

EmployIndy

GUIDING MARION COUNTY'S WORKFORCE

NOTIFICATION OF REQUEST FOR PROPOSALS

Provision of
WorkOne Indy Service Provision

Issued March 9, 2023

**Proposals must be received no later than 5:00 pm ET
March 31, 2023**

RFP# 2023-001

EmployIndy
PNC Center
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I. Introduction

EmployIndy, the workforce development board for Marion County, is working to meet regional and statewide workforce development goals by removing barriers to quality employment as well as connecting individuals to entry-level positions. As part of the workforce ecosystem, EmployIndy invests Workforce Innovation and Opportunities Act (WIOA) funds for the provision of WorkOne Indy to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. EmployIndy is working to combat the number of individuals living in poverty or that are unemployed by partnering with community-based organizations to expand our one-stop center in our WorkOne Indy location. In addition, EmployIndy is also working with regional partners to detect gaps in employer needs and provide ample access to job readiness, job training and job placement services.

Regionally, there is a high demand for skilled workers in industries such as technology, manufacturing, logistics, and financial services, however, with only 42% of Central Indiana residents holding post-secondary credentials, there is a gap between available skilled workers and these jobs. To create a pipeline of talent to fill these positions, EmployIndy and WorkOne see the importance of providing quality career services that directly align with the demands of regional employers.

II. Purpose

EmployIndy is soliciting proposals for an entity to provide comprehensive WorkOne Indy Services to the Adult, Dislocated Worker, and Young Adult populations within Marion County as described in this Request for Proposals (RFP). The primary funding source for the services described herein are available through the Workforce Innovation Opportunity Act (WIOA). The selected service provider must comply with all WIOA programmatic requirements including all federal, state and local legislation, rules, regulations and policies.

At the federal level, One-Stop services described in this RFP are referred to within the scope of the American Job Center. At the state level, these centers are branded as WorkOne. Locally and for the purposes of this RFP, these centers are referred to as WorkOne Indy.

III. System Overview

A. *Workforce Innovation and Opportunity Act*

WIOA is the federal law that creates and funds the workforce development system. It is administered by the United States Department of Labor (DOL) and the Indiana Department of Workforce Development (DWD) to provide job seekers more seamless access to a system of high-quality career services, education, and training through the one-stop delivery system.

Businesses inform and guide the workforce system, ensuring that services are well aligned with employer needs and to compete in the global economy. WIOA funding is distributed to states and subsequently to local Workforce Development Boards (WDBs). All services provided by agents and service providers must meet the performance goals set by U.S. DOL, DWD, and EmployIndy.

Bidders should have a strong understanding of WIOA and its requirements. WIOA is divided into four titles, each of which is briefly discussed below:

Title I: Workforce Development Activities

Title I governs the one-stop delivery system, for which EmployIndy is most directly responsible.

Title I-A requires EmployIndy to engage in regional coordination. The One-Stop Operator is specifically charged with assisting EmployIndy in this coordination. See section (iii)(c) for more information on the One-Stop Operator.

Title I-B creates in each local region a one-stop delivery system comprised of training and career services programs under Titles II, III, and IV, and other federally required partner programs. Additionally, Title I-B outlines the provision of training services and career services to adults, dislocated workers, out-of-school youth, and in-school youth. In Marion County, training and career service providers are procured through competitive bid processes by EmployIndy.

Title II: Adult Education and Literacy Act

Title II impacts the Adult Education and Literacy Act, which is intended to “create a partnership among the Federal Government, States, and localities to provide, on a voluntary basis, adult education and literacy activities.” The purpose of Title II is to “assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency.” EmployIndy currently partners with eight area adult education and literacy providers receiving WIOA Title II funds through the DWD Adult Education program. DWD engages in a competitive application process for Adult Education Grants which may change future provider partners.

Title III: Wagner-Peyser Employment Services

Title III of WIOA amends the Wagner-Peyser Act of 1933 which established a nationwide system of public employment offices known as Employment Services. Wagner-Peyser focuses on providing a variety of employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings.

In Marion County, Wagner-Peyser Employment Services are delivered by DWD state employees and functionally managed by the WorkOne Indy Services Provider, as described in more detail throughout this RFP.

Title IV: Rehabilitation Act of 1973

Title IV amends the Rehabilitation Act of 1973 and the provision of vocational rehabilitation services. Based on findings that “individuals with disabilities experience staggering levels of unemployment and poverty,” vocational rehabilitation services are provided to help individuals with disabilities “prepare for, obtain, or retain employment.”

In Marion County, the Vocational Rehabilitation program is implemented by the Indiana Family and Social Services Administration.

B. EmployIndy

The Indianapolis Private Industry Council, Inc. d/b/a EmployIndy, is a nonprofit corporation serving as Marion County’s Workforce Development Board. In this role, EmployIndy oversees and implements multiple federal, state, and local workforce development activities including strategic workforce development planning for Marion County, operational alignment of services and resources to meet local and statewide workforce needs, and continuous improvement of the quality and effectiveness of services offered to workers and to employers through the comprehensive American Job Center (i.e., WorkOne). EmployIndy’s vision for this critical economic development work in Central Indiana is outlined in its new Strategic Plan (releasing in March 2023) and centered on four primary goals:

1. Elevate implementation of high-quality initiatives for individuals and employers to succeed in a rapidly changing 21st Century economy;
2. Build capacity among ecosystem partners to ensure quality services through training and support across Marion County;
3. Utilize data to prioritize equity among interventions in the workforce development ecosystem that lead to economic mobility; and
4. Promote and support systems change to ensure an enabling environment that promotes success in the education through workforce pipeline.

To address the needs and challenges of our workforce, EmployIndy’s strategic initiatives and investments span five priority focus areas including career-connected learning, coaching and training, job connection, good jobs, and systems change and advocacy.

EmployIndy meets its obligations and strategic commitments through management of contracted entities engaged to deliver re-employment and career services, and informal coordination of multiple, diverse partners present in Marion County’s workforce ecosystem.

i. Business Partnerships

Understanding Marion County employers' talent needs is a crucial driver of the workforce system. EmployIndy's Business Partnerships cultivates employer relationships, provides a suite of services to meet the employer's workforce needs, and creates opportunities for employers to engage and influence the work of our ecosystem. Examples of these services include managing customized talent solutions projects, brokering partnerships on behalf of the workforce system, researching labor market information, providing opportunities for employers to connect with talent pipelines, and providing varied types of work-based learning opportunities such as incumbent worker training, customized training, on the job training, internships, and apprenticeships.

Business Partnerships will partner with the selected WorkOne Indy Service Provider, who will be responsible for the career navigator functions with individuals participating in work-based learning opportunities and coordinate employer access to the WorkOne Indy system, as applicable.

Conversely, as employers indicate needs to downsize staff, the Business Partnerships team is the initial point of contact to employers to offer Rapid Response Services and coordinate activities. The Business Partnerships team partners with the Career Services Team to coordinate with the WorkOne Indy Service Provider who is responsible for group presentations and career navigation functions associated with Rapid Response activities.

ii. Youth Services

EmployIndy's In-School and Opportunity Youth teams are primarily responsible for designing, managing, and providing technical oversight to services providers who will introduce young adults ages 16 – 24 to industries and employers driving the local economy through the E⁷ Model (i.e., empowerment, engagement, exposure, exploration, experience, education and employment), as well as provide young adults facing the greatest barriers with opportunities to earn education requirements, employment credentials and scholarships through programs and services such as Jobs for America's Graduates (JAG), Project Indy, Job Ready Indy, WIOA Youth, Indy Achieves and the Youth Employment System (YES), at schools, WorkOne Indy, Adult Basic Education programs and community based organizations.

iii. Career Services

The EmployIndy Career Services team administers programs for adults seeking the next step in their career and assists with the hiring process. Quality Assurance Analysts monitor compliance with all federal, state, and local rules and regulations and contractual obligations as well as data

extraction and analysis. These functions ensure that program and client services captured in training record systems properly conform to regulations. Current projects include WorkOne Indy, Reemployment Services, Wednesdays@WorkOne, adult training opportunities and workshops, and Staff Enrichment. Staff and Ecosystem Enrichment opportunities are provided by EmployIndy on the third and fourth Thursday mornings each month in order to support professional development of WorkOne Indy Service Provider Staff along with workforce development staff of community-based partner organizations in Marion County.

C. One-Stop Operator

EmployIndy has engaged Thomas P. Miller & Associates (TPMA) to serve as One-Stop Operator. In this role, TPMA is responsible for supporting investments in and refinements of Marion County's broad workforce development ecosystem in ways that enhance the capacity of this critical system to meet the needs of its diverse stakeholders – individuals, families, neighborhoods, employers, as well as key institutional partners . This work involves building relationships across these many stakeholders and sectors in order to improve the efficacy of Indianapolis' workforce ecosystem – efficacy defined as improved connectivity between job seekers and employers and especially as informed by EmployIndy's four primary objectives in the Strategic Plan. TPMA facilitates monthly Ecosystem Enrichment sessions for frontline career services staff inside and outside of WorkOne Indy, convenes WIOA-required partners, facilitates and executes partner MOUs and Infrastructure Funding Agreements, and more in order to connect the dots of the workforce ecosystem in Indianapolis.

EmployIndy expects that the service provider chosen through this RFP will participate actively with EmployIndy and with the One-Stop Operator in improving the efficacy of the local workforce ecosystem. The term "ecosystem" is intentionally and consistently used by EmployIndy to reinforce the reality that meeting the diverse needs of job seekers and employers in Marion County requires healthy interaction between a community of partnering entities – including each of the WIOA Required Partners, the City of Indianapolis, community-based providers, economic development professionals working at the county level and on behalf of specific neighborhoods, employers of every size from every sector of the economy, diverse education providers working with students at every academic level, occupational trainers, and many more. The service provider chosen through this process must demonstrate a respect for the diverse actors interacting in this ecosystem, an understanding of their interconnectivity, as well as a willingness to actively engage and be engaged by these diverse actors in order to meet the needs of individuals seeking work and building careers, and the needs of businesses that employ these individuals.

D. WorkOne Indy Services

WorkOne Indy is a single one-stop comprehensive center located at 4410 N Shadeland Ave in Indianapolis, IN. WorkOne Indy moved to this single location in January 2019

requiring an implementation of an innovative customer flow design. From January 1, 2022 to December 31, 2022 WorkOne Indy had over 29,000 in person client visits, handled more than 102,000 phone calls, and hosted in-person workshops with client attendance totaling over 2,500.

EmployIndy drives growth in Indianapolis by investing in innovative jobs-to-careers strategies that ensure all residents have access to career pathways where they gain the skills they need to enter into employment, and ultimately careers, that Indianapolis' employers have available. As the Workforce Development Board (WDB) for Marion County, guided by 21 business, civic, education and non-profit community leaders, EmployIndy is in the process of finalizing a comprehensive three-year strategic plan with an emphasis on four pillar theories of change:

- Career-Connected Learning
- Coaching and Training
- Connection
- Good Jobs

These activities and services will be delivered by the WorkOne Indy Services provider, that serve as a focal point for convening partners and funding, in addition to the public workforce system network of employers, community-based programs, and service providers that collectively address the community's workforce development needs.

Particularly high need households, suffering from disinvestment, high levels of multigenerational poverty, low educational attainment, and un- and under-employment, overwhelmingly populate five high-priority Indianapolis neighborhood clusters. EmployIndy is deliberately deepening its effort on the five high-priority neighborhood clusters in the Near East (46201), Mid-North (46205), North West (46208), North East Corridor (46218), and Far East (46235). In these neighborhood clusters and beyond, an estimated 80,000 Marion County residents are unemployed, under-employed, or marginally attached to the workforce.

Another 30,000 opportunity youth and young adults lack the skills and resources necessary to make informed choices about their education and careers. In the future, EmployIndy's vision is to reduce its footprint of physical centers and establish a system that is designed to meet residents and participants where they are. To do so will require rigorous and meticulous coordination with our required one-stop partners and with community-based organizations who are intimately tied into their local communities and the needs of their residents.

As EmployIndy strategically decentralizes service delivery the One-Stop Operator is expected to function as a backbone that provides coordination to accelerate change across the local system. EmployIndy is increasingly applying an intentional, place-based approach to delivering education, training, employability skills, and work-based learning at the neighborhood level to advance strong and supportive communities.

In doing so, we believe we have the responsibility and capability to serve as a catalyst for community-level progress by strengthening the public workforce system and our local network of employment and training service providers.

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

1. EmployIndy and its Career Services team will serve as the fiscal agent and program contract manager (respectively) for the WorkOne Services Provider. The Career Services team receives technical support from the Indiana Department of Workforce Development and other EmployIndy departments (e.g. Quality and Analytics, etc.).
2. State DWD employees are co-located in the WorkOne Indy system and up to 25 staff and are currently functionally managed by the WorkOne Indy Service Provider. State staff will participate in all areas per regulation of WorkOne Indy service provision to job seekers. Under functional management, a supervisor will direct the actions of state staff for day-to-day activities. Functional management does not include responsibility for, but may include participation in the following: time reporting, informal and formal work improvement actions, disciplinary actions, and hiring process.
3. Additional EmployIndy Team members will be available to support coordination of efforts at the WorkOne Indy location. For example, the Business Partnerships Team is primarily responsible for all relationships with the employers in Marion County and will maintain that role within this solicitation. An essential component of the relationships developed will focus on providing varied types of work-based learning. Work-based learning may include incumbent worker training, customized training, on the job training, work experiences, and internship/apprenticeships.

The service provider is allowed and encouraged to interface with businesses and assist employers entering the WorkOne Indy sites. The Service Provider is not expected to employ an outside sales type of business solutions representative. Interactions between the WorkOne Service Provider and employers are more transactional to provide entry point services rather than consultative partnerships. Some examples are listed below:

- Service businesses who walk-in to the office by providing Indiana Career Connect assistance;
 - Schedule businesses onsite (following facility allowances on space as identified by Career Services Leadership)
 - Direct candidates to employment opportunities in Indiana Career Connect and send messages via ICC to businesses to skill market applicants.
4. The management structure is designed to optimize the amount of management staff in the WorkOne offices and associated with each service as defined by the solicitation.

IV. WorkOne Indy Services Scope of Work

EmployIndy is seeking a partner who can participate in an innovative and flexible fashion to develop the Marion County workforce ecosystem, particularly in the five target zip codes of 46201, 46205, 46208, 46218 and 46235. Career services includes WIOA funding for staff to provide basic and individualized services as well as workshops and learning labs to Adults, Dislocated Workers, and Out-of-School Youth both at the WorkOne Indy location as well as potentially in the community. The overall design, implementation, operation and results of this system are expected to exceed nationally recognized “best practice” and performance standards.

A. Values

The success and accountability of the WorkOne Indy system depends on the following values:

- i. Integration
Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless experience.
- ii. Accountable
Committed to high quality services with regular program performance review based on shared data and actions that enhance outcomes.
- iii. Universal Access
Meet the needs of job seekers and employers by ensuring universal access to programs, services, and activities for all eligible individuals.
- iv. Continuous Improvement
Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements.
- v. Partnership
Align goals, resources and initiatives with economic development, business, labor, service providers, and education partners. This partnership should include all internal partners such as the Youth Services, Reemployment Services (RES) team, as well as external partners (i.e. community-based organizations, libraries, etc.)
- vi. Regional Strategy
Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

B. Organization

- i. Service Area
The selected WorkOne Indy Services Provider (Service Provider) will serve job seekers and employers in Marion County. Marion County is part

of the larger metropolitan labor market and services may extend to the greater Indianapolis area.

Hours of operation will be regular business days as well as other service hours to accommodate schedules of individuals who work on regular business days or who, because of life circumstances, are not able to access services during regular business hours. These hours will be set by EmployIndy. The Service Provider will follow the Indiana State holiday schedule.

Each career navigator may be assigned to a community location one day per week. These sites are referred to as embedded locations. The days that career navigators are embedded in the community may require hours different than those of the WorkOne Indy Center.

ii. Office, Equipment and Supplies

EmployIndy will provide workspace, equipment and supplies for the Service Provider staff for daily activities. Specific Service Provider equipment and supply needs other than day-to-day operational needs should be outlined on the Budget Template (i.e. cell phones, hotspots, postage, & other items should be specifically identified in the budget narrative).

iii. Customer Volume

Daily customer volume or “foot traffic”, includes the number of job seekers and participants for all WorkOne Indy services. On a daily-basis, this number can vary greatly based on the unemployment rate, general state of the economy, and day of the week. Post-COVID the PY21 average monthly visits for the 4410 N Shadeland Ave office is 2,916. These numbers are not reflective of unique individuals seen in the comprehensive. They do not reflect a target number.

C. *Responsibilities*

The selected Service Provider will be responsible for:

i. WIOA Activities

The provision of Career Services for Adult, Dislocated Workers and Out-Of-School Youth as defined by WIOA Title I both at the WorkOne Indy location(s) and embedded locations. For federal guidance on Basic vs. Individualized career services, please see the following references.

- [Workforce Innovation and Opportunity Act, 20 CFR Part 680](#)
- [Training and Employment Guidance Letter No. 19-16](#)
- [Training and Employment Guidance Letter No. 28-16](#)
- [Training and Employment Guidance Letter No. 20-16](#)
- [Training and Employment Guidance Letter No. 1-15](#)

- [Training and Employment Guidance Letter No. 37-14](#)
- [Training and Employment Guidance Letter No. 16-16](#)
- [Training and Employment Guidance Letter No. 04-16](#)
- [Training and Employment Guidance Letter No. 04-15](#)
- [Training and Employment Guidance Letter No. 31-14](#)

ii. State Staff

The possible functional management and supervision of up to 25 onsite state staff such as Wagner-Peyser Act Employment Services and Jobs for Veterans State Grant. Functional management and supervision includes participation in hiring, performance plans, performance reviews, disciplinary actions, and day-to-day work assignments.

iii. Partners

Work with the EmployIndy Career Service staff in the coordination of all WorkOne services with WIOA required partners and other organizations including, but not limited to YouthBuild, Job Corps, Senior Community Service Employment Program (SCSEP), Adult Education and Family Literacy Act as defined by WIOA Title II and including Adult Basic Education (ABE), Vocational Rehabilitation (VR) as defined by WIOA Title IV, Career and Technical Education (CTE) programs as defined by Carl D. Perkins Career and Technical Education Act of 2006, Community Development Block Grant programs (CDBG), Housing and Urban Development (HUD), Reentry Employment Opportunities (REO) program and Temporary Assistance to Needy Families (TANF). These partners may be located internal or external to WorkOne Indy.

When requested, develop and implement a schedule to rotate each career navigator into the community weekly in embedded locations selected by the Career Service team. Embedded locations may require services on a weekly or monthly basis, and there could be up to 12 locations per week.

Functionally manage SCSEP trainees hosted in the office. This includes providing orientation, training, and ongoing coaching to the SCSEP trainees.

iv. Quality Assurance

Develop and implement quality measures to maintain accurate documentation, both paper and electronic as required by federal, state, and local policy and regulation.

D. Required Program Design Elements

- i. Integrated Service Delivery (ISD) – The Service Provider will seamlessly integrate delivery of services provided in the WIOA funding categories with

services provided by other WIOA required partners and non-WIOA funded service providers. ISD braids relevant resources and services of all WorkOne Indy partners to seamlessly address the training and employment needs of job seekers and employers.

- ii. Innovative Design - The Service Provider will enhance and add value to the WorkOne Indy system by building on its best practices with innovation and demand-driven design, and expand those best practices throughout the ecosystem.
- iii. Customer Engagement - The Service Provider will provide front-end triage and quickly greet and engage job seekers at WorkOne Indy office(s) and embedded locations. This requires that all staff be well informed and be prepared to present each job seeker with the full range of resources and tools available to facilitate their job search. Such tools and resources may be available onsite, off-site and/or within other community-based providers and partners. The Service Provider will also provide services to individuals who experience barriers to employment and increase outcomes for barrierred populations.
- iv. Interactive Workshops and Learning Labs - The Service Provider will provide staff to facilitate workshops and learning labs selected by the Workshop Committee. The Workshop Committee is composed of EmployIndy staff, Ecosystem partners, Service Provider staff, and Employer partners. It is the Service Providers responsibility to recruit participants for the workshops as well as meet the objectives listed for each workshop. The expectation will be for facilitators inside the WorkOne Indy building to provide six workshops a day (both live and virtual), update information systems, and collect and aggregate customer surveys on a regular basis for continuous improvement. Facilitators will have to meet requirements to proctor WorkKeys as well as TABE. In addition, career navigators should be trained and ready to provide additional workshops if needed or to cover for absent facilitators. The Service Provider may be required to provide Rapid Responses events at times. At times, Rapid Response events may require additional staffing.
- v. Technology - The Service Provider will continually develop staff knowledge, experience and ability to use computerized and assisted device technology to best communicate with customers at WorkOne Indy sites. Service Provider staff will be knowledgeable about online tools and resources and able to provide over-the-shoulder assistance to customers.
- vi. Community Outreach - The Service Provider may meet job seekers in their communities at embedded locations negotiated by EmployIndy. Embedded staff will strengthen connections between WorkOne Indy, the community, job seekers, and employers. Services may also be provided in other community-based locations as needed in order to participate in community activities such as job fairs and other hiring events.

- vii. Work-Based Learning - The Service Provider may be requested to work with the EmployIndy Business Partnerships Team to identify and connect job ready participants to work based learning opportunities tied to specific career pathways. If work-based learning dollars become available, the Service Provider will be involved in a discussion on the management of the funds. This may lead to a modification to the scope and contract to address fund management and participant case management requirements.
- viii. Career Pathways - Service Provider staff will be knowledgeable on career pathways, labor market information, employment trends, in-demand jobs, education, training, employment processes, and provision of intensive career navigator services. This knowledge level will include the ability to access labor market information and trends. Each participant receiving individualized career services will have a written individual employment plan that identifies specific steps and activities that will develop job ready candidates for placement. The Service Provider will work closely with the Business Partnerships team to create a talent pipeline for INDemand jobs.
- ix. Young Adult Services - The Service Provider will not only focus on Adults and Dislocated Workers, but also on Opportunity Youth through increased outreach to and enrollments of young adults, age 18 – 24 that are out-of-school, including services connecting to career pathways, and partnering with youth service providers to drive young adult enrollments into adult services when eligible youth exit.

E. Staffing

- i. General Skills & Knowledge - All service provider staff are required to possess the following skills and knowledge:
 - effective communication skills, both oral and written as needed for each respective position;
 - commitment to continually working towards the development of higher levels of Multicultural Competency;
 - knowledge of Career Pathways for INDemand Jobs and current Labor Market data and able to share the information to assist participants in making career decisions;
 - proficient in identifying job readiness skill shortfalls and assisting participants to gain the necessary skills for employment;
 - maintain timely eligibility determination, documentation and reporting requirements per federal, state and local regulations and policies;
 - empathetic, have a positive attitude, and excellent relationship building skills;
 - be open to work as a team with external and internal partners and
 - possess effective problem-solving skills;
 - ability to coordinate with the workforce ecosystem to maximize the overall objectives of EmployIndy, while meeting program goals;

- focus on building a “talent pipeline” by assisting job seekers with job readiness skills, job search skills, and training opportunities.
- ii. Acceptable Titles - In order to limit confusion and develop consistency across service and program types, staff positions are limited to the following titles, although respondents are not required to include each position type within the service delivery plan.
 1. Program Director or Regional Program Director
 2. Quality Assurance Manager
 3. Quality Assurance Specialist
 4. Operations Supervisor or Team Lead
 5. Career Navigator or Resource Assistant
 6. Workshop Facilitator

V. Specifications

A. *Governing Authority*

By statute, EmployIndy has responsibility for developing the workforce of Marion County. EmployIndy establishes both policy and operational processes as mandated by WIOA. Respondents to this RFP are expected to be familiar with all Federal, State and Local rules, regulations and policies guiding the WIOA program. Successful applicants should also be familiar with state and local laws, regulations and policy concerning workforce development, the Wagner-Peyser program and other partner programs. More information can be found via the U. S. Department of Labor’s site at <http://www.doleta.gov/WIOA/> 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. *Performance Goals*

WIOA establishes primary indicators of success for its programs. These indicators are the metrics for which EmployIndy is held accountable. Service Provider performance goals will be negotiated and listed in the final contract.

i. Federal, State, and Local Required Measurements

Common measurements are critical indicators of program performance that are mandated by the U. S. Department of Labor (DOL). EmployIndy expects performance under common measurements and WIOA to be a natural bi- product of a strong workforce development system.

The below table lists the local levels of performance for each respective program.

REG 12	Local Negotiated Levels of Performance					
	PY22 and PY23					
	Adult		Dislocated Worker		Youth	
	PY22	PY23	PY22	PY23	PY22	PY23
Employment 2Q	80.35%	80.35%	75.95%	75.95%	81.10%	81.10%
Employment 4Q	75.15%	75.15%	79.55%	79.55%	75.90%	75.90%
Median Earnings	\$7,263.50	\$7,263.50	\$8,449.50	\$8,449.50	\$3,580.00	\$3,580.00
Credential Rate	44.60%	44.60%	54.20%	54.20%	74.55%	74.55%
MSG	61.00%	63.00%	61.00%	63.00%	65.00%	65.00%

Even though these measurements are important, the fact that they are measured after the program year is over makes them challenging performance targets for managing the daily operations of WorkOne Indy. As such, EmployIndy will depend on its own system measures for managing WorkOne Indy operations. EmployIndy's strategy will be to adjust system measures, as necessary, to ensure that federally required measures will also be met. The result will be meaningful, real-time measures that accurately predict federally required measurements.

ii. System Measurements

The system measurements consist of individual measurements and are intended to predict success for federally required measures. Therefore, it is critical that EmployIndy and all service providers work as a single entity. Outstanding performance in one area will not offset poor performance in another. To be successful as a workforce system for Marion County, all system measurements must be met. The system measurements will be set to reflect real-time measurements with at least quarterly feedback.

C. Contract Type, Program Period and Available Funding

Contracts executed as a result of this RFP will be paid through cost reimbursement based on the scope of work for negotiated services and outcomes. The funding source will be WIOA funds, and EmployIndy will contract up to \$1,900,000.00 over a period of 12 months. The contracted WorkOne Indy Services Provider will serve in this role from July 1, 2023 until June 30, 2024, with an option for parties to extend the services for up to three successive years through June 30, 2027.

A transition period will 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 and all staff must be hired and in place by May 31, 2023.

D. Technical Qualifications

To be eligible for consideration, individuals or organizations submitting proposals must demonstrate:

- No financial or policy interest in EmployIndy;
- Experienced staff or subcontractors to provide the services described herein or must show the ability to acquire such staff;
- Experience in effectively performing similar types of services in the public or private sector;
- Ability to contract with EmployIndy for the delivery of services in a timely manner for the delivery of these services;
- Ability to fulfill contract requirements, including the indemnification and insurance requirements;
- Satisfactory performance under a current or past contract with EmployIndy or another Workforce Development Board for similar services, when executing existing and/or previous contracts;
- Capacity to maintain adequate files and records and meet reporting requirements, as prescribed by EmployIndy;
- Capability to fiscally and administratively provide and manage the proposed services on a cost-reimbursement basis, to ensure adequate audit trail, to maintain audit ready files, and to monitor its own organization files (internal audit function);
- 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; and
- Knowledge and understanding of OMB's Uniform Guidance at 2 C.F.R. part 200. More information can be found at:
 - <https://www.gpo.gov/fdsys/granule/C.F.R.-2014-title2-vol1/C.F.R.-2014-title2-vol1-part200/content-detail.html>;
 - www.federalregister.gov/documents/2016/02/16/2016-02473/uniform-administrative-requirements-cost-principles-and-audit-requirements-for-federal-awards; and
 - cfo.gov/wp-content/uploads/2015/09/9.9.15-Frequently-Asked-Questions.pdf

VI. Proposal Requirements

A. Proposal Timeline

Beginning Wednesday, March 8, 2023 the RFP will be available to download from the EmployIndy website: www.employindy.org. If you are unable to access or download the RFP, please contact: Sara Phillips at sphillips@employindy.org or (317) 684-7617. Key dates specific to this notification are scheduled as follows:

RFP Issued	March 8, 2023
Bidder's Conference	March 14, 2023, 10:00 a.m. ET
Deadline to Submit Questions	March 17, 2023, 5:00 p.m. ET
Response to Questions Posted	March 21, 2023
Proposal Due	March 31, 2023, 5 p.m. ET
Bidders Presentations	Week of April 10, 2023
Notice of Award	Week of April 24, 2023 (per board approval)
Contract Negotiation Period	May 1, 2023 - May 30, 2023
Effective Date of Contract	July 1, 2023; June 1, 2023 for transition

EmployIndy reserves the right to modify this schedule at any time as deemed necessary.

A bidder's conference, open to eligible applicants, will be held on Tuesday, March 14, 2023 10:00 a.m. ET via zoom at the following link: <https://us02web.zoom.us/j/84409424673?pwd=d1VtU1d0MjVubGtrVW8xWnZkSXl0Q09>. Career Services staff will present the RFP requirements and accept questions during the bidder's conference to offer technical assistance to respondents.

Entities may submit questions at www.employindy.org/contractopp until 5 p.m. ET Friday, March 17, 2023. All questions and answers will be posted on the EmployIndy website no later than close of business on Tuesday, March 21, 2023. If it becomes necessary to revise any part of this RFP, an addendum will also be posted on the EmployIndy website.

B. Proposal Submission

The proposal must be submitted at www.employindy.org/contractopp no later than 5:00 pm (ET) on Friday, March 31, 2023.

C. Formatting

Proposals must be typed in Microsoft Word in 12-point font, double-spaced, with numbered pages at the bottom of each page. Page limits per section are specified with the outline format and required details below. The entire proposal should not exceed 20 pages. The page limitation does not include the requested attachments.

D. Required Proposal Outline and Components

Each respondent is expected to submit a proposal in a format suitable for ease of review. To maintain comparability of proposals, respondents must follow the outline below including all section and sub-section headings exactly as they appear, including all proposal details and within the maximum page limits for each section as specified below.

1. **Proposal Cover Sheet** (use template provided in Attachment 2, maximum 1 page which is not counted toward the 20 page limit)
2. **Organizational Capability and Qualifications (maximum 3 pages)**

The respondent must provide an overview of its organization and staff, capability and qualifications to successfully carry out the services described herein. Follow the outline below including all section and sub-section headings exactly as they appear in bold, including all requested details as follows:

 - A. **Company History**-include the organization's mission, vision, governance structure, and legal status;
 - B. **Organizational Capacity**-summarize organizational capabilities and understanding of accounting requirements for contracts involving Federal and State funding. Include the most recent audit report or audited financial statements as an attachment.
 - C. **Organizational experience**-describe prior work at the organizational level (not the individual staff level) that demonstrates expertise in executing and delivering workforce services
 - D. **Prior Performance Outcomes**-demonstrate experience and success delivering the same or similar workforce services as described in this RFP by providing information regarding prior performance outcomes
 - E. **Staff Overview**-summarize the overall staff and structure of the organization including the number of employees and an organizational chart specific to the proposed service delivery plan as an attachment;
 - F. **Staff Retention** - What are specific strategies you have used in the past to increase staff retention? Describe how you will mitigate potential staff turnover, if selected.
 - G. **Support of Culturally and Linguistically Appropriate Services**- Provide a statement supporting how all job seekers will receive services that are culturally and linguistically appropriate (attends to racial, ethnic, religious, cognitive/neurodiverse, and language domains) and describe how this will be accomplished.
 - H. **Support of Policies Prohibiting Harassment**-Provide a statement supporting how policies are in place or will be established, prohibiting harassment based on race, sexual orientation, gender, gender identity (or expression), religion, and national origin and describe how this will be accomplished.
 - I. **Diversity, Equity and Inclusion** - Does your agency have a stated commitment to diversity, equity, and inclusion in your governing strategic

plans or program policies? If so, describe how it is demonstrated in policy and practices and what accountability mechanisms are used.

- J. XBE Status-EmployIndy prioritizes the use of minority business enterprises (MBE), women business enterprises (WBE), veteran business enterprises (VBE), and disability-owned business enterprises - collectively known as XBEs - when requesting proposals for new contracts. EmployIndy recognizes only the state's certification of an XBE, or a certification by the City of Indianapolis Office of Minority and Women Business Development.

3. Service Delivery Plan (maximum 12 pages)

The proposal Service Delivery Plan should describe how the respondent plans to fulfill all duties of the WorkOne Services Provider. Follow the outline below including all section and subsection headings exactly as they appear in bold, including all requested details as follows:

A. Model(s)/Framework of practice-

- i. Describe the model(s)/framework that will be used by Career Navigators and Workshop Facilitators and explain how the proposed practice is ideal for the services described in this RFP.
- ii. Summarize how the organization has implemented the model(s)/framework(s) previously.
- iii. Provide details regarding how staff will be oriented, trained and supported to deliver services within the model/framework.
- iv. Respondents are encouraged to implement innovative models that are evidence-based and/or promising practices that are nationally recognized.

B. Effectiveness - describe the evidence for how and why the practice model is effective and how it is culturally and developmentally appropriate for adults, dislocated workers and youth. Provide citations to support the evidence for effectiveness as an attachment.

C. Implementation-

- i. Describe the importance of each phase/level of service and detail plans for ensuring meaningful engagement with job seekers for each of the following:
 - 1. Identification/recruitment
 - 2. Basic Services
 - 3. Individualized Services including assessment and development of Individualized Employment Plans (IEP)
 - 4. Supportive Services
 - 5. Follow-up Services
 - 6. Workshops and Learning Labs
- ii. Include details regarding how job seekers will be assessed using formal standardized tools along with other less formal methods.

Describe in detail how assessment tools and methods will be integrated within service delivery.

- iii. Describe how individualized plans will be developed using a customer driven approach. Detail the basic components for an IEP and describe how Career Navigators will provide support and guidance for successful IEP implementation resulting in job readiness and placement.
- iv. Explain how staff will determine what individual job seekers need and how staff will monitor progress.
- v. Describe what would be an ideal process for provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance in Indianapolis, and appropriate referrals to those services and assistance.
- vi. Provide the organization's definition of job ready candidates. Explain how staff will be organized to manage, deliver and develop the needs of job seekers resulting in job placements. Explain what methods or practices will be used to increase job placements.
- vii. Demonstrate knowledge and use of relevant Labor Exchange information and Career Pathways that are most in demand in Marion County.
- viii. Explain how retention activities will be conducted with jobseekers based on their interest in different offerings at WorkOne Indy or desired participation in programs and services.
- ix. How will workshops and trainings incorporate techniques to accommodate customers with various learning styles?

D. Staff Qualifications-

- i. Describe all key management and staff conducting the proposed services including the education and experience requirements for each position including amount of relevant experience serving adults, dislocated workers and youth with unique needs and barriers.
- ii. Detail initial and on-going training and mentorship that staff will receive in order to provide high quality workforce services
- iii. Specify plan to train staff about career pathways for INDemand jobs.
- iv. Please describe how your organization will functionally manage state staff located at WorkOne Indy. How will potential challenges be addressed?
- v. Include job descriptions and/or profiles for all key staff as proposal attachments.

E. Knowledge of the cultural and socioeconomic factors - describe such factors impacting job seekers in Marion County and explain how

the proposed approaches for working with job seekers address such factors for outreach, engagement and delivery of services.

F. Job Seeker and Participant Feedback - describe how ongoing input from job seekers will be gathered, documented and considered for continuous quality improvements to program planning, service delivery, implementation and evaluation.

G. Coordination with Business Partnerships-

- i. Describe how the proposed services will be coordinated with the Business Partnerships team, specify how job seekers will be assessed, developed for job readiness and referred to the Rapid Response Network team in a timely manner.
- ii. Describe the proposed approach to interfacing with the Business Partnerships team given the scope of this RFP.
- iii. Describe specific reporting related to the talent pipeline that will be provided to the Business Partnerships team to help broker relationships on behalf of the system (i.e. number of job ready candidates for specific careers, number of job seekers in training for specific careers, etc.).
- iv. Describe the process in determining if an individual is job ready.

H. Coordinated Services, Partnerships and Collaborations-

- i. Explain the organization's experience working within cross-functional teams.
- ii. Explain the organization's experience working with required partners, cross-functional teams and the functional management of staff
- iii. Explain how the organization will braid that experience into the proposed WorkOne Indy Services.
- iv. Describe how proposed activities fit into the broader network of workforce, human and social service programs and services available in Marion County. Describe how your organization will partner and coordinate WorkOne Indy Services and activities with existing agencies and organizations that provide services and resources to job seekers in Marion County. Identify and describe your relationships with collaborative partners. Describe how your collaborative relationships are developed and maintained.

I. Barriers - Describe potential barriers to success of the proposed plan and how these barriers will proactively be addressed.

J. Continuity of Services - Describe how continuity of services will be maintained for job seekers when there is a change in the operational environment (e.g. staff turnover, changes in leadership, etc.).

4. Quality Assurance Plan (maximum 3 pages)

The WorkOne Services provider is required to maintain appropriate documentation and files for reporting and monitoring purposes. All documentation must be collected and entered into required data systems on

an on-going basis per DWD and EmployIndy policies and procedures. Follow the outline below including all section and subsection headings exactly as they appear in bold, including all requested details as follows:

- A. Data Collection and Management Plan**-describe the plan for data collection and data management within the required data systems by the Department of Workforce Development and EmployIndy such as Indiana Career Connect, Indiana Career Explorer, and WorkOneIndy.com
 - B. Internal Data Monitoring and Controls**-describe methods used to ensure quality assurance and data integrity via monitoring and internal controls. Specify procedures in place to correct errors in a timely manner and practices used to limit reoccurring errors.
 - C. Performance Goals and Outcomes**- describe the plan and methods to be used to meet established performance goals and provide suggested performance goals and outcomes for PY 24 and 25.
5. **Budget Summary Form** (use template provided in Attachment 3, maximum 1 page which is not counted toward the 20-page limit)
6. **Budget Narrative (maximum 2 pages)**
Follow the outline below including all section and subsection headings exactly as they appear in bold, including all requested details as follows:
- A. Full-Time Equivalent (FTE) Staff**-clearly identify the number of FTE staff with corresponding position titles that are included in the Service Delivery Plan. The total number of FTE described must equal the number entered on the Budget Summary Form.
 - B. Personnel Salaries**-clearly describe and provide the formula(s) used to determine the total amount requested for Personnel and Salaries. The total amount must equal the amount entered on the Budget Summary Form.
 - C. Fringe Benefits**- clearly describe and provide the formula(s) used to determine the total amount requested for Fringe Benefits. The total amount must equal the amount entered on the Budget Summary Form.
 - D. Travel**- clearly describe and provide the formula(s) used to determine the total amount requested for Travel. The total amount must equal the amount entered on the Budget Summary Form.
 - E. Staff Development**-clearly describe and provide the formula(s) used to determine the total amount requested for Staff Development. The total amount must equal the amount entered on the Budget Summary Form.
 - F. Insurance**-clearly describe and provide the formula(s) used to determine the total amount requested for Insurance. The total amount must equal the amount entered on the Budget Summary Form.
 - G. Audit**- clearly describe and provide the formula(s) used to determine the total amount requested for Auditing completed during the contract period only. The total amount must equal the amount entered on the

Budget Summary Form. Please note, EmployIndy will not reimburse for audits completed before or after the contract period.

- H. **Other**-clearly describe all items included as “other” and provide the formula(s) used to determine the total amount requested. The total amount must equal the amount entered on the Budget Summary Form.
- I. **Administrative/Overhead** - clearly describe and provide the formula(s) used to determine the total amount requested for Administrative/Overhead. The total amount must equal the amount entered on the Budget Summary Form.
- J. **Federal Indirect Approved** - clearly describe and provide the formula(s) used to determine the total amount requested for Federal Indirect Approved, if applicable. The total amount must equal the amount entered on the Budget Summary Form. Please note, if the organization has a Federal Indirect Approved rate, letter from DOL with rate must be included as an attachment to the proposal.
- K. **Non-Direct**- clearly describe and provide the formula(s) used to determine the total amount requested for Non-Direct. The total amount must equal the amount entered on the Budget Summary Form.
- L. **FOR-PROFITS ONLY: Profit Amount Expected** - clearly describe and provide the formula(s) used to determine the total amount requested. The total amount must equal the amount entered on the Budget Summary Form.
- M. **Supplies**-for each type of supply requested, clearly describe and provide the formula(s) used to determine the total amount requested for each type of supply (i.e. telephone/cell phones/hotspots, postage, etc). The total amount for each supply category must equal the amount entered on the respective cell on the Budget Summary Form.

7. Required Attachments

- A. Audit/Fiscal Report
- B. Organizational Chart
- C. Organizational Background Check Policy
- D. Citations Supporting Evidence of Effectiveness
- E. Staff Job Descriptions and Qualifications
- F. 3 Professional References

VII. Proposal Evaluation and Service Provider 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.

The top bidders or “finalists” may be brought in for presentations. During the presentations, evaluators will score the presentation 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.

Proposals may score a maximum of 100 points. Refer to Attachment 4 for Scoring Rubric of available points by evaluation factor.

VIII. Terms and Conditions

- A. 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.
- B. Local, small, minority and women owned businesses are encouraged to respond and shall not be discriminated against during proposal review.
- C. EmployIndy is an equal opportunity employer. All bidders shall certify the same.
- D. The bidder certifies and agrees that it will provide and maintain a drug-free workplace.
- E. 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.
- F. 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.
- G. 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.
- H. EmployIndy will consider non-responsive any submittal for which critical information is omitted, lacking or represents a major deviation from the RFP, or submission after the due date.
- I. 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.
- J. 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.

IX. Insurance Levels

EmployIndy expects that the selected provider will secure and keep in force during the term of the agreement, the following insurance coverages, covering provider for any and all claims of any nature which may in any manner arise out of or result from the provider’s

performance under this agreement. The provider shall, at its sole cost and expense, provide:

- A. Commercial General Liability Insurance policy providing coverage against claims for personal injury, death or property damage occurring in connection with the Project. The limits of such insurance shall not be less than \$1,000,000 combined single limit per occurrence, \$2,000,000 aggregate;
- B. Worker's Compensation coverage consistent with the laws of the State of Indiana;
- C. Commercial Automobile Liability Insurance, including Non-Owned and Hired Auto Liability with a limit of not less than \$1,000,000;
- D. Commercial Umbrella Liability coverage of at least \$2,000,000;
- E. A Network Privacy and Security Policy (also known as cyber liability) providing coverage with a minimum limit of \$2,000,000.

Attachment 1
EmployIndy Organizational Chart

[EmployIndy Organizational Chart](#)

Attachment 2
Required Proposal Cover Sheet

Organization Name:

Address:

Phone Number:

Authorized Proposal Contact Information

Name:

Email:

Phone number:'

Total Funds Requested:

Proposal Summary:

Attachment 3
Required Proposal Budget Worksheet

Expense Category	Requested Amount
Personnel Salaries	\$
Fringe Benefits	\$
Travel	\$
Staff Development	\$
Insurance	\$
Audit	\$
Other	\$
Administrative/Overhead	\$
Federal Indirect Approved	\$
Non-Direct	\$
Profit	\$
Supplies	\$
TOTAL AMOUNT REQUESTED	\$

Attachment 4

EmployIndy WorkOne Indy Service Provider Scoring Rubric

Evaluation Criteria	Maximum Points
Organizational Qualifications Points will be applied based on the experience and perceived capabilities of both the organization and their staff to successfully deliver the proposed program to meet the needs of this solicitation.	10
Proposed Service Delivery Plan Points will be applied based on the strength of the service delivery plan as demonstrated through capacity and knowledge to implement within a career navigation framework.	40
Quality Assurance Plan Points will be applied based on the strength of the quality assurance plan as demonstrated through capability to follow all required policies and meet performance goals.	20
Diversity, Equity and Inclusion Points will be applied based on the expressed commitment to diversity, equity, and inclusion; expression of this commitment in organizational policy; demonstration of its practices in operations and programmatic areas; and the depth and quality of its accountability mechanisms.	10
XBE Status Points will be applied based on the organizational status.	5
Budget and Budget Narrative Points will be applied based on the overall cost and justification proposed by the respondent, including an evaluation of the respondent's ability to appropriately manage an account for the grant funds.	15
Total Points	100