

RFP 23-74560 CLARIFICATIONS

INSTRUCTIONS

Please supply the requested information in the blue-shaded areas and indicate any attachments that have been included. Where appropriate, supporting documentation may be referenced by specific page and/or paragraph number(s).

If any of this response contains confidential information, as defined by IC 5-14-3, provide a separate redacted (for public release) version of this document. Specify which statutory exception of APRA applies and provide a description explaining the manner in which the statutory exception to the APRA applies.

RESPONDENT NAME: EQUUS

The State requests response(s) to the below question(s) by May 23, 12:00 PM ET.

NO.	ATTACHMENT	CLARIFICATION QUESTION	RESPONDENT RESPONSE
1	Attachment E	Please demonstrate your understanding and compliance with the provided updated Attachment B DFR Boilerplate Contract that includes Section 12 and Section 51 Federal Required Clauses.	Equus understands, follows, and will comply with the Federal Requirements in Section 51 of the DFR Boilerplate Contract.
2	Attachment E	In Section 2.3.14 of your response, you reference participants in describing previous state experience. Please define “participant” in this section.	In our narrative, the term “participant” refers to an individual who has been referred to the IMPACT program and is engaged in IMPACT activities.
3	Attachment E	In your response you describe diverse supplier practices. What practices do you employ to engage diverse vendors and suppliers?	Equus encourages the development of mutually beneficial business relationships with Diverse Suppliers. For all procurements where a minimum of three (3) qualified vendors are required to be reviewed, Equus operators are expected to proactively seek out diverse suppliers resulting in at least one (1) supplier characterized as a Diverse Supplier. To be characterized as a Diverse Supplier, a business must be at least 51% owned, controlled, and operated by member(s) from one of the following groups and be a U.S. citizen:

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			<p>a. Minority-Owned Business Enterprise (MBE): African American, Hispanic, Native American, or Asian descent.</p> <p>b. Lesbian, Gay, Bisexual or Transgender-Owned Business Concern (LGBTBC).</p> <p>c. Women-Owned Small Business Enterprise (WBE)</p> <p>d. Veteran-Owned Business Enterprise (VBE)</p> <p>e. Disabled-Owned Business Enterprise (DBE)</p> <p>Furthermore, when RFPs are issued for products and/or services, the scoring rubric includes additional points for registered MWVBE suppliers. It is the policy of Equus Workforce Solutions to practice nondiscrimination based on social and economic disadvantage, race, color, gender, disability and national origin in the award and performance of contracts. While it is not a required qualifying factor, entities may receive additional points for Pricing and Incentive components if they are a qualifying M/WBE firm. Documentation of current, active M/WBE status must be supplied upon proposal submission.</p>
4	Attachment E	Please confirm your staff are required to participate in the DEI trainings described in your proposal.	All staff will be required to complete the Cultural Competency and DEI training described in our proposal.
5	Attachment E	Please describe how your DEI training offerings impact your case managers' approach to client case management?	Equus' scenario-based custom learning and development diversity, equity, and inclusion (DEI) series covers the topics most relevant to today's case managers including unconscious and implicit bias, creating a common language to better understand and apply DEI concepts, cultural awareness and belonging, addressing microaggressions, and psychological safety. These concepts increase case managers' cultural humility, awareness of social identity, and challenging structural inequities competencies to better meet people where they are, treat each client with compassion and foster belonging, and overcome barriers to assist clients holistically.

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			<p>The standard case management framework requires case managers to screen, assess, stratify risk, plan, implement care coordination, follow up, transition, communicate, and evaluate. At every one of these points, an awareness of and ability to engage with clients and others using diversity, equity, and inclusion (DEI) principles consistently is essential to deliver successful outcomes. Creating an environment rooted in belonging, diversity, and inclusion leads to people bringing their whole selves—without fear of punishment—to case management and results in accurate client assessments that allow case managers to create effective care plans. Case managers are tasked with representing and advocating for all client populations. This requires a client-centered approach and the ability to consistently demonstrate DEI skills, champion DEI in all settings, and conduct self-assessments to uncover unconscious biases. Finally, case managers must be able to identify and actively work to address systemic and structural inequities that they may not recognize without DEI-related training and practiced application.</p> <p>Case managers face an increasingly complex environment, especially in the wake of COVID-19 which exposed glaring health inequities. Social determinants of health (SDOH) such as racism, sexism, homophobia, ableism, education disparities, income inequality, housing insecurity, unemployment, and more reflect the day-to-day barriers case managers encounter. They cannot effectively address these SDOHs without first uncovering and addressing their own unconscious biases and recognizing the framework in which SDOHs exist. Equus’ diversity, equity, and inclusion (DEI) training series focuses on these issues and more to develop case managers’ knowledge, skills, and abilities to better serve clients. Case managers complete the series with a reinforced toolkit that includes best practices, tips,</p>

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			techniques, and models they can apply immediately resulting in better outcomes for their client populations.
6	Attachment F Section 2	Your proposal mentions using GED Academy for interactive lessons for HSE/GED tests. How does an HSE compare to a GED?	GED Academy™ is a trademarked online, stand-alone, self-paced, and fully customizable high school equivalency preparation program developed by Essential Education , the premier publisher of adult learning materials. The Academy consists of 600 interactive lessons for ABE instruction and GED/HSE tests, including the CASAS, GED, HSE, TABE, and TASC. While they are similar, the HSE includes additional coursework and testing. As a result, all IMPACT clients who participate in Essential Education's GED Academy™ will be prepared for the HiSET exam and additional coursework that is required.
7	Attachment F Section 2	On page 20 of your proposal, you mention that you are a SNAP E&T TPP Intermediary. Please provide detail as to the percentage of profit you would take as a TPP Intermediary.	Equus is proposing to provide the SNAP E&T TPP Intermediary services to expand capacity, increase enrollments, and improve outcomes for SNAP E&T participants. We are proposing to oversee approved SNAP E&T TPP's and designate allocated 50/50 funds as pass-thru dollars in our budget. We do not plan to hold back any of the reimbursements as profit (zero percent); all allowable/approved reimbursements will be paid to the SNAP TPP.
8	Attachment F Section 2	On pages 23-25 of your response, you cite example participation amounts. Please explain in more detail how you calculated those amounts?	The example was drafted based on our experience and outcomes associated with serving TANF/SNAP E&T individuals in Indiana and similar programs. Understanding caseloads will fluctuate, the example was used to provide a numerical figure associated with the projected outcome percentages.

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9	Attachment F Section 2	How would you anticipate that required E&T screening (per the 2018 Farm Bill) could impact participation and your role in supporting IMPACT clients, including forecasting of your staffing levels throughout the contract term?	We anticipate the screening requirements could increase the number of SNAP E&T individuals who are referred to IMPACT for employment and training services. We will monitor our active caseloads to ensure Case Managers maintain a monthly caseload size of no more than 45 active and participating cases.
10	Attachment F Section 2	How would you anticipate the House Bill 1410 requirements effective July 1, 2023, could impact participation and your role in supporting IMPACT clients, including forecasting of your staffing levels throughout the contract term?	We anticipate the AJS requirements for Job Search activities could increase the number of TANF individuals who meet the AJS employment and training requirements therefore increasing the number of individuals who are approved as TANF recipients. We will monitor our active caseloads to ensure that Case Managers maintain a monthly caseload size of no more than 45 active and participating cases.
11	Attachment F Section 2	Please provide more detail as to how IMPACT participants will be referred to orientation.	Eligibility staff will make the determination on who is referred for IMPACT services and will schedule Orientation appointments for IMPACT in the System of Record (SOR). Equus will provide a sufficient number of Orientation appointment slots in the state SOR to ensure all clients referred to IMPACT have the opportunity to attend an Orientation within 10 business days.
12	Attachment F Section 2	In your response, you describe Equus staff uploading classes for clients to complete. Please provide detail regarding the approach and level of engagement of the case managers in assigning these classes and their role in managing the Clients' completion and progress.	During the intake appointment, Case Managers will develop a Self-Sufficiency Plan (SSP) collaboratively with the IMPACT participant to determine the assigned activities, using information from the intake assessment and initial discussion. The Case Manager provides ongoing guidance and support for each individual as they progress in their personal journey to achieve short and long-term self-sufficiency goals.

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13	Attachment F Section 2	Please clarify if your proposed Job Readiness component has finite start and end dates.	Of the options available for Job Readiness, our Career Accelerate coursework is designed in two-hour segments and can be taken in any order which allows for open entry and open exit. Participation in Job Readiness activities will be no longer than four consecutive weeks and no more than 12 weeks within a 12-month rolling time period.
14	Attachment F Section 2	The State requested that no additional tools be proposed; however, in your response, you describe several third-party applications, including MobileUp, Career Accelerate, Essential Education, Money Essentials, MoneySKILL and LinkedIn. Please respond to the following for each of the proposed applications in your response, including any unnamed applications used in your proposed approach:	<p>Career Pathways Explorer, LinkedIn Learning and the Essential Education suite of tools are third-party web-based platforms that can be offered to enhance Job Readiness activities. We proposed our third-party tools for State consideration to allow IMPACT participants a broader range of activities.</p> <ul style="list-style-type: none">• Career Pathways Explorer is a 90-second assessment which provides job seekers with a report on interests and affinities.• LinkedIn Learning offers an on-line library of 13,000+ learning courses in English, Spanish, German, French, Japanese, Mandarin, and Portuguese designed to help job seekers gain the skills, confidence to obtain employment or advance in their career.• Essential Education provides an alternative to classroom training for GED/HSE prep and provides courses to support financial literacy. <p>The MobileUp App is a cloud-based, user-friendly application, secure, customizable, and cost-efficient mobile solution for communication. The App provides real-time engagement, robust functionality, an intuitive interface, and a framework that can be easily built upon. We are proposing to utilize MobileUp as a resource to provide information to IMPACT participants and increase engagement for those who opt in.</p>

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		<ul style="list-style-type: none">What is your implementation plan for these applications and what is your approach to communicate these new systems to IMPACT staff and clients?	<p>In today's digital landscape, the deployment of web-based applications has become an integral part of organizations across various sectors. Web applications are crucial for delivering services, engaging customers, and streamlining internal processes. However, the complexity and criticality of deploying these applications necessitate the implementation of standardized procedures to ensure efficiency, reliability, and security throughout the deployment process. Our Enabling Tech team provides leadership and support for implementation, deployment, and reporting.</p> <p>Following our standard operating procedures, our Enabling Tech team will coordinate with Equus leadership and State staff (as applicable/requested) to implement third-party applications as described below.</p> <p>Implementation Plan</p> <p>Communication: Enabling Tech will develop a plan to inform employees about the deployment. The communication will clearly communicate the purpose, benefits, and expected outcomes. Various channels are used, such as emails, newsletters, team meetings, and quick reference guides, to disseminate information and updates.</p> <p>Application Requirements: The successful deployment of web-based applications relies on ensuring compatibility with various browsers used by end-users. This section outlines the requirements related to browser types and versions that must be considered during the deployment process.</p> <p>Compatibility testing will be conducted for these popular options: Google Chrome, Mozilla Firefox, Microsoft Edge,</p>

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			<p>and Safari. Enabling Tech will communicate the relevant browser requirements. Project leadership must work with their dedicated IT staff to ensure versions are monitored and continually updated to ensure compatibility.</p> <p>User Access Management - Enabling Tech will:</p> <ul style="list-style-type: none">✓ Define user roles, permissions, and access levels based on job responsibilities and functional requirements.✓ Implement a user access management system to ensure secure and efficient user authentication and authorization.✓ Regularly review and update user access rights to maintain data security and integrity.✓ Provide clear guidance for user onboarding and offboarding to ensure proper access controls. <p>Training & Support - Enabling Tech will provide training sessions and workshops to address user questions and concerns. A support mailbox will serve as a dedicated channel for users to provide feedback and suggestions.</p> <p>User Adoption - Enabling Tech will:</p> <ul style="list-style-type: none">✓ Conduct user training sessions to familiarize employees with the functionality and usage of the web-based applications.✓ Provide user-friendly documentation, tutorials, and resources for self-paced learning.✓ Maintain a user support system, including a help mailbox and designated support personnel, to address user inquiries and to provide assistance.✓ Provide utilization reports and share best practices to encourage user adoption.

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		<ul style="list-style-type: none"> How are you going to document, maintain, and store third-party application requirements? 	<p>The technologies described are limited to web browser access, rather than separate stored applications. Our Enabling Technology team determines key performance indicators (KPIs) and reporting metrics for all technology-based strategies. We use internal processes to document, update, and regularly communicate reports and insights to relevant stakeholders to drive informed decision-making.</p>
		<ul style="list-style-type: none"> Can you track metrics and provide regular reporting to the State within these applications? If so, please detail what will be included in these reports. 	<p>We can track metrics and provide regular reporting. Metrics will vary by application:</p> <ul style="list-style-type: none"> Career Pathways Explorer: Users Registered, Assessments Completed Essential Ed (to include GED/HSE Academy, Money Skills, Money Essentials): Courses Completed, Hours Spent Studying LinkedIn Learning: Courses Completed, hours completed
		<ul style="list-style-type: none"> Does the State require additional interfaces to manage third-party applications proposed and client data exchange to ensure a protected data flow and tracking of data exchange? 	<p>No additional interfaces are required for these tools.</p>
		<ul style="list-style-type: none"> What needs to be installed on State machines to ensure user access (both IMPACT workers and clients in local offices)? 	<p>No additional software is required. These tools operate on a standard web browser.</p>
		<ul style="list-style-type: none"> Where is the data housed for these third-party applications and how will you comply with Section 12 of Attachment B DFR Boilerplate, including MARS-E requirements or third-party assessment? 	<p>Data is housed at the vendors' data centers. We invite any applicable third-party assessments; however, the third-party themselves would have to be engaged. We maintain controls over multiple factors to influence data integrity, including access control, awareness and training, contingency planning, identification and authentication, incident response, planning, personnel security, risk assessment, authority and purpose, program management, data minimization and retention, individual participation</p>

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			and redress, incident response, security, transparency, and use limitation.
		<ul style="list-style-type: none"> How do you handle breach notifications related to those systems and their use? 	<p>In the event of a data breach, we will work with the third-party to inform the affected individuals; there are several more entities that need to be notified. See HIPAA Reference: https://www.hhs.gov/hipaa/for-professionals/breach-notification/index.html</p> <p>Our “IT Acceptable Use Policy” covers breaches in more general terms, not limited to data breaches, under the ‘Incident Response’ section. Staff are required to complete Information Systems Security Policy training annually.</p>
		<ul style="list-style-type: none"> Does the State have access to audit and review communications to ensure alignment with policies and practices? 	Yes, we can provide internal reporting and communications upon request.
		<ul style="list-style-type: none"> What is the planned transition procedure away from these applications at the conclusion of the agreement? 	The relevant user accounts will be inactivated upon employee termination, the request of project leadership, or the conclusion of the contract agreement.
		<ul style="list-style-type: none"> Have you transitioned successfully from these applications to a new system? 	<p>These are our current procured applications. We previously transitioned from Cornerstone on Demand to LinkedIn Learning.</p> <p>Please note: Career Accelerate is a proprietary job readiness curriculum and is not a third-party application.</p>
15	Attachment F Section 2	Please fill out the attached spreadsheet for each one of your proposed third-party applications.	Please see the attached RFP 23-74560 Proposed Application Matrix.

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16	Attachment F Section 3	In Section 5 of your response, you describe case managers traveling to rural counties “one day per week.” How would you manage if participation in rural counties increased significantly?	We will provide virtual services to maximize service delivery. We will monitor caseloads and participation levels at the county level. We will coordinate with the State and local offices to provide in-person services based on need to support engagement and ongoing participation.
17	Attachment F Section 3	In your response, you describe leveraging RADcube to retain the existing case manager staffing and a 90-day employer of record period before transitioning to Equus as staff. Please explain how the transition period would affect employee benefits and participant service.	<p>During the transition period, Equus will collaborate with the State, RADcube, and the incumbent provider to share information about our organization (benefits, culture, service delivery model, and expected outcomes), the staffing structure and employment opportunities with incumbent staff. We will assure staff that our goal is to retain talent and that they will have the opportunity to continue as RADcube employees during the 90-day period.</p> <p>RADcube’s benefits include:</p> <ol style="list-style-type: none"> 1. Medical, vision, and life insurance effective the 1st day of the following month after 30 days of employment 2. Dental coverage after 30 days of employment 3. 401k match (2%) on the 91st day of employment 4. Paid-time off (PTO) at 6.67 hours per month which can be used after 30 days of employment <p>When Case Managers transition to Equus payroll, they will be offered the benefits listed below on day one of employment.</p> <ul style="list-style-type: none"> • Health, vision, and dental insurance • Paid time off and holiday pay • 401K retirement plans • Health and childcare/dependent care savings accounts • Supplemental insurance

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			<ul style="list-style-type: none"> • Short-and long-term disability • Tobacco Cessation • Critical Illness Insurance • Accident Insurance • Hospital Indemnity • Life and Accidental Death Insurance • Life insurance • Employee Assistance Program • Legal Plans • Identity Theft Protection <p>Staff will receive holiday pay for all state observed holidays.</p> <p>PTO accrual will be based on their seniority date with the IN IMPACT project based on the accrual schedule below.</p> <ul style="list-style-type: none"> • Staff with 7-36 months of service accrue 15 days per year • Staff with 37+ months of service accrue 20 days per year <p>Equus offers a 100% 401k match up to 3% and a 50% match for the next 2% of employee contributions.</p> <p>There will be no gap in employment and no disruptions in participant services.</p>
18	Attachment F Section 3	<p>In your response, you have proposed different locations than where the State has offices. Please respond to the following:</p> <ul style="list-style-type: none"> • How do you intend to meet the needs described in the scope of work from these locations? • How will you ensure that you can manage the volume of clients from the locations proposed? 	<p>The proposed staffing chart on pages 60-63 lists our proposed staff in IMPACT office locations as listed in Exhibit 8 of the Bidder's Library. We are open to updating the staff locations based on current availability of space in the State offices at no additional cost.</p> <p>Our staffing model is designed to distribute staff throughout the state to align with projected caseload volume and need. IMPACT staff will provide in-person and virtual services to ensure clients have the opportunity to</p>

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		<ul style="list-style-type: none"> Are there any additional costs to transition to the State locations? 	engage and participate in IMPACT activities. IMPACT staff to be based at higher volume locations, virtual services, travel to rural counties.
19	Attachment F Section 3	How would you ensure you have supportive services across the state that are prescriptive to the regional service needs?	Supportive service vendors will be established during transition. We will leverage co-enrollments, SNAP TPPs, and community resources to ensure supportive services are available across the state. Our proposed subcontractor, Koehler Partners, will assist with the identification of resources if gaps exist or occur during the term of the contract.
20	Attachment F Section 3	Please respond to the following: <ul style="list-style-type: none"> How would you manage if Client participation increased or decreased significantly throughout the term in any or multiple service areas and maintain the level of service required under the scope without contractual impact? How will you mitigate disruptions in service in regions with limited staffing/offices without contractual impact? 	We will work collaboratively with the State to adapt to changes in caseload and participation levels in the 92 counties. We will mitigate disruptions in services by: <ul style="list-style-type: none"> Offering virtual services Leveraging co-enrollment in WIOA Expanding community partner referrals Expanding SNAP E&T third-party programs
21	Attachment F Section 3	Please respond to the following office and staffing requests included below: <ul style="list-style-type: none"> Please provide a list of proposed office locations within each Region to execute the requirements outlined in the scope. As part of your response, please include your staff distribution within each office and each Region. If you are proposing regions without any office coverage, please detail how you will 	The proposed office locations and staff distribution within each office can be found on pages 60-63 of our Technical Proposal. We are proposing to have staff in each region.

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		ensure Client engagement and provision of services as required under the scope.	
22	Attachment F Section 4	Please detail all services provided by each subcontractor provided in your response, including specific services provided regarding Client job readiness and job retention.	<p>Diversified Services Network, Inc.: Staff augmentation services under a direct hire model. Recruitment of Case Managers to fill vacancies (SOW Section 5.1)</p> <p>Koehler Partners, Inc: Community Outreach, Engagement, and Referrals (SOW 6.1.4)</p> <p>To further engage community partners to increase engagement and participation, the Koehler team works with our Business Solutions Manager to develop the following resources:</p> <ul style="list-style-type: none">• A “menu of services” flyer that can be shared at locations throughout the state• An introductory eLearning video for community partners to learn about the IMPACT services available and how to refer a client to the IMPACT program• A simple online screening and referral tool to use on a mobile phone, tablet, or computer, which predicts potential eligibility for IMPACT services and sends a notification to an IMPACT case manager <p>RADCube: Transition of existing Case Managers (SOW 5.1) and Electronic capture of Work Verification documents (SOW 10.2)</p> <p>Case Manager Recruiting: The partnership with RADcube allows Equus to retain the current Case Management staff on October 1, 2023. RADcube serves as the employer of record during the 90-day probation period. During this</p>

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			<p>time, Equus establishes goals, provides training, and evaluates the performance of the current Case Managers. Equus serves as the functional supervisor and oversees Case Manager activities on a day-to-day basis. Equus initiates a performance improvement plan and/or corrective action for low-performing staff. Equus on boards Case Managers who are meeting performance expectations on day 91. Develop a solution for the electronic capture of Work Verification documents.</p> <p>Professional Management Enterprises: Staff augmentations services and employer of record for up to 180 days - Recruitment of Business Solutions, Facilitators, Performance Analysts, and Receptionists</p> <p>Equus will provide client job readiness and job retention services.</p>
23	Attachment F Section 4	On page 46, your proposal mentions a Quality Management Tool. Please provide more detail as to when and how the QMT is utilized.	The Quality Management Tool (QMT) is our internal quality assurance tool to evaluate contract compliance. The QMT will be completed by the project leadership team two times per quarter and will be reviewed by the Project Director, Regional Director, and Executive Leadership team. The QMT is used to ensure the program is operating at the highest level of quality and in compliance with contract/program requirements. We have provided a copy of the QMT tool on page 91 of our Technical Proposal.
24	Attachment F Section 4	Please detail your plan to serve Clients that opt out of using your proposed third-party applications (e.g., MobileUp, LinkedIn).	<p>We are proposing to provide a full range of allowable activities for all clients, including clients who elect not to utilize our third-party applications, as outlined in our Employment and Training Services overview on pages 41-42 of our Technical Proposal.</p> <p>IMPACT services will begin with a program specific Orientation, intake assessment, and intake appointment to develop the individuals Self-sufficiency Plan (SSP).</p>

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			<p>Assessments will be offered, as needed, to help identify strengths, career interests, and skills. Activities will be assigned, in collaboration with the IMPACT participant, based on individual need and in alignment with program policy.</p> <p>Supportive services and referrals to community agencies will be offered based on individual needs and in alignment with policy.</p> <p>Case Managers will work to establish rapport and build a positive relationship to encourage engagement and continued participation. Case Managers will monitor participation and will document case notes/participation in the SOR in an accurate and timely manner.</p> <p>Our Business Solutions Team will help connect participants to career opportunities and apprenticeship opportunities.</p> <p>SSP's will be updated as needed to reflect new goals and to assist with barriers to help participants gain employment at a living wage. Case Managers will continue to provide support to help participants retain employment and advance in their career.</p>
25	Attachment F Section 4	Please describe how you will ensure the staffing requirements are met by the go-live date if you are unable to retain the managerial or case management staff from the incumbent?	Equus will work collaboratively with the State, incumbent vendor, and our subcontractors to ensure staffing requirements are met by the go-live date. Our goal is to retain talent and offer incumbent staff first opportunity to interview. We will extend offers to incumbent staff 45 days in advance of the go-live date to allow time to fill vacancies for positions if staff elect not to accept.

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26	Attachment F Section 6	Please describe how you will meet the staff coverage requirements in larger geographic counties, including how you will account for long travel times to deliver Client services.	Our proposed staffing model takes historical caseload data and travel time into consideration. We propose an increased number of staff in the highest volume counties and fewer staff in counties with lower volume projections. The distribution of staff allows for reasonable travel time to cover rural counties that do not have a full-time IMPACT staff presence.
27	Attachment F Section 6	Please expand on subcontractor involvement in your staffing plan and in the scope of the contract. What is the turnover rate of each subcontractor's staff?	<p>We engaged experienced MBE/WBE subcontractors to support our staffing plan through direct hire and staff augmentation services.</p> <p>RADcube currently employs forty-five (45) IMPACT Case Managers. Our partnership with RADcube will allow staff to retain employment on October 1, 2023 and will support the continuity of services for program participants. RADcube will serve as the employer of record for a 90-day period and Equus will be responsible for functional supervision. During this 90-day period, Equus will provide staff with training and will establish goals that align with expected service levels and program outcomes. RADcube's reported turnover rate is 4%.</p> <p>Diversified Services Network, Inc. (DSN) will actively recruit to fill Case Manager vacancies and will engage during the transition to ensure we are fully staffed in the event that the incumbent Case Manager does not elect to stay in their role on October 1, 2023. Under this direct hire model, qualified Case Managers will be Equus employees on day one of employment. DSN reported a turnover rate of less than 2% for their internal team and 5% among subcontractors. The length of employment for their internal staff is 10+ years.</p>

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			Professional Management Enterprises will support our staffing plan by providing staff augmentation services for Business Solutions, Facilitators, Performance Analysts, and Receptionists. PME will serve as the employer of record for up to 180 days. PME reported that they have a 94% retention rate on project staffing opportunities.
28	Attachment F Section 7	Please confirm you will comply with the review and rebuttal process as required by Section 10.4 Attachment K, Scope of Work.	Equus will comply with the review and rebuttal process required by Section 10.4 Attachment K, Scope of Work.
29	Attachment F Section 7	In your response, you describe a 0.02% error rate in billing. Please respond to the following: <ul style="list-style-type: none">• What was the error rate you were citing?• What impact did those errors have on your State Clients and the provision of services?	This error rate was cited from the most recent FSSA fiscal audit conducted under our previous statewide IMPACT contract (2006-2017). The errors were related to performance incentive payments and did not have an impact on the State client or provision of services.