



**PROPOSAL RESPONSE
STRATEGIC OPERATION SOLUTIONS, LLC,
DBA SOS WORKS**

MAC

RFQ # HV-96269-110923

REQUEST FOR QUALIFICATIONS

FOR

SUBSTITUTE TEACHERS AND TEMPORARY STAFFING
SERVICES

January 9, 2024

**Ms. Stacey Shaw
Huron Valley Schools -
Administrative Building 2390
South Milford Road Highland,
Michigan 48357**

RE: REQUEST FOR QUALIFICATIONS - RFQ # HV-96269-110923

Dear Ms. Shaw:

On behalf of SOS Works, I am pleased to submit this response to the Request for Qualifications RFQ # HV-96269-110923 issued by HVS MAC. We have reviewed the RFP in its entirety and understand and accept the requirements of the RFP process.

SOS is a full-service business consulting and staff augmentation firm. With over fourteen years of successful, results-oriented management. Our proven formula for success blends an exceptional customer service experience, management best practices with custom tailored design and service offerings to provide value added.

SOS is uniquely positioned to understand firsthand the need to establish a pre-qualified Contractor list for SUBSTITUTE TEACHERS AND TEMPORARY STAFFING SERVICES for the HVS District. We specialize in staffing services, consulting, and project work. We believe our proposal meets and exceeds the minimum and preferred requirements.

We look forward to the opportunity to be considered to service the needs of the HVS District and the MAC Consortium Program. SOS Works has an incredible relationship with the public and nonprofit community throughout the state of Michigan. If selected as one of the qualified vendors SOS Works would actively market throughout the State of Michigan to build awareness about this contracting opportunity.

Thank you in advance for your consideration.



Renee ' Axt
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SECTION 1.0 – BIDDER RESPONSES TO SCOPE OF WORK AND PRICING

Please enter your responses in the “Proposer Response” text boxes provided. There is no requirement or limitation on the number of words for your responses.

Proposer Response 1.1

1.1 Minimum Mandatory Requirements -

Strategic Operation Solutions, LLC (SOS Works) meets and exceeds the minimum mandatory requirements of three (3) years' experience, within the last five (5) years, providing Substitute Teachers and Temporary Staffing Services equivalent or similar to that being requested by Huron Valley Schools as described in the RFQ. SOS Works has also included the requested information in section **2.2 References**.

1. Experience and Qualifications

Over the last fifteen years Strategic Operation Solutions, LLC (SOS Works) has provided Professional Staff Augmentation / contract workers, temp to hire, recruiting, human resource / payroll and program compliance support to the public and private sector. Public sector s includes the City of Detroit, Wayne County, Wayne County Airport Authority, Wayne County, Oakland County and Royal Oak Township directly. The private sector includes Pierce Monroe and Associates, Orchard Labs, Southwest Solutions, HMSA, Health Business Solutions and HAP Empowered Health Plan.

Strategic Operation Solutions, LLC (SOS) meets and exceeds the required minimum qualifications with over fifteen years of experience providing staffing services and direct payroll support to municipalities and direct line health care workers deploying a robust recruitment and screening process for securing qualified applicants. SOS was established as a woman owned business headquartered in the City of Detroit in 2009. Over the last fifteen years SOS has had the opportunity to provide key resources to its clients to support core operations and fill unique hard to place in demand job classifications such as nurses and direct care workers and general shift support services such as janitorial environmental services support staff. SOS has demonstrated success supporting projects and daily operations with resources such as financial analysts, bookkeepers, accountants, data entry, business process re-engineers, project and program managers, business managers, technical writers, administrative assistants, workforce training, high demand technical resources; Application Developers, Sharepoint Developers ERP Solutions Architects, SCRUM Analysts, Network Engineers, ERP Business Analysts, Quality Assurance Analyst etc. to the City of Detroit and Wayne County. Providing ongoing operational human resource support for recruitment, employee background screening, business process re- engineering, staff augmentation, onboarding, and payroll support services.

In addition to full-service staff augmentation services, SOS provides onsite human resource support, contract payroll and compliance services. In 2020 / 2021 Strategic Operation Solutions, LLC (SOS) provided full time project staff to support State, County and City Finance Leadership with the Eligibility and Disbursement of Federal COVID Relief funds. SOS continues to provide support to these entities via our staffing contract

with PMA. Strategic Operation Solutions, LLC provides daily, weekly, and monthly resource prospects to its clients. The SOS team actively recruits and screens candidates. Building candidate pools to support the specific human resource needs of our clients. SOS has screened thousands of potential resources over the last twelve months, resulting in successful placement via staff augmentation assignment or temp to direct hire.

2. Pricing: SOS Works has included pricing in Attachment B -

Proposer Response 1.2

1.2 Scope of Work and Requirements

Huron Valley Schools is an educational institution dedicated to providing quality education. To maintain educational standards, it is essential to have a pool of qualified substitute teachers and temporary staff who can seamlessly integrate into our school system when regular staff members are unavailable. The duration of each assignment will vary as well as the vacancy of the position.

Huron Valley Schools invites qualified and experienced staffing agencies to submit proposals for providing substitute teachers and temporary staffing services on an as-needed basis. The awarded vendor(s) must provide competitive pricing and quality services for local educational agencies and public-school academies through a consortium agreement. The purpose of this RFQu is to ensure seamless continuity of education and support during absences and staffing gaps.

1.1.1 Scope of Work

The awarded Contractor(s) must provide substitute teachers and temporary staffing services on an as-needed basis. Needs will be determined by the requesting educational agencies and public-school academies and will be communicated to the Contractor. The primary staffing service usage will be for substitute teachers; however, there is an interest in a wide variety of other temporary staffing services that may include, but not be limited to such positions as listed below:

- Paraprofessionals,
- Clerical Staff,
- Staffing in Food Services
 - Kitchen Staff
 - Lunch Aides
 - Other
- Janitorial Services,
- General Maintenance & Labor Services,
- Transportation Services,

- Coaching,
- Recreation and Education (Lifeguards),
- Recess Aides,
- Childcare Aides

Districts may have employees who report absences to the automated system but will not require a substitute. Some districts may be interested in subcontracting for longer term specialized assignments, such as coaching and other positions, and districts would welcome information regarding Contracting Agency's interest and ability to provide that service.

Please enter your responses in the "Proposer Response" text boxes provided. There is no requirement or limitation on the number of words for your responses.

Proposer Response 1.2.2:

Understanding of this project.

SOS Works accepts and understands the scope of work as presented by HVS in the RFQ. HVS contracts throughout the school year to provide substitute teachers and temporary staffing services on an as-needed basis. Needs will be determined by the requesting educational agencies and public- school academies and will be communicated to the Contractor. The primary staffing service usage will be for substitute teachers; however, there is an interest in a wide variety of other temporary staffing services that may include, but not be limited to such positions as listed in the RFQ.

1.1.2 Requirements

A. General Requirements

Any forms proposed to include as part of any agreement resulting from this request between the Contracting Agency and the districts *must* be submitted as part of the bid. Any forms and contracts not submitted as part of the bid and subsequently presented for inclusion may be rejected by the districts. The requirement includes, but is not limited to, the following types of documents: contracts, licensing agreements, maintenance contracts, and system support agreements.

The Contracting Agency reserves the right to remove substitute teachers or temporary staff at any time for any reason.

The Contracting Agency also reserves the right to hire substitute teachers or temporary staff without penalty to the Contracting Agency, the substitute teachers, or temporary staff at any time during the term of the Contract and after.

1.2.3 A. Proposer Response:

SOS Works accepts the general requirements as presented in Section 1.1.2 A.

B. Contractor Requirements

The Contractor must:

- Have sufficient staffing to provide all client Districts a high substitute teacher fill rate.
- Recruit and provide highly qualified, certified substitute teachers and temporary staff.
- Provide quality and timely customer service to the Contracting Agency staff by quickly returning calls/emails when contacted and maintaining organized paperwork and files.

- Be responsible for the supervision and direction of work performed by its employees.
- Ensure that substitutes and temporary staff are appropriately qualified, certified, and experienced for their assignments.
 - Ensure that teacher and paraprofessional substitutes are adequately trained and prepared for the classroom, including training on legal issues as well as classroom management.
 - Ensure that substitute employees have appropriate permits/certifications, reference checking etc. prior to placement in school/district positions.
- Ensure that substitutes and temporary staff observe the hours, rules, and policies of the districts while working on District premises.
- Ensure that substitutes and temporary staff shall refrain from smoking or use of tobacco products in any District facility, property, or vehicle. Any person wishing to use tobacco products must leave District property or vehicle to do so. It is illegal to smoke on any school premises in Michigan.
- Ensure that substitutes and temporary staff represent themselves professionally while on District property, including refraining from the use of vulgarities.
- Ensure that substitutes and temporary staff wear proper attire for assignments. The minimum standard of appropriate dress for all District assignments includes full-length pants, or jeans if allowable by the individual district, and appropriate shirts. Clothing shall have no vulgarities or sexually suggestive graphics or alcohol or tobacco advertising.
- Ensure that substitutes and temporary staff interact with District students and staff in the same manner the district expects its employees in a similar role would interact.
- Ensure that substitutes and temporary staff always have appropriate identification.
- Ensure that substitutes and temporary staff at no time be deemed an employee of the district.
- Ensure that substitutes and temporary staff confine their activities to the work site and area(s) designated for their use.
- Be responsible for informing staff that no overtime, travel and/or holiday pay will occur without prior authorization from the educational agency/public-school academy's Project Manager or designee.
- Perform any drug tests or background screenings necessary for position fulfillment as required.
 - Huron Valley Schools requires fingerprinting for background checks and are required to house the fingerprints within the HR department.
- Provide any ADA equipment needed, if applicable.

1.2.3 B. Proposer Response:

SOS Works accepts the Contractor Requirements as presented in Section 1.1.2 B.

1.2.3 C. Proposer Response:

SOS Works accepts the Procedure as presented in Section 1.1.2 B.

C. Procedure

When requesting services, the Contracting Agency will provide the following information:

- Specific Job Type/Title
- Responsibilities & Duties
- Worksite Location & Hours
- Estimated Length of Assignment, if known
- Skills Needed – and any other information pertaining to the selection of staff (if temporary staffing)

After request is received, the Contractor must work with the Contracting Agency to:

- Review resume of proposed staff
- Schedule interviews
- Perform reference checks
- Perform any additional drug tests or background screenings necessary for position fulfillment.

Once a substitute teacher or temporary staff is selected, an “arrival phone call” to the Contracting Agency may be required on the 1st day.

1.2.3 C. Proposer Response: SOS Works accepts the Procedure as presented in Section 1.1.2 B.

D. Service Level Agreements (SLA's)

Service Level Agreements for this Contract will be as follows:

- (1) The Contractor must respond to the Contracting Agencies for service(s) within three (3) business days of a request. If the Contractor fails to respond to the request or fails to provide the service(s) requested, the Contracting Agency reserves the right to request services from an alternate source.

A \$100.00 credit will be applied per occurrence, that the Contractor fails to respond within three (3) business days, credits will be applied to the requesting Contracting Agency's next invoice balance.

- (2) Unsatisfactory Performance Removal and Replacement – If an employee is identified as being unsatisfactory and the Contracting Agency reports it to the Contractor, the employee(s) must be removed from their assignment within twelve (12) hours of notice, unless otherwise specified, from their services with the Contracting Agency.

A \$100.00 credit will be applied per occurrence, that the Contractor fails to remove employee(s) within twelve (12) hours of performance removal notice. A \$100.00 credit will be applied for each twelve (12) hour window thereafter.

If deemed necessary by the Contracting Agency, the Contractor must replace the unsatisfactory employee within two (2) business days after the unsatisfactory performance removal notice.

Please Note: A record must be kept by the Contractor for each substitute teacher and temporary staff who is relieved from service due to unsatisfactory performance. The Contractor may not send resumes for nor place a substitute teacher or temporary staff who has had two (2) valid unsatisfactory performance complaints filed against them. Record(s) for unsatisfactory service must be provided to the Contracting Agency within five (5) business days, if applicable, upon request, and as defined in the Unsatisfactory Performance Report **Section 1.8.2 A**.

1.2.3 D. Proposer Response: SOS Works accepts the Service Level Agreements (SLA's) as presented in the RFQ 1.2.3. D

1.3 Product Specifications

1.3.1 Reservation of Rights

Huron Valley Schools will evaluate the merits of all bids submitted and reserves the right, in its sole and absolute discretion, to accept or reject, in whole or in part, any or all bids or portions of bids with or without cause. Huron Valley Schools further reserves the right to waive any irregularity or informality in the RFQ process or any bid, and the right to award to one or multiple vendors. Huron Valley Schools reserves the right to add or delete services from the bid, extend agreements, or change vendors, in order to best serve the eligible agencies. These changes will follow approved bidding laws. Huron Valley Schools may use the product or service cost, or the sum of groups of products and/or services, may group similar products, and/or total cost of ownership, to evaluate prices and award bids. Huron Valley Schools reserves the right to request additional information from any or all Proposers. Huron Valley Schools also reserves the right to select one or more vendors to award a contract to under this RFQ. In the event a bid is accepted by Huron Valley Schools and the vendor asserts exceptions, special considerations or conditions after acceptance, Huron Valley Schools, in its sole and absolute discretion, reserves the right to reject the bid and award other Proposer(s).

Please confirm your understanding by checking Yes or No.

Yes No

1.3.2 Competition Promoted

N/A

1.4 Service Specifications

All services furnished must be in conformity with the participating agency requirements and specifications and will be subject to acceptance by the individual customers at delivery. The right is reserved to reject the service at the risk and expense of the vendor.

Please confirm your understanding by checking Yes or No.

Yes No

1.4.1 Contractor Code of Conduct

The purpose of the Huron Valley Schools and its employees is to provide a safe, positive learning environment for the students of the District. In providing that environment it is mandatory that all employees, visitors, and contractors follow certain levels of conduct, dress, and demeanor. This Code of Conduct outlines the expectations of the Huron Valley Schools for persons both contemplating performing work and performing work for Huron Valley Schools in the capacity of a contractor or subcontractor. These rules will become part of the mandatory working conditions of the contract and failure to comply by any contractor, subcontractor, management, employee, or contracted consultant may result in the cancellation of the contract. In general, it is expected that everyone entering a Huron Valley Schools facility, whether a school, support facility, or the surrounding grounds, must dress, act, and talk in a manner that is conducive to the education process of children while assuring their overall safety and security. The following rules have been established to assure that this is done:

Every contractor employee that enters or leaves the building must sign in and out at either the school office or the building engineer's office as designated by the school administrator. This sign-in sheet must record the name, time in and out, the firm, and the signature of the individual.

All contractors shall be furnished by their company a badge or identification that is to be worn while in the building. Such identification shall clearly indicate the individual's name and the name of the firm they are working for.

Prior to the beginning of a job, the contractor shall furnish the building engineer with a list of individuals expected to be on the job, contact persons with phone numbers, and a schedule of the activities to take place.

The contractor shall provide the building engineer with a scope of work and check with him prior to drilling or penetrating any walls, floors, or ceilings.

Each person working in a school building or on school property shall comply with the following:

No drinking or possession of liquor or alcoholic beverages and or possession of any kind of illicit drugs or narcotics.

No use of District facilities or equipment including telephone, computers, internet access, fax, kitchen, maintenance, or office equipment.

No smoking or use of any tobacco products anywhere within the building at any time nor outside the school on District property during normal school hours (This is a law and punishable as a civil infraction by local authorities).

A reasonable standard of dress must be followed. Within the educational facilities where students and parents are or can be present, this is to mean clothing or attire must be suitable for the work and must not bear images or writing depicting anything to be construed as obscene in nature or promoting or portraying alcoholic beverages or use, drugs, narcotics, tobacco, or establishments that serve or promote the use of these substances.

There shall be no use of profanity or obscene language or gestures. Language, gestures, or other actions that depict sexual or ethnic harassment or intimidation will not be permitted.

The contractor is responsible for a clean and safe workplace. To that end the following will be adhered to:

All work areas, walkways, and stairs must be kept clear of debris and loosely scattered materials.

Material storage is to be in an area designated by the Building Engineer.

All work areas are to be cleaned by the contractor prior to leaving. Building staff will not be responsible for cleaning work areas.

All trash, debris, and material must be removed from the worksite each day and disposed of off-site. District dumpsters and trash containers are not to be used by contractors for disposal.

All contractor tools and equipment must be kept in good working order, with guards and safety devices in place and working. Defective tools must be taken out of service. District tools and equipment will not be loaned to contractors.

Contractors are to provide and use required protective safety equipment and comply with all local, state, and federal safety laws and regulations.

Contractors are responsible for the reporting of accidents both to the District and their management and to obtain any emergency treatment that may be required.

Upon leaving a jobsite all doors and windows must be locked, secured, or left as they were found prior to beginning the work.

Contractors are to provide their own site safety plan for areas that they are working in.

Contractors are reminded that there may be asbestos insulation in our buildings. They are not to disturb any insulation or enter any areas that contain asbestos containing building materials. If they have any questions, contact the building engineer for direction.

Contractor is not to disable or interfere with any fire or burglary system equipment or telephone lines servicing such equipment. If equipment needs to be removed, relocated, or temporarily disabled, the contractor needs to coordinate this with the building engineer.

The District will not tolerate acts of theft, vandalism, fighting, or abuse of the facilities or activities that threaten the security and safety of the school environment and its students, staff, and employees.

In summary, good judgment must be used to protect the learning environment. **Failure to comply with the above or to exhibit conduct which is deemed not in the best interest of the Huron Valley Schools will be grounds for immediate removal from the building and the project.**

Please confirm your understanding by checking Yes or No.



No

1.5 Service Capabilities

1.5.1 Communication Plan/Contract Management

Proposers shall identify their company standards of communication as they relate to contract performance, issue management, and change management. An issue is an identified event that, if not addressed, may affect schedule, scope, service, delivery, quality, or budget. A change is identified as a change in corporate leadership, structure, merger, or acquisition.

Proposer Response: Communication Plan / Contract Management:

Correcting Placement performance problems and requests for reassignment or replacement

As employees/contractors are oriented in the standards of performance needed to successfully perform their duties, our initial goal is to determine the duties or behaviors where improvement is required. We determine if the problem is a performance problem (employee/contractor has not been able to demonstrate mastery of skills/tasks) or a behavior problem (employee/contractor may perform the tasks but creates an environment that disrupts the workplace).

We have created a Performance Improvement plan outlining the deficiencies identified based on the standards outlined within or organization as well as Terms of Agreement with our clients. If additional training or instruction is required, we work with the employee/contractor to ensure that a thorough understanding of the tasks and standards for success are re-established and documented. A timetable for compliance is communicated to the employee/contractor.

Along with Annual Evaluations, we provide constant feedback to our staff pertaining to client and performance issues. Some of the feedback is based on our client meetings where any areas of opportunity identified.

We work with our clients to establish a reasonable timeframe for probation before an incoming employee/contractor is confirmed for a temporary position or project. This allows managers and supervisors to monitor a new staff member's performance, demeanor, and "fit" with the rest of the team.

In the event there is a request for replacement of the assigned resource and or reassignment SOS' internal rapid response recruitment team will quickly assess the situation and immediately identify other qualified replacement resources for the client to consider.

1.5.2 Primary Account Representative

1.5.1 Proposers must identify by name and location the primary account representatives and key contacts who will be responsible for the performance of a resulting contract, as well as contact persons for reports and bid documents. Include names, titles, address, phone number, and email addresses.

Proposer Response:

PRIMARY CONTACT: Renee Axt, CEO
PHONE: 734-652-6037
FAX: 313-221-9566
EMAIL: raxt@sosworks.org
ADDRESS: 407 E. FORT ST., SUTE 407, DETROIT, MI 48226

1.6 Customer Service

It is preferred that the Vendor have an accessible customer service department with an individual specifically assigned to Huron Valley Schools. Customer inquiries should be responded to within 48 hours or two (2) business days unless it is an emergency issue. Describe your company's Customer Service Department (hours of operation, number and location of service centers, regular and emergency response times, etc.)

1.6 Proposer Response:

The success of our Consulting and Staffing Services has been a result of our ability to thoroughly understand our client's needs and quickly respond (usually within 24 hours) with qualified professionals. This is accomplished by utilizing our in-house experts to assist our marketing and recruiting staff throughout the entire process, in addition to our automated resume tracking and retrieval system. **SOS 1-866-887-8424 number available 24/7.**

1.7 Purchase Orders

Requests for quotes will be initiated by participating entities as specific needs arise. Participating entities will issue individual detailed specifications to the pre-qualified vendor pool along with specific response information required, deliverables, and any special terms and conditions. The vendors will respond directly to the requesting agency within the timeframe specified in the request for quote. The participating entity will evaluate the responses and determine the vendor that will be awarded a purchase order (PO). The resulting orders are to be delivered and billed directly to these institutions.

Please confirm your understanding by checking Yes or No.



No

1.8 Delivery and Acceptance

The Proposer will be required to quote prices for all known costs for the requested services. Proposer should address the following items and costs in their proposal and other item/costs that they are aware of that may not have been requested in this bid.

- Time frames for delivery of service.
- Please give a description and the costs associated with the service models you recommend.
- What is your Ordering procedure and/or process?
- Policies and procedures for an organization accepting delivery of service.

1.8 Proposer Response:

Time Frame for the delivery of services will set forth at the client kick off.

Full-service staff recruitment to placement at the worksite we strive to complete within five to seven days. We expect the service request as stated for this RFQ to be able to easily work within our five – seven-day delivery period. We will establish a workflow for staffing requests and or other services upon onboarding the service plan.

1.8.1 Reporting Capabilities

Contractors are required to submit quarterly reports and other reporting documents, as it pertains to this contract.

Please confirm your understanding by checking Yes or No.

Yes No

A. Unsatisfactory Performance Report

The Contractor must maintain a record of all Unsatisfactory Performance complaints received, including any investigations filed against a Substitute Teacher or Temporary Staff by the Contracting Agency. Reports may include, but are not limited to, the following information:

- Employee Name
- Work Location and Contracting Agency
- Job Title/Classification and Summary of Duties
- Duration of Employment
 - Start Date
 - Initial End Date
 - Date of Termination
- Summary of Unsatisfactory Performance
 - Sighting specific instances (i.e., violation or protocol, procedures, rules/regulations, etc.)
- Summary of Correction Action taken by the Contracting Agency Supervisor

Report information will be provided to the Contractor by the Contracting Agency's applicable Program Manager(s), and Site Supervisor(s). The Contractor must provide a standardized template to document Unsatisfactory Performance, upon request.

1.8.2 A. Proposer Response: SOS Works accepts and understands the requested RFQ requirements for reporting and servicing Unsatisfactory Performance reports.

1.8.3 Payment Errors

The receiving entities have been instructed to process payment documents promptly. Payment documents, however, will be delayed if the products/services fail to comply with specification requirements.

Please confirm your understanding by checking Yes or No.



Yes



No

If "NO" was answered on any items in Section 1 above, please explain:

1.9 Management and Staff

Proposer should address the following items in their proposal:

- Project Management of the contract;
- Staff and responsibilities;
- Process and procedures to keep safe and secure facilities;
- Please describe your company's background check process.

1.9 Proposer Response Management and Staff: RESUMES PROVIDE IN ATTACHMENT A

Supervision and management that includes an emphasis on recurrent training, employee discipline and employee incentives.

Our structured employee/contractor supervision and management plan focuses on training with a thorough orientation for all incoming staff. This orientation covers personnel policies, job responsibilities/tasks, reporting, supervision, and communication. The orientation also provides exposure to field work (based on project/position) and structured interaction with colleagues and collaborating agencies and partners.

We work with our clients to establish a reasonable timeframe for probation before an incoming employee/contractor is confirmed for a project. This allows managers and supervisors to monitor a new staff member's performance, demeanor, and "fit" with the rest of the team. Confirmation of a new member is requested in the form of a letter.

Supervision is provided at multiple levels through Supervisors, Mid and Top-Level Managers. Supervisors monitor staff performance, solve immediate staff issues, oversee the distribution of work. Mid-Level Managers plan or manage specific project(s), ensure timelines/deadlines are met, monitors budgets and allocate staff. Top Level Managers facilitate the development of long-range program plans, select high level staff, and serve as liaisons with clients. Formal meetings are held to review Work plan and schedules/timelines as well as to resolve any outstanding issues ensuring timely and efficient performance.

In order to be competitive within the marketplace, we take a lower margin on our staff augmentation in order to provide more financial incentive for our contractors.

Skilled staff are extremely important within our organization, especially for those resources who work with key programs. We encourage continual professional development focused on encouraging skill specific refresher training, workshops, seminars as well as specialized training, or continued education to maintain certifications is required.

Providing a reliable and well-qualified workforce.

As employees/contractors are oriented in the standards of performance needed to successfully perform their duties, our initial goal is to determine the duties or behaviors where improvement is required. We determine if the problem is a performance problem (employee/contractor has not been able to demonstrate mastery of skills/tasks) or a behavior problem (employee/contractor may perform the tasks but creates an environment that disrupts the workplace).

We have created a Performance Improvement plan outlining the deficiencies identified based on the standards outlined within our organization as well as the Terms of

Agreement with our clients. If additional training or instruction is required, we work with the employee/contractor to ensure that a thorough understanding of the tasks and standards for success are re-established and documented. A timetable for compliance is communicated to the employee/contractor.

Along with Annual Evaluations, we provide constant feedback to our staff pertaining to client and performance issues. Some of the feedback is based on our client meetings where any areas of opportunity identified.

Management methods and systems proposed for this contract.

Our management methods consist of several different components designed to achieve our company's/client's contract objectives. We identify the key result areas, objectives, and goals from our client Agreements. We then identify the metrics that will be used to measure success (ex. Objectives, deadlines, budget dollars, etc.). Progress is monitored through Performance Reviews and a series of Progress Reviews to ensure timeliness and quality.

Maintaining continuity of staff

When turnover is high, companies face increased costs associated with recruiting, selecting, and training replacements. Other, more difficult effects also include declines in productivity, morale, and customer satisfaction.

In order to minimize turnover, our plan consists of the following key elements:

- During recruiting, we consider the attributes of our most successful employees/contractors. We pay attention to "fit" to ensure we are hiring the right people.
- We integrate our hiring process into our business forecasting. This allows us to assimilate our experience into projects and budget accordingly.
- We provide a detailed orientation and post-hire support. This includes not only initially setting expectations but following up routinely with performance reviews and feedback.
- Engage our staff and make sure we communicate through formal meetings and work/project plans reviews. We ask for their input on additional efficiencies and improvements. A greater level of engagement reduces turnover.
- In order to minimize client disruption, should turnover occur, we use our strategic partners to ensure we have a vast portfolio of resources at our disposal.

1.10 Orders/Delivery Reporting/Customer Service

1. Generally

Purchase Orders will be initiated by participating agencies as specific needs arise. Participating agencies will issue individual detailed specifications with specific response information required, deliverables, and any special terms and conditions. The contractor will respond directly to the requesting agency within the timeframe specified by the participating agency.

2. Ordering Process Capabilities

Proposers shall identify their ordering/customer service capabilities. This includes having the capacity to receive orders electronically, by phone, facsimile, and by written order. A state-wide toll-free phone number for phone orders will be required. The Vendor agrees to have internal controls to ensure that authorized individuals place orders.

Proposer Response: SOS Works accepts the terms as presented in 1.10 and will respond directly to the requesting agency within the timeframe specified by the participating agency. SOS Works maintains a toll-free number 1-866-887-8424 and will also have available a HVS specific online portal job request app for clients to utilize.

1.11 Pricing Schedule

1. Price Guarantee

Price Stability Guarantee

For the entire term of the Agreement, the vendor must guarantee to provide the services at the proposed rates outlined in **Attachment B – Pricing**.

2. Bid Pricing

Bid pricing must reflect Net 30 payment terms.

3. Quantity Term

Vendor agrees to supply the services that each customer requires.

4. Rebates and Special Promotional Capabilities

N/A

5. Tax Excluded from Price

(a) Sales Tax: Huron Valley and local units of government are exempt from sales tax for direct purchases. The Proposer's prices must not include sales tax.

(b) Federal Excise Tax: Huron Valley and local units of government may be exempt from Federal Excise Tax, or the taxes may be reimbursable, if articles purchased under any resulting Contract are used for Huron Valley Schools exclusive use. Certificates showing exclusive use for the purposes of substantiating a tax-free, or tax-reimbursable sale will be sent upon request. If a sale

is tax exempt or tax reimbursable under the Internal Revenue Code, the Proposer's prices must not include the Federal Excise Tax.

1.11 Proposer Response:

Please provide pricing information in Attachment B – Pricing. Please provide any additional comments regarding pricing, promotions and discounts being offered, and information on other cooperative contracts held by respondent in the response box below.

Proposer Response:

SOS Accepts the pricing requirements as stated in 1.11 of this RFQ.

Pricing for Services are based on the services chosen:

1. Payroll Processing Support 11%, this includes the 2% MAC fee.

2. Staff Augmentation – Recruitment services, Contractor support 1099 / W2 support Markup 50% over the hourly rate received by temporary staff. Hourly rates per Employee and the number of positions is set by the client.

3. Human Resources Support: TBD based on the scope of services requested. An hourly professional rate sheet can be provided and or a customized service pkg can be quoted built per what the client needs are.

Services available:

- *Recruiting Services*
- *Onboarding / Credentialing*
- *Training*
- *Compliance*
- *Payroll Support*
- *Benefit Administration / Open enrollment*
- *Staff Evaluation*
- *Direct Hire*

1.12 Price Assurance

The awarded vendor agrees to provide pricing to Huron Valley Schools and its participating entities ensuring the lowest pricing available. If awarded vendor has existing cooperative contracts in place, Huron Valley Schools requests equal or better than pricing to be submitted.

All pricing submitted to Huron Valley Schools shall include 2.0% administrative/remittance fee to be remitted to MAC by the awarded vendor. It is the awarded vendor's responsibility to keep all product listings and sales reports up to date and on file with Huron Valley Schools/MAC.

Please confirm your understanding by checking Yes or No.

Yes

No

SECTION 2.0 – BIDDER INFORMATION AND ACCEPTANCE

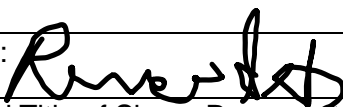
1. The undersigned declares that the bid documents, including, without limitation, any RFQu Addenda and Exhibits have been read.
2. The undersigned is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the Specifications, Terms & Conditions of the bid documents of RFQu # HV-96269-110923 Substitute Teachers and Temporary Staffing Services.
3. The undersigned has reviewed the bid documents and fully understands the requirements in this bid and that each bidder who is awarded a contract shall be, in fact, a prime contractor, not a subcontractor, and agrees that its bid, if accepted by Huron Valley Schools, will be the basis for the Bidder to enter into a contract with Huron Valley Schools in accordance with the intent of the bid documents.
4. The undersigned acknowledges receipt and acceptance of all addenda.
5. The undersigned agrees to the following terms, conditions, certifications, and requirements listed in **all Sections of this RFP**:
 - Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
 - Certification Regarding Nondiscrimination Under Federally and State Assisted Programs
 - Assurance Regarding Access to Records and Financial Statements
 - Iran Economic Sanctions Act
 - Familial Relationship Disclosure
 - Non-Collusion Affidavit
 - Price Assurance Certification
6. The selected Contractor(s) will be required to sign a Confidentiality Agreement to protect the data supplied by the schools and agencies. The selected Contractor(s) will adhere to all provisions of the Federal Family Educational Rights and Privacy Act (FERPA, 20 U.S.C. 123g), Michigan Education Code, and District policies regarding the protection and confidentiality of data. At all times, the Contractor(s) will consider all data collected in the course of their duties to be protected and confidential. The Contractor(s) needs to explain how it will clean the hard drives in the copier machines at lease end or changes in copier machines to ensure removal and protection of data.
7. The undersigned acknowledges that bidder will be in good standing in the State of Michigan, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFQu and associated bid documents.
8. It is the responsibility of each bidder to be familiar with all of the specifications, terms and conditions and, if applicable, the site condition. By the submission of a bid, the bidder certifies that if awarded a contract they will make no claim against Huron Valley Schools based upon ignorance of conditions or misunderstanding of the specifications.

9. Patent indemnity: Vendors who do business with the Huron Valley Schools shall hold Huron Valley Schools, its officers, agents, and employees, harmless from liability of a nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.
10. Insurance certificates are not required at the time of submission. However, if awarded, the Contractor agrees to meet the minimum insurance requirements posted in the terms and conditions. This documentation must be provided to Huron Valley Schools, prior to award, and shall include an insurance certificate and additional insured certificate, naming Huron Valley Schools, which meets the minimum insurance requirements, as stated in the terms and conditions.
11. Bidders are requested to submit a bid on any category(s) that they are able to supply as specified. Substitutions will not be considered. If the documents note "or acceptable equal" all manufacturers will be considered. Products for consideration must comply with bid category "general notes" and identify discrepancies where product does not meet or exceed the specified (basis of design) product for design, finish, and quality.
12. Should a Bidder find discrepancies in, or omissions from the specifications, details, instructions and bid proposal form, or should the bidder be in doubt as to the meaning, the bidder should notify, the bid contact who will send written instructions to all appropriate Bidders. The Owner shall not be responsible for any oral instructions.
13. It is the Bidder's responsibility to note any detail or specification that, in his opinion, is not practical or functional.
14. Interpretations and supplemental instructions will be issued by Addenda. No Bidder shall rely on any interpretations or corrections given by any other method. Interpretations, corrections, or changes of the Bidding Documents made in any other manner will not be binding.
15. Copies of addenda will be made available for inspection wherever Bidding Documents are posted.
16. Addenda will not be issued later than three (3) days, (72 hrs.) prior to the date of receipt of bids (excluding weekends and holidays), except an addendum withdrawing the request for bids or postponing the bid date.
17. Failure of Bidder to receive such addenda shall not relieve him from any obligation under his bid as submitted.
18. Failure to comply with instructions stated in this section may result in rejection of bid.
19. After a contract agreement has been executed, the Bidder shall not be allowed any sum over and above the price(s) specified in the contract agreement.

20. Huron Valley Schools requires all Contractor owners, employees, agents, representatives, subcontractors, and/or other personnel who will be present on School grounds to submit to a criminal history background check. This background check will include a requirement for each contractor owner, employee, agent, representative, subcontractor, and/or other personnel to be screened before he/she enters School grounds. A valid State ID card or Driver's License is required to complete the background check. Once screened, the District will provide approved personnel with a Contractor Badge with a unique number.

Solicitation Terms and Conditions – HVS/MAC Master Agreement Template: [Business Office | \(hvs.org\)](https://www.hvs.org)

2.1 Company Profile

Official Name of Bidder: Strategic Operation Solutions, LLC , DBA SOS Works II, LLC		Type of Entity/Organization (check one): <input type="checkbox"/> Corporation <input type="checkbox"/> Joint Venture <input type="checkbox"/> Limited Liability Partnership <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Limited Liability Corporation <input type="checkbox"/> Non-Profit / Church <input type="checkbox"/> Other:
Street Address: 407 E. Fort St., Suite 407,		
City: Detroit,		
State: MI	Zip Code: 48226	
Website: WWW.SOSWORKS.ORG		
Primary Contact Name: Renee Axt		
Primary Contact Phone Number: 734-652-6037		
Primary Contact Email Address: raxt@sosworks.org		
Dunn & Bradstreet (D&B) Number (if applicable): 080360947		
Has your company been debarred by the Federal Government? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, has it been lifted and if so, when?		
Has your company been debarred by State Governments? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, has it been lifted and if so, when?		
Brief history of your company, including the year it was established: SOS Works was established in 2009 as a full-service human resource solutions consulting and staff augmentation firm. With over thirteen years of successful, results-oriented management. Our proven formula for success blends an exceptional customer service experience, management best practices with custom tailored design and service offerings to provide value added.		
Signature: 		
Name and Title of Signer: Renee Axt, CEO		
Date: 1/9/2024		

Please include a current copy of a W-9 with your proposal.

Request for Taxpayer Identification Number and Certification

**Give form to the
requester. Do not
send to the IRS.**

Print or type See Specific Instructions on page 2	Name (as shown on your income tax return)	
	Business name, if different from above	
	Check appropriate box: <input type="checkbox"/> Individual/ Sole proprietor <input type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Other 	
	<input type="checkbox"/> Exempt from backup withholding	
	Address (number, street, and apt. or suite no.)	Requester's name and address (optional)
	City, state, and ZIP code	
List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Social security number								

or

Employer identification number								

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign Here	Signature of U.S. person	Date
		1/9/2024

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee.

In 3 above, if applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes, you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or
- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity,

2.2 References

Provide a minimum of three (3) customer references for product and/or services of similar scope dating within the past 5 years.

1. Company (that performed work): Strategic Operation Solutions, LLC (SOS)

Name: Pierce Monroe & Associates (PMA) – WCAA, City of Detroit, Other Fortune 500 Corporations

Number of Employees: As a Subcontractor to PMA, for the WCAA employee base of 700, City of Detroit 9,500, Wayne County 3000, WCAA 750, and other fortune 500 other companies with an average employee base of 7000.

Contact: Kim Ball Phone Number: 313-961-1940

Title: Staff Augmentation Coordinator

Contract Start/Expiration Dates: March 2015 - Present.

2. Name: HAP EMPOWERED

Contact: Illana Hearshen ihearsh@HAP.ORG

Title: Manager, Program Development

Health Care Management

Client Services: Fiscal Intermediary / Payroll Services Direct Care workers

Health Care Management, HAP Empowered

Phone Number: Phone: (248) 557-6105 | Cell: (248) 470-6769

Contract Start/Expiration Dates: October 2015– Present

3. Name: Wayne County Government

Contract: Staff Augmentation / Staffing Services

Contact: Aaron Wagner, Wayne County Chief Administrative Officer

Phone Number: 313-590-8747 email: ewagner@waynecounty.com

Contract Start/Expiration Dates: November 2017– present



2.3 Assurances and Certifications

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion

The prospective contractor certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded for participating in this transaction by any Federal department of agency. Where the prospective contractor is unable to certify to any of the statements in this certification, such prospective contractor shall attach an explanation to this proposal.

Certification Regarding Nondiscrimination Under Federally and State Assisted Programs

The applicant hereby agrees that it will comply with all federal and Michigan laws and regulations prohibiting discrimination and, in accordance therewith, no person, on the basis of race, color, religion, national origin or ancestry, age, sex, marital status or handicap, shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination in any program or activity for which it is responsible or for which it receives financial assistance from the U.S. Department of Education or the Michigan Department of Education (MDE).

Assurance Regarding Access to Records and Financial Statements

The applicant hereby assures that it will provide the pass-through entity, i.e., the Huron Valley Schools, and auditors with access to the records and financial statements as necessary for the pass-through entity to comply with 2 CFR, Part 200, Subpart F, and Compliance Supplement for the U.S. Department of Education.

Iran Economic Sanctions Act

The prospective contractor certifies that its organization, by submission of this proposal, is not an Iran Linked Business. Please refer to the "Iran Economic Sanction Act" Public Act 517 for clarifications or questions. Huron Valley Schools as a Michigan public entity is required to follow Public Act 517 of 2012.

Vendor Signature:	<i>[Handwritten Signature]</i>
Date:	1-8-2024



Notary	
State of	Michigan
County of	Oakland
Sworn to and subscribed before me, a notary public in and for the above state and county, on this 8 th day of January, 20 24.	
Notary Public	<i>[Handwritten Signature]</i>
My commission expires:	04/16/2028



MAC

NON-COLLUSION AFFIDAVIT

STATE OF MICHIGAN)
)
 [NAME OF COUNTY])
 OAKLAND)

ss:

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him/her, entered into any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to induce anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding.

He/she further says that no person or persons, firms, or corporation has, have, or will receive directly or indirectly, any rebate, gift, fee, commission, or thing of value on account of such sale.

Bidder (Firm)

Renee Det

Signature of Bidder or Agent

Subscribed and sworn to before me this 8 day of January, 2024

My commission expires: 04/16/2028

County of residence: Livingston

Joy

Notary Public Signature

(Return this completed form with bid package)

Seal

JOY MCCOLLEY
Notary Public, State of Michigan
County of Livingston
My Commission Expires 04-16-2028
Acting in the County of OAKLAND



MAC

2.4 DISCLOSURE STATEMENT – FAMILIAL RELATIONSHIP

Pursuant to MCL 380.1267, a sworn and notarized statement disclosing any familial relationship that exists between the owner or any employee of the bidder and any member of the Huron Valley Schools Board of Education or the Huron Valley Schools District Superintendent must be accompanied with the bid. Bids without this disclosure statement will not be accepted.

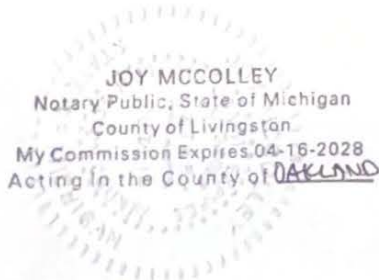
The members of the Huron Valley Schools Board of Education are listed on the following website: <https://www.hvs.org/page/board-of-education>

Dr. Paul Salah is Huron Valley Schools' Superintendent.

The Following are the familial relationships:

There are none.

Vendor Signature <i>Benoit</i>
Date: 1-8-2024

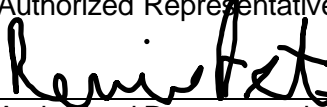


Notary	
State of	<u>Michigan</u>
County of	<u>Oakland</u>
Sworn to and subscribed before me, a notary public in and for the above state and county, on this <u>8th</u> day of <u>January</u> , 20 <u>24</u> .	
Notary Public	<i>Joy</i>
My commission expires:	<u>04/16/2028</u>

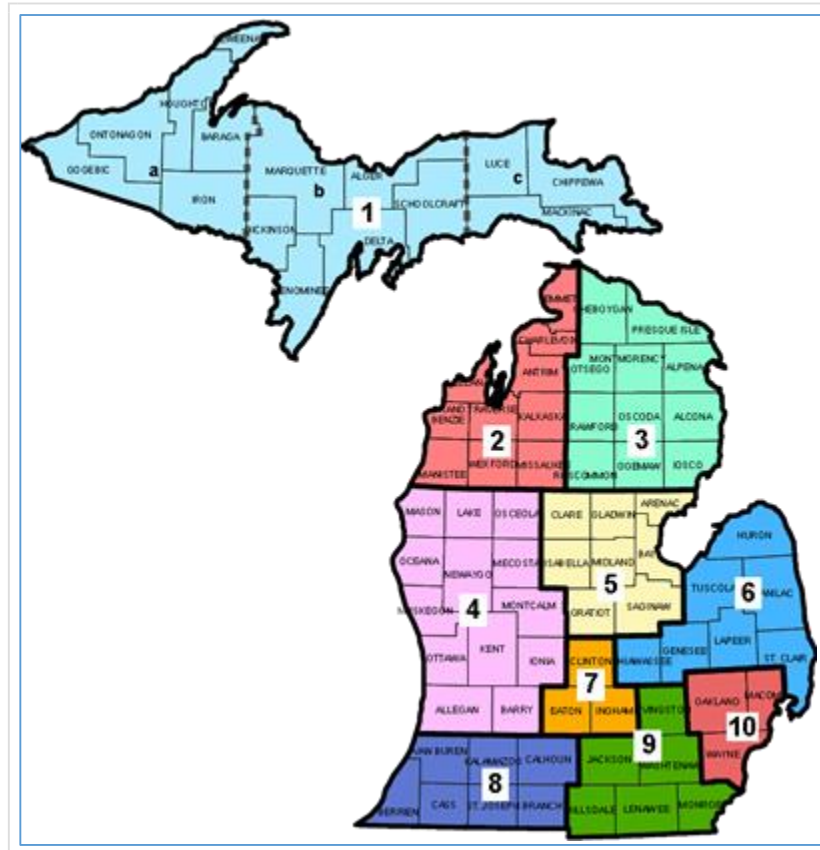
Price Assurance Certification

The awarded vendor agrees to provide pricing to Huron Valley Schools and HVS/MAC cooperative participating entities ensuring the lowest pricing available. The awarded vendor agrees to promptly lower the cost of any product/service purchased through Huron Valley Schools following a reduction in the manufacturer or publisher's direct cost. If respondent has existing cooperative contracts in place, Huron Valley Schools requests equal or better than pricing to be submitted.

All pricing submitted to Huron Valley Schools shall include 2.0% administrative/remittance fee to be remitted to MAC by the awarded vendor. It is the awarded vendor's responsibility to keep all product listings and sales reports up to date and on file with Huron Valley Schools/MAC.

Vendor	
Firm Name: <u>Strategic Operation Solutions, LLC / DBA SOS Works</u>	
Authorized Representative Signature: 	
Authorized Representative Name (printed): Renee' Axt	
Date: 1/9/2024	

APPENDIX A –Regional Services Map



1. Upper Peninsula
2. Northwest
3. Northeast
4. West
5. East Central
6. East
7. South Central
8. Southwest
9. Southeast
10. Detroit Metro

Appendix A – Regional Services Map Proposer Response:

RESPONSE: *SOS is able to provide Statewide service support.

MARKETING AND OUTREACH: SOS Works has an incredible relationship with the public and nonprofit community throughout the state of Michigan. If selected as one of the qualified vendors SOS Works would actively market throughout the State of Michigan to build awareness about this contracting opportunity.

ATTACHEMENT A–Resumes Key Account Representatives



Renee' Axt Bio

Renee Axt has extensive experience in both the public and private sectors. Known as a solution driven business woman, Renee has an exceptional ability to bring business and government together. Having a unique ability to connect the right solution with the right client. She continues to deliver great results for both business and the community. Headquartering her company's, RCP Associates LLC, a business consulting group & SOSWorks, a human resources / fiscal intermediary solutions company in the City of Detroit in 2003 & 2009, was a no brainer. After having had the incredible opportunity to work for the Wayne County Executive Office from 1995 through 2003. Fifteen years later Renee' continues to do what she did well in Government, Cut the Red Tape and seek out great solution's to deliver to the community, State and Nation.

As head of strategic planning, capital improvement, special projects and program delivery for Wayne County, Renee led project development and provided fiscal analysis, evaluation and recommendations for Executive Initiatives. She created strong community coalitions between businesses and municipalities, establishing strategies for capital improvement projects, including economic development, parks, environmental and redevelopment. In addition, Renee coordinated intergovernmental and elected official support for Executive Initiatives. She spearheaded the county's efforts for a variety of special projects, including the downtown stadium development land acquisition and the metro airport noise abatement program.

Today, Renee provides financial management and human resource solutions through her company SOSWorks and business development, marketing and government relations consulting services to private, public and non-profit organization through her Public Affairs and Strategic Advising firm RCP Associates, LLC. She has developed a proven track record of creating positive business relationships that result in effective programs and projects for the private and public sectors. Renee works with her clients to develop strategic approaches for program development, project management, government relations and revenue enhancement. After growing up in the region and headquartering her company Detroit, she has become one of the Southeastern Michigan's best champions and advocates.

Renee C. Axt is the former Chair of the Wayne County Airport Authority Board and holds a master's in Public Administration and a Certificate in Non Profit Leadership from the University of Michigan and a bachelor's degree from Wayne State University. Since 2005, Axt has served on the Blue Cross Blue Shield of Michigan Board of Directors and is the Board Chair of BCBSM's long-term care subsidiary Lifesecure. Axt is also a member of the Detroit Regional Chamber of Commerce, the Detroit Economic Club and Detroit Athletic Club.

*SOSWorks, LLC, RCP Associates, LLC, HQ'd in Detroit, Woman Owned
407 E. Fort St., Suite 407, Detroit, MI 48226 & 15401 N. Commerce, Dearborn, MI 48120*

Michael E. Pipis

24 W. Vine Street
Monroe, MI 48162
(734) 241-4234
mpipis@sbcglobal.net

COO, General Manager, Human Resources Executive

Organizational Development - Best Practices - Financial Management

Performance-driven Senior Executive offering 20 years' comprehensive achievements across Management, Human Resources and Strategic Planning disciplines. Leverage business acumen across the public and private sector. Recognized for ability to incorporate innovative management techniques that result in enhanced business practices, increased productivity, and profits.

An accomplished Human Resources Executive with proven expertise in policy and procedure, recruiting and hiring practices, personnel development, retention approaches, legal compliance issues, managerial support, payroll processing, labor relations and negotiations

Executive Leadership Competencies

Employee Relations	Peer Review	Staff Augmentation / Talent
Benefit Programs	Policy Development	Acquisition
Contract Negotiations	Complaint Resolution	Product / Program Development &
Arbitration	Payroll	Implementation
Staff Management & Training	Workflow Optimization	Performance Improvement
	Worker's Compensation	

Experience

Chief Operating Officer, Strategic Operation Solutions, LLC (SOSWorks) (January 2012 - Present)

Lead cross-functional teams that collaborate as a focused unit to achieve business goals and drive the evolution of concepts into achievable business strategies. Effectively manage program and service implementations with close attention to budgets, timeframes, quality, and program specifications. Identify and capitalize on new growth opportunities through market analysis, product / brand development expertise, and keen business instincts.

Main Duties:

- Oversee the day to day operations.
- Responsible for program development and service implementation
- Oversee all business units: Talent Acquisition / Recruiting / Quality Assurance / Compliance, Customer Service, Finance, Vendor Management, Technology

Executive Assistant, Wayne County Health and Human Services (November 2010 - January 2012)

Main duties:

- Provided Personnel/Human Resource support for a staff of 720 employees across ten divisions of Wayne County Health and Human Services Department.
- Performed labor relations for multiple Unions representing employees across all HHS divisions/programs.

- Participated as member of management team during multiple union contract collective bargaining sessions.
- Investigated management and employee complaints, resolving or recommending appropriate actions as necessary.
- Facilitated, investigated and provided support for employee disciplinary actions.
- Contact for all administrative personnel related issues during State of Michigan certification reviews at DWCCMHA.
- Monitored/completed any administrative personnel corrective actions as determined by State review team.
- Completed weekly and monthly reports as required.

Executive Assistant, Detroit-Wayne County Community Mental Health Agency (October 2009 - November 2010)

Main duties:

- Provided Personnel/Human Resource support for a staff of 160 employees.
- Performed labor relations for two Unions representing employees at Mental Health.
- Investigated management and employee complaints, resolving or recommending appropriate actions as necessary.
- Facilitated, investigated and provided support for employee disciplinary actions.
- Monitored and processed requests for offsite medical records.
- Contact for all administrative personnel related issues during State of Michigan certification reviews.
- Completed any personnel administrative corrective actions as determined by State review team.
- Completed weekly and monthly reports as required.

Ramp Serviceman, United Airlines

(November 2000 - October 2009)

Main duties:

- Shop Steward IAM Local 141.
- Performed ramp support for United Airlines.
- Sorted and prepared cargo/luggage for departing aircraft.
- Loaded and unloaded cargo/luggage for departing/arriving flights.
- Member of station Safety Team: reported and discussed local safety issues, communicated with station management to resolve and improve safety.
- Deiced departing aircraft.
- Loaded weight and balance information for departing aircraft.
- Loaded and prepared freight at the local freight facility. Operated forklift.

Lead Customer Service Agent, Comair, Inc.

(April 1988 - November 2000)

Main duties:

- Supervised support staff of 18-25 employees.
- Performed liaison work with FAA concerning multiple aspects of station operations.
- Inspected AOA at least once per shift, passing NOTAM information to flight control.

- Scheduled aircraft gate assignments during multiple flight operations; investigated and resolved any/all customer service complaints.
- Trained staff annually in issues of safety and all related FAA mandated programs.
- Experienced and trained in crisis management. (Handled Comair crash of 1997 at Wayne County's Metro Airport)
- Comair Certified Trainer: trained staff in following areas; Ramp, Gate, Operations, CRO, GSC, Cargo, Safety, Complaint Resolution, Aircraft Pushback, Hazardous Materials Recognition, Hazardous Materials Communications, and Winter Operations.
- Prepared and reviewed employee annual evaluations. Disciplined employee's following a progressive program.

Education

Monroe County Community College, Monroe, MI (1988-90)

-Studied Pre-Engineering and completed all General Education Courses

University of Michigan, Dearborn, MI (1990-1991)

-Studied Engineering

Skills Summary

- Completed annual HIPPA, PCP, and PIHP training as required by MDCH.
- Completed annual Recipient Rights training as required by MDCH.
- Extensively trained in leadership and supervision/management.
- Extensively trained in crisis management by Comair, plus actual crisis management experience.
- Extensive knowledge of Deltamatic, OSS, METAR, UFES, and IFES.
- Extensive knowledge of Mac/Dos/IBM computer software, hardware, and operating systems.
- Competent in Microsoft Office Programs.

Special Interests

Aviation, computers, literature, travel, politics, sports, and family.

KATHLEEN KARAMANIAN

655 Oakland Avenue
Birmingham, MI 48009
(248) 797-8333
kathleenkaramanian@gmail.com

PROFESSIONAL EXPERIENCE

- 08/05 – 05/18 **Rexair** **Troy, MI**
Rexair, Headquarters of the Rainbow cleaning system. A Direct Sales and Manufacturing company.
VP, Human Resources
- Provide HR services supporting 230 employees for Headquarters, the Factory and Field Staff
 - Manage HR staff including payroll
 - Negotiated benefit programs
 - Traveled monthly to the Factory to walk the floor to speak with employees, resolve issues and attend manufacturing/quality/product meetings
 - Maintained weekly calls with the Field Staff to keep them updated on organizational news and provide resources
 - Attend International Sales meetings to meet with Distributors and make presentations
 - Analyze Worker's Compensation data and process, share safety information to improve claim status
 - Review QOS/ISO processes and ensure standards were met
 - Provide Management training to Headquarters staff
 - Organize quarterly resource meetings for employees
- 09/00 – 03/05 **Vastera** **Southfield, MI**
Vastera, providing solutions for Global Trade Management through software and managed services.
Director, HR Operations (06/02 – 03/05)
- Provide HR services supporting 250 employees in the US and Canada in Vastera's Managed Services division, including Benefits, Policy and Procedure, Recruitment, Performance Management, Employee Development and Training
 - Responsible for HR initiatives related to Quality, Process Improvement and Compliance
 - Established documented HR processes and procedures in line with ISO requirements
 - Maintain HR metrics and present to management team on a monthly basis
 - Analyze metrics data, identify areas for improvement and define action plans
 - Partner with Compliance team to maintain government certifications
 - Act as HR lead for internal and external audits
 - HR lead for Mergers and Acquisitions
 - Team with Sales and Operations to complete due diligence
 - Work with target company to define communication and integration plan
 - Successfully hire, orient and integrate target group into organization
- Manager/Senior Manager, HR Operations (09/00 – 06/02)*
- Established HR department for Vastera's Michigan office
 - Provided HR Generalist services for 80 local and 100 remote employees
 - Worked with M&A team on orientation/integration of newly acquired employees

ATTACHMENT B

Additional information - Staffing Services:

The success of our Consulting and Staffing Services has been a result of our ability to thoroughly understand our needs and quickly respond (usually within 24 to 72 hours) with qualified professionals. This is accomplished by utilizing our in-house experts to assist our marketing and recruiting staff throughout the entire process, in addition to our automated resume tracking and retrieval system.

SOS Works offers a variety of engagements to meet your organization's talent needs.

- Long or Short-Term Consulting Support (individuals or teams)
- Staff Augmentation
- Project Task Sourcing (project oriented)
- Contract to Hire
- Payroll services
- Compliance / Training

SOS' structured employee/contractor supervision and management plan focuses on training with a thorough orientation for all incoming staff. This orientation covers personnel policies, job responsibilities/tasks, reporting, supervision, and communication. The orientation also provides exposure to field work (based on project/position) and structured interaction with colleagues and collaborating agencies and partners.

We work with our s to establish a reasonable timeframe for probation before an incoming employee/contractor is confirmed for a temporary position or project. This allows managers and supervisors to monitor a new staff member's performance, demeanor, and "fit" with the rest of the team. Confirmation of a new member is requested in the form of a letter.

In order to be competitive within the marketplace, we take a lower margin on our staff augmentation in order to provide more financial incentive for our contractors.

Skilled staff are extremely important within our organization. We encourage continual professional development focused on encouraging skill specific refresher training, workshops, seminars as well as specialized training, or continued education to maintain certifications is required.

Minimizing Staff Turnover

Screening Talent prior to referring them for staffing assignments, including background checks and skills assessment.

Our Staff Augmentation approach seeks to fully understand the 's needs and culture in order to bring the best possible candidates. We have an ongoing feeder pool of

contractor resources that we regularly pull from. We also have significant alignments with Professionals that we regularly engage on projects or as needed temporary staff. We meet our 's timeline by employing a rapid response resource team that can turn resources within 24-72 hours. Our staff retention over the last three years has averaged 90%.

Skilled staff are extremely important within our organization, especially for those resources who work with key programs. We encourage continual professional development focused on encouraging skill specific refresher training, workshops, seminars as well as specialized training, or continued education to maintain certifications is required.

1 Kickoff

After gaining a comprehensive understanding of your organization's needs and the key attributes of your ideal candidate, we have created a customized profile and sourcing strategy. We then compile a tailor-made candidate pool to ensure your specific needs are met.

2 Recruiting

Our recruiters actively seek exceptional candidates through networking and extensive research. After initial screening, candidates are appraised by our managing partners who speak with you regularly to weigh emerging candidates and ensure perfect placement.

3 Interviewing

Once a strong slate of candidates has been constructed, we facilitate interviews with each candidate. Compile interview materials, prepare candidates, and speak with you and the candidate to gauge impressions, determine interest, and select a finalist. *SOS performs routine background checks on all resources before moving them forward to the Before placement all temporary staff are drug tested using DOT mirrored standards and cutoffs.

4 Placement

Once a finalist is identified and an offer is extended, we work with you to onboard the candidate. We continue to work with you and your new placement to ensure a successful placement.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

SOSWORKS is an equal opportunity employer. It is against SOSWORKS policy for any employee to discriminate against any applicant for employment or another employee on the basis of race, color, religious creed, national origin, sex, gender, sexual orientation, age, ancestry, genetic information, military service/veteran status, medical or physical disability, marital status or any other classification protected by applicable

federal, state, or local laws. SOSWORKS will make reasonable accommodations, including modification of Agencies policies and procedures in appropriate cases for qualified individuals with disabilities, if it can do so without undue hardship.

PROCEDURE:

This policy applies to all employment practices as they pertain to any position for which an applicant or an employee is qualified.

All other personnel actions including (and without limitation to) transfers, promotions, compensation, benefits, education, training, recreation, and social programs will be administered within the objectives of this policy of nondiscrimination.

Anyone who feels that he or she has been subjected to conduct which violates this policy should immediately report the matter to his or her supervisor. If the supervisor is unavailable or if you believe it would be inappropriate to contact that person, you should immediately contact the Director of Human Resources.

Every report of perceived discrimination will be fully investigated, and corrective action will be taken where appropriate, up to and including discharge for any employee(s) who violate this policy. In addition, SOSWORKS will not allow any form of retaliation against individuals who report a violation of this policy or who cooperate in the investigation of such reports in accordance with this policy. Any form of retaliation in violation of this policy will result in disciplinary action, up to and including termination of employment.

The Human Resources Department has overall responsibility for this policy and maintains reporting and monitoring procedures. Employees' questions or concerns should be referred to the Human Resources Department.

Drug/Alcohol testing program.

Background Checks / Drug and Alcohol testing program

- SOS performs routine background checks on all resources before moving them forward to the .
- Before placement is completed all temporary staff are drug tested using DOT mirrored standards and cutoffs.

POLICY - Drug and Alcohol Testing

• **Job Applicants**

All job applicants must take and pass a mandatory drug test as soon as practical following their acceptance of a conditional offer of employment, and prior to the actual time they commence employment with SOSWORKS. A confirmed positive test will result in the withdrawal of an offer of employment. A job applicant's refusal to submit to testing, failure to fully cooperate in the testing process, and/or attempt to tamper with, substitute for, adulterate, dilute, or otherwise falsify a test sample will be considered a withdrawal from the application process and will result in denial of employment.

• **Employees**

Employees may be subject to drug and/or alcohol testing as a condition of continued employment, as directed by SOSWORKS at its sole discretion. This includes, but is not limited to, drug and/or alcohol testing: (1) on a for cause basis; (2) as part of a post-incident investigation; (3) during and post-rehabilitation, including return-to-duty testing; and/or (4) as otherwise deemed necessary and appropriate by SOSWORKS, at its sole discretion. An employee's refusal to submit to testing; failure to fully cooperate in the testing process; attempt to tamper with, substitute for, adulterate, dilute, or otherwise falsify a test sample; and/or any other conduct which would intentionally prevent or compromise a valid test result will be considered insubordination and will result in termination of employment.

- **Consequences of a Positive Test**

Any employee whose drug or alcohol test is positive will be in violation of this Policy and will be subject to adverse employment action, up to and including termination of employment.

- **General Responsibility**

Substance-abuse prevention is everyone's responsibility. SOSWORKS expects all its employees to recognize and accept this responsibility, and to do their part in assuring that – working together – we can achieve and maintain a substance-abuse-free working environment for all Agency employees.

POLICY - Background and Driver License checks on Employees.

- SOS will conduct a Criminal Background check **before the employee is hired**. This process takes approximately five days once completed paperwork is submitted.
- SOS will conduct a Driver's License Check **before the employee is hired**. This process takes approximately five days once completed paperwork is submitted.
- Criminal History Background. Criminal Background Checks means the State of Michigan Internet Criminal History Access Tool ("ICHAT") or other background checks that may be required by the State of Michigan.

Managing requests reassignment or replacement of a Temp.

Correcting Placement performance problems and requests for reassignment or replacement

As employees/contractors are oriented in the standards of performance needed to successfully perform their duties, our initial goal is to determine the duties or behaviors where improvement is required. We determine if the problem is a performance problem (employee/contractor has not been able to demonstrate mastery of skills/tasks) or a behavior problem (employee/contractor may perform the tasks but creates an environment that disrupts the workplace).

We have created a Performance Improvement plan outlining the deficiencies

identified based on the standards outlined within or organization as well as Terms of Agreement with our s. If additional training or instruction is required, we work with the employee/contractor to ensure that a thorough understanding of the tasks and standards for success are re-established and documented. A timetable for compliance is communicated to the employee/contractor.

Along with Annual Evaluations, we provide constant feedback to our staff pertaining to performance issues. Feedback is based on our client meetings where any areas of opportunity identified.

We work with our s to establish a reasonable timeframe for probation before an incoming employee/contractor is confirmed for a temporary position or project. This allows managers and supervisors to monitor a new staff member's performance, demeanor, and "fit" with the rest of the team.

In the event there is a request for replacement of the assigned resource and or reassignment SOS' internal rapid response recruitment team will quickly assess the situation and immediately identify other qualified replacement resources for the to consider.



Attachment B – Pricing

Company Name: STRATEGIC OPERATION SOLUTIONS, LLC, DBA SOS WORKS

Proposer Response:

SOS Accepts the pricing requirements as stated in 1.11 of this RFQ.

Pricing for Services are based on the services chosen:

1. Payroll Processing Support 11%, this includes the 2% MAC fee.

2. Staff Augmentation – Recruitment services, Contractor support 1099 / W2 support Markup 50% _____ over the hourly rate received by temporary staff. Hourly rates per Employee and the number of positions is set by the client.

Full-Service Staffing hourly pricing will be based on national market hourly benchmarking for the position requirements identified and requested by HVS. *Staff Augmentation services include recruitment, onboarding support, payroll processing and compliance reporting. *It is difficult to provide hourly rates without the job description requirements. For example; Janitorial services, Senior / Supervisor vs an entry level service provider, Kitchen Staff, Senior Cook vs Food Prep worker, Coaching (I believe the district may currently utilize a flat rate vs an hourly rate), Substitute Teacher / Long-term vs Short Term , would Long-term require a specific expertise / training?

***Long-term Placement Discounts will be provided based on the placement duration, volume / hours.**

3. Human Resources Support: TBD based on the scope of services requested. An hourly professional rate sheet can be provided and or a customized service pkg can be quoted built per what the client needs are.

Services available:

- *Recruiting Services*
- *Onboarding / Credentialing*
- *Training*
- *Compliance*
- *Payroll Support*
- *Benefit Administration / Open enrollment*
- *Staff Evaluation*
- *Direct Hire*

Attachment B – Pricing

Company Name: STRATEGIC OPERATION SOLUTIONS, LLC, DBA SOS WORKS Full-Service Staffing hourly pricing will be based on national market hourly benchmarking for the position requirements identified and requested by HVS. *Staff Augmentation services include recruitment, onboarding support, payroll processing and compliance reporting. **It is difficult to provide hourly rates without the job description requirements. For example; Janitorial services, Senior / Supervisor vs an entry level service provider, Kitchen Staff, Senior Cook vs Food Prep worker, Coaching (I believe the district may currently utilize a flat rate vs an hourly rate), Substitute Teacher / Long-term vs Short Term , would Long-term require a specific expertise / training?*

***Long-term Placement Discounts will be provided based on the placement duration, volume / hours.**

Pricing for Contract Base Years 1 - 3						
	Rate of Pay Hourly		Billable Rate		Mark-up% 50% Hourly Rate	
	* TBD Market Rate		Full Day	Half Day	Full Day	Half Day
	Full Day	Half Day				
1. Substitute Teachers <i>*rate provided by addendum</i>	\$125 - \$150	\$100	\$187.50 - \$225	\$150	50%	50%
2. Coaching	\$15- \$22	\$15- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
3. Childcare Aides	\$15- \$22	\$15- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
4. Recess Aides	\$15- \$22	\$15- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
5. Recreation and Education (Lifeguards)	\$15- \$22	\$15- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
6. Paraprofessionals	\$15 - \$22	\$15 - \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
7. Clerical Staff	\$17- \$22	\$17- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
8. Janitorial Services	\$17 - \$20	\$17 - \$20	\$25.50 - \$30	\$25.50 - \$30	50%	50%
9. Food Services	\$15- \$22	\$15- \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%
a. Kitchen Staff	\$17 - \$22	\$17 - \$22	\$25.50 - \$33	\$25.50 - \$33	50%	50%
b. Lunch Aides	\$14 - \$17	\$14 - \$17	\$21 - \$25.50	\$21 - \$25.50	50%	50%
c. Other	TBD	TBD			50%	50%
10. Transportation Services	\$17 - \$22	\$17 - \$22	\$25.50 - \$33	\$25.50 - \$33	50%	50%
11. General Maintenance & Labor Services	\$15 - \$22	\$15 - \$22	\$22.50 - \$33	\$22.50 - \$33	50%	50%