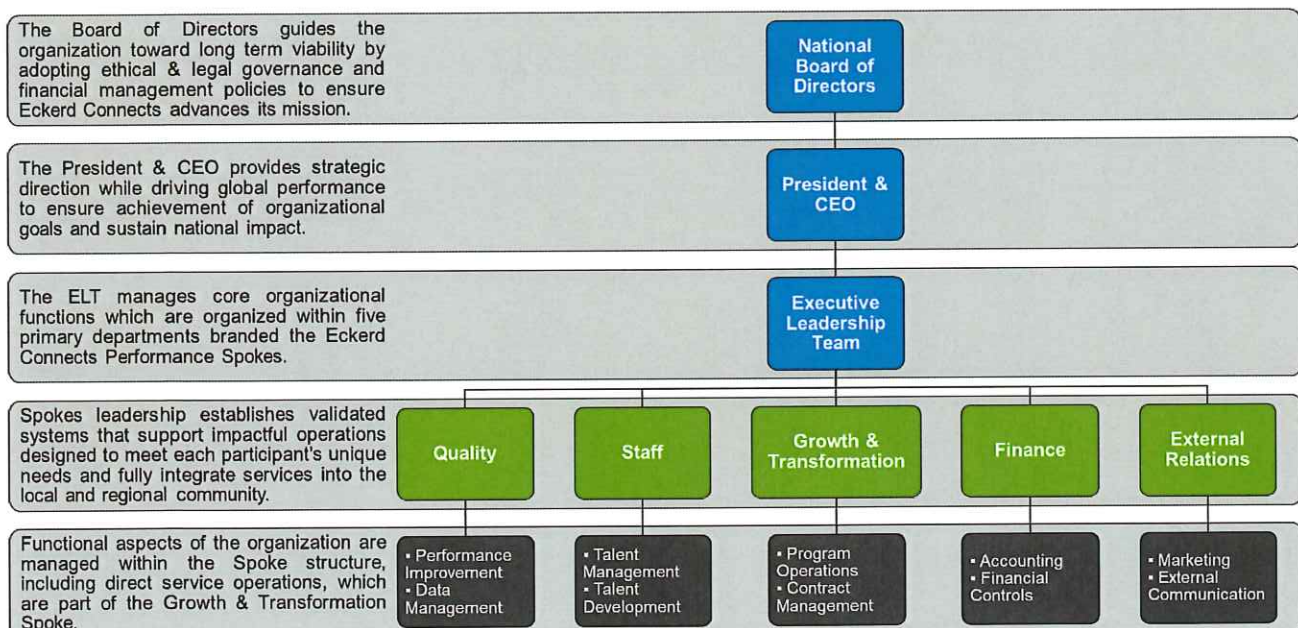
- ❖ **Eckerd Program Leadership:** Operational leadership has a central role in developing processes and mechanisms to stimulate consistent, proactive dialogue with Board staff

throughout the relationship. We implement weekly meetings to track program performance/review with staff which includes: (a) Review performance data for accuracy; (b) Calculate performance goals based on data provided; (c) Make recommendations for improvement, if performance goals are not being attained; (d) Provide data, safety and monthly reports; (e) Ensure contract goals are met..

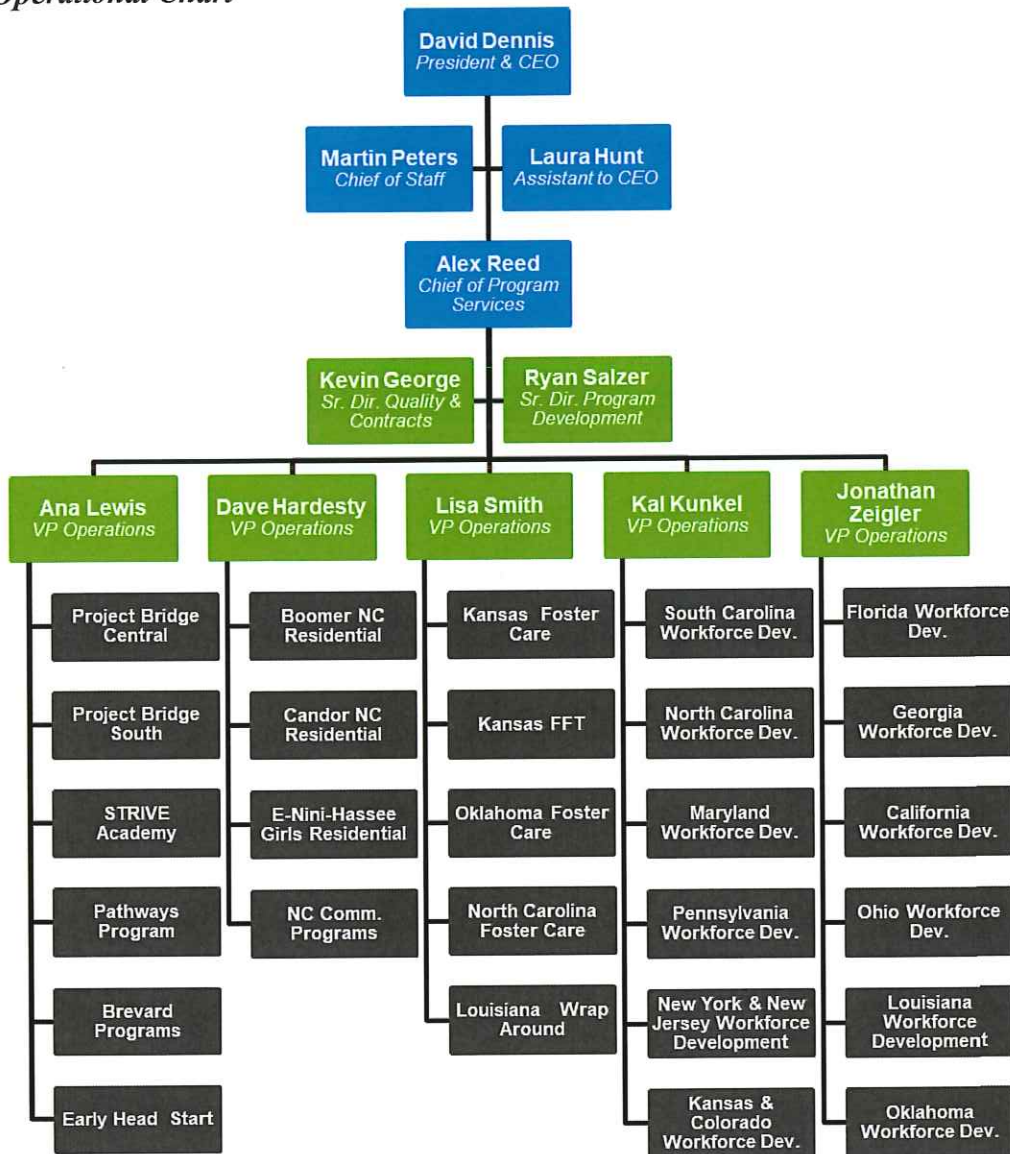
- ❖ **Eckerd Quality Improvement Team:** Eckerd adheres to a Master Perpetual Performance Improvement (MPPI) Plan, which is the impetus for ensuring that safe and high-quality services are provided at each program. In conjunction with Eckerd scorecard reporting, each program completes a monthly PPI Status report providing details related to contract benchmarks and year-to-date performance. The PPI Status Report is reviewed during a monthly call between program management, regional leadership, and the Eckerd QI team.
- ❖ **Eckerd Executive Leadership Team:** Summary data providing a snapshot of program performance is reviewed during a monthly meeting between Eckerd Quality Improvement staff and Executive Leadership. This meeting highlights strong performing services, identifies low performing programs, reviews organizational trends impacting more than one contract, and determines countermeasures to improve outcomes. This information is used to provide summary reports for the Eckerd Board of Directors Quality subcommittee quarterly.
- ❖ **Eckerd Board of Directors:** The organizational Board of Directors maintains high level oversight of Eckerd program performance through the Board's Quality Improvement (QI) subcommittee. This group is composed of several Board members as well as key QI staff including the Chief of Quality and Performance and the Sr. Director of Quality and Contracts. Locally, the One-Stop Manager will provide daily oversight to the project's operations, including implementation, program delivery, service coordination, and performance management. Eckerd's

Vice President of Operations, Operations Director and One-stop Manager will provide structured feedback to front-line staff related to program operations and will also maintain compliance with the Board’s expectations and WIOA regulations. Further, Eckerd will meet with designated Board staff monthly to review performance and budgets versus actuals on spending. We have implemented this process in our other One-Stop operations, improving our performance and expenditure rates and creating positive dialogue between our staffs. Eckerd leadership will establish weekly, monthly, and quarterly monitoring checklists of the programmatic, fiscal, and performance elements. All Eckerd programs adhere to established federal, state, and local rules as well as our own internal policies ensuring equal access and non-discrimination.

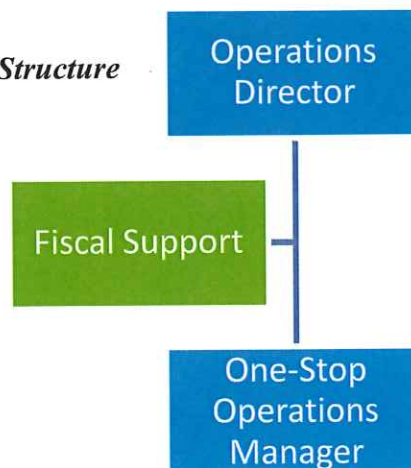
Eckerd Functional Organization



Eckerd Operational Chart



One-Stop Operator Organizational Structure



Job Descriptions

See job descriptions for One-Stop Operator, Operations Director, and Fiscal Support starting on next page.



Job Description

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

I. Position Concept:

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

II. Essential Functions:

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

III. Other Duties Include, But Not Limited To:

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

IV. Relationships:

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

V. Position Specifications:

- All levels of employees within the organization
- B. External
 - Board of Directors
 - Government Officials
 - Representatives of Regulatory Agencies
 - Clients and Family members
 - Members of the Media
 - Current and Potential Contributors to the Organization
 - The Public at Large
 - Federal, state and local governmental agencies
 - Industry groups and organizations

VI. Education & Experience:

- A. Education – Bachelor’s degree, from an accredited College or University, required. A related field Master’s strongly preferred.
- B. Experience – Minimum of ten years of related work experience at the corporate level. Prefer detailed understanding of both non-profit and for profit businesses. Operational program experience preferred.
- C. Skills – Demonstrated strong customer-focus, marketing skill, and ability to exercise independent judgment. Must be self-motivated and organized, and have excellent people skills, strong presentation and persuasion skills, and verbal and written communication skills; Drive for results; Ability to negotiate and influence decision makers; Computer literate with basic word processing and database skills.
- D. Physical Demands - Requires sitting for approximately 2/3 of each day with periodic lifting of up to 25 pounds. Ability to communicate via telephone; Ability to travel regularly to accomplish goals. Must be free of communicable diseases as defined by state and to the extent that knowledge is attainable under the law as defined by the appropriate state and to the extent that knowledge is attainable under federal law.
- E. Other – Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd’s Auto Insurance and be able to drive for business purposes. Must have and maintain an appropriate and valid state driver’s license.

Supervisor

Date

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

Employee – Print and sign

Date



Job Description

Title:	Operations Director	Effective:	July, 2016
Job No:	OPDR	Division:	Operations
Supersedes:	N/A	Program/Dept:	Multiple
Status:	Exempt	Location:	Multiple

I. Position Concept:

This position is responsible for providing primary oversight, direction and expansion for multi-state workforce programs as per WIOA federal regulations. Incumbent is accountable for the performance of all assigned programs to include but not limited to achievement of all outcomes, contract performance, quality, human resource, financial, and expansion. Incumbent will facilitate broad reaching quality actives for overall workforce programs with a focus on program implementations, data processes and performance scorecard tracking.

II. Essential Functions:

- Supervise, direct, and evaluate program managers while providing or arranging for their training in a manner consistent with corporate succession planning goals. Supplement efforts of Training Department through mentoring, coaching, and direct training interactions with subordinates. Coordinate travel to visit sites as deemed appropriate to ensure that the programs and staff have needed supports.
- Work with program leaders to develop the Program Operating Plans that support WIOA regulations and ensures conformance to contracts and take necessary steps to ensure successful plan execution.
- Work with program managers to develop and successfully execute annual operating budgets for operational programs. Monitor program financial goals monthly and amend as required in order to achieve the targeted goal.
- Research, develop, and coordinate the successful expansion of new business in existing states, as well as states being targeted for growth, to provide a financial contribution to the organization's overall operating income. Actively participate in the construction and evaluation of proposals to maintain or expand business.
- Establish meaningful /achievable performance measures and ensure that performance meets expectations. Evaluate performance measures monthly and develop corrective action plans for those programs not meeting expectations. Ensure that all programs are rated as acceptable or better based on the applicable contract and licensing standards
- Ensure Eckerd Workforce is represented on local and statewide councils, workgroups, alliances, coalitions, etc. in each assigned state. Keep abreast of statewide and federal policy, legislative and fiscal matters that could either positively or negatively impact the organization related to operations.
- Ensure that all Human Resources policies are followed, and that every program has a positive productive work environment. Ensure staff turnover and retention at each assigned program is within targeted goals and implement strategies to achieve goals if they are not meeting expectations.
- Ensure that each program has effective community outreach and fund development strategies. Ensure assigned programs develop and maintain effective and fully functioning Advisory Councils.
- Liaison with the Quality and Performance division to create effective scorecards across the entire workforce division and well as coordinate start up processes on newly implanted programs for youth, young adults, and adults.
- Oversee the data management processes for workforce division and supervise the Data Manager providing effective leadership and direction. Works closely with the Quality and Performance division to set standardized systems of tracking and reporting.

III. Other Duties Include, But Not Limited To:

- Assist the Chief of Quality and Performance in the areas of quality and program improvement
- Other duties as assigned by the Chief of Program Services

IV. Position in Organization:

- A. Reports to:
Chief of Program Services
- B. Directly supervises:
Assigned Area Managers, Program Managers, and Data Specialists

V. Relationships:

- A. Internal:
Operations Directors
Clearwater Support Center Staff
- B. External:
Contracted agency staff
State and Federal Contract Managers

VI. Position Specifications:

- A. Education - Bachelor's degree, from an accredited College or University, in business or public administration.
- B. Experience - 10 years of progressively responsible full-time work experience in the area of workforce development with a specific focus on workforce operations. At least five years of which must have been in a supervisory capacity of multiple staff. Experience in supervising multiple programs or multi-site locations preferred. Demonstrable experience in budget management is required. Preference is extended to those having experience in overall workforce programming.
- C. Skills - Leadership, management for results, collaborative skills, change agent, developing and coaching people, team building, promoting diversity, business planning, continuous improvement, professional expertise, decision maker, planning and organizational skills. Excellent verbal and written communications skills. Proficiency in computer applications such as Word, PowerPoint, and Excel preferred.
- D. Physical Demands - Periodic long and irregular working hours; considerable travel; must be able to visit all assigned programs/facilities located in multiple states.
- E. Other - Must maintain an appropriate and valid state driver's license. Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes.

Supervisor

Date

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

Employee - Print and sign

Date



Job Description

Title:	Fiscal Support	Effective:	July 1, 2016
Job No:	FISCSUPP	Division:	Workforce Development
Supersedes:	N/A	Program/Dept:	Operations
Status:	Non-Exempt	Location:	Multiple

I. Position Concept:

This position is a quality assurance professional responsible for supporting the projects with local, state, and federal compliance with data and performance reporting, the compilation of documentation for fiscal processes.

II. Essential Functions:

- Oversees budget, monitors spending, and assists with budget modifications and cost allocations.
- Prepares and executes internal and external fiscal audits.
- Responsible for fiscal activities including employee payroll, invoicing and billing functions, vendor payments, and other administrative functions.
- Collaborate with local vendors, educational institutions, to establish vendor set up and invoice and billing guidelines.
- Assist program management with reconciliation of fiscal tracking, to achieve budgetary targets to remain in compliance with local, state, and federal guidelines.
- Assist program management to develop accurate, monthly and quarterly data reporting to align state reporting systems, internal reporting systems, and other proprietary databases.
- Responsible for administrative tasks related to developing program marketing, and updating of policies and procedures.

III. Other Duties Include, But Not Limited To:

- Participate in training and development activities as required.
- Report any acts, incidents or conditions that reflect the possibility of inappropriate youth-to-youth or staff- to-youth relationships.
- Report any use of physical force and all unusual incidents per ECKERD policy and state guidelines.
- Perform other duties as assigned.

IV. Position in Organization:

A. Reports to:

Direct: Finance Director

Indirect: Ops Director and/or Program Manager

B. Directly supervises:

N/A

V. Relationships:

A. Internal:

Program and Eckerd Staff

B. External:

TBD

VI. Position Specifications:

- A. Education – Minimum of 2 years college.
- B. Experience – 3 years' experience in program management, quality assurance, or fiscal processing.
- C. Skills – Experience with customer service and multi-task office setting. Detail oriented, excellent verbal

and written communication skills. Ability to interpret, adapt and apply guidelines and procedures. Ability to work independently and utilize initiative, ability to be organized and to meet deadlines. Proficient in Windows environment, Microsoft Office (Excel, WORD), ability to learn and utilize other software programs.

- D. Physical Demands - Ability to sit at desk for long periods of time, and tolerate extended periods of data entry. Must be free of communicable diseases as required by the state and to the extent that knowledge is attainable under the law.
- E. Other - Must meet state criminal background check requirements.
- F. Travel - Must be able to meet requirements for Eckerd's Auto Insurance and be able to drive for business purposes. Must have and maintain an appropriate and valid state driver's license.

Supervisor

Date

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

Employee -- Print and sign

Date


**Attachment A
 Proposal Cover Sheet**

Organization	Eckerd Youth Alternatives, Inc.
Contact Person	Ryan Salzer Contact at JSalzer@eckerd.org or (727) 219-3893
Address	100 N. Starcrest Drive, Clearwater, FL 33765
Mailing Address (if different)	
Type of Organization	(i.e., Public, Private, for-profit, not-for profit) Not-for-profit
Type of Legal Entity	(i.e., Corporation, Sole Proprietorship, Partnership, Other (Describe)): Corporation
Federal ID#	59-2551416
Type of Project	WIOA One-Stop Operator
Dollar Amount Proposed	\$99,500

My signature below certifies that the proposal as submitted complies with all requirements specified in this RFP.

My signature also certifies that by submitting a proposal in response to this RFP, the Bidder represents that in the preparation and submission of this proposal, the Bidder did not, either directly or indirectly, enter into any combination or arrangement with any person or business entity, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraining of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section 1).

I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

Signature	
Name of Person Signing	Randall W. Luecke
Title	Chief Financial Officer
Telephone	(727) 461-1236 x3262
FAX	(727) 443-1915
E-Mail Address	RLuecke@eckerd.org
Date	9-23-20

Attachment B – Budget Line Item

Line Item	Administrative Amount	Program Amount	Total
Staff Salary		\$72,269.42	\$72,269.42
Staff Fringe Benefits		\$17,321.08	\$17,321.08
Travel – In state		\$517.50	\$517.50
Travel – Out-of-state			\$0.00
Staff Development		\$600.00	\$600.00
Outreach			\$0.00
Equipment			\$0.00
Dues/Subscriptions			\$0.00
Computer Software		\$2,200.00	\$2,200.00
Office Supplies, Printing and Copying		\$300.00	\$300.00
Postage/Courier Service			\$0.00
Rent			\$0.00
Educational Materials			\$0.00
General Liability Insurance		\$597.00	\$597.00
Cell Phone		\$720.00	\$720.00
Indirect	\$4,975.00		\$4,975.00
TOTAL	\$4,975.00	\$94,525.00	\$99,500.00

Attachment C – Budget Line Item Description

Personnel salaries are budgeted for one Eckerd Connects oversight staff, fiscal support and an on-site One Stop Operations Manager. The Operations Director is responsible for program implementation, execution, and training. Their time is minimally budgeted, as they also are responsible for oversight of other projects in neighboring areas. A small allotment for Eckerd’s billing team is included for their efforts required to produce the monthly invoice, along with all requested back up documents and reports. Lastly, one full time one stop manager is included to be on-site and conduct day to day operations. See below for chart detailing percent of time allocated to this project and projected salaries.

Title	Annual Salary	Hourly Rate	Percent FTE
Operations Director	\$ 100,000	\$48.08	5.48%
One Stop Operations Manager	\$ 65,000	\$31.25	100%
Fiscal Support	\$ 52,000	\$24.90	3.46%

Fringe benefits are included as follows: **FICA** – FICA is calculated at 7.65% times payroll that is subject to FICA taxes. If an employee has deductions from their check for qualifying health benefits, their taxable wages are reduced by that same amount. **Unemployment** – Eckerd Connects is self-insured for unemployment. The rate for FY21 is .60% and is applied to actual payroll. **Workers Compensation** – The rate is an estimate based on the prior fiscal year’s actual workers compensation expenses as a percentage of the company’s projected total salaries for the upcoming year. The rate for FY21 is .75% and is applied to actual payroll. **Retirement** – The rate is an estimate based on the prior fiscal year’s actual retirement expenses as a percent of the company’s

projected total salaries for the upcoming year. The rate for FY21 is 2.2% and is applied to actual payroll. **Health Insurance** – Eckerd Connects is self-insured for health insurance. The health insurance rate is calculated based on the total number of employees electing health coverage. The actual per employee per year rate is calculated as the estimated total health insurance claims and administrative expenses divided by the total number of employees electing health coverage. The amount per employee per month for FY21 is \$800. The monthly amount of \$800 is multiplied by the Full Time Equivalent amount (FTE). **Other Employee Benefits:** This includes the cost of our EAP, Life Insurance and Short-Term Disability for all employees. The amount per employee per month for FY21 is \$30. The monthly amount of \$30 is multiplied by the Full Time Equivalent amount (FTE).

Travel is budgeted both for the local manager to receive mileage reimbursement for day-to-day operational travel. Eckerd's reimbursement rate is \$0.575 cents per mile.

Staff Development is budgeted for attendance at the state annual conference (\$400) as well as one staff background check for the hiring of the manager @ \$200 average cost.

Computer software is planned to be purchased to allow full utilization of both Adobe Connects & EBSCO / Learning Express. These two digital platforms allow seamless program delivery to clients and partners both in person and virtually.

Basic office supplies are budgeted for approximately \$75 per quarter to cover the cost of pens, paper, etc. for the on site manager.

Eckerd Connects is self-insured for general liability insurance and does not pay a traditional premium on a monthly basis. General Liability Insurance is allocated based on a fixed percentage that is applied to the previous month's revenue. The fixed percentage is determined by weighting

the different classes of programs based on risk factor. The rate for FY21 is .60% and is applied to actual revenue.

Cell phone costs of \$60/ month are budgeted for the manager.

The approved indirect cost rate is charged using the Modified Total Direct Cost method under the federal Uniform Guidance requirements. The Modified Total Direct Costs are calculated as total expenses less expenses for equipment and property rent expense, client tuition, subcontractors over \$25,000 and some participant support costs (such as incentives, transportation, allowances and clothing). The approved indirect rate is then applied to the modified total expenses. The federally approved provisional rate for FY21 is 14.65%. Due to the 5% administrative cost limitation, Eckerd has proposed to bill a negotiated rate of 5.26% of modified total direct costs to equate to a total of 5% of the proposed contract value of \$99,500.

Attachment D - Assurances and Certifications

Section 188 (3) WIOA Title I funds may not be spent on the employment or training of participants in sectarian activities.

Further, the undersigned applicant certifies that it shall comply with the provisions outlined by the U.S. Department of Health and Human Services (45 CFR 80 and 84).

By signing, the applicant certifies that it will comply with all other regulations implementing the laws cited above. This assurance applies to the applicant's operation of the WIOA Title I - financially assisted program or activity, and to all agreements, the applicant makes to carry out the WIOA Title I-financially assisted program or activity. The applicant understands that the United States, New Jersey Department of Labor and Workforce Development, and the Passaic County Workforce Development Board have the right to seek judicial enforcement of this assurance. NOTE: WIOA Section 188 and WIA Section 188 are identical.


Reporting Requirements: The undersigned applicant certifies that it shall comply with the provisions of Sec. 122 of the Workforce Innovation and Opportunity Act of 2014 and the reporting and procedural requirements issued by the Education and Workforce Development Cabinet.

Where the prospective recipient of federal assistance funds is unable to certify to any of the statements in this certification, such prospective recipient shall attach an explanation to this certification.

The undersigned Authorized Representative of the applicant herein certifies that the statements above pertaining to Debarment, Suspension and Other Responsibility Matters; Nondiscrimination; Conflict of Interest; Education Standards and Procedures; Documentation of Financial Stability and Reporting Requirements are true and correct as of the date of submission. This does not preclude the Board from requiring additional assurances as part of the local application requirements.

Further, the Authorized Representative acknowledges that if the information given to the Board by the applicant causes harm to a third party, then applicant will be held liable for any Board action resulting from reliance on that information. The applicant must notify the Board in writing if the authorized signatory changes.

Certified by:

	Chief Financial Officer	9-23-20
_____ Signature of Authorized Official	_____ Title	_____ Date

Randall W. Luecke

Typed/Printed Name of Signatory

Eckerd Youth Alternatives, Inc.

Name of Organization

Attachment E - Disclosure Statement

The attention of prospective bidders is drawn to the provisions of the Local Government Ethics Law (N.J.S.A. 40A:9-22-1, et seq.) which prohibits a County Officer or employee or member of his/her immediate family from having an interest in a business organization or engaging in any business transaction, or professional activity which is in substantial conflict with the proper discharge of his duties in the public interest.

In furtherance thereof, every bidder must disclose below, being a Passaic County officer or employee or whether an immediate family member is a Passaic County officer or employee. If the bidder is a business organization, then disclosure shall be made with respect to anyone having an interest in the business and their immediate family members.

Please answer the following:

Is the bidder, or a member of the bidder's immediate family, or anyone having an interest in the bidder's business organization including their immediate family members, an officer or employee of Passaic County?

NO X YES

Randall W Luecke

* President, Vice President or Signature of Authorized Representative

Randall W. Luecke
Print Name

Chief Financial Officer
Title

Attachment F

Time Periods for Reporting Performance Information on the WIOA Quarterly Report

Revised 6/11/2020

Program Year (PY) Time Periods To Be Reported				
Report Quarter	July – Sept.	Oct. – Dec.	Jan. – Mar.	Apr. – June
Report Due Date	11/13/2020	2/12/2021	5/14/2021	8/13/2021
Number Served (Reportable Individual)				
Number Exited (Reportable Individual)				
Funds Expended				
Number Served (Participant)				
Number Exited (Participant)				
Employment Rate Second Quarter After Exit				
Employment Rate Fourth Quarter After Exit				
Median Earnings Second Quarter After Exit				
Credential Attainment Rate				
Measurable Skill Gains				
Veterans' Priority of Service				

Attachment G

Time Periods for Reporting Performance Information on the WIOA Annual Report

Revised 6/10/2020

Program Year 20-21 (PY21) Annual Report	
<i>Report Due Date</i>	<i>8/13/2021</i>
Number Served (Reportable Individual)	
Number Exited (Reportable Individual)	
Funds Expended	
Number Served (Participant)	
Number Exited (Participant)	
Employment Rate Second Quarter After Exit	
Employment Rate Fourth Quarter After Exit	
Median Earnings Second Quarter After Exit	
Credential Attainment Rate	
Measurable Skill Gains	
Effectiveness in Serving Employers - Retention with Same Employer	
Effectiveness in Serving Employers - Repeat Business Customers	
Effectiveness in Serving Employers - Employer Penetration Rate	
Veterans' Priority of Service	

Required Forms

1. Acknowledgement of Receipt of Addenda
2. Statement of Corporate Ownership
3. Bid Proposal
4. Standard Questionnaire
5. Disclosure of Investment Activities in Iran
6. Non-Collusion Affidavit

1. Acknowledgement of Receipt of Addenda

COUNTY OF PASSAIC
PASSAIC COUNTY BOARD OF CHOSEN FREEHOLDERS

New Jersey One-Stop Operations Management Services
PROJECT RFP-20-022

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA

The undersigned Bidder hereby acknowledges receipt of the following addenda. If no addenda were issued, check the "No addenda were received" box.

Addenda Number	Date
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

No addenda were received

Name of Bidder (Please Print): _____

Signature of Authorized Representative: _____

Name (Please Print): _____

Title (Please Print): _____ Date: _____

*Signature is required only if an addendum was issued.

Check here if willing to provide the goods or services herein bid upon to Registered Members in System #38-PCCP 07-1 who have submitted estimates without substitution or deviation from specifications, size, features, quality, price or availability as herein set forth. It is understood that order will be placed directly by the registered members identified herein by separate contract, subject to the overall terms of the contract to be awarded by the County of Passaic, that no additional service or delivery charges will be allowed, except as permitted by these specifications.

2. Statement of Corporate Ownership

STATEMENT OF CORPORATE OWNERSHIP

Check the applicable statement:

- I certify that the list below contains the names and addresses of all stockholders holding ten percent (10%) or more of the issued and outstanding stock of the undersigned.
- I certify that no one (1) stockholder owns ten percent (10%) or more of the issued and outstanding stock of the undersigned.

Legal Name of Bidder: Eckerd Youth Alternatives, Inc.

Check the applicable business entity in the space provided below:

Business Entity	Check the applicable business entity
Partnership	
Corporation	X
Sole Proprietorship	
Limited Partnership	
Limited Liability Partnership	
S Subchapter	
S Corporation	
Limited Liability Corporation	
Other:	

If the Bidder is either a Corporation, S Corporation, or Limited Liability Corporation, provide the date incorporated and the place of incorporation, if not, skip to next item:

Dated Incorporated: 1985 **Place of Incorporation:** Clearwater, FL

Business Address (Please Print): 100 N. Starcrest Drive, Clearwater, FL 33765

Telephone: (727) 461-2990 **Fax:** (727) 443-1915

In accordance with N.J.S.A. 52:25-24.2, list below the names and addresses of all stockholders, partners, or individuals who own ten percent (10%) or more of stock of any class, or who own ten percent (10%) or greater interest therein. The disclosure shall be continued until the names and addresses of every noncorporate stockholder, and individual partner, and member, exceeding the ten percent (10%) ownerships criteria has been listed.

Name (Please Print): Not Applicable.

Address (Please Print): _____

Name (Please Print): _____

Address (Please Print): _____

STATEMENT OF CORPORATE OWNERSHIP (continued)

Name (Please Print): _____

Address (Please Print): _____

**Continue on additional sheet if necessary*

Publicly traded parent company disclosure. Submit the URL providing the last annual Security and Exchange Commission, or foreign equivalent filing:

Not applicable. Eckerd Youth Alternatives, Inc. is a 501(c)(3).

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc. _____

Signature of Authorized Representative: Randall W. Luecke _____

Name (Please Print): Randall W. Luecke _____

Title (Please Print): Chief Financial Officer _____ **Date:** 9-23-20 _____

3. Bid Proposal

BID PROPOSAL

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc.

submits the following proposal for the

**New Jersey One-Stop Operations Management Services for the
Passaic County Workforce Development Board**

Project RFP-20-022

To the Passaic County Board of Chosen Freeholders:

The undersigned hereby declares that he/she has carefully examined the Bid Documents and that he will contract to carry out and complete said Project at the following prices:

a. Base Agreement.

CONTRACT YEAR	START DATE	END DATE	COST
Year One	November 1, 2020	October 31, 2021	\$ 99,500
TOTAL	November 1, 2020	October 31, 2021	\$ 99,500

b. County Options to Extend Agreement.

OPTION YEAR	START DATE	END DATE	COST
Option One	November 1, 2021	October 31, 2022	\$ 101,490
Option Two	November 1, 2022	October 31, 2023	\$ 103,520
Option Three	November 1, 2023	October 31, 2024	\$ 105,600

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc.

Signature of Authorized Representative: Randall W. Luecke

Name (Please Print): Randall W. Luecke

Title (Please Print): Chief Financial Officer **Date:** 9-23-20

4. Standard Questionnaire

STANDARD QUESTIONNAIRE

Name of Bidder: Eckerd Youth Alternatives, Inc.

Address of Bidder: 100 N. Starcrest Drive, Clearwater, FL 33765

Telephone: (727) 461-2990 **Fax:** (727) 443-1915

1. How many years have you been in business as a contractor as your present business name given above?

22 Year(s)

2. How many years have you been the Principal Officer of a general contracting firm under a different name?

13 Year(s)

3. List three (3) projects similar in nature previously completed by your organization:

Name of Owner	Denver Economic Development & Opportunity
Project Manager	Tony Anderson
Project Manager Phone #	(720) 913-5410
Project Type	One Stop Operator, Adult, and Dislocated Worker Services
Project Location	Metropolitan Denver, CO
Amount of Contract	\$ 2,632,463
Date of Completion	Current through 6/30/2021

Name of Owner	Berkeley-Charleston-Dorchester Council of Governments
Project Manager	Sharon Goss
Project Manager Phone #	(843) 529-2582
Project Type	One Stop Operator, Adult, Dislocated Worker, and Youth Services
Project Location	Region around North Charleston, SC
Amount of Contract	\$ 1,995,026
Date of Completion	Current through 6/30/2021

Name of Owner	WorkLink
Project Manager	Trent Acker
Project Manager Phone #	(846) 646-1828
Project Type	One Stop Operator, Adult, Dislocated Worker, and Youth Services
Project Location	Region around Clemson, South Carolina
Amount of Contract	\$ 1,532,000
Date of Completion	Current through 6/30/2021

5. Disclosure of Investment Activities in Iran

DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN

Part 1: Certification

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that the person or entity, or one of the person or entity's parents, subsidiaries, or affiliates, is not identified on a list created and maintained by the New Jersey Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran.

The Chapter 25 list is found on the State of New Jersey Division of Purchase and Property website at <http://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Bidders must review the list prior to completing the certification below. Failure to complete the certification will render a bidder's proposal non-responsive.

PLEASE CHECK THE APPROPRIATE BOX:

I certify, pursuant to Public Law 2012, c. 25, that neither the bidder listed herein nor any of the bidder's parents, subsidiaries, or affiliates is listed on the New Jersey Department of Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, c. 25. I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. **I will skip Part 2 and sign and complete the Certification below.**

OR

I am unable to certify as above because the bidder and/or one of more of its parents, subsidiaries, or affiliates is listed on the New Jersey Department of Treasury's Chapter 25 list. I will provide a detailed, accurate, and precise description of the activities in Part 2 below and sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines, and/or sanctions will be assessed as provided by law.

Part 2: Please provide further information related to investment activities in Iran

Name _____ Relationship to Bidder/Offeror _____

Description of Activities _____

Duration of Engagement _____ Anticipated Cessation Date _____

Bidder/Offeror Contact Name _____ Contact Phone Number _____

Certification: I, being duly sworn upon my oath, hereby represent and state that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I attest that I am authorized to execute this certification on behalf of the above referenced person or entity. I acknowledge that Passaic County is relying on the information contained herein and hereby acknowledge that I am under a continuing obligation from the date of this certification through the completion of any contracts with the County to notify the County in writing of any changes to the answers of information contained herein. I acknowledge that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I recognize that I am subject to criminal prosecution under the law and that it will also constitute a material breach of my agreement(s) with Passaic County, New Jersey and that the County at its option may declare any contract(s) resulting from this certification void and unenforceable.

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc.

Signature of Authorized Representative: Randall W. Luecke

Name (Please Print): Randall W. Luecke

Title (Please Print): Chief Financial Officer **Date:** 9-23-20

6. Non-Collusion Affidavit

NON-COLLUSION AFFIDAVIT

State of New Jersey
County of Passaic

ss:

I, Randall W. Luecke residing in St. Petersburg in the County of Pinellas and State of Florida of full age, being duly sworn according to law on my oath depose and say that:

I am Chief Financial Officer of the firm of Eckerd Youth Alternatives, Inc. the bidder making this proposal for the bid entitled **New Jersey One-Stop Operations Management Services for the Passaic County Workforce Development Board**, and that I executed the said proposal with full authority to do so, that said bidder has not, directly or indirectly, entered into an agreement, participated in any collusion, or otherwise taken any action in restraint of free, competitive bidding in connection with the above named contract, and that all statements contained in said bid proposal and in this affidavit are true and correct, and made with full knowledge that the County of Passaic relied upon the truth of the statements contained in said bid proposal and in this affidavit in awarding the Contract for the said bid proposal.

Name of Bidder (Please Print): Eckerd Youth Alternatives, Inc.

Signature of Authorized Representative: Randall W. Luecke

Name (Please Print): Randall W. Luecke

Title (Please Print): Chief Financial Officer

Date: 9-21-20

Subscribed and sworn to before me on this 21st day of September, 2020.

Lindsey Lane
Signature of Notary Public



LINDSEY LANE
Commission # GG 253264
Expires November 3, 2022
Bonded Thru Budget Notary Services