

ADOPTED BY THE PIMA COUNTY BOARD OF SUPERVISORS
RESOLUTION NO. 2013 - 90

RESOLUTION AUTHORIZING SUBMISSION OF GRANT APPLICATION FOR \$100,000.00 OF THE ARIZONA MORTGAGE SETTLEMENT FUND TO THE ARIZONA ATTORNEY GENERAL TO PROVIDE JOB TRAINING AND EMPLOYMENT SEARCH SERVICES TO INDIVIDUALS IMPACTED BY FORECLOSURE

WHEREAS, the Arizona Attorney General has announced the availability of \$250,000.00 of the Arizona Mortgage Settlement Fund for a Job Training and Employment Search Services (JTES) program for individuals impacted by foreclosure; and

WHEREAS, since 2008 approximately 32,000 homeowners in Pima County have lost their homes to foreclosure; and

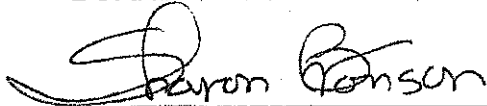
WHEREAS, the Pima County Board of Supervisors finds that it is in the best interests of the residents of the County to submit an application to the Arizona Attorney General for JTES grant funds to provide job training and employment search services for individuals who have lost, or are at risk of losing, their homes as a result of foreclosure.

NOW, THEREFORE, BE IT RESOLVED THAT

The Board of Supervisors authorizes the Community Services, Employment and Training Department to prepare and submit an application for a \$100,000 JTES grant to provide job training and employment search services for 100 qualified individuals in Pima County.

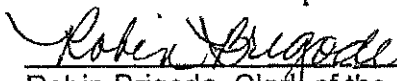
PASSED AND ADOPTED ON October 8, 2013

BOARD OF SUPERVISORS:




Chair, Board of Supervisors OCT 08 2013

ATTEST:



Robin Brigode, Clerk of the Board

APPROVED AS TO FORM:


TOBIN ROSEN
Karen S. Friar, Deputy County Attorney



TOM HORNE
ATTORNEY GENERAL

OFFICE OF THE ARIZONA ATTORNEY GENERAL
ADMINISTRATIVE SERVICES DIVISION
PROCUREMENT SECTION

JERRY CONNOLLY
PROCUREMENT MANAGER
DIRECT: (602) 542-8030
JERRY.CONNOLLY@AZAG.GOV

February 12, 2014

Ms. Dorothee Harmon
Pima County
2797 East Ajo Way
Tucson, AZ 85713
dharmon@pima.gov

RE: AAGO14-003354 Job Training Services for Foreclosure-Impacted Individuals –
Notice of Award

Dear Ms. Harmon:

The Office of the Arizona Attorney General has completed evaluating the proposals received in response to Request for Grant Applications (RFGA) # AAGO14-003354. The evaluation has been completed in accordance with ARS § 41-2701 et. seq. and the criteria established in the RFGA. Arizona Women's Education and Employment, Inc. and Pima County have been selected for award.

The award is:

Year 1 = \$85,688 + Expense up to \$9,968
Optional Year 2 = \$135,688 + Expense up to \$8,753
Optional Year 3 = \$30,000

Thank you for participating in this procurement process. We appreciate the time and effort you have spent on your proposal. Please provide copies of your certificate of insurance in accordance with the terms of the contract. Questions may be directed to me at 602-542-8030 or the above e-mail address.

Sincerely,

Jerry Connolly
Procurement Manager



TOM HORNE
ATTORNEY GENERAL

OFFICE OF THE ARIZONA ATTORNEY GENERAL
ADMINISTRATIVE SERVICES DIVISION
PROCUREMENT SECTION

JERRY CONNOLLY
PROCUREMENT MANAGER
DIRECT: (602) 542-8030
JERRY.CONNOLLY@AZAG.GOV

March 4, 2014

Ms. Dorothee Harmon
Pima County
2797 East Ajo Way
Tucson, AZ 85713
dharmon@pima.gov

RE: AAGO14-003354 Job Training Services for Foreclosure-Impacted Individuals –
Notice to Proceed

Dear Ms. Harmon:

The Office of the Arizona Attorney General recently awarded a contract to you for the above referenced services. This letter is to provide the official start work date.

The start work date for this contract shall be March 1, 2014.

Questions may be directed to me at 602-542-8030 or the above e-mail address.

Sincerely,

Jerry Connolly
Procurement Manager



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**Page
1 of 6State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

1. OFFER AND ACCEPTANCE

SOLICITATION NO. AAGO14-00003354

AZ Attorney General's Office
Procurement
1275 W Washington ST
Phoenix, Arizona 85007
(602) 542-8030
Fax: (602) 251-2285

OFFER

TO THE STATE OF ARIZONA:

The undersigned hereby offers and agrees to furnish the material, service or construction in compliance with all terms, conditions, specifications and amendments in the Solicitation and any written exceptions in the offer. Signature also certifies understanding and compliance with paragraph one of the State of Arizona Uniform Terms and Conditions.

General Information

Arizona Transaction Privilege (Sales) Tax License Number

86-600053

Federal Employer Identification Number

Pima County

Company Name

2797 East Ajo Way

Company Address

Tucson AZ 85713
City State Zip Code

520-243-6777

General Office Telephone Number

For clarification of this Offer Contact:

Dorothee Harmon

Name

520-243-6760

Telephone Number

520-791-6528

Fax Number

dharmon@pima.gov

E-Mail Address

Signature of Authorized Person

Date

Arthur Eckstrom

Printed Name

Department Director

Title

Small business certification:

Vendor [is ☐ / [is not ☒] a small business (less than 100 employees or has gross revenues of \$4 million or less).Vendor [is ☐ / [is not ☒] a Veteran Owned Business Enterprise.Vendor [is ☐ / [is not ☒] a Woman Owned Business Enterprise.Vendor [is ☐ / [is not ☒] a Minority Owned Business Enterprise.

ACCEPTANCE OF OFFER AND CONTRACT AWARD (For Arizona State Use Only)

Your offer is hereby accepted:

The Grantee is now bound to sell the materials, services or construction listed by the attached award notice based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Grantee's offer as accepted by the Office of the Attorney General.

This Contract shall henceforth be referred to as Contract No. _____.

The Grantee is hereby cautioned not to commence any billable work or provide any material, service or construction under this Contract until the Grantee receives an executed purchase order or Contract release document.

STATE OF ARIZONA
OFFICE OF THE ATTORNEY GENERAL

Awarded this _____ day of _____, 2013

Jerry Connolly
Chief Procurement Officer



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
2 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

2. RFGA RESPONSE:

This section requests information about the Grantee. Please follow the format outlined in this section when responding. Do not provide a standard boilerplate for this information or make reference to a brochure or report as part of your response.

2.1. Business Name, Address and Primary Phone Number: Pima County Community Services, Employment and Training Dept. 2797 East Ajo Way, Tucson AZ, 85713 (520) 243-6777						2.2. Year Organization was Established: 1864		
2.3. Number of Personnel by Discipline: (Count each person only once, by primary function)								
13	Management Staff	7	Administrative Staff	60	Other Staff		80	Total Personnel
2.4. Tax Status: Note: Include as an attachment evidence of 501(C) status documented by a "final letter" from the Internal Revenue Service								

3. REFERENCES

Provide a minimum of three business references.

3.1. Company Name Arizona Department of Economic Security	3.2. Company Name Arizona Department of Economic Security
Point of Contact Raoul Sada	Point of Contact Joel Millman
Telephone # (602) 542-4446	Telephone # (602) 542-3957
Street Address Division of Aging and Adult Services 1789 West Jefferson Street (Site Code 950A)	Street Address Workforce Investment Act Section 1789 West Jefferson Street (Site Code 920Z)
City, State and Zip Code Phoenix, AZ 85007	City, State and Zip Code Phoenix, AZ 85007
3.3. Company Name U.S. Department of Labor	3.4. Company Name U.S. Department of Labor/VETS
Point of Contact Latha Seshadri	Point of Contact Michael Espinosa
Telephone # (415) 625-7937	Telephone # (602) 542-2516
Street Address 90 Seventh Street Room 17-300	Street Address 1400 West Washington Street Suite 123
City, State and Zip Code San Francisco, CA 94103	City, State and Zip Code Phoenix, AZ 85005



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
3 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

4. QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL

Provide a resume of the Key Personnel who will be managing the activities funded by this contract. This form may be copied as needed.

4.1. Name of Individual Rosemary Cora-Cruz		4.2. Title Program Manager	
4.3. Area(s) of Expertise and Years of Experience 38 years of experience in Workforce Development and Community Services		4.4. Proposed Project Role Project Manager	
4.5. Education:		Degree	Year
Lehman College, City University of New York		B.A.	1974
Work Experience			
Company	Position	From	To
New York State Department of Labor	Interviewer/Training & Development Spc.	1975	1986
New York State Insurance Department	Training Manager	1986	1991
Pima County CSET/One-Stop	Program Manager	1991	2013
4.6. Qualifications: Describe this individual's unique qualifications for the project described in this RFP.			
<p>Rosemary Cora-Cruz is a senior Program Manager with Pima County Community Services, Employment and Training Department. She oversees multiple work teams, including the Workforce Investment Act (WIA) Dislocated Worker Services Team, WIA Intake Team, WIA Training Team, and the Community Action Agency (CAA). As CAA Manager she oversees federal, state and local funding for emergency assistance to households in crisis, services which are provided both through internal work teams and through contracted agencies which comprise the Emergency Services Network.</p> <p>Ms. Cora-Cruz's decades of management experience in training, workforce development and social services give her a profound understanding of how families can fall into financial crisis and how they can escape from it, through training, development and increased earning power. With a significant focus throughout her career on responding to layoffs and economic recession, including a key role in Pima County's rapid implementation of programs under the American Recovery & Reinvestment Act, Ms. Cora Cruz has the vision and knowledge to create a successful employment and training program for people impacted by foreclosures in Pima County.</p> <p>From an operational standpoint, Ms. Cora Cruz is well positioned to lead this effort. She already oversees a well-established workforce development program for laid-off workers, with tested tools, protocols, procedures, training vendors, and resources and an excellent performance track record, <u>plus</u> a robust community network of staff and organizations working with households facing financial crisis, including eviction and foreclosure. She is extremely familiar with compliance, procurement, contracting, management, supervision, policy, customer advocacy and customer service.</p>			

	ATTACHMENT I		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 4 of 6	

5. PROPOSAL NARRATIVE (NOT TO EXCEED 15 PAGES, DOUBLE-SPACED)

5.1. Organization Structure and Capacity

5.1.1. Management Structure

Pima County Community Services Department (CSET) operates the consolidated public workforce system serving Tucson/Pima County. The Pima County One-Stop is chartered under the Workforce Investment Act (WIA) and administers U.S. Department of Labor funds for employment and training, providing a continuum of workforce development services to the community. Services are coordinated with a network of more than 50 organizations, ranging from non-profits to governmental agencies to training institutions. Twelve community-based organizations provide staff to the One-Stop service teams. Services such as adult education, Unemployment Insurance, vocational education and labor exchange are co-located at two main One-Stop locations. Satellite locations include Sullivan Jackson Center for homeless job seekers, and Kino Veterans' Workforce Center.

CSET also administers the Pima County Community Action Agency. CAAs are local organizations that provide assistance to people in poverty. CAA operates an Emergency Assistance Network: basic needs services are provided in partnership with nine community non-profit and rural community service agencies which comprise the Emergency Services Network (ESN). A Faith/Community Partners program links grassroots groups to both workforce services and basic-needs assistance.

The mission of CSET is to improve the economic and social sustainability of Pima County by. The Director of CSET is Arthur Eckstrom, a Pima County Appointing Authority who reports to the Deputy County Administrator.

5.1.2. Organization Capacity

5.1.2.1 Pima County served 14,576 job seekers last year (July 2012 through June 2013), of whom 6,000 enrolled in job training or pre-vocational services. Three tiers of service are offered:



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
5 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

1. Core Services – for which there is no eligibility requirement - include labor market information, job banks and on-line job matching workshops, resumes, job leads, career counseling, and referrals.

2. Intensive Services, such as vocational assessment, case management, individual employment plan services, pre-vocational adult education, job search and placement, are provided based on eligibility factors such as low income, dislocated worker, disadvantaged youth or veteran status.

3. Training – is provided from a menu of more than 300 qualified occupational training programs and through on-the-job training contracts with employers. Eligibility intake and assessment are used to determine whether occupational training is appropriate, and the job seeker is assisted in preparing a training plan.

Services are provided for residents throughout Pima County. There are two comprehensive One-Stop Centers plus Workforce Development Specialists out-stationed at four satellite One-Stop Centers, at contracted community-based organizations, and at Department of Economic Security employment centers.

Approximately \$5 million in federal WIA funds are allocated to Pima County to operate a one-stop shop for job seekers and employers. Pima County aresources through coordination, investment and fund development. Current discretionary grants include the Veterans' Workforce Investment Program Grant, Health Profession Opportunities Grant, H1-B Technical Skills Training Grant, and HUD Supportive Housing Program grants. Total operating budget is \$20 million. CSET is the only One-Stop in Arizona that is also a Community Action Agency. The organization has established numerous collaborative partnerships (both financial and non-financial) with other entities in order to leverage funds and improve services for mutual customers.

CSET is thus in a position to offer the Arizona Attorney General's Office a high return on investment and maximum reach to the target market by providing dedicated capacity for foreclosure-impacted job seekers.

	ATTACHMENT I		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 6 of 6	

5.1.2.1 Last year (July 2012 through June 2013) Pima County served 1,394 economically disadvantaged adults in the WIA Adult program. Each participant worked with an assigned Workforce Development Specialist to develop an individualized Employment Development Plan (EDP). 70% of last year's participants were enrolled in occupational skills training. Participants received tuition assistance and support services. Of the 416 who exited the program during this period, 360 (87%) entered unsubsidized employment at an average wage of \$12.52. The official Entered Employment Rate, based on the number that enter employment in the quarter after exit, was 75.1% which exceeded Pima County's negotiated performance benchmark. Pima County has met or exceeded all of its WIA negotiated performance levels since the program was implemented in 2000.

Pima County is a sub-grantee of the Health Profession Opportunities Grant (HPOG) awarded to Pima Community College in 2010. The goal is to provide a pathway out of poverty through training in health care. One-Stop has recruited more than 1,500 eligible applicants, with 628 low-income adults enrolled in education and training, 406 who have successfully completed, and 340 employed at an average wage of \$11.16 per hour. In addition to the services described above, HPOG offers special support with child care, rent, utilities, adult literacy, college readiness instruction; and multiple levels of training to progress from certificates to licenses to degrees in nursing, medical assisting, pharmacy and behavioral health.

Pima County CSET operates the Sullivan Jackson Employment Center specifically for homeless job seekers. The program partners with agencies in the local Continuum of Care to provide initial shelter and stabilization, followed by transitional housing for participants as they complete a rigorous program called Self-Directed Job Search. The effectiveness of the SJEC has been recognized by the Department of Labor and HUD, and highlighted in a report by Social Policy Research. Last year SJEC served 276 homeless people, placing 187 (68%) in unsubsidized, permanent employment at wages averaging \$9.17 per hour.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
7 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

5.1.2.1 Key staff assigned to this project bring a combination of education, personal and professional experience necessary to understand and work with individuals who have lost their homes and need to create a new beginning with a plan for self-sufficiency. Rosemary Cora Cruz is the senior Program Manager responsible for the Community Action Agency, the WIA Dislocated Worker Program and the One-Stop system Intake and Workshop Teams. She has more than 35 years' experience in the field.

Peggy Castaño is the WIA Dislocated Worker Program Supervisor, with direct responsibility for a team of ten Workforce Development Specialists and accountability for a rigorous set of WIA performance outcome measures. She has more than 20 years' of experience in the field, including 10 years as a supervisor, and is bilingual/bi-literate in English and Spanish.

A special case manager called a Workforce Development Specialist will be hired to provide career strategies, employment planning and training assistance for the foreclosure population. This position requires a Bachelor's degree and two years of experience in human resources or services. The position requires knowledge of community and economic resources; labor market trends; and techniques of resume writing, job search and interviewing techniques and familiarity with laws, rules and regulations affecting employment programs. The WDS must also demonstrate skill in counseling, client advocacy, assessment, research, and networking ability to maximize and leverage opportunities and resources in the community.

5.1.3. Geographic Coverage

Pima County is proposing to implement a "**Career Strategies**" program to serve Pima County (including the City of Tucson) at the Pima County Housing Center at 801 West Congress Street with referral sites (i.e. staff trained and encouraged to refer eligible individuals) at the following One-Stop/Emergency Services Network locations in Tucson, Arizona:

2797 East Ajo Way * 400 East 26th Street * 340 North Commerce Park Loop

	ATTACHMENT I		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 8 of 6	

5.2. Program Management and Implementation

5.2.1. Program Management

The proposed **Career Strategies** project will be managed according to the following 12 milestones:

1. Program start-up – Pima County will expedite the funding agreement and complete grantee orientation as required by the State within 30 days of notice of award. During this period, the project manager will reach out to One-Stop partners and teams to educate potential referral sources about the project.

2. Hire & train Workforce Development Specialist (WDS) – within the first 30 days of the start date, Pima County will hire a WDS who will be dedicated to this project and housed at the Pima County Housing Center. In addition to specific guidelines and policies from the AGO regarding the JTES program, training will cover Arizona’s Job Connection – the public workforce database and performance management system – so that participants served in this project can access WIA resources seamlessly. Although some familiarity with the target population will be expected of candidates for this position, the WDS will also receive training about foreclosure and housing services and resources.

3. Establish data tracking protocols – Pima County has a Participant Tracking System used to track services under multiple grants and record detailed information about employment and training outcomes. Within the first 30 days of the project, Pima County will set up the necessary identifier to track JTES participants through all phases of service delivery, completion, entry into employment and follow-up.

4. Outreach & recruitment will be ongoing throughout the project, but will be concentrated during the first three months of the project. Within 90 days of the start date, the JTES program will recruit 120 interested referrals. Pima County will launch a “**Career Strategies**” campaign specifically targeting individuals who have lost their homes as a result of foreclosure or are at risk of doing so. The project will out-station One-Stop staff at the Pima County Housing Center, where dozens of inquiries from households facing foreclosure are handled every month. Information about **Career Strategies** JTES will



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
9 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

be enclosed with mailings sent by the Housing Center to homeowners for whom a Notice of Sale was filed. Last year the Housing Center sent out 6,756 such letters.

In addition, the **Career Strategies** WDS will conduct training with the CAA Emergency Services Network, which works with households threatened with eviction, the Sullivan Jackson Employment Center, which works with homeless individuals and families seeking transitional housing and employment, and other community-based organizations to cultivate referrals of individuals requesting assistance with housing as a result of a foreclosure crisis.

Print and online informational materials will be developed in clear language with Spanish versions available to support the outreach effort. Pima County may also use traditional advertising, earned media, or related community resource fairs to promote JTES opportunities, if needed.

5. Eligibility, assessment & enrollment – **Career Strategies** will work with the Pima County Housing Center and other referring partners to evaluate the individual's circumstances and determine eligibility for assistance from JTES. The WDS will conduct initial eligibility screening, using any guidance and policies from the Arizona Attorney General's Office, to verify that the participant is either a foreclosed homeowner, a renter evicted due to foreclosure, in transitional housing as a result of foreclosure or foreclosure-related eviction, or a homeowner at risk of foreclosure. Pima County One-Stop's standard intake process will be used to verify the applicant's ability to work legally and potential eligibility for services funded by the Workforce Investment Act and other available funding sources.

The WDS will also conduct an assessment to determine that the applicant may reasonably be expected to attain permanent full-time employment within 24 months at a sustainable wage or salary. The assessment will combine qualitative review of work history, education, and current needs and circumstances with standardized assessments. The needs assessment interview is family-focused and addresses dimensions such as housing, child care, health care, behavioral health, extended family



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
10 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

members and legal issues, in order to develop a realistic picture of the factors that will support, as well as challenge, the participant's progress. All participants will receive a skills assessment using the Test of Adult Basic Education. Additional vocational and career interest assessments may also be used.

Eligible applicants will be invited to enroll in the JTES program to receive training and other assistance to obtain sustainable employment. An official participant file will be established for each enrollee and maintained by the WDS. Sixty (60) participants will be enrolled within four months of project start, and 100 will be enrolled by the end of Year One.

6. Employment and Training plan development – The Workforce Specialist will conduct an assessment of the participant's skills, past work history and current barriers to employment, using standardized instruments, such as the Test of Adult Basic Education, Self-Directed Search, and Pesco SAGE assessment, as well as motivational interviewing techniques. Based on this assessment, individuals with a reasonable expectation of obtaining employment at a sustainable wage in eighteen months will be enrolled in the program.

Based on the assessment the WDS will work with each participant to set employment goals and develop a training plan and service strategies. The planning protocol will closely follow that employed by the local WIA program to facilitate co-enrollment. Employment goals are developed in consultation with the One-Stop's extensive labor-market resources, including: 1. A full-time librarian/researcher; 2. An Employer Services Team focused on cultivating relationships in strategic industry sectors, economic development organizations, and trade associations; and 3. State and national online labor exchange and career exploration systems. Transferable skills and skill gaps, career advancement pathways, sustainable income needs, interests, and aptitudes all factor into the career goal and target wage. A realistic plan may include interim, as well as long-term, employment objectives.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
11 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926


The training plan is based upon the skills needed to achieve the employment goal. Pima County One-Stop has an efficient infrastructure for connecting job seekers with training and a rich array of options, including high-demand occupations as discussed below. Participants are required to research at least three alternative institutions and conduct three informational interviews with people working in their target occupation. They must also complete a budget showing how they can sustain themselves through training and furnish evidence that there is sufficient labor-market demand to offer an adequate return on training investments.

7. Training – The Workforce Development Specialist will assist JTES **Career Strategies** participants to enroll in training, once their plan has been completed and approved. Pell grants, financial aid, and Workforce Investment Act funds will all be leveraged with JTES funds to help pay for tuition and fees. The WDS will issue vouchers for up to \$3,000 in tuition assistance for approved programs and institutions and for up to \$500 in ancillary support services needed to participate in training. The voucher amount, start date and anticipated end date and actual amounts paid are all tracked in the participant tracking system.

The WDS will also work with the Pima County Housing Center, Community Action Agency and Sullivan Jackson Employment Center to obtain needed social services, transitional housing, affordable rental housing and other services to help JTES participants sustain themselves through training.

By the end of the first year of funding, Pima County expects to enroll at least 40 people in skill training.

8. Progress tracking and reporting – The WDS will maintain close contact with participants to provide ongoing case management and will update participant status and case notes in the Participant Tracking System at every contact. Pima County One-Stop works closely with training institutions to monitor participant progress and obtains an information release authorization from every training participant. Through an agreement with Pima Community College, instructors will provide interim

	ATTACHMENT I		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 12 of 6	

progress reports and final grades for One-Stop-sponsored students to the WDS. This will allow the WDS to see warning signs that the participant is at risk of failing or dropping out of training and intervene early to try to help the participant overcome any obstacles or get extra help.

9. Credential attainment – The WDS will obtain documentation of credentials attained by JTES students and will record the attainment date in the Participant Tracking System. Pima County One-Stop expects that 80% of participants enrolled in training will attain academic credentials or other industry-recognized credentials within 24 months.

10. Job search & Placement -- Job search activities will be ongoing once enrollment of participants begins. Placement activities will reach full scale as participants complete employment training and occupational skill training activities. The WDS will obtain placement information through participant contacts and verify each placement with the employer. Pima County has a Data-sharing Agreement allowing access to the Arizona Unemployment Insurance system to gather and verify employment information. The hire date, employer, job title and starting wage are recorded in the Participant Tracking System. Program “exit” will be recorded as the date when the participant entered employment, unless the employment is deemed a “stop-gap” placement while the participant trains or searches for a better-paid job. Exit may also be recorded if a participant leaves the program and ceases contact.

Pima County projects that 100 participants will exit the program by the end of year two and that 80% of exited participants will enter unsubsidized employment.

11. Follow-up activities will combine one-on-one phone contacts with on-site career enrichment activities, so that participants maintain their connection to the peer support community and share support in turn with those who are still job hunting. Employer contacts may also help the WDS to identify issues or follow-up service needs that may improve the participant’s chances of retaining employment over the long term. Follow-up contacts will continue at least monthly for twelve months following program exit.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
13 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

12. Program Closeout – if additional two-year funding is awarded, Pima County will continue to enroll 100 participants per year for up to two years of active participation in Job Training and Employment Services. The average cost per participant to JTES is projected to be \$1,350 with an additional \$1,000 to be leveraged from other sources such as Pell Grants, WIA and Pima County General Funds. At the end of the funding agreement term, Pima County One-Stop will work with the participants who are still active in training or other services to secure other funding sources for those services to continue without interruption. One-Stop will give priority to these existing obligations over new applicants where possible.

5.2.2. Program Implementation

5.2.2.1 Recruitment: Based on Pima County One-Stop's 30-year experience, referrals from friends and family and trusted community-based organizations are the most productive means of outreach for employment and training initiatives. Pima County operates three collaborative programs that will be particularly effective in reaching eligible participants.

1. Pima County Housing Center, known as "El Banco," is designed to provide citizens with one convenient location to obtain resources and information on affordable housing opportunities, foreclosure prevention, home buyer resources, home owner resources, housing discrimination, rental resources and special needs. El Banco conducts outreach to more than 500 homeowners per month, on average, whose homes are in foreclosure. El Banco partners include housing counseling agencies that work with these individuals and intervene on their behalf with housing industry professionals. The **Career Strategies** WDS will be co-located full-time at El Banco, and will work with the team and partner organizations to coordinate referrals of homeowners who are at risk of foreclosure or who have already lost their homes due to foreclosure.
2. Pima County Community Action Agency administers the Emergency Services Network of community-based organizations. The network provides basic assistance – including rent, mortgage, and move-in



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
14 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

assistance – to low-income households facing financial crisis. Pima County will provide training, printed materials and ongoing outreach to the ESN agencies and in-house CAA team to encourage referrals of individuals facing foreclosure or eviction as a result of a foreclosure to the JTES program.

3. Pima County One-Stop operates the Sullivan Jackson Employment Center for homeless job seekers. The SJEC center serves approximately 500 homeless adults, families, and youth in targeted programs that combine supported job search and preparation with transitional housing through local homeless Continuum-of-Care agencies. The JTES team will work with the SJEC staff and its partners to identify individuals who are homeless as a result of a foreclosure and who could benefit from additional services through JTES.

5.2.2.2. Training providers and programs are vetted for labor-market relevance and industry-recognized credentials. The array of more than 300 training options – many of them through Pima Community College (PCC) - supports customer choice and encourages cost-benefit comparison. The training plan protocols set participants up for success, with preparatory exercises such as informational interviews, personal budgeting and comparing training providers. Pima County's contract with PCC provides a Student Services Specialist on site at the One-Stop, streamlining financial aid application, linking to advising/tutoring/disability services, and tracking student progress for JTES staff.

Special emphasis will be placed on credentials related to WIB-targeted growth industries in the regional economy, including a Logistics and Supply Chain Management Certificate, Machine Tool Technology CNC Programmer Certificate, and Hybrid/Biodiesel training for automotive mechanics. PCC's successful Aviation Technology program offers certificates and an AAS degree. It is offered in fast-track format ideal for unemployed job seekers to move quickly into Arizona's high-growth, high-value aerospace industry. Another aspect of Pima County's partnership with PCC is the Health Professions Opportunities Grant. HPOG contracts with Pima County One-Stop to provide recruitment and case management and embeds concentrated student support services at the One-Stop Center to guide



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
15 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

low-income students into tiered credential pathways in key health career fields, including nursing, medical assisting, emergency paramedicine, pharmacy technology and health information technology. JTES **Career Strategies** will continue to leverage the special resources available through the HPOG grant to steer participants into high-demand health care occupations.

In the area of Information Technology, Pima County uses on-demand providers, such as New Horizons and UA Outreach College, to train job seekers for industrial certifications, such as Oracle, CompTIA and Network + that are in high demand by defense contractors and other employers.

On-the-Job Training (OJT) and apprenticeships are effective vehicles for some job seekers to access high-quality employment. Under a partnership with the International Brotherhood of Electrical Workers job seekers are pre-screened, prepared, and outfitted to enter the electrical apprenticeship and/or IBEW's Photovoltaic Installation Training program. OJT contracts are handled through a community-based subcontractor and are used for occupations ranging from Machine Operator and Sandblaster to Paralegal.

5.2.2.3 Employment Search: **Career Strategies** will engage participants in placement activities almost from the point of enrollment. Applicants will sign up at intake for an electronic subscription to Pima One-Stop's Direct Connect e-newsletter, alerting customers of weekly networking events with industry human-resource managers, job clubs, and ongoing job leads. New enrollees will sign up for an Employability-Skills Workshop, providing an introduction to job search techniques, interviewing and job retention skills. Participants will also be assigned to attend the One-Stop's Basic Computer Skills, Resume Builder, Career Exploration and Practice Interviewing workshops as needed. Pima County offers a special employment resource center for veterans with additional workshops and partnerships. Participants will register in Arizona Job Connection online skill-matching system with hundreds of job orders. They will receive assistance with establishing an e-mail account and sending out resumes, and



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
16 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

will have access to a computer, copier, fax machines & telephones to aid in their job search. An extensive career library offers labor-market information, business directories, journals and newspapers.

In some cases the participant may possess adequate knowledge, skills and experience to compete in the job market, but may have been held back by lack of job search skills. For individuals laid off after many years of stable employment, this is often the case, as a dynamic, "employer's" labor market now requires online search skills, networking savvy, superior resume and exceptional self-presentation skills to rise above the competition. A three-week course, titled "15 Days to a Job Offer" will be offered to help participants build confidence, motivation and strategies to approach existing vacancies. This training will be combined with support services to overcome barriers to employment, such as interim child care obligations, transportation and other needs.

All JTES participants will also be eligible for assistance with expenses directly related to their employment, such as tests, uniforms, tools, and fingerprinting fees. The Workforce Development Specialist will issue vouchers for approved vendors to provide these goods and services to participants.

5.2.2.4 Peer Support: During job search, JTES participants will form a success team, sharing experiences, leads, inquiries, and reflections, and celebrating each other's successes. Pima County One-Stop offers Direct Connect Job Club meetings weekly. The three-week 15 Days to a Job Offer course will be offered bi-monthly.

5.2.2.5, Case Management: Each enrollee in **Career Strategies** JTES will have an assigned Workforce Development Specialist who will be his or her case manager. In most cases the **Career Strategies** participants will work with the same WDS, unless a bond has already been formed with another WDS in the One-Stop system. Case management consists of: 1. a thorough, multi-dimensional assessment of individual assets and issues; 2. long-term planning that emphasizes continuous learning and career



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
17 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

advancement; 3. comprehensive, articulated and flexible service menu to support progressive skills gain and remove barriers to employment; and 4. a communications approach that is family-focused, strength-based and continuous over the long term.

5.2.2.6 Ancillary Support: Designed to overcome barriers to employment and support the training plan, the **Career Strategies** support model will integrate grant-funded and leveraged services to maximize Pima County's many collaborative partnerships. The service menu includes:

1. Special One-Stop remedial education and English Language classes: full-time, career-focused and self-paced provided by Literacy Connects (contractor), Pima College Adult Education (partner) and SER Jobs for Progress (contractor);
2. Emergency assistance vouchers to prevent eviction, foreclosure, utility shut-off, etc. through Community Action Agency and Emergency Services Network Contractors;
3. Foreclosure prevention, credit/financial literacy education, predatory lending workshops, debt management planning, Individual Development Accounts, tax preparation, affordable rental housing search and other services offered either at the El Banco Housing Center or via referral to its partners.
4. Transportation assistance – usually economy bus cards purchased from Sun Tran;
5. Transitional housing leveraged through Pima County's Continuum of Care grants or VA programs.
6. Training-related and employment-related expenses such as books, tools, testing fees, uniforms, safety equipment, interview clothing, eyeglasses and background checks purchased from approved vendors;
7. Peer mentoring, support groups, navigation, referral to behavioral health and treatment providers;
8. Unemployment Insurance (UI) application support and DES Approved Training Program exemption from job search requirements for UI recipients;
9. Workshops on job search techniques; resume Builder workshops, Direct Connect career-specific job



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
18 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

clubs and job fairs, Mature Worker workshops, and computer literacy courses provided at the One-Stop Centers by staff and contracted agencies;

10. Community-based partner agency disability employment services, such as work adjustment internships and supported employment.

11. Affordable Care Act/health insurance information and screening for eligibility for food stamps, Medicaid and TANF.

5.3. Employer Relationships

Pima County One-Stop has a Business Services Team, whose eight members each have dedicated assignments to target industry sectors, trade associations, chambers of commerce, Rapid Response layoff services, workforce recruitment services, OJT/current-worker training, and regional business attraction. Last fiscal year 697 businesses utilized One-Stop services. The team works with businesses throughout the region to assess current and future training needs and labor-market trends, and conducts industry needs assessment through an ongoing online survey and through ad-hoc interviews and focus groups.

Over the past ten years the Business Services Team has secured grants for current-worker and customized training in target industries identified by the Pima County WIB, including: aerospace/defense/manufacturing, logistics/border security, renewable energy, health sciences and infrastructure. Key occupational targets for investment include precision machining, aviation technology, engineering, production management, supply-chain management, information technology, nursing, allied health, electrical trades, and hybrid/bio-diesel automotive technology.

As **Career Strategies** JTES participants graduate from training, the team will incorporate targeted job development for individual participants into their ongoing customer-service contacts with industry partners. At the same time, the Business Services Team's activities will continue to ensure a rich array of job postings and close alignment between the training offered and industry needs.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
19 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

5.4. Program Budget Please refer to budget form and narrative.

5.5. Administrative Budget Please refer to budget form and narrative.

5.6. Budget Narrative – (not to exceed 2 pages, double-spaced, 12-point font)

Provide a budget narrative that includes the following:

5.6.1. Job Training Services. Describe the methodology used to estimate the cost of job training services.

Job Training Services costs consist of tuition assistance paid directly to training institutions and support services, such as school fees, bus cards, tools or books needed for training, which are paid directly to approved vendors. Customers will use the State of Arizona Eligible Training Provider list to select a training provider, with oversight and assistance from the Workforce Development Specialist. The services are authorized using a voucher issued to the institution or vendor, which then invoices the County directly. The total amount of assistance provided for training to a One-Stop participant may not exceed \$3,000, with up to an additional \$500 for training-related support services. The total time frame for training may not exceed 2 years. Pima County projects that 40 participants will require occupational skills training at an average cost during Year 1 of \$1,250 for a total of \$50,000. Each year an additional 20 participants may be enrolled in training funded by other grants which amounts to a leveraged resource of \$70,000. During year two an additional 40 participants will be enrolled in training, plus the previous year's 40 will continue, at the same average cost for a total of \$100,000. During the final close-out year, Pima County will transfer the remaining caseload onto existing team members to complete training oversight and placement activities. An additional \$30,000 is requested for remaining tuition obligations that could not be covered under other sources.

5.6.2. Employment Search Services. Describe the methodology used to estimate the cost of employment search services.

5.6.3. Personnel. Describe the rationale for the percent of time allocated to each position based on the proposed role of each staff member.

Employment Search Services will be provided by the Workforce Development Specialist. Pima County will dedicate a full time Workforce Development Specialist to the JTES **Career Strategies**



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
20 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

program, but will fund half of the cost from the Workforce Investment Act and Pima County General Fund. The average pay in this position is \$19 per hour and the average Employment Related Expense rate is 30% for a total of \$25,688 from AGO and \$25,688 in matching funds. In addition \$10,000 is requested to pay for employment-related support services, such as fingerprint clearance cards, drug tests, and uniforms, which are paid directly to approved vendors based on pre-hire documentation from the employer. The request is based on an average cost of \$125 per employee for 80 participants entering employment. Additional Employment Search costs, such as workshops (Employability Skills, Basic Computer Skills, Resume, Practice Interviewing and the comprehensive Job Offer Academy) are already offered by the Pima County One-Stop, and will be provided for JTES participants at no charge to the grant.

5.6.4. Travel. Discuss the number and type of trips. Describe how the proposed travel is essential to program administration and/or implementation.

Travel expense is estimated based upon two trips per month by the WDS from the Pima County Housing Center to the CSET Kino Services Center where staff trainings and mandatory meetings are held. The WDS will also travel to partner organizations and may make client home visits if needed.

5.6.5. Other Direct Expenses. Describe the types of supplies and other expenses, and how the cost of each was calculated.

Office space cost will be provided by Pima County. Office supplies are budgeted at \$25 per month and telephone/internet costs are budgeted at \$130 per month based on current CSET costs. Funding is requested from AGO to purchase a basic computer for the WDS to be out-stationed at the Pima County Housing Center. These costs are normally considered program costs for the WIA program, but are listed in the Administrative Budget based upon the form provided.

5.6.6. Subcontractor Payments. Describe the methodology used to calculate the fee amount that will be paid to a subcontractor, and the timing and methodology for payments to subcontractors.

Pima County is not proposing to use subcontractors for this grant.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
21 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

5.7. Attachments

Units of local government and nonprofit organizations must attach the following information to their proposals.

5.7.1. For nonprofit organizations:

- 5.7.1.1. IRS 501(C3) Designation;
- 5.7.1.2. Most recent compiled financial statements;
- 5.7.1.3. Evidence of good standing with the Arizona Corporation Commission.

5.7.2. For units of local government:

Please see attached resolution from the Pima County Board of Supervisors.



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
7 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

BUDGET SHEET

	YEAR 1	YEAR 2	YEAR 3
ADMINISTRATIVE BUDGET			
Personnel costs, by Title, percent of FTE, and annual salary	\$5,200	\$5,200	
Employee related expenses	\$1,560	\$1,560	
Total Personnel & ERE	\$6,760	\$6,760	
Travel costs (reimbursement at state rates) Provide details	\$133	\$133	
Office space			
Equipment/Technology	\$1,215		
Supplies and materials	\$300	\$300	
Communication (specify)	\$1,560	\$1,560	
Other direct expenses (specify) _____			
Payments to subcontractors, by organization			
Total Administrative Expenses	\$9,968	\$8,753	
Average <u>administrative</u> cost per individual based on proposed number of individuals to be assisted.	\$100	\$88	
PROGRAM BUDGET			
Cost of Job Training Services (explain)	\$50,000	\$100,000	\$30,000
Cost of Employment Search Services (explain)	\$35,688	\$35,688	



ATTACHMENT I

SOLICITATION NO: **AAGO14-00003354**

Page
8 of 6

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

BUDGET SHEET (Continued)			
	YEAR 1	YEAR 2	YEAR 3
Total Program Expenses (\$250,000 max)	\$85,688	\$135,688	\$30,000
Number of individuals to be assisted	100	100	24
Average <u>program</u> cost per individual based on proposed number of individuals to be assisted	\$857	\$1,357	\$1,250
Total Administrative & Program Expenses by Year	\$95,656	\$144,441	\$30,000
TOTAL FUNDING REQUESTED FROM AGO	\$270,097		

Year	Quantity	Amount	Yearly Total
Services for Year 1	12	100	\$95,656
Services for Year 2	12	100	\$144,441
Services for Year 3	6	24	\$30,000



RFGA ANNOUNCEMENT

SOLICITATION NO: **AAGO14-00003354**

Page
1 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

GRANT APPLICATION NUMBER: AAGO14-00003354

AGO Project Number: AG14-0024

DESCRIPTION: Transitional Housing Services – Job Training Services for Individuals Impacted by
Foreclosure Arizona Mortgage Settlement Fund


ELECTRONIC DOCUMENTS: This **Request for Grant Application (RFGA)** is available through the State of Arizona Electronic eProcurement System, **ProcureAZ**. The website is found at <https://procure.az.gov>.

PROCUREAZ OFFER SUBMISSION INSTRUCTIONS, DUE DATE AND TIME: All offers in response to this solicitation shall be submitted within the AZ State's eProcurement system, **ProcureAZ** (<https://procure.az.gov>). Offers shall be received before the date and time listed in the solicitation's 'Bid Opening Date' field. Offers submitted outside ProcureAZ, or those that are received on or after the date/time stated in the 'Bid Opening Date' field, shall be rejected. Questions regarding how to submit your proposal into **ProcureAZ** shall be directed to **ProcureAZ Help Desk** by either email procure@azdoa.gov or by telephone #602-542-7600. Offerors should try to avoid responding in the final minutes before closing.

GENERAL INFORMATION: In accordance with ARS §41-2702 competitive sealed grant applications for this solicitation specified will be received by Arizona Office of the Attorney General Procurement at the specified location until the time and date cited above. Offers must be in the actual possession of the Arizona Office of the Attorney General, Procurement Office, on or prior to the Solicitation Due Date and Time, and at the location indicated above; **late offers shall not be considered.**

Offerors are Strongly Encouraged to Carefully Read the Entire Grant Application

Solicitation Contact Person
Lorraine Ball-Schwarzwald, Procurement Technician
1275 W Washington ST, Phoenix, AZ 85007
lbali@azag.gov
W# 602-542-8035

	SCOPE OF WORK		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 2 of 15	

1. INTRODUCTION – BACKGROUND OF MORTGAGE SETTLEMENTS:

On February 9, 2012, an historic joint state-federal settlement was reached between Arizona and 48 other states, the federal government and the country's five largest residential mortgage loan servicers – Ally/GMAC, Bank of America, Citibank, JPMorgan Chase and Wells Fargo. The agreement settled state and federal investigations finding that the country's five largest servicers engaged in unacceptable mortgage servicing and foreclosure practices. The settlement is designed to provide relief to distressed borrowers in a number of different ways, including by establishing strict mortgage servicing standards, providing principal reduction and other types of consumer relief, establishing a refinance program, providing payments to foreclosed borrowers and providing direct payment to states. The U.S. District Court for the District of Columbia signed and entered Consent Judgments reflecting the terms of the settlement on April 4, 2012.

Also on February 9, 2012, the Arizona Attorney General announced the settlement of a separate lawsuit that was filed against Bank of America alleging deceptive mortgage loan servicing practices. Under that settlement, Bank of America agreed to a number of terms including payment of \$10 million to the Arizona Attorney General's Office ("AGO") to be utilized as defined in the agreement.

Taken together, the national mortgage settlement and the separate settlement with BOA (collectively, "mortgage settlements") provide over \$57 million to be distributed and utilized, and directed by the Attorney General, for the purposes set forth in the agreements. On September 24, 2012, the Attorney General announced his plans for allocating these mortgage settlement funds (available at www.azag.gov, Media/Press Releases).

2. SCOPE

- 2.1. The Arizona Attorney General's Office (AGO) is seeking one or more organizations (Grantees) to apply to administer its Job Training and Employment Search Services (JTES) program. Grantee roles and responsibilities are defined in Section 4. The AGO has allocated \$250,000 plus reasonable administrative costs.
- 2.2. The AGO will provide funding to cover the costs of job training and employment search services and reasonable administrative fees for job training and employment search services for eligible individuals as described in section 3.1.
- 2.3. Eligible Grantees are Arizona units of government, including State and Local governments, and nonprofit organizations providing job training and employment search services. Grantees must have at least three years demonstrated experience providing job training and employment search services, either independently or through subcontractors.
- 2.4. This will be a one year grant, renewable for an additional year upon satisfactory performance.
- 2.5. This RFGA provides program background information, RFGA requirements, and information regarding the selection process.

3. PROGRAM STRUCTURE

- 3.1. Grantees will provide job training and employment search services to eligible individuals. Eligible JTES beneficiaries are:



SCOPE OF WORK

SOLICITATION NO: **AAGO14-00003354**

Page
3 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

- 3.1.1. Foreclosed homeowners who are reasonably expected to attain permanent full-time employment within 18 months;
- 3.1.2. Renters evicted due to foreclosure who are reasonably expected to attain permanent full-time employment within 18 months,
- 3.1.3. Participants in transitional housing programs who are homeless as a result of foreclosure or foreclosure-related eviction, and
- 3.1.4. Homeowners at risk of foreclosure who are reasonably expected to attain permanent full-time employment within 18 months that is of sufficient wage or salary to maintain mortgage payments.

3.2. Minimum requirements for all programs are:


- 3.2.1. Training in demand occupations as identified by the local Workforce Investment Board;
- 3.2.2. Regularly scheduled peer support meetings;
- 3.2.3. Well-defined screening and selection process;
- 3.2.4. Employment and placement services; and
- 3.2.5. Case manager assigned to each participant.

4. GRANTEE ROLE AND RESPONSIBILITIES

- 4.1. Identify eligible beneficiaries, limited to foreclosed homeowners, renters evicted due to foreclosure, and homeowners at risk of foreclosure.
- 4.2. Provide job training and employment search services that meet the minimum requirements specified in section 3.2, either directly or through a third party (subcontractor);
- 4.3. Track individuals assisted, services received, costs of providing services, and individual outcomes;
- 4.4. Report at least quarterly to the AGO or its designee, including the number of clients receiving services, the type(s) of services provided, participant outcomes, the amount of assistance expended by the Grantee or paid on behalf of clients to subcontractors, and the total amount of funds expended.

5. AGO OR DESIGNEE/AGENT ROLE AND RESPONSIBILITIES

- 5.1. Play a lead role in initial coordination among partners and parties.
- 5.2. Issue separate RFPs for a third-party program audit, and other proposed uses.
- 5.3. Provide funding for the JTES and reasonable administrative costs.
- 5.4. Approve the Grantee(s) final program structure.
- 5.5. Collect program and fiscal reports from grantees and compile all data relative to outreach, referral,

	SCOPE OF WORK		State of Arizona Office of the Attorney General 1275 W Washington ST Phoenix, AZ 85007-2926
	SOLICITATION NO: AAGO14-00003354	Page 4 of 15	

services and assistance, participant outcomes, and payments.

5.6. Ongoing communication, quality control, training and site visits to Grantees, as needed.

6. REPORTING

Contractors shall provide an annual report detailing at a minimum the number of clients served, geographic locations and other demographics as specified by the AGO. Quarterly reports reflecting activities performed shall be included with invoices.



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
5 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

2. SPECIAL TERMS AND CONDITIONS

2.1. Agreement

This Agreement is issued for the Arizona Attorney General's Office in accordance with ARS §41-2701 et seq.

2.2. Agreement Type

Firm Fixed Cost.

2.3. Term of Agreement

The term of the Agreement shall commence upon award and shall remain in effect for a period of one year thereafter unless terminated, canceled or extended as otherwise provided herein.

2.4. Agreement Extension

By Agreement amendment, any resultant Agreement may be extended for supplemental periods of up to a maximum of 24 months. If the Office of the Attorney General exercises such rights, all terms, conditions and provisions of the original Agreement shall remain in effect and apply during the renewal period, with the possible exception of price.

2.5. Changes

The Office of the Attorney General reserves the right to add or delete related services and materials, and make other changes within the general scope of work as may be deemed necessary to best serve the interests of the State. Changes to the Agreement shall be documented by formal written amendment(s).

2.6. Documents Incorporated by Reference

The State of Arizona's Uniform Instructions to Offerors (Rev 7-2013) and Uniform Terms and Conditions (V9 - Rev 7-1-2013) are incorporated into this Contract and included as Exhibit I and Exhibit II of this solicitation.

2.7. Estimated Usage

Any Agreement resulting from this Solicitation shall be used on an as needed, if needed basis. The State makes no guarantee as to the amount of work that may be performed under any resulting Agreement.

2.8. Non-Exclusive Agreement

The Office of the Attorney General has the right to go outside the Agreement to obtain similar services or obtain materials from another source when necessary to meet the requirements of the State. Any off Agreement procurement shall be made in accordance with the Arizona Procurement Code.

2.9. Ownership of Materials

All materials, documents, deliverables and/or other products of the Agreement (including but not limited to e.g., work plans, reports, etc.) shall be the sole, absolute and exclusive property of the State of Arizona and the Attorney General Office, free from any claim or retention of right on the part of the Grantee, its agents, subcontractors, officers or employees.

2.10. Key Personnel

The Grantee agrees to utilize only experienced, responsible, and capable people in the performance of



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
6 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

this Agreement. The Grantee shall bear all transitional expenses incurred for any costs associated with removing or replacing key personnel who are performing work under this Agreement.

2.11. Removal of Grantee's Employees

The Office of the Attorney General may require the Grantee to remove from an assignment employees who endanger persons, property or whose continued employment under this Agreement is inconsistent with the interests of the Office of the Attorney General.

2.12. Availability of Grantee

The Grantee shall be available immediately upon receipt of the Notice to Proceed and remain available to the Office of the Attorney General throughout the period of performance as stated in the Agreement.

2.13. Licenses and Permits

The Grantee shall maintain in current status all federal, state, and local licenses and permits required for the operation of the business and conducted by the Grantee and for the completion of the work specified in the Scope of Work.

2.14. Confidentiality of Records

The Grantee shall establish and maintain procedures and controls that are acceptable to the Office of the Attorney General for the purpose of assuring that no information contained in its records or obtained from the State or from others carrying out its functions under the Agreement shall be used by or disclosed by the Grantee, its agents, offices, employees, subcontractors, except as required to efficiently perform duties under the Agreement. Persons requesting such information shall be referred to the Office of the Attorney General. Grantee also agrees that any information pertaining to individual persons shall not be divulged other than to employees or officers of the Grantee as needed for the performance of duties under the Agreement, unless otherwise agreed to in writing by the Office of the Attorney General.

2.15. Laws and Regulations

The Grantee shall establish and maintain procedures and controls that comply with laws and regulations. The Grantee shall hold the State and the Attorney General harmless from loss, cost or damage by reason of any actual or alleged violation thereof arising out of the Grantee's employees or subcontractor's failure to so comply.

2.16. Pricing

2.16.1. Pricing

All Prices shall be on an all-inclusive basis and shall contain the personnel salaries and all employee related expenses, overhead, general and administrative expenses, travel expenses and all other related charges. (See Budget Form)

2.17. Shipping

Prices shall be FOB Destination Phoenix, Arizona.

2.18. Invoicing

2.18.1. Invoice Frequency



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
7 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

The Grantee shall submit quarterly invoices during the performance of this Agreement. Payment shall only be for the amount of work completed and accepted by the Office of the Attorney General for that preceding quarter, unless otherwise stipulated in the Agreement. Invoices shall be received no later than 30 days from the previous quarter's performance. In no instance shall the amount(s) invoiced differ from the price established in the Agreement and any subsequent written and executed amendments.

2.18.2. Invoice Format

Invoices shall be accompanied by the quarterly report and clearly indicate the work accomplished. The total amount for the invoice shall correlate to the offer accepted by the Office of the Attorney General. Agreement and/or Purchase Order numbers should be included. The Grantee shall submit invoices to the Office of the Attorney General, Attention: Accounts Payable, 1275 West Washington Street, Phoenix, AZ 85007.

2.19. Offshore Performance of Work Prohibited

Due to security and identity protection concerns, all services under this Agreement shall be performed within the borders of the United States. All storage and processing of information shall be performed within the borders of the United States. This provision applies to work performed by subcontractors.

2.20. Federal Immigration Laws, Compliance by State Grantees

By entering into the Agreement, the Grantee warrants compliance with the Federal immigration and Nationality Act (FINA) and all other Federal immigration laws and regulations related to the immigration status of its employees. The Grantee shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. The Grantee and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the U.S. Department of Labor's Immigration and Control Act), for all Employees performing work under the Agreement. I-9 forms are available for download at USCIS.GOV.

The State may request verification of compliance for any Grantee or subcontractor performing work under the contract. Should the State suspect or find that the Contactor or any of its subcontractors are not in compliance, the State may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Agreement for default, and suspension and/or debarment of the Grantee. All costs necessary to verify compliance are the responsibility of the Grantee.

2.21. Insurance and Indemnification

2.21.1. Indemnification Clause

Grantee shall indemnify, defend, save and hold harmless the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Grantee or any of its



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
8 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or amount arising out of, or recovered under, the Workers' Compensation Law or arising out of the failure of such Grantee to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnatee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnatee, be indemnified by Grantee from and against any and all claims. It is agreed that Grantee will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this Agreement, the Grantee agrees to waive all rights of subrogation against the State of Arizona, its officers, officials, agents and employees for losses arising from the work performed by the Grantee for the State of Arizona.

2.21.1.1. This indemnity shall not apply if the Grantee or sub-Contractor(s) is/are an agency, board, commission or university of the State of Arizona.

2.22. INSURANCE REQUIREMENTS:

2.22.1. Grantee and subcontractors shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Agreement, are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Grantee, his agents, representatives, employees or subcontractors.

2.22.2. The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The State of Arizona in no way warrants that the minimum limits contained herein are sufficient to protect the Grantee from liabilities that might arise out of the performance of the work under this Agreement by the Grantee, its agents, representatives, employees or subcontractors, and Grantee is free to purchase additional insurance.

2.22.3. MINIMUM SCOPE AND LIMITS OF INSURANCE:

Grantee shall provide coverage with limits of liability not less than those stated below.

2.22.3.1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage, personal injury and broad form Contractual liability coverage.

• General Aggregate	\$2,000,000
• Products – Completed Operations Aggregate	\$1,000,000
• Personal and Advertising Injury	\$1,000,000
• Blanket Contractual Liability – Written and Oral	\$1,000,000
• Damage to Rented Premises	\$ 50,000
• Each Occurrence	\$1,000,000

2.22.3.2. The policy shall be endorsed to include the following additional insured language: "The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Grantee". Such additional insured shall be covered to the full limits of liability purchased by the Grantee,



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
9 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

even if those limits of liability are in excess of those required by this Agreement.

2.22.3.3. Policy shall contain a waiver of subrogation endorsement in favor of the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.

2.22.4. Business Automobile Liability

Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this Agreement.

2.22.4.1. Combined Single Limit (CSL) \$1,000,000

2.22.4.1. The policy shall be endorsed to include the following additional insured language: "The State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Grantee, involving automobiles owned, leased, hired or borrowed by the Grantee". Such additional insured shall be covered to the full limits of liability purchased by the Grantee, even if those limits of liability are in excess of those required by this Agreement.

2.22.4.2. Policy shall contain a waiver of subrogation endorsement in favor of the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.

2.22.4.3. Policy shall contain a severability of interest provision.

2.22.5. Worker's Compensation and Employers' Liability

2.22.5.1. Workers' Compensation Statutory

2.22.5.2. Employers' Liability

2.22.5.2.1. Each Accident \$ 500,000

2.22.5.2.2. Disease – Each Employee \$ 500,000

2.22.5.2.3. Disease – Policy Limit \$1,000,000

2.22.5.3. Policy shall contain a waiver of subrogation endorsement in favor of the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Grantee.

2.22.5.4. This requirement shall not apply to: Separately, EACH Grantee or subcontractor exempt under A.R.S. 23-901, AND when such Grantee or subcontractor executes the appropriate waiver (Sole Proprietor/Independent Grantee) form.

2.22.6. ADDITIONAL INSURANCE REQUIREMENTS:

The policies shall include, or be endorsed to include, the following provisions:

2.22.6.1. The Grantee's policies shall stipulate that the insurance afforded the Grantee shall be primary insurance and that any insurance carried by the Department, its agents, officials, employees or the State of Arizona shall be excess and not contributory insurance, as provided by A.R.S. § 41-621 (E).

2.22.6.2. Coverage provided by the Grantee shall not be limited to the liability assumed under the



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
10 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

indemnification provisions of this Agreement.

2.22.7. NOTICE OF CANCELLATION:

With the exception of (10) day notice of cancellation for non-payment of premium, any changes material to compliance with this Agreement in the insurance policies above shall require (30) days written notice to the State of Arizona. Such notice shall be sent directly to Jerry Connolly, Office of the Arizona Attorney General, 1275 West Washington Street, Phoenix, AZ 85007 and shall be sent by certified mail, return receipt requested.

2.22.8. ACCEPTABILITY OF INSURERS:

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

2.22.9. VERIFICATION OF COVERAGE:

2.22.9.1. Grantee shall furnish the State of Arizona with certificates of insurance (ACORD form or equivalent approved by the State of Arizona) as required by this Agreement. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

2.22.9.2. All certificates and endorsements are to be received and approved by the State of Arizona before work commences. Each insurance policy required by this Agreement must be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Agreement, or to provide evidence of renewal, is a material breach of Agreement.

2.22.9.3. All certificates required by this Agreement shall be sent directly to Jerry Connolly, Office of the Arizona Attorney General, 1275 West Washington Street, Phoenix, AZ 85007. The State of Arizona project/Agreement number and project description shall be noted on the certificate of insurance. The State of Arizona reserves the right to require complete, certified copies of all insurance policies required by this Agreement at any time.

2.22.10. SUBCONTRACTORS:

Grantees' certificate(s) shall include all subcontractors as insureds under its policies or Grantee shall furnish to the State of Arizona separate certificates and endorsements for each subContractor. All coverages for subcontractors shall be subject to the minimum requirements identified above.

2.22.11. APPROVAL:

Any modification or variation from the *insurance requirements* in this Agreement shall be made by the Contracting agency in consultation with the Department of Administration, Risk Management Division. Such action will not require a formal Agreement amendment, but may be made by administrative action.

2.22.12. EXCEPTIONS:

In the event the Grantee or sub-Contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self-Insurance. If the Grantee or sub-Contractor(s) is/are a State of Arizona agency, board, commission, or university, none of the above shall apply.



SPECIAL TERMS AND CONDITIONS

SOLICITATION NO: **AAGO14-00003354**

Page
11 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

2.23. Notices Correspondence and Invoices

Notices, Correspondence and Invoices from the Grantee to the Office of the Attorney General shall be sent to:

Arizona Office of the Attorney General
1275 West Washington Street
Phoenix, AZ 85007



SPECIAL INSTRUCTIONS

SOLICITATION NO: **AAGO14-00003354**

Page
12 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

3. SPECIAL INSTRUCTIONS TO APPLICANTS

3.1. General Information

The AGO will consider proposals from organizations that provide job training and employment search services. If subcontractors are proposed, the Grantee will be responsible for all subcontractor efforts and will be required to enter into a written agreement with each subcontractor.

3.2. Solicitation Inquiries

3.2.1. Issuing Office Solicitation Contact Person

The AGO Procurement Office Solicitation Contact Person identified on the cover page of this RFGA shall be the sole point of contact for purposes of the preparation and submittal of Grant Applications to this Solicitation.

3.2.2. Solicitation Clarifications

No later than the Solicitation Questions due date and time, all questions or clarification requests regarding this solicitation should be directed to the attention of the Solicitation Contact Person via: email (preferred), facsimile or mailed to the attention of Solicitation Contact Person. If this results in a change to the Solicitation, a written Solicitation Amendment will be issued prior to the Solicitation due date.

3.2.3. Solicitation Amendments

The Applicant should acknowledge receipt of a Solicitation Amendment within ProcureAZ.

3.3. Solicitation Submission Guidelines

3.3.1. Grant Applications Submission/Late Grant Applications

All Grant Applications must be received by the Solicitation due date and time specified. Any response received after the Solicitation due date and time specified will not be considered. Offers in response to this solicitation shall be submitted within the State's eProcurement system, PROCUREAZ (<https://procure.az.gov>). Offers shall be received before the date/time listed in the solicitation's 'Bid Opening Date' field. Offers submitted outside PROCUREAZ, or those that are received after the date/time stated in the 'Bid Opening Date' field, shall be rejected. Questions in this regard shall be directed to the Procurement Officer or to the PROCUREAZ Help Desk (procure@azdoa.gov or 602-542-7600).

3.3.2. Withdrawal of an Offer

At any time prior to a specified solicitation due time and date a Applicant (or designated representative) may withdraw their offer. The Office of the Attorney General shall consider any offer which is not completed and properly submitted in ProcureAZ by the Bid Opening Date/Time posted on ProcureAz as withdrawn by the Applicant.

3.3.3. Conformance to the RFGA

The Applicant should use the provided forms and formats or forms and formats substantially similar.



SPECIAL INSTRUCTIONS

SOLICITATION NO: **AAGO14-00003354**

Page
13 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

3.3.4. Solicitation Amendments

Receipt of Solicitation Amendment(s) should be acknowledged in ProcureAZ.

3.3.5. Organization of Offer

3.3.5.1. Cover Letter

The cover letter transmitting the proposal must be dated, on organization letterhead and executed by a responsible, authorized official of the Grantee.

3.3.5.2. Attachment I

Attachment I should be completed and attached in the order provided.

3.3.5.3. Additional Attachments Specified in Attachment I

3.3.5.4. Exceptions to the RFGA

An Applicant who takes exception to any portion of the Solicitation must do so pursuant to the Uniform Instructions. If the Applicant is taking exception to a section or sections of the Solicitation, the Applicant shall designate a section in the Grant Application titled "Exceptions". Any exceptions to the Solicitation not listed in this section or otherwise not submitted in the proper form shall not be considered a part of the Applicant's Grant Application and shall not be enforceable in any resulting Agreement. Taking exception to the Terms and Conditions of the Solicitation may result in a Grant Application receiving a lower evaluation score. Low evaluation scores may result in the Grant Application being determined not susceptible for award. Exceptions to the terms and conditions should provide sufficient justification to detail the reason the exception is advantageous to the State of Arizona.

3.3.5.5. Confidential Information

All Offers submitted and opened in response to this RFGA are public records and must be retained by the State. Offers shall be open to public inspection after Agreement award, except for such Offers or specific information within such Offers deemed to be confidential by the State. If an Applicant believes that information in its Offer should remain confidential, the Applicant shall designate a special section labeled "Confidential Information" and include any information the Applicant indicates as confidential along with a statement detailing the reasons that the information should not be disclosed. Such reasons shall include the specific harm or prejudice which may arise. The State shall determine whether the identified information is confidential pursuant to the Arizona Procurement Code. Information not specifically identified as confidential by the Applicant in accordance with this paragraph or determined to be not confidential by the State will be open to public inspection.

3.3.5.6. Suspension or Debarment Status

If the firm, business or person submitting a Grant Application has been debarred, suspended or otherwise lawfully precluded from participating in any public procurement activity with any



SPECIAL INSTRUCTIONS

SOLICITATION NO: **AAGO14-00003354**

Page
14 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

Federal, State or local government, the Applicant should include a letter with its Grant Application setting forth the name and address of the governmental unit, the effective date of the suspension or debarment, the duration of the suspension or debarment and the relevant circumstances relating to the suspension or debarment. Failure to supply the letter or to disclose in the letter all pertinent information regarding a suspension or debarment will result in rejection of the Grant Application or cancellation of a Agreement. The State also may exercise any other remedy available by law.

3.3.5.7. Insurance

The Applicant should provide a Certificate of Insurance or a letter from the Applicant's Insurance Provider demonstrating the Applicant is able to provide insurance in accordance with the Special Terms and Conditions Section of this RFGA.

3.4. Grant Application Opening

Grant Applications shall be opened at the Solicitation Due Date and Time cited in ProcureAZ.

3.5. Offer and Acceptance Period

In order to allow for an adequate evaluation, AGO requires an Offer in response to this Solicitation to be valid and irrevocable for 120 days after the opening due date.

3.6. Evaluation Criteria

The AGO will form a selection committee to review and score Grant Applications. Upon review and evaluation of all Grant Applications, the selection committee will make a recommendation regarding its choice of Grantee(s). Awards shall be made to the Applicants whose Application is determined to be the most advantageous to the State based upon the evaluation criteria listed below. The evaluation criteria are listed in relative order of importance.

3.6.1. Proposal Narrative;

3.6.2. Experience and expertise

3.6.3. Cost;

3.7. Discussions

After the initial receipt and evaluation of Grant Applications, the AGO may conduct discussions with Applicants whose Grant Applications are deemed to be reasonably susceptible to award. Notwithstanding this section, Grant Applications should be submitted initially complete and on most favorable terms. In the event discussions are conducted, the AGO shall issue a written request for Best and Final Offers.

3.8. Best and Final Offer

The request for Best and Final Offer shall inform Applicants, that if they do not submit a Best and Final Offer or a notice of withdrawal, their immediate previous Offer will be considered as their Best and Final Offer. The Applicant's "immediate previous Offer" will consist of the Applicant's original Grant Application submission and any documents submitted by the Applicant during discussions.



SPECIAL INSTRUCTIONS

SOLICITATION NO: **AAGO14-00003354**

Page
15 of 15

State of Arizona
Office of the Attorney General
1275 W Washington ST
Phoenix, AZ
85007-2926

3.9. Definitions of Key Words Used in the RFGA

3.9.1. Agreement or Contract

"Agreement" or "Contract" means any Agreement, expressed or implied, between the Grantee and another party or between a Grantee and another party delegated or assigned, in whole or in part, the making or furnishing of any material or any service required for the performance of the Contract between the Grantee and the Office of the Arizona Attorney General.

3.9.2. May

Indicates something that is not mandatory but permissible.

3.9.3. Shall, Must

Indicates a mandatory requirement. Failure to meet these mandatory requirements may result in the rejection of a Grant Application as non-responsive.

3.9.4. Should, Will

Indicates something that is recommended but not mandatory.

3.9.5. Subcontract

Subcontract means any Contract between the Grantee and a third party to provide all or a specified part of the activities which the Grantee has contracted with the Office of the Arizona Attorney General to provide.