



WIOA STAFFING PROPOSAL

COVER PAGE

Proposal For: Staffing Services for WIOA Title I: AD, DLW, and Youth Services

To: Workforce Investment Board Southwest Missouri

Proposer Information

Legal Name: Odle Management Group, LLC

Address: Lisa Odle, President & CEO
9937 East Bell Road
Scottsdale, AZ 85260
480-922-1027

Date This Proposal Was Prepared: March 1, 2019

Prepared By: Pamela Hunnicutt, Corporate Program Manager
33777 New Hope Road
Tecumseh, OK 74873
405-613-6653

Proposers Federal Tax Identification Number: 27-0093730

Total Budget of This Proposal: \$ **657,486.95**



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Previous WIOA or Related Experience: Describe all experience related to the WIA, WIOA, or other federal or state programs and legislation.

Odle Management Group, LLC (ODLE) is a for-profit Woman-Owned, Minority Business and is headquartered in Scottsdale, Arizona. In June 2015, ODLE created a Workforce Services Division housed at the corporate office in Scottsdale, Arizona and in the field in Oklahoma.

Odle Management Group, LLC (ODLE) and the Workforce Service Division (WFS) has extensive previous and current experience in delivering Job Corps, WIA, and WIOA Department of Labor, Employment and Training services. Our corporation was founded by Lisa S. Odle on May 25, 2004.

ODLE’s Workforce Initiative is led by Corporate Program Manager, Pamela Hunnicutt. Ms. Hunnicutt has over 18 years of direct experience in workforce development within the state of Oklahoma. Her career began as a Career Manager. She has also held positions as a Youth Coordinator, Compliance Monitor and Executive Director of a Local Board. She has a complete knowledge of the history, evolution, industries, and landscape of Workforce Development. She also has a heart for those we serve and a dedication to the staff who work for ODLE providing needs-based services to our customers. We currently manage seven (7) contracts in four (4) of Oklahoma’s Workforce areas and manage One Stop Operations in Northwest Tennessee and Kansas Local Area I.

Northeast Oklahoma Title I & One Stop Operations	Eastern Oklahoma Title I & One Stop Operations	Southern Oklahoma One Stop Operations
Western Oklahoma Title I & One Stop Operations	Northwest Tennessee One Stop Operations	Kansas Local Are I One Stop Operations

Our Title I contracts are each measured by the elements most valued by the Boards. Some of our measures are listed below. We are a **flexible** entity who designs services, measures, and procedures to meet the needs of the Board and their customers.

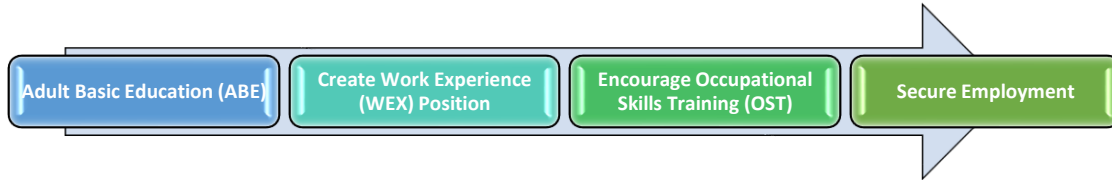
AD/DLW	Youth
# of Skills Development	% of OSY who earned HSE or Diploma
# of Work Based Learning	% of target populations served
% of OST employed above self-sufficiency rate	# of Work Based Learning
# of Business contacts	% of CRC Attainment
# receiving OST	# Enrolled
# enrolled in STEM Training	# Receiving OST

We are willing to negotiate the best measures to meet all standards expected by the WIB.



Promising Practices

Youth Career Pathways as service design



Apprenticeship

Northeast Oklahoma WIOA Program entered into partnership with Cherokee Nation Business and Career Services and Pelco Structural for our Pre-Apprenticeship Program at Pelco Structural. The employer initiated the registration of the program and paid the classroom training at the local CareerTech Center. Tools and other supplies for the welding pre-apprenticeship were paid by Cherokee Nation. On-the-Job Training contracts paid by ODLE Title I program.



Group OJT Contracts

ODLE’s One Stop Operator, Operations Manager, and the Local Workforce Board formed a partnership with local employer to build a continuous pipeline of skilled welders. Our first Group of nine workers graduated the program into permanent employment in October. Our second group of 15 is currently training on the job. We expect to provide a total of 60 welders by 6/30/18.

Accomplishments

As a newly provider of Workforce Services, our main accomplishment is the growth and recognition of our Workforce Services Division over the past two years. Not only have we increased our services by being awarded contracts, we have also met performance to be granted seven renewals.

ODLE has increased the service levels and youth enrollments in every contract we have. We have taken a low performing area in Western Oklahoma to service and performance levels that exceed the expectations of the Board by delivering quality services to our customers.



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Our services are based on our company’s mission and core values. ODLE’s mission is “*Maximum Performance Drives Success.*” Our core values are:

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

ODLE is performance focused. By being dedicated to our customers and providing them exceptional services, ODLE believes performance will always be met.

Qualification for Staff Management: Explain any qualifications regarding supervision, hiring, performance evaluations of employees.

Pamela Hunnicutt has been managing our Workforce Contracts for over two years. She is an active member of the Society of Human Resource Management (SHRM). She serves as the Manager for our Workforce Innovation and Opportunity Act Service Provider and One Stop Operator projects. She also supports the supervising managers with hiring and performance evaluations. ODLE believes in developing and motivating staff to serve participants with compassion and kindness while fulfilling their needs. ODLE staff are trained to do their job, and they are positively supported in all aspects of their duties.

Our organizational chart shows the support structure of our Workforce Services (WFS). Workforce Human Resource activities are supported by Elsa Schwenker, Vice President, Human Resources and Liz Rice, Human Resource Assistant.

Ms. **Pamela Hunnicutt** has built her reputation on her passion for Workforce Development Service. She has been a leader in building a skilled workforce in Oklahoma for 18 years. Currently she serves as the Corporate Program Manager for Odle Managements Workforce Services Division and provides oversight to the Oklahoma WIOA Title 1 operations in Northeast, Eastern, Western and Southern Oklahoma, Kansas Local Area I and Northwest Tennessee. Her experience from all perspectives of the Workforce system drives her passion for excellence in Workforce Development. She hones her HR skills with her membership of SHRM and her local SHRM Chapter.

Ms. Hunnicutt earned her Bachelor of Arts in English from the University of Oklahoma in Norman, Oklahoma.

Elsa Schwenker is the Executive Director of Human Resources for Odle Management Group. She has over 16 years of experience in human resources management. The gamut of Human Resources functions includes recruitment and selection, staff training and development, employee benefits and payroll, employee relations, Affirmative Action Compliance including the development of policies and procedures relative to Human Resources in support of corporate and existing contracts.

Ms. Schwenker is a graduate of Montclair State University in Upper Montclair, New Jersey and is a member of the Society for Human Resources Management.





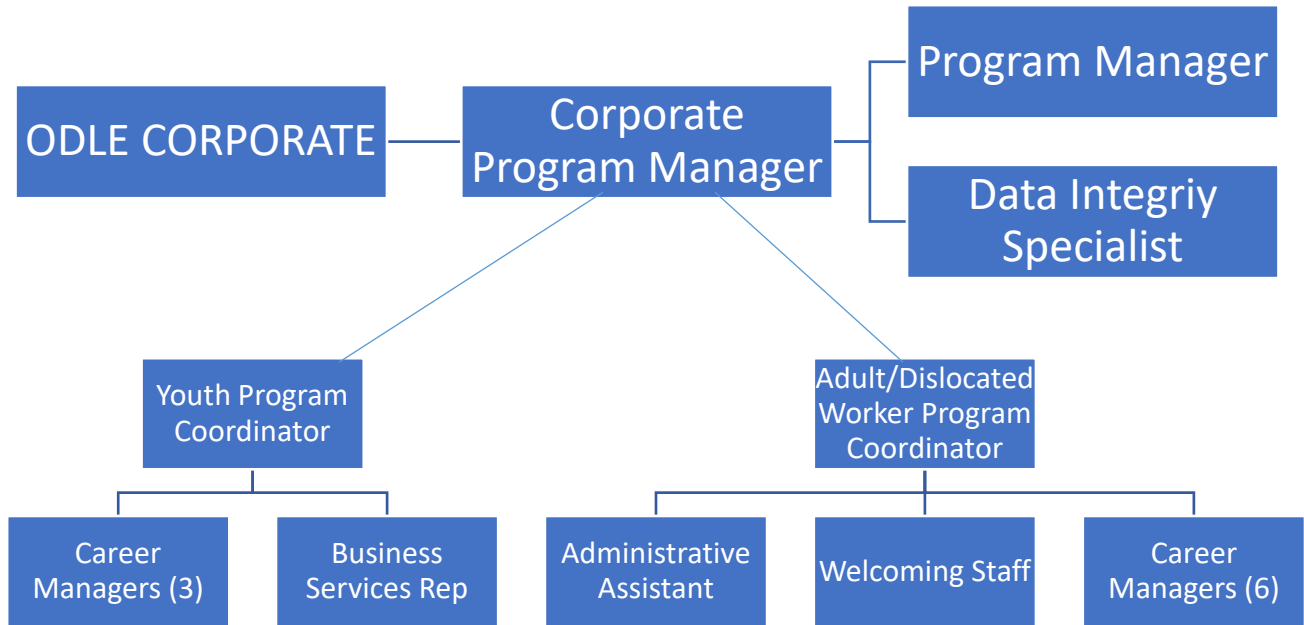
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After earning her degree in English Education from Calumet College of St. Joseph in Whiting, Indiana, **Liz Rice** began her career as an English teacher at a newly-opened Junior High School in the Chicago suburbs. Not long after, taught Business English and Communications at Triton College in Elk Grove, Illinois. Eventually, she entered the business world via Sears Roebuck and Co’s corporate office in Sears Tower, Chicago.

Ms. Rice moved to Arizona in 2006 and joined Odle Management in 2013. With her history as an educator and trainer, she was drawn to ODLE’s mission to serve disadvantaged youth through Job Corps. She resides in Scottsdale, AZ.

In addition to the direct support provided by Ms. Schwenker and Ms. Rice, each member of ODLE’s Human Resource Team has a specialty area for consultation in situations that are not encountered often such as FMLA, Payroll, Workers Compensation, Unemployment Claims, and Benefits.

ODLE Workforce Services Division Structure



Compliance/Quality Assurance Experience: Detail all experience relating to monitoring, auditing, reviewing of federal, state, or local laws and regulations as a PEO.

ODLE’s background of providing over 14 years of successful business and government-contracting operations, speaks to their commitment to quality. We welcome monitoring of our programs on a regular basis by federal, state and local entities.

The procedure for maintaining high quality program services is multiple lines of review. All Odle Management Group’s staff will be knowledgeable in processes and comply with the Board’s policies and procedures. The following is the foundation for ODLE’s Quality Assurance process:





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- All customers receiving services are eligible under WIOA
- Case files comply with Board's policies
- Individual Training Accounts are appropriate for the Labor Market
- Work Based Training is appropriate for customer's needs according to their individual plan
- Supportive services are necessary and allowable
- Funds are not over or under obligated or expended
- Core measures are met
- Contract performance is met

ODLE has a rigorous internal QA process with 100% reviews by staff supervisors at three points in participation:

- Enrollment (eligibility)
- Prior to expending WIOA funds (ITA, WEX)
- Prior to exit

Vickie Kinsey serves as our Data Integrity Specialist. Ms. Kinsey is the former State Director of Experience Works Title V, Older Worker programs in Oklahoma. She continually monitors participant files to identify proper documentation and data input. She reports to Program Managers to identify trends and possible issues in the services to participants.

ODLE's Data Integrity Specialist conducts monitoring at the corporate level of no less than 10% of files for compliance of case notes, eligibility, Service and Training plans and IEPs.

Format and Completeness: Points may be deducted if the proposal submitted does not follow the prescribed format or if other forms are not satisfactorily completed

Description of payroll services offered, including:

Payment methods available;

Employees have the option of receiving a live check or direct deposit. ODLE encourages both staff and participants to establish an account for direct deposit as part of our mission for financial literacy.

Payroll input methods (phone, fax, internet), including process and timelines;

Employees clock in and out using ADP Workforce now system. Pay period begins on Sunday and ends on Saturday. Supervisors must approve time no later than Monday at noon following the end of pay period for corporate processing. Time clocks are imported into ADP Workforce for processing. Time clocks are imported every other Monday for the previous pay period. Payroll is processed, via the internet, every other Tuesday. Pay date is every other Friday.

Note: Most participant time is input by supervisor according to their time record.





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Filing/reporting (new hire, W2, W4, FICA) to local, state, and federal agencies;

New Hire forms are completed by employees and sent to corporate for input into ADP. ODLE has a contract with ADP. They handle the new hire reporting and all applicable taxes. The withholding taxes and employer taxes are impounded from our account with every payroll.

Note: Participant payroll is coded as a separate department in ADP.

Tax reporting and compliance;

Taxes are filed by ADP according to the filing/deposit schedule.

Reporting (certified payroll, job costing, departmental billing); and Worker’s Compensation.

Corporate Human Resources, in coordination with the current Workers’ Compensation carrier, Berkshire Hathaway Homestate Companies (BHHC), provide education, information and monitor the Department of Labor and state specific requirements of all operational functions to ensure compliance with reporting and compliance with federal and state requirements.

Description of benefits offered, including:

Available health plans and benefits with network coverage in the Southwest Missouri area;

No cost to employee:	Employee/Employer shared cost
Employee Basic Life Employee Basic AD&D Employee Assistance Program Vacation Pay Sick Pay Holiday Pay 401K Company Match	Medical w/Basic Vision* Dental Vision Buy Up FSA—Medical FSA—Dependent Care Long Term Disability Short Term Disability Employee Vol. Life/AD&D Spouse Vol. Life/AD&D Child Vol. Life/AD&D

Medical, Dental, Prescription: **Cigna** Vision: **United Health**

Availability of Section 125 cafeteria plan;

Yes, the section 125 requirements include:

- The plan’s benefits are offered a pre-tax basis, meaning employees can pay their health premiums, retirement deposits, or other benefit options using non-taxed wages through their employer’s section 125 reimbursement account.
- The plan has to include at least one taxable benefit option, which means the government views it as part of the employee’s salary. An example of this is allowing employees to instead take the monthly amount as cash into their salary (over using it towards the benefit plan).
- The plan also must include at least one qualified benefit, which means it is excludable from an employee’s gross income under a specific provision of tax law, meaning it is pre-tax. Qualified benefits include:
 - Accident and health benefits, like health insurance and disability insurance
 - Dependent care assistance (from a dependent care FSA)





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- Retirement Plans (401K or IRA, etc.)

Availability of Health Savings Accounts;

No. ODLE offers Flexible Spending Accounts.

- Healthcare Maximum Contribution \$2,700
- Dependent Care Maximum Contribution \$5,000 (married filing jointly) \$2,500 if married and filing separate tax returns)

Availability of COBRA;

Yes, COBRA is the Consolidated Omnibus Budget Reconciliation Act of 1985, federal legislation that allows you – if you work for an insured employer group of 20 or more employees – to continue to purchase health insurance for up to 18 months if you lose your job, or your employer-sponsored coverage is otherwise terminated (in some situations, coverage can continue for up for 36 months). The insured is responsible for the full cost of the premiums (plus a 2 percent administrative fee) if COBRA is elected.

Availability of retirement plans (401K, profit sharing, pension plans).

Yes, A 401(k) is a retirement savings plan sponsored by an employer. It lets workers save and invest a piece of their paycheck before taxes are taken out. Taxes aren't paid until the money is withdrawn from the account. Our current provider is American Funds.

ODLE offers additional personnel benefits to incumbent staff upon contract award. All incumbent staff currently working for the outgoing Service provider will be entitled to:

- Eligible for benefit the first day of employment
- Leave accrued according to tenure with current provider
- All leave will be available upon accrual

Provide a description of human resource management services offered, including:

Consultation/assistance for hiring (background checks, pre-employment testing, recruiting);

The Human Resource team advertises open positions on the Job Board at odle.com, on indeed.com and through our American Job Centers. The Corporate Human Resources Department provides support in the form of consultation and assistance for any question/issue for any ODLE department/division.

Once interviews are conducted and decisions are made locally, corporate HR receives an Approval to Hire and initiates an offer letter, background checks and pre-employment testing. ODLE utilizes a 3rd party company (InfoMart) for Background/Pre-employment Testing.

New Hire paperwork and orientation is completed locally and sent to corporate for processing.

Consultation/assistance for termination;

In the event that ODLE has to terminate a staff member, ODLE Corporate Program Manager assist Supervisor with documentation of progressive disciplinary action and assures the termination is necessary. The documents are then forwarded to Corporate Human Resources to make the final decision. The





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Corporate Human Resources Department and in turn, the President and CEO, must be consulted and are the approving body for all disciplinary and termination actions.

Consultation/assistance with performance management and appraisal;

All Performance Appraisals are conducted initially upon six month of hire and on the anniversary of the contract (Annual). 100% review, evaluation and appraisals are conducted by the local supervisor with consultation with CPM. All reviews are forwarded to and reviewed by Corporate Human Resources.

Consultation/assistance with ADA/discrimination/sexual harassment/legal issues;

The Corporate Human Resources Department provides consultation/assistance with ADA/Discrimination/Sexual Harassment/Legal-Compliance issues with access to external legal and compliance organizations as needed.

Availability and types of professional development training (staff and managerial);

Professional Development for staff is an ongoing, continuous process. Our Managers hold a weekly conference call with front-line to encourage communication, disburse information, address concerns, and establish goals and expectations. The weekly calls are usually between 30 – 45 minutes and address immediate concerns. Managers are required to meet in person with all staff at least once per month for staff development. These types of connections help develop a team mentality and allows staff to relate to their peers.

Our Corporate staff uses the same structure for weekly conference calling to support and develop managers.

Development/assistance with employee handbooks and job descriptions; and

ODLE has new employee orientation packet that is developed and maintained with Corporate Human Resources. This packet is covered during the new hire orientation and packet given to each employee electronically for future reference.

Job Descriptions are developed by Program Managers and approved by Corporate Human Resources. Our WFS have the flexibility to revise job descriptions to meet the needs of the contract as needed.

Provision/handling of Unemployment and Workers Compensation

Corporate Human Resources conducts oversight and partners with ADP (Equifax) on all Unemployment issues. From initial claim input, to participation in claims hearings, Corporate Human Resources and ADP/Equifax participate and coordinate all Unemployment Claims through “SIDES” data base. Corporate Human Resources utilizes the ADP Unemployment Web – Portal to monitor and track all claims, hearings and activities regarding Unemployment Claims daily. Corporate Human Resources works with the ODLE insurance brokerage group - Alliant Insurance Services, Inc. and Berkshire Hathaway Homestate Companies (BHHC) the program carrier for Workers’ Compensation (WC). Corporate Human Resources ensures each location posts mandatory federal and state posters, provides “Claims Kits” complete with reporting information and documents for workplace injuries/illnesses and monitors the progress, status of each injury through weekly, monthly and annual “loss run” reports.

Insurance: Provide a description of the safety and risk management services offered.

Alliant Insurance Services, Inc., provides a broad spectrum of safety and risk management coverages to include Property, Auto, General, Workers Compensation, Medical Malpractice, D & O, EPL, Fiduciary and Crime (Employee Dishonesty), all with Policy Limits in excess of industry/comparable standards. ODLE meets twice annually, and as needed, to discuss our Total Cost of Risk, Risk Management Activity and





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Action Plans with members of the Alliant Insurance Services, Inc. and the ODLE executive team. Corporate Human Resources monitors the weekly, monthly and annual “loss run” reports and provides education and assistance to the operational centers and safety professionals throughout the organization.

Read and complete Complaint and Grievance form.

Please see Attachment A

Provide the following documents related to your company/organization as a whole: Organizational Chart, Voluntary Self-Identification form used for current employees, staffing analysis as it relates to minority and non-minority groups.

- Organization Charts – Attachment B ODLE Structure, Attachment C Workforce Services Structure
- Voluntary Self Identification - Attachment D
- Corporate Human Resources conducts analysis’ via EEO-1 and AAP reporting as needed.

Provide copies of your company/organization policies covering the following areas: Harassment, Discrimination, Retaliation, Accommodations (disability and religious).

ODLE Management conducts New Hire, Annual and Periodic (as needed) education and training in all areas mandated by Federal and Local statutes, to include; EEOC (Title VII of the Civil Rights Act of 1964/Age Discrimination in Employment Act of 1967/Americans with Disabilities Act of 1990). Company policies are proprietary and meet compliance standards. Policies will be provided at award.

Risk Assessment

Assertion	Response	Evaluation/Risk
Management/Staff		
1. What is the turnover percentage of key management? Identify changes in management, administration, and program during the past three years.	We have had to fill 2 managers position in our contracts in the past 2 1/2 years. One Manager moved out of state and one was terminated for cause.	
2. Has any member of the Board, Executives, or Management been placed under investigation or been party to an investigation/ indictment in the past three years?	No	
3. What has been the percentage of staff turnover in the past three years?	Workforce Services = 7/50 = 14%	



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4. What are the minimum qualifications for Youth program staff members?	ODLE values education. Our Career Manager positions prefer the following: <ul style="list-style-type: none"> • Bachelor degree in the Social Service field or • Two (2) years' experience working in the social services industry 	
5. Are background checks completed on all employees?	Yes.	
6. Is there regular training offered to staff, including professional development? If so, what is the frequency?	Our Managers develop staff through structured conference calls on a weekly basis and hold in person group staff development monthly.	
7. Are participants utilized in the office setting? If so, do they sign confidentiality statements?	Yes. We believe in promoting our participants throughout the Workforce System and often fill open positions with participants. All employees and Work Experience Positions sign our Confidentiality agreement.	
Administrative/Program		
8. Does the organization have written monitoring policies and procedures?	QA Procedure Standard Operating Procedure (SOP)	
9. Is there a monitoring schedule?	Schedules are developed for each area	
10. Are there written monitoring reports? If so, when are they submitted?	We compile all corrections on a master file. Reports can be pulled from the master file at any time.	
11. Are written reports reviewed? Who is responsible for signing off on the reports?	QA files are monitored by our Data Integrity Specialist. All files are maintained electronically on Dropbox. No sign off is required by ODLE.	
12. How are policies and procedures communicated to staff?	Staff are trained on ODLE policies and procedures at contract implementation. New procedures are addressed in weekly and monthly staff development.	
13. Do monitoring policies and procedures include action taken on findings and non-compliance?	Yes. All findings and corrections are recorded. Trends are addressed through staff development and corrective action plans as needed.	
14. Is there an EEO/Affirmative Action Plan?	Yes	
Program Services in Other Areas		
15. Are all 14 elements being offered and what percentage are being utilized?	All 14 elements are made available and provided either directly or indirectly through community partner agencies. Referrals are made for elements such as Guidance and Counseling,	



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Continued from page 12	Adult mentoring, Alternative secondary school offerings and Apprenticeships. Guidance and counseling is used rarely, usually for substance abuse and Adult mentoring is not often utilized. 12/14 = 85.7%	
16. Are the in-school/out-of-school percentages being met?	Yes. ODLE focuses our services toward OSY. Our average for all contracts is 96% OSY.	
17. Is the Work Experience percentage being met?	We are currently falling short in two of our contracts on our work experience numbers. We have developed corrective actions and established individual goals for each Career Manager and feel confident we will meet the levels prior to the end of the Program Year.	
18. Are there any participants who meet the 5% rule? If so, what is the percentage?	No.	
19. Percentage of participants placed into training.	NE 56/87 = 64.36% Eastern 221/315 = 70.15% Western 147/204 = 72.05%	
20. Are there specialized programs? If so, are they offered to all participants?	All specialized and developed programs will be offered to all eligible customers.	
Performance in Other Areas		
21. Are there outstanding monitoring issues?	No. Monitoring findings are a priority to every member of ODLE's Workforce Team. We address all findings immediately.	
22. Are there monitoring issues that tend to be continuous problems?	Yes, in NE we have had problems with this in the past. With the hiring of a new Manager our issues are being cleared and intense "retraining" is being provided. We are beginning to see cleaner files with fewer write-up in monitoring. Case note entry in real time has been a continuous issue.	
23. Have there been any disallowed costs in the past three years? If so, please describe.	We have had a non-reimbursable cost after a change in state policy on PELL recipients. The cost was for \$1,083.00. This is on a contract we have the pass-through of client dollars. There has never been cost considered disallowed in any of our contracts.	
24. Has there been any corrective/performance improvement plans in the past three years? If so, what is the status of the plan?	Northeast area as mentioned above. Northeast and Eastern areas are on a CAP for Work Experience expenditures. ODLE is working with the Boards and have has developed new strategies to expand our WBL services.	
25. Are negotiated measures being met?	We are meeting core measures in all contracts.	
26. Are program enrollments on target with goals?	Program enrollments have increased greatly since contract awards. Part of our strategies in the 2	



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	areas mentioned above is to increase enrollments to meet the expenditure levels.	
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Fiscal Management Questions

Answer the following questions regarding your fiscal management system.	
1. Do you have a copy of/access to the WIOA Law, Federal Regulations and subsequent amendments?	YES
2. Does your accounting system provide you with adequate information to prepare a monthly financial report? (Such report must be derived from a balance sheet and income and expense statements).	YES
3. Does your accounting system provide control and accountability over all funds received, property and other assets?	YES
4. Can your accounting system provide for financial reports on an accrual basis?	YES
5. Does your accounting system provide for identification of receipt and expenditure of funds separately for each funding source?	Allocated to each funding stream by staff hours at the end of each month.
6. Are your accounting records maintained in such a manner as to facilitate the tracking of funds to source documentation of the unit transaction?	YES
7. Does your accounting system have the capability to develop procedures for determining the allowability and allocability of costs in accordance with the provisions of WIOA regulations?	YES
There was no #8 in RFP	
9. Has the bank in which you would deposit State and Federal funds insured the account(s) or put up collateral or both, which is equal to the largest sum of money which would be in such bank account(s) at any one point in time during the contract period?	YES
10. Do you make monthly reconciliation of your bank accounts?	YES
11. Are these reconciliations made by the same person who performs the record keeping for receipts, deposits and disbursement and transactions?	NO
12. Do you record daily your cash receipts and disbursement transactions?	YES
13. Are there individuals or positions in your organization which have, as one of their duties, the receipt, distribution or handling of money covered under bond?	N/A



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14. Is there a person who is responsible for the recording of all financial transactions?	YES
15. Does your organization have an Equal Opportunity (EO) Policy?	YES
16. Does your organization have any legal judgments, claims, arbitration proceedings, lawsuits, or other legal proceedings pending against the organization, its owners, or principles?	NO
17. Does your organization have a Complaint or Grievance process?	YES Attachment E
18. Is there a person who is responsible for the receipt of all purchased goods?	YES
a. Does this person immediately assign, upon receipt, an inventory number to the required items	NO
b. Does this person perform an inventory audit at least once a year?	YES
c. Do you maintain records on all property acquisition, disposition and transfer?	YES
19. Do you have written procedures and internal controls established for the procurement of goods and services?	YES
20. Is a competitive bid process incorporated in your purchasing procedures for acquisition of subcontractors, major goods and services, equipment and office space?	YES
21. Is documentation (i.e., timesheets, etc.) properly kept in support of each payroll disbursement?	YES
22. Are records maintained to support authorized leave (sick, etc.)?	YES
23. Is proper documentation maintained to support travel disbursement? (Please provide a copy of travel disbursement policy)	YES Attachment F
24. Has a formal audit of your organization's financial records been conducted within the past year?	YES Attachment G
25. Is your accounting system bound by any outside agency (city, county, etc.)?	NO
26. Do you have an indirect cost plan with current approval by a cognizant agency?	YES Attachment H
27. Is your organization funded by more than one source?	YES
28. Does your organization have a written lease for all rented or leased properties?	YES
30. Does your most recent audit have unresolved audit findings?	NO
29. Does your organization have written accounting procedures? (If yes, please provide a copy.)	YES Attachment I



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Budget

Proposer Name: ODLE Management Group, LLC				
		Proposed Budget Summary July 1, 2019 through June 30, 2020		
Detail Budget Item	Basis for Determining the Amount	Adult/DLW	Youth	Total Costs
STAFFING		\$ 253,115.20	\$ 190,736.00	\$ 443,851.20
AD/DLW Coordinator	12 months @ \$3,499.60	\$ 41,995.20		\$ 41,995.20
Youth Coordinator	12 months @ \$3,154.67		\$ 37,856.00	\$ 37,856.00
Administrative Assistant	12 months @ \$2,426.67	\$ 14,560.00	\$ 14,560.00	\$ 29,120.00
Welcome Staff (1)	12 months @ \$2,080.00	\$ 12,480.00	\$ 12,480.00	\$ 24,960.00
Welcome Staff (.5)	12 months @ \$1,400.00	\$ 6,240.00	\$ 6,240.00	\$ 12,480.00
Business Service Rep (1)	12 months @ \$2,556.67		\$ 30,680.00	\$ 30,680.00
Career Manager (1)	12 months @ \$2,470.00	\$ 29,640.00		\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00	\$ 29,640.00		\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00	\$ 29,640.00		\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00	\$ 29,640.00		\$ 29,640.00
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Career Manager (1)	12 months @ \$2,470.00	\$ 29,640.00		\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00		\$ 29,640.00	\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00		\$ 29,640.00	\$ 29,640.00
Career Manager (1)	12 months @ \$2,470.00		\$ 29,640.00	\$ 29,640.00
FRINGE	Total wages x 27.08%	\$ 68,511.10	\$ 51,683.81	\$ 120,194.90
TOTAL STAFFING		\$ 321,626.30	\$ 242,419.81	\$ 564,046.10
Staff Travel	Mileage 2859.48 x \$.51 = \$1,458.33 monthly x 12	\$ 7,500.00	\$ 10,000.00	\$ 17,500.00
Indirect Cost Rate 7.04%	Indirect Cost Rate 7.04% of Total	\$ 23,336.28	\$ 17,604.56	\$ 40,940.85
Profit (Performance Based)	Based on meeting performance: Paid quarterly	\$ 19,950.00	\$ 15,050.00	\$ 35,000.00
TOTAL CONTRACT		\$ 374,767.56	\$ 282,719.39	\$ 657,486.95

OPERATING COSTS

We have listed Operating Expenses for staff salaries and fringe, travel, training, supplies, and telephone expenses. All **Operating Expenses are negotiable.**

INDIRECT COST RATE

Our indirect cost rate established by the Department of Labor is 7.04%. The amount is charged on actual expenditure for personnel and operating expenses. The rate is a cost of services provided by corporate personnel in support of the local project staff.

PROFIT MARGIN

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