

October 31, 2022

Indiana Department of Administration
Procurement Division
Mr. Robert Cohen
402 W. Washington Street, Room W468
Indianapolis, Indiana 46204

RE: Request for Proposal No. 23-72117
Case Management and Labor Exchange System

Dear Mr. Cohen,

Please find below our Executive Summary for the Indiana Case Management and Labor Exchange System project.

If you have any questions, please feel free to contact me via telephone at 727.786.7955 Extension 208 or via email at bids@geosolinc.com.

Sincerely,



Paul Toomey
President

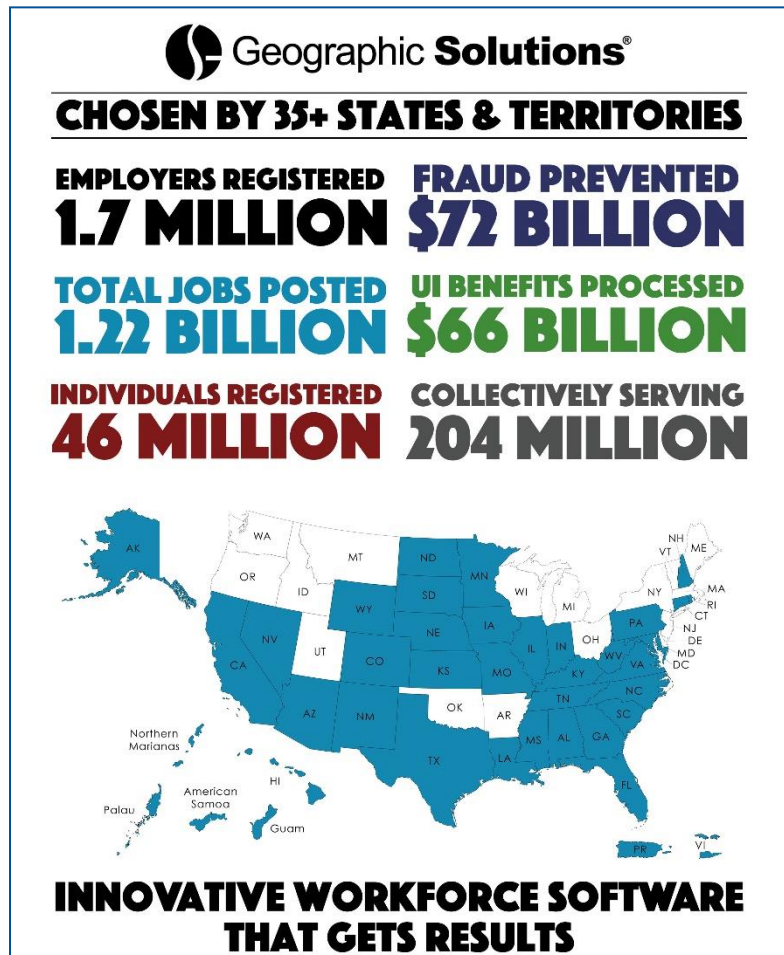
2.2 – Executive Summary

Requirement 2.2. The Executive Summary must address the following topics except those specifically identified as “optional.” The Executive Summary is to be attached to the Submission Form by the response due date and Eastern time.

2.2.1 Summary of Ability and Desire to Supply the Required Products or Services

Requirement 2.2.1. The Executive Summary must briefly summarize the Respondent’s ability to supply the requested products and/or services that meet the requirements defined in Section 2.4 of this solicitation.

Geographic Solutions is pleased to submit this response to the Request for Proposal number 23-72117 for a Case Management and Labor Exchange System for the State of Indiana. This response will show our extensive experience designing, developing, and maintaining web-based systems for the Public Workforce Development and Unemployment Insurance industry. We are excited about the opportunity to expand our partnership with the Department of Workforce Development (DWD) to create an integrated web-based Case Management and Labor Exchange System to manage Indiana’s workforce development programs. This new system will meet DWD’s overarching goal to achieve modernization and facilitate greater access to information, resources, and services for job seekers, employers, case managers, leadership, decision-makers, and other workforce stakeholder groups.



Innovative Workforce Software that gets Results

Geographic Solutions is a privately held S corporation, established in 1992 and incorporated in the State of Florida on January 3, 1994. Our corporate offices are located in Palm Harbor, Florida and our West Coast office is located in Salinas, California.

We are excited about the opportunity to extend our relationship with DWD and the 35 Indiana WorkOne Centers and 50 WorkOne Express Centers, as well as to upgrade the current Indiana Career Connect system with a more powerful tool for employers, job seekers, providers, and staff. Geographic Solutions offers DWD unparalleled experience in providing employment-related solutions. Our long history of implementing integrated workforce systems, successful partnership with DWD, record of providing labor exchange, case management, labor market information (LMI) and reemployment solutions, and our superior technical support make Geographic Solutions the perfect partner for DWD.

Our proposed solution represents the highest value fully integrated workforce system with the least amount of risk. Since 2008, Geographic Solutions has provided DWD with the Indiana Career Connect system. We are proposing to upgrade this system to Version 22 of our core, proprietary Modifiable Off-the-Shelf (MOTS) software components known as *VOS Sapphire*. This new version is a state-of-the-art workforce development system and will be a major leap forward for the Indiana Career Connect system.

VOS Sapphire 22 will expand the current Indiana Career Connect system's capabilities significantly by enhancing the web and mobile computing technologies, which provide external and internal customers with the ability to perform relevant case management tasks, while meeting all federal and state requirements.

By leveraging the existing Indiana Career Connect system, we will minimize the DWD staff resources required for this project at a time when agency staff also must focus on providing services to assist employers and job seekers through a difficult economic and social period.

VOS Sapphire 22 is a comprehensive single-vendor workforce system with one consistent user interface. This will support DWD's system capability (functional) requirements, as well as provide a proven, integrated technology with a large user community and a user-friendly interface that will improve the overall performance of the Indiana workforce system.

We Know the Indiana Workforce System


Geographic Solutions has a thorough understanding of the business needs, culture, processes, and objectives of DWD and the Local Indiana WorkOne Centers in Indiana. Our partnership began in 2008 when we deployed the Indiana Career Connect system for DWD. Indiana Career Connect has become a major destination for Indiana job seekers.

Last year, the site was visited by 1,085,285 unique users that viewed over 27,062,167 million pages.

2.2.1.1. Experience Counts

Our firm has over 28 years of professional experience successfully developing and implementing comprehensive workforce development, labor exchange, and case management systems with requirements like those set forth in RFP Number 23-72117. Our successful history in the workforce development industry makes Geographic Solutions uniquely qualified to design, develop, and implement the required Indiana Career Connect upgrade.

Geographic Solutions, which currently has over 420 full-time employees, has been developing and implementing MOTS software solutions for the workforce industry since 1994. Our client base consists of state and local government agencies throughout the United States (U.S.) and territories, including D.C., Guam, and the Virgin Islands. Twenty-two of our project managers and business analysts have worked in local workforce offices.




Innovating Employment Solutions Software

Since the founding of Geographic Solutions, we have launched over **175 local and state systems in over 35 states and U.S. territories**. Collectively, over **46 million individuals** have registered on these systems to seek resources and services to secure new employment or take the next step in their career.




Where Employers Turn to Find Talent

Over **1.7 million employers** have registered with one of our systems to post open positions directly to our job boards. From **mom-and-pop entities to large-scale corporations**, our systems and specialty portals effectively highlight businesses and their respective recruiting efforts.




Providing Billions of Job Opportunities

In addition to job opportunities posted directly by employers, our proprietary technology searches the web, and job listings from more than **24,000 sites** are collected and standardized on a daily basis. Job seekers have access to over **1.22 billion jobs** within the sites we support.




Handling High User Traffic and Transaction Activity

Geographic Solutions has extensive experience providing **employment and unemployment solutions** for clients, including during times of catastrophic events and mass unemployment. Our unemployment insurance benefit systems handled excessive spikes in user traffic through the pandemic, processed over **\$64 Billion in benefits** (since 2011), and were able to support users through massive reemployment efforts.



Preventing Fraud and Preserving States' Trust Funds

Our system's preventative security measures have flagged and thwarted **\$71 Billion in fraud across 6.5 million claims** since the implementation of GUS, REX, and other specialty disaster assistance portals like Pandemic Unemployment Assistance – further **preserving federal and state trust funds** for our clients.



Trusted by More than Half of the USA

Geographic Solutions' software is currently being utilized across 1,200 American Job Centers, serving more than **194 million individuals**, and reaching over **75% of job seekers and employers** in the country. No other vendor has the footprint, the impact, and the results that Geographic Solutions delivers.

Proof by the Numbers

2.2.1.2 We Understand USDOL Programs

Geographic Solutions has active contracts with state-level workforce agencies in over 40 U.S. states and territories and has been involved in federal workforce programs since 1998. Our software is responsible for producing the federal reports that more than half of the states and U.S. territories, including Indiana, submit to USDOL. These programs include the Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser (WP) including services to Migrant and Seasonal Farmworkers (MSFW) and the Jobs for Veterans State Grant Program (JVSF), Trade Adjustment Assistance (TAA), Reemployment Services and Eligibility Assessment (RESEA), Adult Education (AE) and other related programs.

In the future, the State of Indiana can elect to add additional modules that we have developed, including solutions for the Temporary Assistance for Needy Families Employment and Training (TANF E&T program), Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) program, the Work Opportunity Tax Credit (WOTC), the National Farmworker Jobs Program (NFJP), and Vocational Rehabilitation. We have several subject matter experts (SMEs) in these fields who have been with the company for over 15 years.

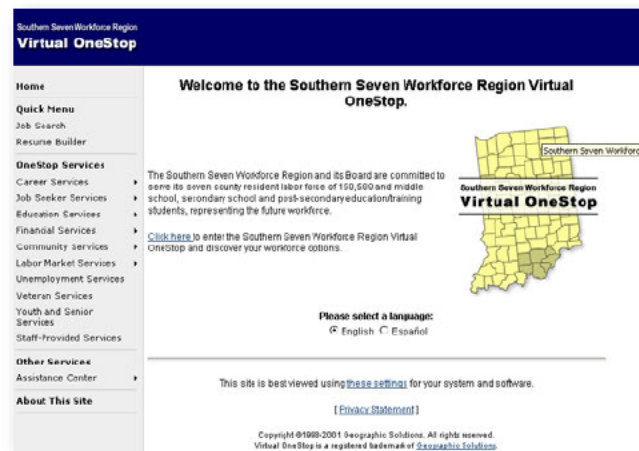
2.2.1.3. We Understand Workforce Development

Geographic Solutions has been working closely with state and local workforce development agencies for over 23 years. We first implemented Virtual OneStop 1.0 for the South Florida Workforce Investment Board in 1998 and launched our first case management solution at the Flagler Volusia Workforce Investment Board in 1999. Since that time, Geographic Solutions has taken pride in providing state and local case management solutions to workforce communities across the nation.

To date, we have created and implemented over 80 workforce systems for state and local agencies in over 40 states and territories, exceeding any other vendor in the industry. All of the systems we have implemented in the last five (5) years are still active on the Internet and 17 of our customers have had an active contract with us for more than ten (10) years.

2.2.1.4. We Know the Indiana Workforce System

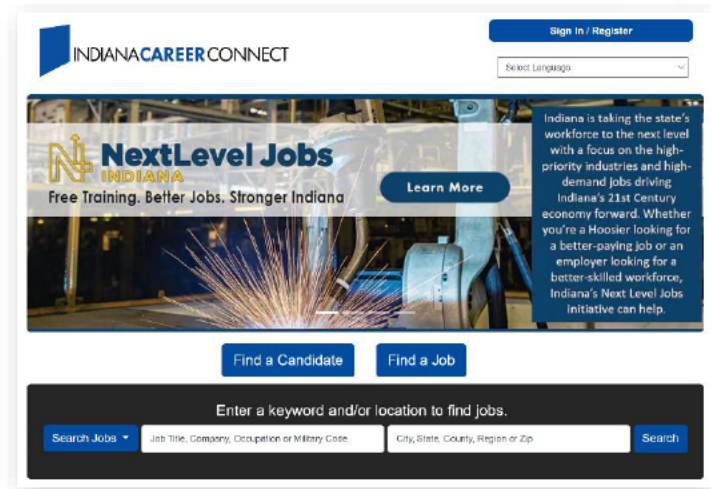
Geographic Solutions has a thorough understanding of the business needs, culture, processes, and objectives of DWD and the local workforce boards in Indiana. We first entered the Indiana Workforce System in May of 2003, providing a very successful workforce system for the Southern Indiana Regional Workforce Board (region 10). Geographic Solutions has been working in partnership with DWD for more than fourteen years. This began in 2008 when we deployed the Indiana Career Connect labor exchange system. This system has become a major destination for Indiana job seekers. Today, monthly web traffic on Indiana Career Connect exceeds 100,000 visits. This makes Indiana Career Connect one of the most popular workforce systems in the country.



Region 10 (Previously Southern Seven) System

2.2.1.5. Our Partnership with DWD

The partnership between DWD and Geographic Solutions has proven to be adaptable and flexible through both strong and weak economic conditions. We have implemented changes and enhancements rapidly to meet new challenges, the most recent being during the COVID-19 pandemic. As unemployment numbers skyrocketed and website traffic increased, we quickly added hardware and network resources to ensure the continued performance of all of the sites that we host, enabling us to provide the same level of service and support upon which our clients and users depend.



Indiana Career Connect Home Page

Our experience suggests that many vendors make the mistake of thinking that federally mandated workforce programs are implemented the same way in each state and believe they simply can copy a system from another state to meet the needs of other states. A cookie cutter approach like this will not work in Indiana. Workforce development in the Hoosier State is different, and it requires a more sophisticated software solution.

2.2.1.6 The Challenge

Geographic Solutions recognizes that DWD is seeking a successful, subscription-based, SaaS workforce solution. We are certain that our proposed solution, *VOS Sapphire 22*, will excel in meeting all of DWD's goals, as outlined in RFP Number 23-72117. We look forward to building upon our success and working with DWD and its partners as it embarks on this new initiative to create an exceptional system. Together, we can improve the workforce development system for all the citizens of Indiana.

2.2.1.7. The Solution

Geographic Solutions will replace the existing Indiana Career Connect system with *VOS Sapphire 22*. This state-of-the-art application represents the next generation of workforce development solutions. The system will provide DWD with an effective solution designed specifically to improve the Indiana workforce system and business climate. The new system is an upgrade to the existing technology, adding major functionality while maintaining all the capabilities of the existing system.

Geographic Solutions is the only commercial vendor to deploy comprehensive workforce solutions for multiple state and local workforce agencies across the country. We plan to bring this unique knowledge and experience in local, state, and federal workforce systems to this project. We will leverage our expertise to provide a solution that exceeds the desired objectives and project deliverables outlined in RFP Number 23-72117.

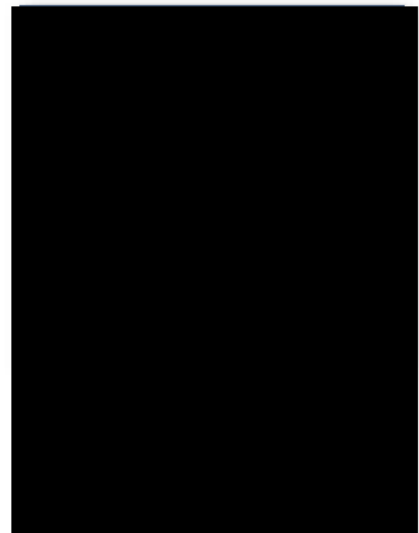
2.2.1.8. Meeting DWD's Goals for Innovation

The new Indiana *VOS Sapphire 22* solution will meet the opportunities for innovation outlined by DWD in RFP 23-72117, Section 1.4 Summary Scope of Work, Item B. DWD's Drive for Innovation. This includes:

a) Providing a more frictionless case management experience such as allowing case managers to work from a single screen thereby eliminating the need to jump between applications or user interfaces.

VOS Sapphire 22's Case Management module provides staff with advanced and efficient case management functionality, allowing them to manage all programs in one system from a single dashboard. Staff can make initial contact with clients, assess and determine eligibility, and manage cases for funding streams such as WIOA, TAA, and local programs in one location.

Upon login to *VOS Sapphire 22*, staff see their unique dashboard, which provides many summary views of the information they frequently need. They have one-click access to the information and tools they will go to most often. Staff users can choose from a wide variety of widgets to customize their dashboard experience. For example, the *Active Case Load* widget allows staff to easily identify the number of the individual or employer cases they are managing and quickly access the most important ones. Staff can view their active caseload by program (e.g., Wagner-Peyser, WIOA, TAA), or as a total. Hyperlinks take staff to those cases by program area or by total case load.



b) Providing a simplified user interface that includes a highly personalized journey for users - one that assists with navigating the various programs and applications as well as completing required tasks.

VOS Sapphire 22 features a new user interface that is specifically designed to simplify the user experience for job seekers, employers, and staff. The screens are intuitive and use intelligent menus and pulldowns that display values in plain English. Graphic representations (icons) display throughout the application to make it easy for users to select the appropriate function.




VOS Sapphire 22 is intelligent and analyzes the information an individual provides during registration in the system, as well as additional data such as educational background and employment experience. The system uses this information to help job seekers with their next career move and progress through the system.

VOS Sapphire 22 includes new navigation features such as a *Dashboard Assistant* that presents a simple view of options that are available to a job seeker and then guides them step by step through their journey. The system will intelligently present options to allow them to follow the appropriate process to meet their goals and make full use of the workforce system and the services available.

c) Offering a seamless user experience on mobile devices, including the ability to submit an application, upload supporting documentation, and complete requested follow-up activities

VOS Sapphire 22 provides a new mobile-friendly interface that optimizes the experience of users who access the application from mobile phones and other wireless devices. *VOS Sapphire 22* features a responsive web design, which is ideal for users who want access to the system from their mobile device. This design creates a flexible, fluid, and adaptive website. The system uses media queries to determine the layout of the site's pages.

. This is a native application for an Apple iOS or Android operating system that does not require a browser. Geographic Solutions designed the application



specifically for handheld devices with smaller screens. DWD can brand the application and publish it to the Apple App Store or Google Play for download.

[REDACTED]

The mobile app will work effectively on wireless and cellular data signals allowing the system to operate anywhere, anytime, on any device. [REDACTED]

[REDACTED]

d) Integrating across DWD systems and tools to reduce duplicative data entry.

We recognize that integration of state systems to improve workforce system capabilities is a cornerstone for both DWD and State leadership, and that currently DWD is working to strengthen its data-driven decision-making capabilities with the new system. Geographic Solutions is proposing a single system with a consistent user interface, look, and feel to provide both Case Management and Labor Exchange functionality. [REDACTED]

[REDACTED]

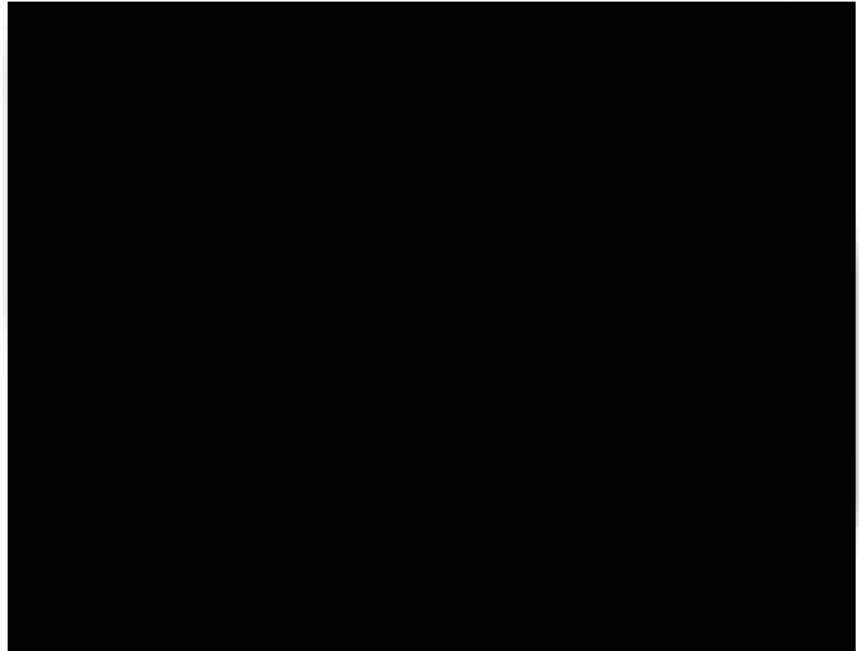
[REDACTED]

This additional integration will streamline data sharing for a better understanding of the outcomes across target populations and the continued return on investment for workforce stakeholders. This improves efficiency by eliminating duplicate data entry. The new system will also improve data accuracy and integrity using built-in business rules that will prohibit staff from entering inaccurate or erroneous data.

e) Leveraging visual analytics tools to display real-time programmatic information specific to a region or agency staff member to assist with making proactive, data-driven decisions for improving service delivery.

VOS Sapphire 22 includes a new integrated [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



[REDACTED]

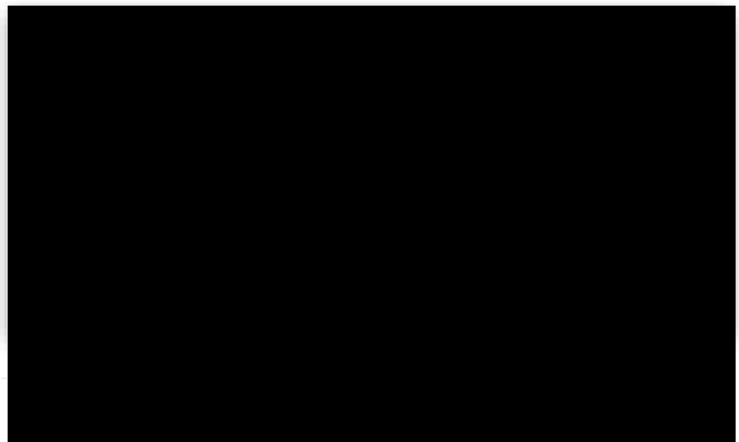
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

f) Leveraging artificial intelligence and machine learning to improve eligibility determination, job matching, and easier system navigation, etc.

VOS Sapphire 22 [REDACTED]

[REDACTED] component analyzes and learns from a comprehensive set of data elements based on information they input and key information the system automatically extracts from their résumé. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

2.2.1.9. Our Unique Approach

Geographic Solutions' approach to the Case Management and Labor Exchange System project is to provide a solution based on our robust and customizable software product suite. The *VOS Sapphire 22* component library consists of more than 100 modules that allow DWD the flexibility to plug in new functionality now and in the future. *VOS Sapphire 22* includes a fully documented Application Program Interface (API) library to easily create real-time interfaces with third-party applications.

VOS Sapphire 22 will not only support Indiana's specific goals, objectives, and functional requirements, but also will provide a proven technology with a large user community, improving the overall performance of the Indiana workforce system at both the state and local levels.

2.2.1.10. Leveraging Indiana's Existing Investment

Geographic Solutions offers DWD a unique approach to assure the successful implementation of the new Case Management and Labor Exchange System. We are not recommending the elimination of the existing workforce system and starting over. Rather, we propose an approach that leverages the considerable investment that the State of Indiana has already made in the Indiana Career Connect solution. The current system is the product of a very significant investment of time, money, technology, infrastructure, knowledge, and data input. Instead of writing off this investment, our approach is to maximize the investment.

The current Indiana Career Connect system provides a firm foundation to advance into the future, encourage more employer and job seeker participation, and build consensus among stakeholders. Indiana Career Connect system will expand with the addition of new state-of-the-art functionality, yet continue to use the same website, with the same logins utilized since 2008. Training will focus, in large part, on the new functionality, enabling a smooth transition.

It should be clear that we are not proposing the status quo. We are proposing to replace the existing system with the next generation workforce system known as *VOS Sapphire 22*. It is a very significant leap forward from the current application, with new functionality that will take the provision of workforce services in Indiana to the next level. We will implement it as an upgrade to existing technology and we will maintain all the critical capabilities of the existing system. This means that:

- We will add functionality, and none will be lost.
- The knowledge and familiarity that state and local staff have in the system will still apply to the new system.
- A wholesale training effort is not required.
- There is no massive and risky data conversion.
- There is no loss of data – the historic records will remain intact.
- Existing interfaces with legacy systems do not need replacement.
- There will be no loss of system performance.
- State and local applications that are accessing the data structure will not need reprogramming.
- State and local reporting tools and custom reports will not need reprogramming.
- Balancing previously submitted and current period federal reports are not a risk.

**Our Strategy – Build
Upon the Existing
Employer and Job
Seeker Loyalty in
Indiana Career
Connect**

To date, there are over **63,000 registered employers** and more than **3,063,500 registered individual users** who have used the services provided by Indiana Career Connect. For DWD to achieve its stated objectives, enhancing the user experience for this group is the most efficient and effective approach.

**Our Plan is To Do Just
That!**

2.2.1.11. A No Risk Proposal

Government agencies do not have to look farther than the front page of the newspaper to appreciate the inherent risks associated with implementing large government software systems. Implementing large government software applications is inherently risky. The 2020 annual CHAOS report produced by the Standish Group indicates the likelihood of a successful software development project succeeding (defined as on time, on budget, and with a satisfactory result) is only 37%. The pie chart shows the outcome percentages of software development projects completed between 2010 and 2019.

Outcome	Percentage
Successful	37%
Challenged	44%
Failed	19%



Standish Chaos Summary Report 2020

In contrast, by implementing *VOS Sapphire 22*, DWD will eliminate significant risks associated with most new software implementations. All the required functionality outlined in the RFP Number 23-72117 is available in the *VOS Sapphire 22* component library, and the majority has already been implemented in Indiana Career Connect.

2.2.1.12. The Power of an Integrated Solution

VOS Sapphire 22 is the only fully integrated workforce solution in the country. *VOS Sapphire 22* provides solutions for job seekers, employers, service providers, and state and local staff. The system provides all the functionality outlined in RFP Number 23-72117 in one site, with the same interface and single point of entry.

- [REDACTED]
[REDACTED]
[REDACTED]

- **Single Vendor Accountability** – Unlike many of our competitors, Geographic Solutions is the sole source for the software that powers our system. As a result, our company does not collaborate with another manufacturer to respond to RFP Number 23-72117. Partnerships formed to satisfy the requirements of an RFP blur the lines of accountability. One vendor providing a solution on a single technical platform eliminates finger-pointing and the resulting delays.
- **Single Technical Solution** – An integrated solution with one website eliminates challenges with maintaining and interfacing software components constructed with different technology even if it is from the same vendor. There is one system, one technology, and one login for all users.

[REDACTED]

[REDACTED]

[REDACTED]

2.2.1.13. More User-Friendly Solution

Geographic Solutions recognizes that a primary goal of the Indiana workforce system is to help hard-to-serve individuals find quality, good-paying jobs. These individuals often struggle to use an Internet-based job board with even the simplest of search tools. Others struggle to find jobs that are suitable for their background and qualifications. They also can find it difficult to apply the online career tools and LMI that could help in their job search. *VOS Sapphire 22* has a new intuitive, modern design that is extremely user-friendly.

[REDACTED]

[REDACTED]

[REDACTED] To access *VOS Sapphire 22*'s many features, users simply point and click their way through the system. *VOS Sapphire 22* provides customers with access to the same style of user interface with which they have become familiar on sites such as Facebook.

2.2.1.14. Improving Workforce in Indiana

The *VOS Sapphire 22* system will provide significant improvements to the existing Indiana Career Connect application and will improve the efficiency of the State's workforce system. This is the result of improvements and enhancements in *VOS Sapphire 22*. The system includes a series of tools we designed specifically to increase staff efficiency at the state and local levels. These new features include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

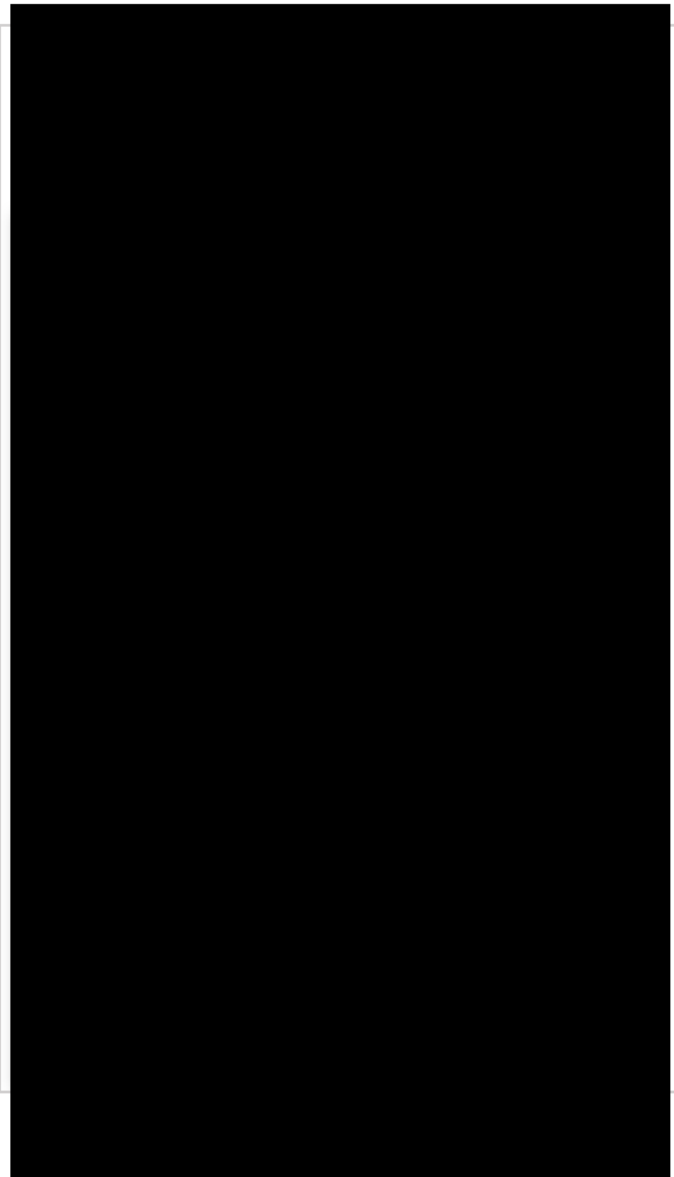
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]



- [REDACTED]
- [REDACTED]
- [REDACTED]

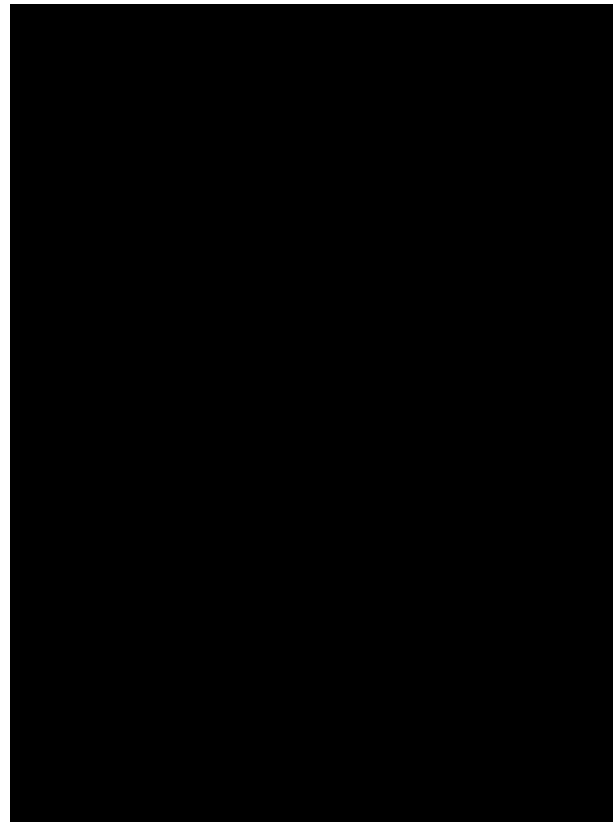
2.2.1.15. Providing More Workforce Development Functionality

We are proposing to improve the functionality and efficiency of the existing Indiana Career Connect system by adding the following new *VOS Sapphire 22* modules:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



- [REDACTED]
- [REDACTED]
- [REDACTED]



2.2.1.16. Creating a World-Class Talent Delivery System for Indiana

It is the goal of DWD to provide a globally competitive workforce in the State of Indiana. The availability of an easily accessible skilled workforce is a key component of attracting and retaining employers in Indiana. It is vital to the state's future to create a strong talent supply chain. The new *VOS Sapphire 22* workforce system will play a vital part in meeting this objective because it is a demand-driven solution to meet the needs of Indiana's employers.

An advantage of the new *VOS Sapphire 22* software as a demand-driven system is that Geographic Solutions continually develops new technology to extract tools and technology, certifications, and job skills from aggregated jobs and résumés. This data integrates into the labor exchange process, thereby allowing employers to target candidates who have experience in using the tools, technologies, or certifications they need for a specific job classification.

2.2.1.17. Finding Quality Jobs in Indiana

The heart of Geographic Solutions' approach to helping individuals find quality jobs in Indiana is our proprietary state-of-the-art job aggregation technology. A team of more than 35 highly qualified staff members who have responsibilities in areas such as research, data quality, operations, and development power this technology. Our staff focus on creating the highest quality and largest quantity of

unduplicated Indiana job postings. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.2.1.18. Improving Staff Efficiency and Case Management

VOS Sapphire 22 enables staff to assist and manage clients (employers and individuals) and perform other daily responsibilities such as generating reports. [REDACTED]

[REDACTED]

[REDACTED]

VOS Sapphire 22 includes new and/or improved features that will increase the efficiency of case managers. This includes:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

These staff efficiency functions will save a significant amount of staff time and lower the cost of delivering case management services in Indiana.

2.2.1.19. An Approach that will Improve Customer Satisfaction

Organizational change is difficult. Adding the risk of a lack of system acceptance across all user groups and hidden costs related to extensive training and loss of productivity makes it more so. Several workforce development projects have failed because the system could not deliver the functionality promised and/or users would not accept the system. *VOS Sapphire 22*, on the other hand, will encourage more participation and build consensus.

Analysis of the online feedback of 91,888 employers and job seekers that used the Indiana Career Connect system indicates that more than 93% of those that had an opinion rated their visit with the site as Excellent, Good, or Fair. This is an indication that most users are satisfied with the site, especially given the technology challenges facing some users in the workforce system.

VOS Sapphire 22 will build on the current platform, maintaining existing functionality but improving the system navigation and the look and feel. New features improve employer engagement and improve staff efficiency.



Question: Overall, how would you rate your visit with this website (Indiana Career Connect)?

2.2.1.20. Our MOTS Approach

Geographic Solutions' clients across the country rely on technologies built on the company's established MOTS product suite. Our unique modular software approach provides the best of both worlds because it has the flexibility of a customizable solution with the quality, reliability, low cost, and low risk of a MOTS solution. [REDACTED]

For a product to succeed in the workforce arena, it must be flexible enough to meet the requirements of multiple states governed by independent rules and regulations. [REDACTED]

[REDACTED]



With *VOS Sapphire 22*, DWD will have an integrated workforce system that meets its objectives. [REDACTED]

[REDACTED]

[REDACTED] The model provides robust, technologically advanced capabilities and ensures a sustainable, cost-effective, and affordable business model.

2.2.1.21. Our SaaS Approach

Geographic Solutions offers the option for clients to host their own system. However, we are proposing our SaaS operating model as the optimal solution for the new Case Management and Labor Exchange System.

[REDACTED]

[REDACTED]

[REDACTED] Geographic Solutions delivers product features seamlessly and continuously improves the system with updates and maintenance. The following list identifies some of the benefits of the Geographic Solutions' SaaS approach:

- [REDACTED]
- [REDACTED]

- **Comprehensive System Support Service** – Our SaaS package includes all the required system administration and database administration services required to keep a complex system running efficiently. Our personnel have extensive experience with operating the *VOS Sapphire 22* software and monitoring system performance. Geographic Solutions’ staff members take care of upgrades and deployment events, as well as configuration management support for code changes and implementing service pack updates. These services include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- **Optimized Hosting Service** – We have carefully fine-tuned the environment that hosts our software and provides rapid response times. The equipment is all state-of-the-art, and capable of handling large volumes of data and users. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- **U.S. Based Technical Support** – Geographic Solutions provides technical support for *VOS Sapphire 22* on a 24/7/365 basis via telephone, email, or the internet through the Online Project Communication (OPC) system. Our full-time help desk monitors the system status and provides tier 2 and 3 support and assistance providing rapid response and resolution of automated system alerts and manually reported events.

- [REDACTED]

- [REDACTED]

2.2.1.22. Our Future Proof Software Maintenance

VOS Sapphire's [REDACTED] program assures that DWD and the 20 Local Workforce Centers under the WWDC are not just getting a modern workforce system on the first day the system is implemented, but throughout the system lifecycle. Geographic Solutions maintains the *VOS Sapphire* solution and deploys updates in a manner reflecting the needs of large government clients. We follow strict controls regarding infrastructure modifications and technology change management. Technology change management helps minimize service disruptions and maintain the system. [REDACTED]

[REDACTED]

[REDACTED]

Under the Geographic Solutions' [REDACTED] program, we update our sites periodically with the latest software version which includes the most recent enhancements and fixes.

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2.2.1.23. Our Approach to High Availability and Performance for System Operations

Geographic Solutions is committed to delivering responsive operations, maintenance, and support services to all of our customers. *VOS Sapphire 22* will provide a web-based solution that meets DWD's requirements for functionality, availability, and continuity using a business rules engine that allows simple handling of modifications and maintenance. Geographic Solutions will provide all maintenance solutions, including upgrades, enhancements, and other agreed-upon customer support. We ensure that the proposed system is available 24/7/365.

Geographic Solutions' overall approach to maintenance and operational support revolves around forming a solid partnership with DWD and the various users of the system. We embrace an attitude and approach to the ongoing operation and maintenance of the system of doing whatever it takes to ensure the project's success.

We monitor systems for critical issues and address any problems immediately. We directly monitor hosted systems 24/7/365 for any network, hardware, software, and operating system problems. [REDACTED]

Monitoring 24/7/365

Geographic Solutions automatically monitors *VOS Sapphire 22* 24/7/365 to detect any errors and to ensure proactive solutions to any issues that arise.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

For more information on how we monitor our hosted solutions, refer to [Attachment K – Cloud Questionnaire](#), [Appendix A – Labor Exchange Solution Narrative](#), and [Appendix B – Case Management Solution Narrative](#).

2.2.1.24. Our Approach to Effective Staffing

Geographic Solutions' approach to staffing the Case Management and Labor Exchange System Project is to create a close partnership with DWD. Staff from Geographic Solutions and DWD will work together as a single team to successfully implement the *VOS Sapphire 22* application.

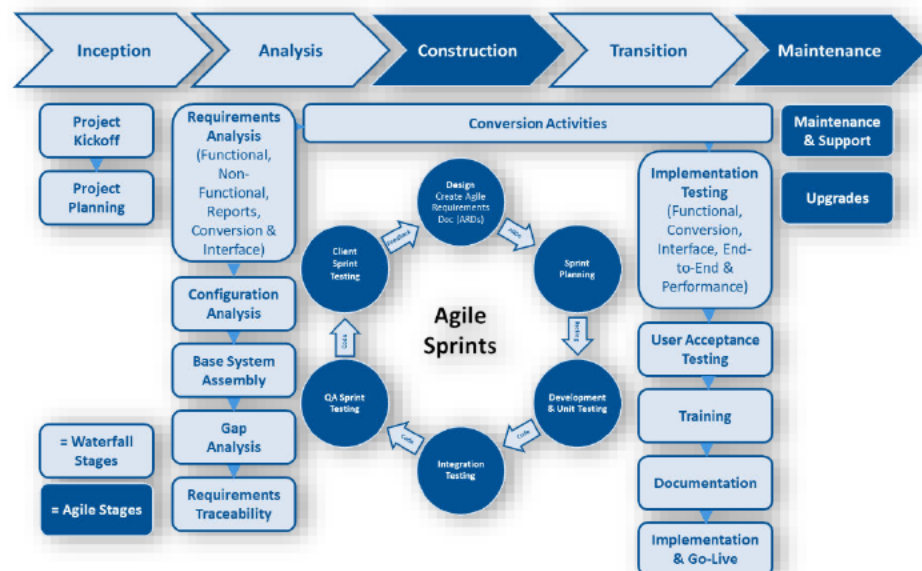
Geographic Solutions will staff the project team with experienced, full-time personnel. We never outsource our software development or use offshore development resources. As a result, this approach minimizes the risks for our clients such as DWD.

For detailed information on our staff's capabilities, refer to our response to [Appendix J – Staffing Plan and Organizational Chart](#).

2.2.1.25. Our Agile Project Management Approach

Geographic Solutions has refined its project management methodology, based on industry-standard best practices, to address the unique challenges of implementing a complex system in the state workforce government arena. Our implementation strategy for the Case Management and Labor Exchange System project is based on our proven Rapid Implementation and Development project management approach that is centered on Agile design and development processes. This project management approach strictly adheres to the standards developed by the Project Management Institute (PMI), as articulated in the institute's Project Management Body of Knowledge (*PMBOK*®) Seventh Edition.

Our Rapid Implementation and Development methodology incorporates the strengths of traditional scope planning, feature-driven development, and agile software delivery. Our project management approach utilizes industry best practices, as identified, and supported by both PMI and the



The Rapid Implementation and Development Phases and Stages Provide a Mechanism for Planning, Monitoring, and Managing Activities Across the Entire Project Lifecycle

International Standards Organization (ISO), among others.

Geographic Solutions leverages the strengths of these best practices to drive a proven, collaborative, and winning project management methodology. These practices will give our project managers a high degree of project control to meet DWD's expectations. Our value-driven and collaborative approach to software development practices enable our team to align development with DWD's business needs. This ultimately ensures higher return on investments through continuous inspection of quality, better alignment with customer requirements, and frequent delivery of high-quality software features.

For more details on our project management practices, refer to our response to [Appendix C – Project Management and Implementation Methodology](#).

2.2.1.26. Our Approach to Flexible and Comprehensive Reporting

VOS Sapphire 22 includes a robust *Reports* component that will enable staff to generate a wide variety of summary, detailed, custom, ad hoc, and federal reports within their assigned privileges. *VOS Sapphire 22*'s comprehensive reporting capability will support all of DWD's federal, legislative, and internal planning data analysis needs.

[REDACTED]

VOS Sapphire 22 also includes effective tools for ad hoc reporting.

[REDACTED]

Geographic Solutions will keep the new Case Management and Labor Exchange System current with federal reporting mandates and

[REDACTED]

ensure that all programs have the appropriate data elements to meet federal reporting compliance parameters.

For information on reporting, refer to [Appendix A – Labor Exchange Solution Narrative](#) and [Appendix B – Case Management Solution Narrative](#).

2.2.1.27. Our Approach to Effective Training and Knowledge Transfer

Geographic Solutions’ approach to training and knowledge transfer is to emphasize real-world examples in hands-on activities, classroom exercises, and workshops. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Geographic Solutions will also work closely with DWD staff to continuously improve the training process and to confirm the readiness of training participants to use the system effectively. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

VOS Sapphire 22 – The Next Generation Workforce System

Indiana Career Connect will expand with the addition of new state-of-the-art functionality, yet continue to use the same website, with the same logins utilized since 2008.

Training will focus, in large part, on the new functionality, ensuring the likely success of a smooth transition.

2.2.1.28. Our Rapid Development Approach

Throughout the development and implementation of our software systems, Geographic Solutions’ employs diverse and comprehensive development standards based on industry best practices. These standards apply to availability, configurability, scalability, and ease of installation, among other quality attributes, to help facilitate the timely implementation of systems and changes during the life of the systems. Further, these principles reduce the risk that is inherent in any development project.

All of the Geographic Solutions’ software implementations adhere to our Rapid Implementation and Development methodology, ensuring a coordinated effort and consistent delivery process that is familiar to the entire project team. [REDACTED]

[REDACTED]

[REDACTED]

This follows a strategic approach and disciplined process to maximize the likelihood of a successful outcome for the new Case Management and Labor Exchange System.

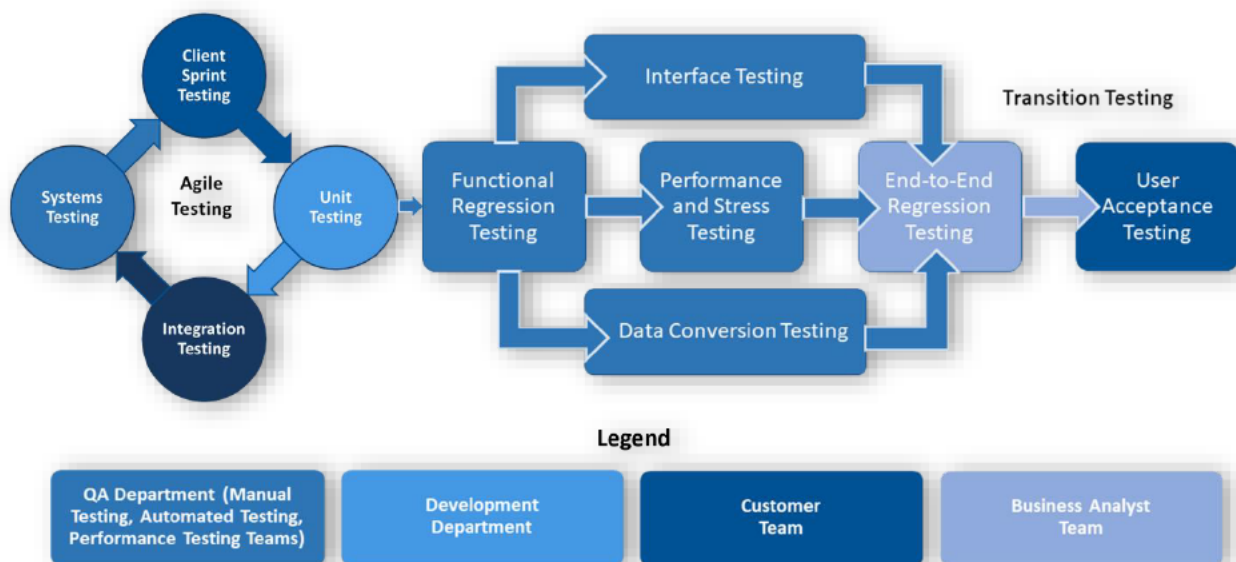
2.2.1.29. Our Approach to Thorough Testing and Quality Assurance

Geographic Solutions understands that managing quality is ongoing and critical throughout each phase of the Case Management and Labor Exchange System Project. Geographic Solutions' quality assurance activities ensure that the proposed *VOS Sapphire 22* solution will meet mutually agreed-upon standards and requirements, that work processes are performed efficiently and as documented, and that non-conformance issues are identified, and appropriate corrective action is taken.

Testing takes place at many points within the project lifecycle. It involves the testing of the software against the specifications to determine that it conforms to the stated requirements.

Geographic Solutions' comprehensive, multi-phase testing approach is part of our standard Rapid Implementation and Development project management methodology. Geographic Solutions developed this methodology from feedback provided by our customers. This approach includes extensive manual testing by our experienced Quality Assurance professionals, as well as continuous automated testing of the application.

Details regarding our plan to conduct comprehensive testing are provided in our response to [Appendix C – Project Management and Implementation Methodology](#).



Testing Phases in Geographic Solutions' Rapid Implementation and Development Process

2.2.1.30. Our Approach to Customer Service and Support

Geographic Solutions' overall customer service approach and philosophy is to become a partner with our clients to improve the workforce system in their state. This differs from a traditional vendor-client relationship and sets us apart from other system providers. Our commitment to quality is shown by our willingness to improve the system constantly to meet our clients' needs, usually at no additional cost.

[REDACTED]

As a partner, Geographic Solutions strives to address the unique requirements facing a workforce customer, not only during the initial implementation, but also for the life of the project. Geographic Solutions will continue to enhance the *VOS Sapphire 22* solution with each release, to make it the most effective solution for administrators, staff, employers, and individuals. In addition, our company's expert staff continually adds value by sharing the knowledge and experiences gained from working with similar workforce agencies and by incorporating them into system enhancements.

Geographic Solutions will provide 24/7/365 support and monitoring for the new Case Management and Labor Exchange System. [REDACTED]

2.2.1.31. Our Approach to Effective Cyber Security

Geographic Solutions' comprehensive security program is an integral part of our product and environment design and development lifecycle. Geographic Solutions adheres to a detailed risk assessment process and defense-in-depth to properly define requirements and design appropriate security solutions. Geographic Solutions focuses on ensuring data confidentiality, availability, and integrity to ensure the satisfaction of all client security policies. [REDACTED]

[REDACTED]

Geographic Solutions protects the *VOS Sapphire 22* application and data with multiple layered, in-depth security controls. [REDACTED]

[REDACTED]

[REDACTED] The CIA triad of Confidentiality, Integrity, and Availability are essential parts of the overall security of the application.

[REDACTED]

Geographic Solutions has recently upgraded its cyber security processes and has introduced the following advanced security protections to its hosting environment:

2.2.1.31.1 Further Endpoint Detection and Response Protection

Endpoint protection is the cybersecurity approach to defending endpoints, such as desktops, laptops, and mobile devices, from malicious activity. CrowdStrike Falcon, a leading endpoint protection software with Next Gen AV and Endpoint Detection and Response (EDR) capabilities, was also deployed to every host in our environment in Protect Mode during the initial triage to further identify Indicators of Compromise (IoCs).

Falcon provides continuous monitoring, a single pane of glass view, and captures endpoint activity so we know exactly what is happening from a threat on a single endpoint to the threat level of the organization. The solution delivers visibility and in-depth analysis to automatically detect suspicious activity and ensure cyber-attacks are stopped.

2.2.1.31.2. Additional Operational Center Monitoring

[REDACTED]

[REDACTED]

2.2.1.31.3 Upgraded Privileged Access Management

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.2.1.31.4. Enhanced Multi-Factor Authentication

Geographic Solutions has upgraded its Multi-Factor Authentication (MFA) solution for access to production environments from a YubiKey (certificate-based authentication) solution to a comprehensive and adaptive solution using Cisco's Duo MFA. This requires a second source of validation via an app on the user's phone that confirms their identity before granting access. This solution has allowed us to:

- Ensure users are whom they say they are at every access attempt, and regularly reaffirm their trustworthiness.
- Monitor every device used to access our applications, and continuously verify device health and security posture.
- Assign granular and contextual access policies, limiting exposure of information to as few users and devices as possible.

[REDACTED]

[REDACTED]. This means implementing a practice that devices should not be trusted by default, even if they are connected to a permissioned network and have been previously verified.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2.2.1.31.8. Vulnerability and Penetration Testing

Comprehensive testing is performed on the network and security controls to validate the effectiveness of the in-scope environment to the extent allowable by the applicable technology capabilities (Qualys scans, MSERT, KVRT, CrowdStrike, McAfee ENS). All new servers are tested for any indicators of compromise, patching levels, and compliance with policy and have been cleared of any findings.

Geographic Solutions has undergone numerous penetration tests of our environment conducted by both clients and third parties. A [REDACTED]

2.2.1.31.9. More Aggressive Upgrade and Patching Policy

[REDACTED]

[REDACTED]

[REDACTED]

These technical currency standards apply to all software, server, operating systems, data storage, virtualization, cables, cards, connectors, as well as other hosting, imaging, and server-related equipment required to support Geographic Solutions' applications. This includes equipment necessary for development, testing, user acceptance, training, and final production processing environments.

All operating systems and hypervisors (including VMware) are continually updated to the latest version and patch release. All third-party utilities are continually upgraded, including jQuery. All database instances that were not already in SQL Server 2019 have been upgraded. All systems are now using the latest version of SQL Server Enterprise 2019.

2.2.1.31.10. More Training for Operational Staff

All Geographic Solutions' personnel receive security training within the first 30 days of employment and the special trust positions receive additional training on the unique security aspects and needs of their sensitive positions (*e.g.*, developers are trained on the OWASP Top 10). All our employees participate in annual security awareness training and every employee is tested throughout the year by random phishing campaigns.

The annual Geographic Solutions' security awareness training covers all aspects of the security program to heighten security awareness. The training includes:

- Security Connection and Impact to Business Operations
- Integrity and Confidentiality
- Compliance
- Social Engineering
- Email, IM, and Computer Use
- Social Networking
- Acceptable and Unacceptable Use
- Definitions

- Monitoring, Inspections, and Privacy Expectations
- Data Access Controls
- Electronic Protections
- Incident Reporting and Response
- Password Policies
- Visitor Control
- Incident Handling and Reporting
- Violation Response Options

We are planning to modify this training program to include additional security training for those of our employees responsible for operations. This will include additional training on the detection and prevention of cyber-attacks and the detection of potential malicious actors within the environment.

2.2.1.31.11. Additional Data Encryption

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.2.1.31.12. Additional Contracted "Ethical Hacking" Services

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

For information on our effective cyber security practices, refer to [Attachment K – Cloud Questionnaire](#), [Appendix A – Labor Exchange Solution Narrative](#), and [Appendix B – Case Management Solution Narrative](#).

2.2.1.32. Our Approach to Changes in State and Federal Laws, Regulations, and Policies

Geographic Solutions' staff of business analysts and SMEs continually monitor all state and federal regulations and guidelines affecting the workforce. We are very aware of the changing nature of laws and policies and the need to interpret them and implement them in a timely manner. Geographic Solutions has, for many years, worked with our clients to interpret and implement the Training and Employment Guidance Letters (TEGLs) that refer to the workforce programs.

As new programs are introduced or existing ones are amended, we work closely with our clients and the local Employment & Training Administration (ETA) offices to assess their impact and rapidly modify the [VOS Sapphire 22](#) application to meet new requirements.

Geographic Solutions' staff is also fully aware of the way the USDOL has been prone to issuing directives that create new programs and make existing programs retroactive in recent years. The expectation is that these programs are implemented in a timely manner. Our staff is familiar with this mode of operation, and our developers are fully capable of making these implementations within the timeframe outlined by the State or the USDOL.

2.2.1.33. Summary

We are confident that a review of our proposal will demonstrate our intimate understanding of DWD's needs. Our unique approach, unparalleled experience implementing integrated workforce systems, the fact that we offer the leading SaaS workforce solution available, our focus on workforce development solutions, and the experience we have of working with DWD over many years, make Geographic Solutions the perfect partner for DWD. We look forward to implementing a modern workforce development system for DWD that is on time and within budget.

2.2.2. Signature of Authorized Representative

Requirement 2.2.2. *A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in Section 2.3.4, must sign the Executive Summary. In the Executive Summary, please indicate the principal contact for the proposal along with an address, telephone, and e-mail address, if that contact is different than the individual authorized for signature.*

The principal contact, Mr. Paul Toomey, is the same as the individual authorized for signature. Mr. Toomey is the person authorized to commit Geographic Solutions to its representations and can certify that the information offered in the proposal meets all general conditions (Please see [Appendix N – Contract Terms and Clauses Exceptions Table](#) for any exceptions to the Contract Terms and Clauses) This also includes the information requested in Section 2.3.4, Company Financial Information. Please see [Appendix U – Financial Statements](#) for more information regarding Section 2.3.4.

Signature: 

Paul Toomey, President

2.2.3. Respondent Notification

Requirement 2.2.3. *Unless otherwise indicated in the Executive Summary, Respondents will be notified via e-mail.*

It is the Respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The Procurement Division will not be held responsible for incorrect vendor, contractor, or respondent addresses.

Geographic Solutions acknowledges it is our obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation.

2.2.4. Secretary of State

Requirement 2.2.4. *The Respondent shall indicate their status with respect to the Office of the Indiana Secretary of State.*

Please see [Appendix S – Entity Registration Information](#) for a copy of Geographic Solutions' entity registration.

Please refer to [Attachment E – Business Proposal Section 2.3.2 Respondent’s Company Structure, “What Sets Us Apart”, Section 2.2.13. Experience Serving State Governments](#) in its entirety and [Appendix T.- Business Proposal \(Part 2.3.1 – General\)](#) in its entirety.