

# EmployIndy

Advancing workforce solutions for Indianapolis

## **Request for Proposals #2010-013**

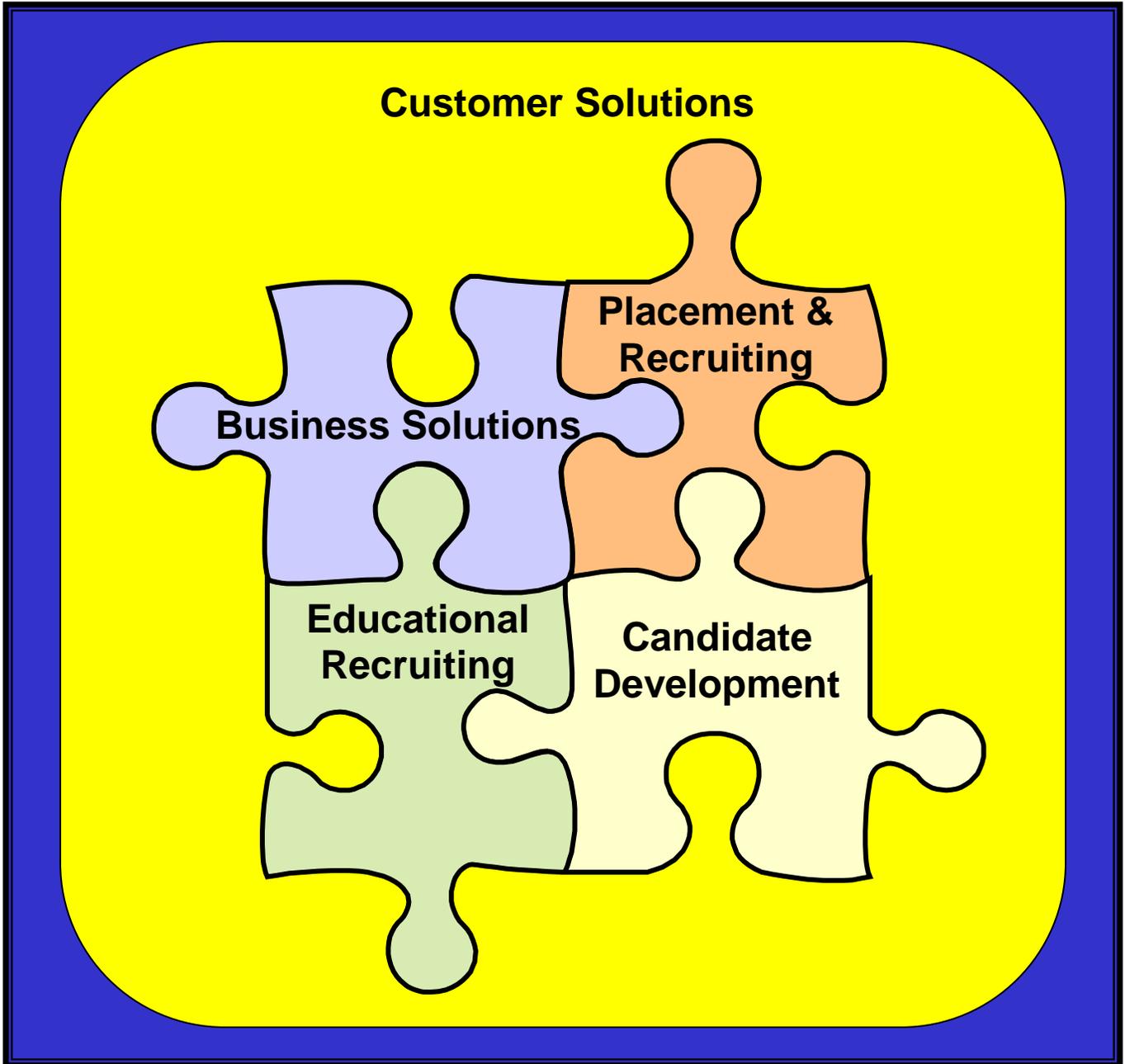
### **To Provide WorkOne Services**

**RFP Issue Date: November 19, 2010**  
**Proposal Due Date: January 5, 2011**  
**12:00 p.m. EST**

**Services to be provided between:**  
**July 1, 2011 --- June 30, 2013**

EmployIndy, EmployIndy programs and contracted providers are Equal Opportunity Employers/Programs.  
Auxiliary aids and services are available upon request to individuals with disabilities.

# WorkOne - Indianapolis



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**Attachments**

- A – Summary Page
- B – Budget Worksheet

**Addendums**

- 1 – WorkOne Indianapolis Management Structure
- 2 – Overhead Costs
- 3 – Cost Principles

# Request for Proposals to Provide WorkOne Services

EmployIndy, the Workforce Investment Board for Marion County and formerly the Indianapolis Private Industry Council, Inc., is responsible for the development of the Marion County workforce. A key component of this undertaking is the establishment of a network of WorkOne offices where employers can find qualified candidates for job openings. The offices also assist job seekers in upgrading skills to secure a good job. As part of the WorkOne Indianapolis system, EmployIndy will be investing Workforce Investment Act (WIA) funds for the operation of WorkOne offices. These offices will serve both Marion County employers and job seekers. WorkOne offices also serve as a focal point for convening other partners to assist in meeting Marion County's workforce needs.

## **I. Statement of Purpose**

EmployIndy is soliciting proposals to provide adult, dislocated worker, employer, and youth services through the WorkOne Indianapolis offices. The primary funding source will be WIA. The selected service provider(s) must comply with all WIA programmatic requirements including WIA legislation and federal, state and local WIA regulations and policies. The funds will be made available to provide services in the Marion County, Indiana WorkOne Indianapolis system from July 1, 2011, through June 30, 2013. A transition period starting no earlier than April 1, 2011 may be established to ensure continuity of service. The need for and use of the transition period will be at the discretion of EmployIndy. If a transition period is established, it will be funded through this procurement.

## **II. Overview**

EmployIndy is a not-for-profit corporation which convenes community leaders to address workforce development issues; and strategically coordinates funding from federal, state and private sources to develop a diverse, prepared workforce that meets the needs of existing and potential employers. EmployIndy oversees and implements federal, state and local workforce development activities of which many occur in One-Stop<sup>1</sup> centers for job seekers and employers, called WorkOne offices.



### **WorkOne Indianapolis System**

The WorkOne Indianapolis system consists of WorkOne offices that provide workforce services to the employers and job seekers of Marion County. Beyond the physical centers and offices, the WorkOne Indianapolis system will consist of other tools and products including a self-service labor exchange system, a planned virtual WorkOne office, a mobile WorkOne office, and other projects and initiatives that help develop a world class workforce. The system will focus on the needs of the employers without neglecting the needs of the job seeker. Attaining this balance

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<sup>1</sup> One-Stop Centers are described in section 121 of the Workforce Investment Act (WIA) of 1998.

where the mutual needs of both parties are met will be crucial to a successful workforce delivery system.

The provision of workforce services will be delivered primarily through the East, West, Parkstone, mobile and virtual WorkOne offices.

WorkOne East – 2525 North Shadeland Avenue – This office is currently the largest office in Marion County. It is a full service office providing the full array of services including unemployment insurance.

WorkOne West – 805 East Beachway Drive – This office is currently the second largest office in Marion County. It is a full service office providing the full array of services including unemployment insurance. This office is in the process of relocating. It will still be on the Westside of Indianapolis. The new location will have additional space, approaching the size of the East Office.

WorkOne Parkstone – 9002 North Purdue Road, Parkstone Building, Suite 200 – This office is scheduled to open in December 2010. This location has space to accommodate three training rooms, employer and client meeting rooms, and growth sector initiatives. Growth sector initiatives such as Healthcare Careers Initiative and PriorITize will be housed there. It will have most of the services provided at the East and West offices however unemployment insurance will only be available through self-service.

Mobile WorkOne – The mobile WorkOne office staff will be housed at the WorkOne Parkstone office, but most service delivery will be on-site at employer locations, community centers, educational facilities and other community events. The staff for the mobile WorkOne office will include personnel from modules 2, 3 & 4 and when needed may also include personnel from module 1. The mobile WorkOne office will provide a full array of services based on the needs of each project or location. The mobile WorkOne office consists of staff and equipment, but it is not a vehicle such as a modified recreational vehicle.

Virtual WorkOne – The virtual WorkOne office, also referred to as the virtual WorkOne, is under development. The objective is to provide as many WorkOne services as possible using a robust website and standardized content. The site will be almost exclusively self-service. Services such as workshops, labor market information, labor exchange services, unemployment services, etc. will be available to those employers and job seekers who do not need extensive staff assistance. The virtual WorkOne will offer linkages back to the physical WorkOne system. The objective is to provide Marion County employers and job seekers more convenient access to WorkOne services and resources.



### **WorkOne Indianapolis Management Structure**

The basic management structure for the WorkOne system will be determined by EmployIndy and will be based on the following guidelines.

- EmployIndy is the WorkOne Operator and will have sole responsibility for the WorkOne Operator duties. The WorkOne Operator duties reside with the Senior Director of WorkOne Operations and WorkOne General Managers who oversee the operations for the WorkOne offices. The Senior Director of WorkOne Operations will have technical support from the Indiana Department of Workforce Development, Director of Northern Operations.
- Functional management will be utilized in the operation of WorkOne Indianapolis. Under functional management, a supervisor may direct the actions of staff from different organizations. Functional management involves the operation of the WorkOne and the services provided. It does not include the following formal management functions: hiring, time reporting, payroll, formal work improvement actions and disciplinary actions. Functional managers will have input to the formal management functions, as appropriate.
- The management structure will optimize the amount of management staff in the WorkOne offices. Each WorkOne office will have a General Manager (EmployIndy), may have one or more functional managers (service providers), and no more than one module lead for each module that resides in the WorkOne office. As an example, if a service provider had two modules in an office, they would have a single module lead covering both modules, but could not have more than two leads. A small management structure will be viewed favorably.
- The functional organization structure for the offices is outlined in Addendum 1.



### **Staff Development/Credentialing**

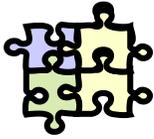
EmployIndy believes that organizational success is based on solid leadership and knowledgeable employees. As a result of that belief, EmployIndy is utilizing the National Workforce Institute (NWI) to develop and deliver staff curricula and certifications in workforce development. EmployIndy is working with NWI to provide WorkOne staff, including all contracted service providers and all DWD staff in the WorkOne Indy offices, customized testing, training, assessments and certifications in workforce development competencies. The NWI contract is funded through EmployIndy.

WorkOne staff use an online testing and training system which allows NWI to customize assessments for all of the WorkOne positions by mapping workforce development competencies to each specific WorkOne job description. The system generates questions that quickly assess the current knowledge of the WorkOne staff.

Based on the assessments, training is developed to address deficiencies. Training is delivered in traditional classroom settings and through online courses. Currently EmployIndy has targeted approximately two hours per week per WorkOne staff member for staff development.

EmployIndy also utilizes Digital Chalk, an e-learning tool that allows training to quickly be developed and delivered and provides for electronic tracking of competencies at the staff level. Digital Chalk is not only used to address skill based competencies, but program and process knowledge as well. All policies and procedures are required reading for staff and each staff member is tested on their knowledge of each policy and procedure using Digital Chalk.

All WorkOne staff is required to attain a workforce development certification related to their job. Knowledgeable and skilled staff is essential in providing excellent service to customers.



### **Case Management Philosophy**

Case Management provides an organized, structured process for moving participants to self-sustaining employment. WorkOne Indianapolis utilizes the following case management tenets to assist clients in achieving their career goals:

- Case management is a participant centered rather than a program centered approach. It starts with the participant and uses the program's resources to aid in goal achievement.
- Participants are capable of taking more control of their lives. They are capable of solving problems, making decisions, and setting goals. Case management should not do for people what they can do for themselves.
- Participants have strengths and resources as well as problems and challenges. Case management attempts to enable participants to use their strengths and resources to overcome their problems and challenges.
- The case management process should be a shared partnership between the participant and case manager. Although each partner brings different skills, experiences and expertise, they share in the responsibility for producing change.
- Participants should be actively involved in all phases of the process - assessment, planning, problem solving and finding of resources. Case management seeks to have an active participant and not a passive one.
- Participants are responsible for the outcome. The case manager is responsible for the process. Participants are ultimately responsible for making change happen. Case managers cannot force change on participants, but rather influence change.

WorkOne Indianapolis has chosen to adopt this method of case management because we believe it is better for the participants and clearer for the staff. We anticipate this approach will create a higher success rate by enabling participants to make the connection between the goals they set and their participation in activities.



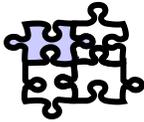
### **Occupancy, Equipment and Supplies**

As an integrated service delivery system under the direction of EmployIndy, bidders will have minimal need for occupancy, equipment and supply costs. EmployIndy will provide the workspace for the WorkOne staff in the WorkOne offices, the equipment and the supplies. Extraordinary needs in these areas should be outlined in the proposals, but should not be included as part of the budget. If notebook PCs are required for any of the staff, please provide the number of notebook PCs needed, basic specifications and software, what positions need them and a brief justification for the need.



## WorkOne System Modules

The WorkOne Indianapolis system is divided into five functional and interrelated modules. The five modules are 1) Business Solutions, 2) Placement and Recruiting, 3) Educational Recruiting, 4) Candidate Development and 5) Customer Solutions. The purpose of each module with its primary responsibilities is outlined below. These descriptions provide a basic conceptual overview or vision for WorkOne Indianapolis.



### Module 1 – Business Solutions

**Purpose:** Ensure that the workforce needs of Marion County employers, in high growth industries, are met in a timely manner and beyond the employers' expectations.

**System Role:** The Business Solutions module will work with the other modules to recruit, screen, and deliver qualified, appropriately trained candidates to help Marion County employers successfully staff their operations. The module's primary function will be the development of employer business relationships and the management of employer focused projects.

#### Primary Responsibilities<sup>2</sup>:

- Assist high-growth, high-demand, and high-wage employers in meeting their workforce needs.
- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Business Solution goals.
- Accept project assignments from EmployIndy's Business Development team
  - Project Type 1 – Job Placement
    - Develop deliverables in conjunction with the employer
    - Operate the assignment as a project - organize and manage the deliverables
    - Communicate job order deliverables to the WorkOne Placement and Recruiting team
    - Ensure the necessary resources are available to deliver the required project outcomes
    - Follow-up with the employer to ensure expectations were exceeded in a timely manner
  - Project Type 2 – On-the-Job Training (OJT), Incumbent Worker Training and other employer-based training
    - Develop the deliverables in conjunction with the employer
    - Operate assignment as a project – organize and manage the deliverables
    - Communicate educational deliverables to the WorkOne Educational Recruiting team, as appropriate
    - Ensure that the necessary resources are available to deliver the required outcomes

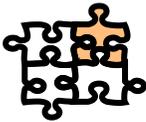
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<sup>2</sup> A manager position for this module will be provided by EmployIndy.

- Follow-up with the employer to ensure expectations were exceeded in a timely manner

#### Performance Measurements<sup>3</sup>:

- Customer Satisfaction – A roll up of all customer satisfaction surveys from jobseekers and employers based on product knowledge, service quality, and timeliness.
- Client Placements – The percent of WIA clients with a planned exit date that have entered employment, military or apprenticeship programs.
- OJT's – The percent of OJT clients that are successfully retained by the employer.
- Project Placements – The number of placements tracked from hiring projects and clients entered into the client tracking system/application tracking system.
- Job Order Fill Rate – The percent of job orders developed and/or worked prior to the job order close date (not to exceed 60 days of open status).



## **Module 2 – Placement and Recruiting**

Purpose: Meet or exceed the employer needs when matching employers with talent. Document the skills and credentials for Marion County's high growth industries and fill the talent pipeline with candidates who have those skills and credentials.

System Role: The Placement and Recruiting module will work with the other modules to identify, develop and refer qualified candidates for high growth industries and for other hiring projects. Many of these projects will be managed by the Business Solutions module.

#### Primary Responsibilities:

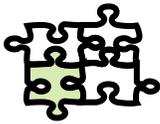
- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Placement and Recruiting goals
- Ensure that all candidates are eligible for the placement services being provided and enroll in the appropriate programs
- Provide appropriate case management services to candidates that prepares them to properly engage employers and record those services in the case management system
- Develop candidate job getting skills such as interviewing, resume writing, job search, and "dress for success"
- Record placement services in the EmployIndy approved systems, such as, but not limited to Indiana Career Connect (ICC) and TrackOne (case management system)
- Accept placement and recruiting projects from the Business Solutions team
  - Secure job seeker resumes
  - Screen resumes based on employer criteria
  - Validate documents and work history
  - Interview candidates
  - Refer acceptable candidates to employer
- Locate job orders in ICC especially from employers in high growth industries, and work them as a placement and recruitment project

<sup>3</sup> The performance measurements are refined from year to year. The measurements shown are simply an indication of the type of measurements that are typically used for this module.

- Follow same process as above
- Recruit talent for the high growth industries
  - Actively recruit candidates with talents that growth industries need
  - Create a “talent pipeline database” of candidates with talents that growth industries need
- Refer candidates in need of occupational skills or training to Educational Recruiting
- Refer candidates with significant barriers to employment to Candidate Development
- Develop and maintain a system for verifying and tracking job placements

Performance Measurements<sup>4</sup>:

- Customer Satisfaction – A roll up of all customer satisfaction surveys from jobseekers and employers based on product knowledge, service quality, and timeliness.
- Client Placements – The percent of WIA clients with a planned exit date that have entered employment, military or apprenticeship programs.
- OJT’s – The percent of OJT clients that are successfully retained by the employer.
- Project Placements – The number of placements tracked from hiring projects and clients entered into the client tracking system/application tracking system.
- Job Order Fill Rate – The percent of job orders developed and/or worked prior to the job order close date (not to exceed 60 days of open status).



**Module 3 – Educational Recruiting**

Purpose: Connect candidates to secondary education, postsecondary education and training for occupational skills.

System Role: The Educational Recruiting module will work with the other modules to maximize the number of Marion County job seekers that receive education and training related to basic education and occupational skills. The occupational training will be very specifically targeted to high growth industries and occupations as defined and/or identified by EmployIndy. Educational Recruiting will also work with Marion County job seekers on adult basic education, GED preparation programs, computer literacy programs and other prevocational training. Training projects may also include incumbent worker training and on-the-job training (coordinated by Business Solutions). The WorkOne Indianapolis system will have approximately \$2.0 million annually to spend on training.

Primary Responsibilities:

- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Educational Recruiting goals
- Ensure all candidates are eligible for the training services being provided and enroll in the appropriate programs
- Provide appropriate case management services to candidates as they relate to educational planning, career counseling, etc. and record those services in the case management system

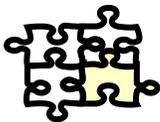
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<sup>4</sup> The performance measurements are refined from year to year. The measurements shown are simply an indication of the type of measurements that are typically used for this module.

- Provide recommendations on new training providers to EmployIndy for demand occupations
- Connect candidates:
  - Locate and identify candidates that are ready for, interested in and in need of upgrading their skill set for Marion County growth industries
  - Ensure candidates provide documentation of certifications, degrees and other credentials earned
  - Counsel candidates on career and educational opportunities and the required skills and credentials
  - Develop career, education and financial plans with candidates
  - Connect to appropriate educational and skill building programs
  - At or near completion of education or training, refer candidate to the WorkOne Placement and Recruiting team for referral to a job or addition to the “talent pipeline database”
- Refer candidates in need of services such as job search skills, interviewing practice, resume writing, etc. to the appropriate module
- Work with Business Solutions on incumbent worker and on-the-job training projects

Performance Measurements<sup>5</sup>:

- Customer Satisfaction – A roll up of all customer satisfaction surveys from jobseekers and employers based on product knowledge, service quality, and timeliness.
- Client Placements – The percent of WIA clients with a planned exit date that have entered employment, military or apprenticeship programs.
- WIA Enrollments – The number of clients that we completed a full application and provided a minimum of one staff assisted service for in the program year.
- Enrolled WIA Training – The number of clients that received training services that are enrolled in a TrackOne Program.
- Credentials – Percent of WIA clients that complete training and that have a documented credential recorded within 30 days of their planned training end date.



## Module 4 – Candidate Development

Purpose: Enroll candidates, assess their readiness for work or education, provide initial assessments, and assist them in self-service job search.

System Role: The Candidate Development module will work with the other modules and will serve as the “front door” for job seekers. This module will be responsible for most of the enrollment activities, candidate development services including assessments, basic employment counseling and basic employment barrier removal.

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<sup>5</sup> The performance measurements are refined from year to year. The measurements shown are simply an indication of the type of measurements that are typically used for this module.

### Primary Responsibilities:

- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Candidate Development goals
- Enroll candidates in appropriate workforce programs and enter services into the case management system
- Assist candidates in accessing self-service systems such as UpLink<sup>6</sup>, ICC, private labor exchange systems, etc.
- Provide appropriate candidate assessments and enter results into the case management system
- Provide appropriate case management services to candidates related to preparation for employment and enter those services into the case management system
- Assist candidates in developing employment plans
- Screen for job ready candidates in high growth industries and refer to the Placement and Recruiting team
- Screen for education ready candidates and refer to the Education Recruiting team
- Refer candidates to jobs in non-high growth industries
- Refer candidates to community resources for non-workforce issues such as removal of barriers to full employment
- Actively recruit candidates from community partners when the candidates are ready to improve their occupational skills and enter employment
- Work with community centers and other community organizations to increase awareness of workforce services and products available to their clients

### Performance Measurements<sup>7</sup>:

- Customer Satisfaction – A roll up of all customer satisfaction surveys from jobseekers and employers based on product knowledge, service quality, and timeliness.
- Client Placements – The percent of WIA clients with a planned exit date that have entered employment, military or apprenticeship programs.
- WIA Enrollments – The number of clients that we completed a full application and provided a minimum of one staff assisted service for in the program year.
- Enrolled WIA Training – The number of clients that received training services that are enrolled in a TrackOne Program.
- Credentials – Percent of WIA clients that complete training and that have a documented credential recorded within 30 days of their planned training end date.



## **Module 5 – Customer Solutions**

Module 5 of the WorkOne Indianapolis system is Customer Solutions. This module is not included in the scope of this RFP. However, it is an essential component to the overall WorkOne system and as such is described in this RFP to provide bidders with a full understanding of the WorkOne system.

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<sup>6</sup> UpLink is Indiana's unemployment insurance system.

<sup>7</sup> The performance measurements are refined from year to year. The measurements shown are simply an indication of the type of measurements that are typically used for this module.

Purpose: Develop and provide appropriate tools for the WorkOne Indianapolis system. Examples include, but are not limited to, the development and delivery of workshops & seminars, the development of self service tools, white papers on specific workforce topics, the development and maintenance of customer focused social media tools, and potentially the support of a virtual WorkOne. The development, acquisition and dissemination of these products will be in conjunction with EmployIndy and the other modules. Customer Solutions products will be for employers, jobseekers, WorkOne staff and system partners such as community based organizations.

System Role: The Customer Solutions module will work with the other modules and will serve as a high quality resource of products. This module will be responsible for development, maintenance, dissemination and delivery of the desired products.

#### Primary Responsibilities:

- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Customer Solutions goals
- Develop, maintain and deliver workshops and seminars for job seekers and employers
- Identify, obtain and disseminate appropriate assessment tools, guidance on the selection of the proper assessment tools, and direction on how to properly use the assessment tools
- Utilize WorkOne Indianapolis web sites for advertisement and, in some cases, delivery of Customer Solutions products
- Assess the use and value of the tools to customers and maintain the tools, as appropriate to increase value
- Insure that products are made available to all WorkOne system modules and to other EmployIndy workforce programs including but not limited to JAG, Youth Build, YouthWorks Indy, etc.

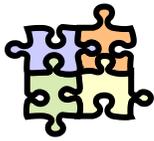
#### Performance Measurements:

- Customer Satisfaction – A roll up of all customer satisfaction surveys from jobseekers and employers based on product knowledge, service quality, and timeliness.
- Client Placements – The percent of WIA clients with a planned exit date that have entered employment, military or apprenticeship programs.
- Other Toolbox specific measurements to be determined.



#### WorkOne Boot Camps

WorkOne Indianapolis uses assessments and in some cases boot camps to select candidates for job referral, admittance into programs and selection for training programs. The objectives include finding the best candidates for employers and improving performance. The assessment tools can vary from project to project as can the length and nature of the boot camp.



### **Youth Programs and Funding**

Much of EmployIndy's WIA youth funding will be directed to Jobs for America's Graduates (JAG), YouthWorks Indy and other specialized youth programs. WorkOne emphasis will be on interfacing with EmployIndy youth programs and transitioning those participants to/from youth programs and WorkOne services. A limited amount of youth funding will be provided under this contract.



### **Special Workforce Projects and Funding**

The workforce development industry is very fluid. Federal, State and private organizations often offer funding opportunities to provide services to targeted audiences or to conduct pilot programs. These special programs require linkages to and usage of the WorkOne Indianapolis system included under this RFP. Current examples of this include YouthBuild, YouthWorks Indy, Healthcare Careers Initiative, PriorITize and STEMWorks. Service providers under this contract will be expected to work with these projects to provide the appropriate linkages to workforce products and services. In some cases, service providers may be requested to provide training in WIA, the case management system, etc. to personnel administering these projects.



### **Proposals to this RFP**

Respondents to this RFP are asked to submit proposals that address any combination of the first four modules for which they wish to provide services. Respondents may elect to bid on only one module, all four modules or any combination. Module 5, Customer Solutions, is not part of this solicitation.

Respondents may bid for any single module or any combination of the four modules. EmployIndy reserves the right to select bidders for specific modules or combinations of modules. As such, to be objective and accurate in the evaluation, each module will need to stand alone within the proposal. This will be addressed more extensively later in the RFP.

Successful respondents who contract with EmployIndy for services will be considered as subrecipients and not vendors.

## **III. Specifications & Scope of Work**

EmployIndy expects a system that aggressively targets the development of the workforce for Marion County employers and provides excellent services to the job seekers. The overall design, implementation, operation and results of this system will be considered as a national "best practice." Bidders should demonstrate these attributes in preparing proposals.

## **A. Governing Authority**

By statute, EmployIndy has the responsibility for developing the workforce of Marion County. EmployIndy establishes both policy and operational processes as mandated by WIA. Applicants to this RFP are expected to be familiar with the contents of WIA and Federal Regulations guiding the WIA program. They should also be familiar with State laws and State and EmployIndy policy concerning workforce development, the Wagner-Peyser program and other partner programs. Many of these can be found via the U. S. Department of Labor's site at <http://www.doleta.gov> and the DWD site at <http://www.in.gov/dwd/>. The terms and conditions of this RFP and resulting contracts may change based on any Federal or State legislative changes.

## **B. Strategic Objectives**

1. Increase the number of employers that use WorkOne to meet their labor force needs
2. Increase the quality and timeliness of the referrals to employers
3. Increase the job seeker talent pool for growth industries
4. Positively affect literacy, general equivalency degrees and occupational skill credential rates
5. Increase outreach to community centers, community-based and faith-based organizations to leverage their strengths in providing workforce services to an increased number of employers and job seekers

## **C. Performance Goals**

### Common Measurements

Common measurements are critical indicators of program performance and are mandated by the U. S. Department of Labor. EmployIndy expects performance under common measurements to be a natural bi-product of a strong workforce development system. Even though common measurements are important, the fact that they are measured after the program year is over makes them unacceptable performance targets for managing the daily operations of WorkOne Indianapolis. As such, EmployIndy will depend on its system measures for managing the WorkOne operations. EmployIndy's strategy will be to adjust system measures, as necessary, to ensure that common measures will be met. The result will be meaningful real-time measures that accurately predict common measurement outcomes.

The common measurements for Adults<sup>8</sup> are:

#### Entered Employment Rate

- Of those adults who are not employed at the date of participation

$$\left( \begin{array}{l} \text{Number of adult participants who are} \\ \text{employed in the first quarter after} \\ \text{the exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of adult participants} \\ \text{who exit during the quarter} \end{array} \right)$$

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<sup>8</sup> For common measurements the term adult includes both Adult and Dislocated Worker.

### Employment Retention Rate

- Of those adults who are employed in the first quarter after the exit quarter

$$\left( \begin{array}{l} \text{Number of adult participants who} \\ \text{are employed in both the second} \\ \text{and third quarters after the exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of adult participants} \\ \text{who exit during the quarter} \end{array} \right)$$

### Average Earnings

- Of those adult participants who are employed in the first, second, and third quarters after the exit quarter

$$\left( \begin{array}{l} \text{Total earnings in the second plus the} \\ \text{total earnings in the third quarters} \\ \text{after exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of adult participants} \\ \text{who exit during the quarter} \end{array} \right)$$

The common measures for Youth are:

### Placement in Employment or Education

- Of those youth who are not in post-secondary education or employment (including the military) at the date of participation

$$\left( \begin{array}{l} \text{The number of youth in employment} \\ \text{or postsecondary education or advanced} \\ \text{skills training in the first quarter after} \\ \text{exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of youth participants} \\ \text{who exit during the quarter} \end{array} \right)$$

### Attainment of a Degree or Certification

- Of those youth enrolled in education at the date of participation or at any point during the program

$$\left( \begin{array}{l} \text{The number of youth participants} \\ \text{Who attain a diploma, GED or certificate} \\ \text{By the end of the third quarter after the} \\ \text{exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of youth participants} \\ \text{who exit during the quarter} \end{array} \right)$$

### Literacy and Numeracy Gains

- Of those out of school youth who are basic skills deficient

$$\left( \begin{array}{l} \text{The number of youth participants} \\ \text{Who attain a diploma, GED or certificate} \\ \text{By the end of the third quarter after the} \\ \text{exit quarter} \end{array} \right) \div \left( \begin{array}{l} \text{Number of youth participants} \\ \text{who exit during the quarter} \end{array} \right)$$

## System Measurements<sup>9</sup>

The system measurements consist of all the individual measurements for the four modules and are intended to predict success for common measures. It is critical that the five modules work as a single entity. Outstanding performance in one module will not offset poor performance in another. To be successful as a workforce system for Marion County, all system measurements must be exceeded. The system measurements will be set to reflect real-time measurements with at least quarterly feedback.

### Business Solutions

- Customer Satisfaction
- Client Placements
- OJT's
- Project Placements
- Job Order Fill Rate

### Placement and Recruiting

- Customer Satisfaction
- Client Placements
- OJT's
- Project Placements
- Job Order Fill Rate

### Educational Recruiting

- Customer Satisfaction
- Client Placements
- WIA Enrollments
- Enrolled WIA Training
- Credentials

### Candidate Development

- Customer Satisfaction
- Client Placements
- WIA Enrollments
- Enrolled WIA Training
- Credentials

### Toolbox

- Customer Satisfaction
- Client Placements
- Others to be determined

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<sup>9</sup> The system performance measurements may be adjusted at the discretion of EmployIndy. The measurements set forth in this document represent the areas that will be measurements of success. Adjustments to accommodate collection of performance data and to more accurately define success will be made at the discretion of EmployIndy.

## **D. Environment**

1. Service Area - The service area is Marion County. The system will serve the employers and job seekers in Marion County. Since Marion County is part of a larger labor market area, services to individuals and employers outside of Marion County may occur, but the target area is Marion County.
2. Offices -See WorkOne Indianapolis System in Section II. Overview.

Daily traffic volumes in the WorkOne offices can vary greatly based on the unemployment rate, general state of the economy and day of the week. The monthly average for all offices is about 22,000 with about 240,000 annual visitors. These numbers just measure the current traffic flow and do not reflect actual targets.

3. Programs – The following major programs will be operated through the WorkOne East and West offices – Disabled Veteran Outreach Program (DVOP), Local Employment Veteran Representative (LVER), Unemployment Insurance (UI), Trade Adjustment Assistance (TAA), Wagner-Peyser (W/P) and Workforce Investment Act (WIA) Adult, Dislocated Worker and Youth. Other community partners include, but are not limited to Housing and Urban Development (HUD), JobCorp, Vocational Rehabilitation, Community Block Grants, National Veteran Grants, etc. may be included in the service mix if they offer employment and training grants and cost share the facility.

The Parkstone and mobile WorkOne offices will not be required to operate the full array of programs listed above. The services provided will be customized for the sites to meet the needs of the customers being served.

Another requirement is the integration of non-office programs such as JAG, YouthBuild, Apollo 13, Connected by 25, YouthWorks Indy, etc. into the WorkOne system. Linkages between these programs and the WorkOne centers will be essential. Added to that is the need to have linkages to WIA partner programs and neighborhood programs providing workforce services.

4. Staffing – Many of the major programs listed above (item 3) are operated by the State of Indiana – Department of Workforce Development (DWD). For those programs, the state has allocated state staff to perform those work duties. Federal law mandates the use of State Merit employees for those functions. The state staffing will need to be taken into consideration in proposal development. The amount of state staff available to four modules being covered by this RFP will vary, but for initial planning purposes, about 10-15% of DWD staff will be available. Approximately 45 State staff is employed through the WorkOne Indianapolis offices. 10-15% equates to 4-7 full-time equivalent positions.
5. Management – The management structure for WorkOne Indianapolis has been described in Section II Overview. Additional details on the functional management guidelines that will be followed can be found in DWD Policy 2007-43, <http://www.in.gov/dwd/files/2007-43.pdf>. The overall objective will be to structure the system so that it works as a single unit to meet the needs of both the Marion County employers and workforce.

6. Equipment – Each office currently has furniture and equipment. All of the furniture and equipment belongs to the system and will be available for operational purposes regardless of the selected entity. As the WorkOne Operator, EmployIndy will be responsible for ensuring that adequate furniture and equipment is available. Special or unique needs should be addressed in the proposal.

**E. Program Period**

The intent of this RFP is to contract with one or more service providers to provide WorkOne services for Marion County. The intent is to have a contract period that begins July 1, 2011, and ends on June 30, 2013. Furthermore, it is the intent to allow up to a one year extension at the discretion of EmployIndy.

When and if necessary, EmployIndy may designate a transition period of up to three months in length prior to the July 1, 2011 operation start date. The transition period will allow for initial start up and transitional activities. If EmployIndy determines that a transition period is necessary the contract may start as early as April 1, 2011.

**F. Funding Available<sup>10</sup>**

Funding availability may vary based on federal WIA allocations, the availability of non-WIA funding and other factors. Following is EmployIndy’s estimated funding level by Program Year for the initial term of the contract. While initial estimates are provided for each module, those breakouts are based on EmployIndy’s current view of the proposed system. Respondents may propose alternate spending levels for each module, but should justify significant variations from those projected below. Actual funding levels will be specified in contracts that are executed as a result of this RFP.

Approximately \$4 million will be made available for each of the program years covered by this contract with \$2 million per year reserved for direct training. IPIC will include reasonable transition costs in any resulting contracts. Respondents interested in transitional funding should include it in their budget and budget narrative.

The following chart shows estimated funding and estimated distribution by module.

WorkOne Services

<b>July 1, 2011 – June 30, 2012</b>	<b>Year 1 Operations</b>	<b>\$4,000,000</b>
Direct Client Training <sup>11</sup>		\$2,000,000
Module 1		20%
Module 2		35%
Module 3		28%
Module 4		17%

<sup>10</sup> Other WIA and non-WIA funds sometimes become available. Allocation of this “other funding” may be awarded to the successful respondents to this RFP when in the judgment of EmployIndy the “other funding” is congruent with the objectives and activities addressed in this RFP. Such actions will be addressed through contract modifications.

<sup>11</sup> A key objective under the workforce development model presented by this RFP is the development of the workforce through training. As such a significant amount funding will be allotted to direct client training costs. This will include both occupational training and prevocational training as defined in WIA legislation, regulation and policy. The overwhelming majority of this funding will be for occupational training. That funding will be part of the contract for Module 3.

<b>July 1, 2012 – June 30, 2013</b>	<b>Year 2 Operations</b>	<b>\$4,000,000</b>
Direct Client Training <sup>11</sup>		\$2,000,000
Module 1		20%
Module 2		35%
Module 3		28%
Module 4		17%

Pay for Performance

Contracts resulting from this procurement will be structured with pay for performance clauses. The exact pay for performance clause used will be determined through contract negotiations. All pay for performance criteria will involve both system measurements to insure that all modules are working in coordination and module specific measures.

## **IV. Proposal**

### **A. Submission Requirements**

#### Technical Qualifications

To be eligible for consideration, individuals or organizations submitting proposals may not have a financial or policy interest in EmployIndy and must demonstrate:

1. Have experienced staff or subcontractors to provide the services described in this proposal or must show the ability to acquire such staff.
2. Have experience in performing similar types of services in the public or private sector.
3. Be able to contract with EmployIndy for the timely delivery of the services.
4. Demonstrate that it can deliver the specific workforce development services specified in the modules for which it bids.
5. Knowledge and understanding of PL 105-220 Workforce Investment Act of 1998 and its implementing regulations 20 CFR Parts 660-671, 20 CFR Par 652, and 29 CFR Part 37.
6. Knowledge and understanding of Federal Fair Labor Standard Act and Indiana Department of Employment and Training Act (IC 22-4 et seq.) and accompanying rules, regulations and policy directives regarding the Workforce Investment Act programs issued by the Indiana Department of Workforce Development.
7. Knowledge and understanding of the Office of Management and Budget (OMB) Circulars A-110, *Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Nonprofit Organizations*, A-122, *Cost Principles for Non-Profit Organizations*, A-87, *Cost Principles for States, Local Governments and Indian Tribes* and A-102, *Administrative Requirements for States, Local Governments and Indian Tribes*, A-21 *Cost Principles for Educational Institutions*, and 48 CFR, Chapter 1, Part 31 and others, as appropriate .

## Proposal Components

To be considered for funding, all applications submitted must adhere to the following requirements:

Components	Evaluation Criteria	Maximum Pages
<b>Proposal Summary Page (Attachment A)</b>	<ul style="list-style-type: none"> <li>◆ Summary document</li> </ul>	<b>1</b>
<b>Organization and Staffing</b>	<ul style="list-style-type: none"> <li>◆ Description of organizational experience, capacity, and qualifications including details on all successful projects that are similar in nature and scope</li> <li>◆ Description of experience, capabilities and understanding of accounting requirements for contracts involving federal and State of Indiana funding</li> <li>◆ Profiles of the organization’s staff to provide requested services and identification of the roles of specified personnel</li> <li>◆ Organizational chart (as an attachment) with key personnel identified</li> <li>◆ Most recent audit report or audited financial statements (as an attachment)</li> </ul>	<b>3 per module</b>
<b>Proposal Narrative</b>	<p>A proposal narrative will be required <u>for each module</u> for which the applicant is bidding. The page limit designated in the right column is the <u>number of pages per module</u>. The narrative will specifically identify which module it covers by using the module number and full module name – example, <i>Module 1, Business Solutions</i>.</p> <ul style="list-style-type: none"> <li>◆ The specific questions asked under <i>Proposal Narrative</i> – for the specific module being bid on must be addressed</li> <li>◆ How the goals and measurable objectives of the module are to be achieved must be addressed</li> <li>◆ The proposed description of the implementation of the module</li> <li>◆ Methods to be used to ensure coordination with the other system modules whether operated by the applicant or another entity</li> <li>◆ Scope of Services addressing the required components outlined in Section III and the Proposal Narrative outlined in Section IV</li> <li>◆ Innovative ideas that could be implemented in support of the overall concepts, strategies and objectives stated in this RFP</li> </ul>	<b>8 per module</b>

<b>Budget (Attachments B)</b>	<p>A budget will be required <u>for each module</u> for which the applicant is bidding. The page limit designated in the right column is the <u>number of pages per module</u> for the budget narrative. The budget narrative will specifically identify which module it covers by using the module number and name – example, <i>Module 1, Business Solutions</i>.</p> <ul style="list-style-type: none"> <li>◆ A budget narrative that explains and supports the detail contained in the budget worksheet.</li> <li>◆ Budget Worksheets (Attachment B) (as attachments)</li> <li>◆ Budget details as appropriate</li> </ul>	<b>2 per module</b>
<b>Attachments*</b>	<ul style="list-style-type: none"> <li>◆ Organizational Chart</li> <li>◆ Organization Audit Report</li> <li>◆ Staff Resumes or Qualifications (if personnel is not on staff – job or position descriptions)</li> <li>◆ Budget Worksheets</li> <li>◆ List of three (3) professional references with names, addresses, and current telephone numbers of contact persons for whom similar work has been performed</li> </ul> <p>*Letters of Reference, resumes or staff qualifications can be included as attachments and will not count against the page limit</p>	
	<b>TOTAL PAGES (without attachments)</b> <b>one module</b> <b>two modules</b> <b>three modules</b> <b>four modules</b>	<b>14</b> <b>27</b> <b>40</b> <b>53</b>

### Proposal Format

- a) All bidders must provide one original and five copies of their proposal.
- b) The proposal must be written in Microsoft Word for Windows and submitted in hard copy along with a copy of the response on a CD. (Please do not “write protect” the CD).
- c) Proposals must be typed in 12 point font, double-spaced with one inch margins and on letter size paper (8 ½ x 11).
- d) Pages must be numbered in the footer at the bottom center of each page in “Page X of Y” format. The applicants name must also be listed in the footer at the bottom right of each page. Font size for the required footer may be 10 point.
- e) Applications may not be faxed or transmitted by email.
- f) Applications can be submitted by regular mail, express courier delivery, or hand delivery.

## Proposal Timeline<sup>12</sup>

The deadline for submission is January 5, 2010, by 12:00 noon. Faxed or emailed submissions will not be accepted. Proposals are to be submitted to the following:

Veronica Davis  
EmployIndy  
Market Square Center  
151 North Delaware Street, Suite 1600  
Indianapolis, IN 46204

Any questions regarding this request for proposal must be submitted in writing by letter, fax (317) 639-0103 or e-mail to [vdavis@employindy.org](mailto:vdavis@employindy.org) by the Submission of Questions due date shown in the RFP timeline below. Questions and responses will be posted on the EmployIndy web site at [www.employindy.org](http://www.employindy.org). Potential bidders should check the EmployIndy web site regularly for posted correspondence.

An optional bidder conference will be held on November 30, 2010 from 2:30 – 3:30 p.m. The location will be the Seventh Floor Conference Room, 151 North Delaware Street, Indianapolis, Indiana. Representatives from EmployIndy will give a brief presentation on the conceptual model set forth in the RFP and will accept questions. All questions will be answered in writing and posted to the EmployIndy web site with all other questions and responses related to this RFP.

A “letter of intent to bid” must be submitted to EmployIndy by 5:00 p.m. on December 10, 2010. The letter should be brief and clearly identify the respondent. The letter must specify the modules for which the respondent intends to bid. The “letter of intent to bid” should be sent to the proposal address listed above. It may also be faxed to (317) 639-0103 or emailed to [vdavis@employindy.org](mailto:vdavis@employindy.org). The “letter of intent to bid” does not require an entity to bid, but if one is not received, it will prevent an entity from participating in the procurement.

EmployIndy has reserved time for bidder presentations in the RFP timeline. However, EmployIndy reserves the right to schedule bidder presentations at any time after the submission of the proposals. The purpose of the presentation is to obtain clarity for the review and selection process. Presentations will be part of the formal proposal review, evaluation and scoring. Presentations may be limited to a select number of proposals that are considered finalists.

### Request for Proposal Timeline

Issue RFP		November 19, 2010
Optional Bidder Conference	2:30 p.m.	November 30, 2010
Submission of Questions	12:00 Noon	December 6, 2010
Letter of Intent to Bid	5:00 p.m.	December 10, 2010
Proposal Due Date	12:00 Noon	January 5, 2011
Bidder Presentations (dates tentative)		February 7-11, 2011
Target Contract Date		April 1, 2011

<sup>12</sup> All times posted are eastern daylight savings times.

## **B. Organization and Staffing**

This portion of the proposal is to provide information about the responding organization and its staff. The objective is to measure the stability of the organization, the experience with similar engagements and the quality of the staff that will be utilized in this engagement. In short, that the respondent has the ability, resources and expertise to successfully operate their modules in a progressive WorkOne Indianapolis system.

The respondent is to present a narrative that addresses their ability to provide the services as outlined in this RFP. The narrative should, at a minimum, address the points in the technical qualifications portion of this RFP. The organization and staffing aspects that make the respondent highly qualified for consideration should be addressed in this section. In addition, an organizational chart that includes key personnel names, resumes (or qualifications) for key personnel/positions, job descriptions and a copy of the organization's most recent financial audit must be provided.

## **C. Proposal Narrative**

The Proposal Narrative will consist of separate sections each addressing one of the four modules Business Solutions, Placement and Recruiting, Educational Recruiting, and Candidate Development. Respondents must complete a proposal narrative for each module for which they are bidding. There are specific questions for each module. The respondent's module responses must clearly identify the module being addressed.

The module questions will be numbered. The numbering scheme will identify both the module and the questions within that module – example *M1-1; module 1, question 1*. Since proposals have page limits, questions are not required to be repeated in the response. It is required that responses use the numbering scheme – example *M2-4 and then the response (module 2, question 4 and then your response)*.

This Proposal Narrative will allow the respondent to provide information specifically about the services to be provided. The questions in this section allow the respondent to show their knowledge in workforce development and how implementation and operation will occur to maximize performance. The respondent must answer each question. The respondent may provide a general narrative at the beginning of each module, but that narrative will be included in the page limitation.

### **Module 1, Business Solutions - Questions**

- M1-1 A key component for success with the Business Solutions module is providing high quality referrals to employers in a timely manner. Please describe the process your Business Solutions staff will use to meet this objective.
- M1-2 Whether the assignment is selecting skilled applicants for an employer or helping to solve employer staff training problems, the Business Solutions staff must be able to assign and track the work of others. Please describe the qualities and traits that the staff will have to accomplish this.

- M1-3 What tools will the Business Solutions staff use? What training will they be provided?
- M1-4 Will the staff be existing or new hires? For existing staff, define, as a whole, their strengths and weaknesses. If new, how will you recruit, screen and train them?
- M1-5 Will staff have minimum credential requirements? If so, what type of credentials will be standard for staff?
- M1-6 What do you bring that sets you apart from other organizations that might bid?
- M1-7 It is highly probable that you will be working on cross-functional teams. Please briefly explain your experience with cross-functional teams and functional management. What will you bring to the table that will synergize WorkOne Indianapolis?
- M1-8 Unemployed workers are a large portion of our current job seeker client base. What strategies do you recommend to better connect the unemployed worker to WorkOne services?
- M1-9 The use of both mobile and virtual WorkOne offices is part of the WorkOne Indianapolis philosophy for service delivery. Please describe the advantages and disadvantages of each as it relates to service delivery under this module.
- M1-10 Section III-C addresses System Measurements. Discuss any alternative performance goals for this module and methodologies for efficiently measuring performance for the goals.

## **Module 2, Placement and Recruiting - Questions**

- M2-1 A minimum requirement for employers in high growth industries is to provide them highly qualified candidates in a timely manner. How will you find the candidates? How will you screen them? How will you do it in a timely manner?
- M2-2 It is highly possible that you will be working on cross-functional teams. Please briefly explain your experience with cross-functional teams and functional management. What will you bring to the table that will synergize WorkOne Indianapolis?
- M2-3 What screening and assessment tools do you recommend and why? Briefly describe how you will use such tools and any associated costs. Are any of these tools included as part of your bid? Please explain.
- M2-4 What do you bring that sets you apart from other organizations that might bid?
- M2-5 Unemployed workers are a large portion of our current job seeker client base. What strategies do you recommend to better connect the unemployed worker to WorkOne services?

- M2-6 The use of both mobile and virtual WorkOne offices is part of the WorkOne Indianapolis philosophy for service delivery. Please describe the advantages and disadvantages of each as it relates to service delivery under this module.
- M2-7 Section III-C addresses System Measurements. Discuss any alternative performance goals for this module and methodologies for efficiently measuring performance for the goals.
- M2-8 Follow-up and follow along are important aspects of Placement and Recruiting. How will you successfully accomplish these tasks? How will you use staff for these purposes?
- M2-9 EmployIndy's case management philosophy is described in Section II of this RFP. Please elaborate on your understanding of that philosophy and how you would implement it for this module.
- M2-10 Describe the coordination needs between both Educational Recruiting/Candidate Development and Placement and Recruiting. How will you ensure that effective coordination exists?

### **Module 3, Educational Recruiting - Questions**

- M3-1 A primary objective for the Educational Recruiting module is to recruit candidates to be trained for high growth industries. How will you achieve this? How will you find the people? How will you ensure that they complete the training?
- M3-2 Follow-up and follow along are important aspects of Educational Recruiting. How will you successfully accomplish these tasks? How will you use staff for these purposes?
- M3-3 A key element for this module is career and educational planning. Briefly describe the value of these services and how you would use them to meet desired outcomes.
- M3-4 What tools, technologies and methodologies will be used to effectively recruit candidates for prevocational and occupational training?
- M3-5 It is highly possible that you will be working on cross-functional teams. Please briefly explain your experience with cross-functional teams and functional management. What will you bring to the table that will synergize WorkOne Indianapolis?
- M3-6 What do you bring that sets you apart from other organizations that might bid?
- M3-7 Unemployed workers are a large portion of our current job seeker client base. What strategies do you recommend to better connect the unemployed worker to WorkOne services?
- M3-8 The use of both mobile and virtual WorkOne offices is part of the WorkOne Indianapolis philosophy for service delivery. Please describe the advantages and disadvantages of each as it relates to service delivery under this module.

M3-9 Industry recognized credentials often take a significant investment in time and resources to obtain. What ideas, strategies and plans do you have that would help to address this possible obstacle to recruiting and retaining candidates.

M3-10 Section III-C addresses System Measurements. Discuss any alternative performance goals for this module and methodologies for efficiently measuring performance for the goals.

#### **Module 4, Candidate Development - Questions:**

M4-1 One of the objectives for Candidate Development is to provide valued added services, including informational, staff assisted core<sup>13</sup> and intensive services<sup>14</sup> under WIA. Provide a description of value added staff assisted services with a synopsis of what makes it value added, as well as intensive services with a synopsis of what makes it value added.

M4-2 Developing job seekers involves multiple knowledge and skill sets. Identify the major knowledge and skill sets necessary and describe how you will ensure that your staff is properly trained and evaluated.

M4-3 More than any other module, Candidate Development will integrate multiple programs and at least two organizations in delivering services to job seekers. It has also historically dealt with high volumes. How will you work in this integrated environment and bring meaningful services to each and every job seeker that comes to WorkOne Indianapolis for services?

M4-4 It is highly possible that you will be working on cross-functional teams. Please briefly explain your experience with cross-functional teams and functional management. What will you bring to the table that will synergize WorkOne Indianapolis?

M4-5 What do you bring that sets you apart from other organizations that might bid?

M4-6 What tools and technology will be used to effectively develop job seekers?

M4-7 Unemployed workers are a large portion of our current job seeker client base. What strategies do you recommend to better connect the unemployed worker to WorkOne services?

M4-8 The use of both mobile and virtual WorkOne offices is part of the WorkOne Indianapolis philosophy for service delivery. Please describe the advantages and disadvantages of each as it relates to service delivery under this module.

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<sup>13</sup> Core services are basic workforce services available to the public. Core services include basic labor exchange, labor market information, workshops, job clubs, initial assessment, etc. Staff assisted core are those core services that include significant staff assistance such as an initial assessment or conducting a workshop. Additional information is available at the USDOL website.

<sup>14</sup> Intensive services are more individualized services provided by staff specifically for a client. Intensive services include career planning, case management, customized labor market information, counseling, etc. Additional information is available at the USDOL website.

M4-9 Section III-C addresses System Measurements. Discuss any alternative performance goals for this module and methodologies for efficiently measuring performance for the goals.

M4-10 Follow-up and follow along are important aspects of Candidate Development. How will you successfully accomplish these tasks? How will you use staff for these purposes?

#### **D. Budget**

The contract for services under this RFP, at the discretion of EmployIndy, may provide for a transition period between April 1 and July 1, 2011. The transition period will allow the selected provider(s) to move into a position to begin full operations no later than July 1, 2011. Actual service provision will begin no later than July 1, 2011 and end on June 30, 2013<sup>15</sup>.

As appropriate, respondents should describe their transitional needs in terms of staffing, activities, products, training, and the associated costs.

For the purpose of evaluation of the proposal budgets, EmployIndy will use the year one and year two proposed budgets and budget narratives. It is still important to understand the transitional costs since they are real costs that must be budgeted.

#### Budget Narrative

Each proposal must include a budget narrative and budget worksheet for each module for which a proposal is being submitted. As appropriate, the transition budget should also be completed. The narrative must support the expenditures outlined in the budget worksheet. As an example – *Salaries of \$100,000 includes salaries for two recruiters @ \$40,000 each with a benefits factor of 25 percent or Training and Travel of \$15,000 with \$2,500 for local travel and \$12,500 for training specifically on the following assessment tools.*

#### Budget Worksheet

Each proposal must include a two-year operational budget using Attachment B for each module being proposed. The primary categories for the budget include:

- Personnel– This category includes the staffing costs including salary and benefits. The position types, levels and numbers of positions should be specified in the narrative.
- Occupancy – There should be no or only minimal occupancy costs. Any occupancy costs will need to be fully supported.
- Furniture and Equipment – There should be no or only minimal furniture and equipment costs. Any furniture and equipment costs will need to be fully supported.
- Staff Travel – Includes all travel and training costs. All travel and training costs should be fully supported.

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<sup>15</sup> At the discretion of EmployIndy the contract may be modified to add a third year.

- Direct Participant – This includes funding spent to provide direct services to clients including items like training and supportive services.
- Non Direct – This includes supplies and consumables not included elsewhere. Please note, that EmployIndy, as the operator, will supply all or almost all supplies and consumables. All non-direct costs should be fully supported.
- Overhead – Overhead costs include the basic overhead costs for operating the program. The cap is 5 percent of the total program budget. Addendum 2 provides additional guidance on overhead costs.
- Profit – For-Profit entities may propose a reasonable profit amount. The U.S. Office of Management and Budget issues circulars that provide guidelines on cost principles. Addendum 3 provides additional guidance on cost principles. Profits will be negotiated and based on performance, but in no case will profit be more than 5%.
- Total – This is the total proposed cost for operating the specific module during the specified time period covered by the specific budget worksheet.

## **V. Selection Criteria**

All bidders are advised that each proposal will be evaluated based on responsiveness to this RFP. Proposals will be reviewed for completeness, clarity and adherence to stated requirements. Proposals will be rated based on the selection criteria and in rank order from the highest to lowest. Selections for contract negotiations will normally be made in rank order. However, to ensure availability of quality services, EmployIndy reserves the right to select lower ranked proposals when warranted. Such selection of proposals shall be made at the sole discretion of EmployIndy.

Proposals will be scored by module. Each module will receive a standalone score consisting of three factors – Organization and Staffing, Proposal Narrative, and Budget. Respondents bidding on more than one module will respond to all three factors for each module. *Example – Respondent A bids on Modules 1 and 2. The submission has a summary document (Attachment A) for the full proposal; organization and staffing, proposal narrative and budget for module 1; and organization and staffing, proposal narrative and budget for module 2.*

The top bidders or “finalists” from the Organization and Staffing, Proposal Narrative and Budget scoring will be brought in for presentations. During the presentations, evaluators will score the presentation for each module and may adjust original scores based on clarifying data provided during the presentation. At a minimum the presentation will consist of a short formal presentation and a question/answer period.

Each module will be worth a maximum of 130 points. The available points by evaluation factor are shown in the following chart:

<b>Evaluation Factors</b>	<b>Maximum Points</b>
Organization and Staffing	<b>25</b>
Proposal Narrative	<b>45</b>
Budget	<b>25</b>
Presentation (scoring for finalists only)	<b>35</b>
<b>Total Points</b>	<b>130</b>

## **VI. Terms & Conditions**

1. A bidder or its principals shall be in good standing, not debarred or suspended, proposed for debarment, declared ineligible or otherwise excluded from entering into a financial agreement of federal or state funds.
2. Local, small, minority and women owned businesses are encouraged to respond and shall not be discriminated against during proposal review.
3. EmployIndy is an equal opportunity employer. All bidders shall certify the same.
4. The bidder certifies and agrees that it will provide and maintain a drug-free workplace.
5. Issuance of the Request for Proposal does not commit EmployIndy to award a contract, to pay costs associated with proposal development or to procure or contract for goods and/or services. Payment for services will be negotiated.
6. EmployIndy reserves the right to reject any and all proposals if it is in the best interest of EmployIndy to do so and waive any minor informalities or irregularities in the RFP process. EmployIndy shall be the sole judge of these irregularities.
7. For the top-ranked bidder(s) selected, references or other points of contact as necessary will be made and any comments will be used to complete the evaluation process. EmployIndy reserves the right to enter into negotiations with one or more bidders as a result of the RFP evaluation process and enter into a best and final negotiation with one or more of the bidders.
8. EmployIndy will consider non-responsive any submittal for which critical information is omitted, lacking or represents a major deviation from the RFP.
9. Proposals received after the due date and time will be considered non-responsive and will not be reviewed or evaluated.
10. Other issues of grievances, hearing resolutions and authority shall be addressed prior to award of contract and relevant issues may be stated within contract. EmployIndy reserves

the right to negotiate proposed outcomes, budget, and other matters prior to execution of the contract.

11. Bidders shall certify either no real or apparent conflict of interest exists in carrying out the scope of work described, or where conflict(s) of interest may exist; such potential conflicts must be clearly disclosed in the proposal.

**Attachment A**



**Summary Page**

**Request for Proposal #2010-013 - WorkOne Services**

Organization:

Address:

Phone Number:

Fax Number:

Contact Person:

---

Provide a Brief Description of Organization:

**Cost by Module<sup>16</sup>**

**Year 1**

**Year 2**

**Module 1**                      \$ \_\_\_\_\_                      \$ \_\_\_\_\_

**Module 2**                      \$ \_\_\_\_\_                      \$ \_\_\_\_\_

**Module 3**                      \$ \_\_\_\_\_                      \$ \_\_\_\_\_

**Module 4**                      \$ \_\_\_\_\_                      \$ \_\_\_\_\_

**Authorizing Official:** \_\_\_\_\_  
**Signature/Date**

\_\_\_\_\_  
**Typed Name/Title**

---

<sup>16</sup> Enter N/A for any module for which the respondent is not bidding.

# Attachment B



## Request for Proposal #2010-013 - WorkOne Services

### Budget Worksheet

Module: \_\_\_ - \_\_\_\_\_

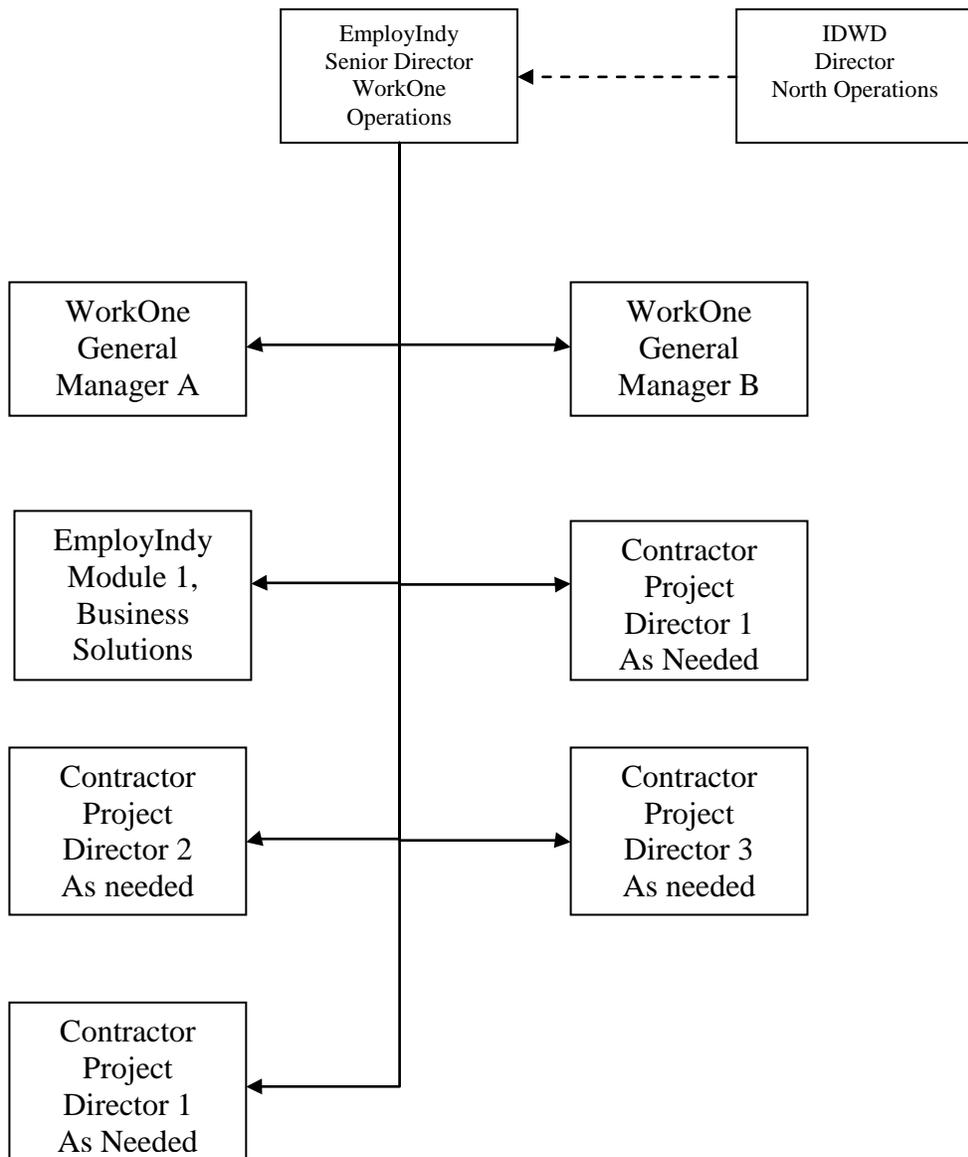
Respondent Name: \_\_\_\_\_

**Instructions:** The module that the budget worksheet covers should be clearly identified by number and name after the word “Module” at the top of the page. The remainder of the page deals with a line item budget that will provide the respondent’s cost for transition and for operating the specified module each of two years. The first year will start on July 1, 2011 and will run through June 30, 2012. The second program year will start on July 1, 2012, and end on June 30, 2013. The transition period, if any, will be at the discretion of EmployIndy, but will not start before April 1, 2011 and will end on June 30, 2011

Line Item Categories	Transition	Year 1	Year 2
Personnel			
Occupancy			
Furniture and Equipment			
Staff Travel			
Direct Participant			
Non Direct			
Overhead (limited to 5% of total budget for each program year)			
Profit (this category is limited to For-Profit organizations)			
Total			

# Addendum 1 – WorkOne Indianapolis Management Structure

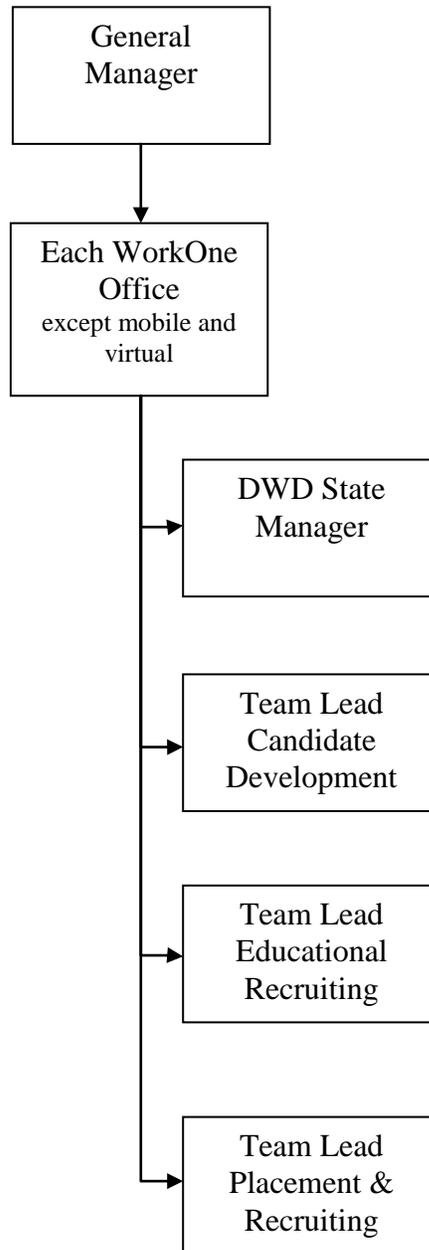
## WorkOne Leadership with Associated State and Contractor Leadership



## Addendum 1 (continued)

### Basic Office Organizational Model

(This model will change slightly to accommodate differences in offices such as the differences between East/West and Parkstone/mobile)



## **Addendum 2**

## **Overhead Costs**

WIA Administrative costs will be considered overhead for the purposes of this RFP.

The following activities will in most cases be assigned the Administrative Category and will be considered overhead costs.

- Accounting, budgeting, financial and cash management functions
- Procurement and purchasing functions
- Personnel management functions
- Property management functions
- Payroll functions
- Audit resolution
- Audit functions
- Developing systems and procedures for the above items
- Performing oversight and monitoring responsibilities related to the above functions
- Costs of goods and services required for the above functions
- Travel costs incurred to carry out the above functions
- Costs of information systems for the above functions
- Personnel and related no-personnel costs who perform the above functions

**Addendum 3****Cost Principles**

<b>Applicable Cost Principles</b>	
<b>For the cost of a:</b>	<b>Use the principles in:</b>
State, local or Indian tribal government	2 C.F.R Part 225 (formerly OMB Circular A-87)
Private nonprofit organizations, as defined by OMB Circular A-122	2 C.F.R Part 230 (formerly OMB Circular A-122)
Universities	2 C.F.R Part 220 (formerly OMB Circular A-21)
Hospitals	45 C.F.R Part 74, App. E
Commercial organizations	48 C.F.R. Part 31