

EmployIndy

GUIDING MARION COUNTY'S WORKFORCE

NOTIFICATION OF REQUEST FOR PROPOSALS

Provision of
WorkOne Indy Service Provision

Issued February 2, 2018

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RFP# 2018-001

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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 has identified 189,127 Marion County residents living in poverty with 53,901 unemployed individuals. EmployIndy is working to combat these numbers by partnering with community-based organizations to create one-stop centers in our WorkOne Indy locations. 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 Indy 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 that will be 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 comprehensive job centers (i.e., WorkOnes). EmployIndy's vision for this critical economic development work in Central Indiana is outlined in the organization's Strategic Plan (2017-2022) and centered on four primary objectives:

1. Address employers' need for a strong pipeline of entry-level workers;
2. Provide opportunities and outline pathways by which young adults (both in school and out of school) can actively participate in the workforce;
3. Meet the needs of residents living in areas of the city that are most affected by poverty and unemployment;
4. Align resources in target impact areas, including resources and services offered by partners.

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.

Refer to the EmployIndy Resources page at <https://employindy.org/resources/> for details regarding the Strategic Plan and Year One Action Plan. Refer to Attachment 1, EmployIndy Organizational Chart.

i. Business Solutions

Understanding Marion County employers' talent needs is a crucial driver of the workforce system. EmployIndy's Business Solutions cultivates employer relationships, provides a suite of services to meet the employer's workforce needs, and create 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 Solutions 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.

ii. Quality and Analytics

EmployIndy's Quality and Analytics team is comprised of Management Information Systems (MIS) Managers and Quality Assurance Analysts. MIS Managers are responsible for maintaining data quality and integrity, including but not limited to: Indiana Career Connect (ICC), WorkOneIndy.com, Efforts to Outcomes (ETO), when available, and additional systems as they come under the purview of EmployIndy. MIS Managers are further responsible for communication upgrades and changes to the systems. 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.

iii. 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 14 – 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 and employment credentials through programs and services such as Jobs for America's Graduates (JAG), Project Indy, Job Ready Indy, WIOA Youth, and Youth Employment Services (YES), at schools, WorkOne Indy locations, Adult Basic Education programs and community based organizations.

iv. Career Services

The EmployIndy Career Services team administers programs for adults seeking the next step in their career and assists with the hiring process. Current projects include WorkOne Indy, EmployUp, and Community-Based Workforce Development. 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*

In July 2017, EmployIndy engaged the Local Initiatives Support Corporation (LISC) to serve as One-Stop Operator. In this role, LISC is responsible for guiding investments in and refinements of Marion County's workforce development system in ways that enhance the capacity of this critical ecosystem to meet the needs of its diverse stakeholders – individuals, families, neighborhoods, employers, as well as key institutional partners in all sectors. 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. LISC was chosen through a competitive process to serve as One-Stop Operator, in part, because of LISC's comprehensive and deep investments in EmployIndy's target neighborhoods. The success of LISC's investments are directly connected to LISC's ability to support relationships between diverse persons and entities to meet shared goals for enhancing quality of life in these neighborhoods. LISC also brings national experience in building high quality community-based workforce development initiatives that have been demonstrated to improve employment, incomes, credit scores, household wealth, and family stability.

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*

i. Current State

Currently, WorkOne Indy consists of two physical office spaces that provide comprehensive workforce services to job seekers in Marion County. Beyond the physical offices, WorkOne Indy also deploys a set of virtual tools housed at WorkOneIndy.com, a Mobile WorkOne Team, and a Special Projects Team. Refer to Attachment 2 for Organizational Chart of the Current State of the WorkOne Indy System.

1. Physical Offices (Module 1)

WorkOne East – 2525 North Shadeland Avenue – This office is currently the largest office in Marion County. It is a full-service office providing the full

array of services including basic services, individualized services, follow-up services, and workshops. This location has space to accommodate four training rooms, computer lab, and space for both employer and client meetings.

WorkOne West – 3400 Lafayette Rd. – This is a full-service office providing the full array of workforce services including basic services, individualized services, follow-up services, and workshops. This location has space to accommodate three training rooms, offers a computer lab, a conference room, and has two meeting rooms.

2. Virtual WorkOneIndy.com
WorkOneIndy.com provides access to many of the services offered in the physical WorkOne Indy offices and is a robust interactive website. The website currently offers workforce services that are considered informational and self-paced. Services such as workshops, labor market information, labor exchange services, unemployment services, etc. are available to those employers and job seekers who do not need extensive staff assistance. Additionally, WorkOneIndy.com offers linkages back to WorkOne Indy staff with the opportunity to interact virtually with career navigators for intensive career counseling and training. The objective is to provide Marion County employers and job seekers more convenient access to WorkOne Indy services and resources.
3. Mobile WorkOne Team (Module 3)
The Mobile WorkOne is not a physical office, but rather consists of staff and equipment offering workforce services at several locations throughout Marion County. Such locations consist of but are not limited to businesses, labor halls, community centers, libraries, community organizations, educational facilities, and at other community events. The Mobile WorkOne staff have office space at the WorkOne East office. However, staff are primarily working remotely at organizations in the community. The WorkOne Mobile Team provides a full array of workforce services based on the needs of each project or location.
4. Special Projects (Module 4)
The Special Workforce Projects Team operates in conjunction with Community Based Organizations (CBOs), Adult Basic Education providers, alternative schools, and other educational organizations to provide specific services not supported by the organization, and found within the scope of normal operations with the WorkOne Indy System. The Special Workforce Project Team leverages the existing infrastructure of the CBOs and educational organizations and focus specifically on employment efforts including career plans, employability skills, occupational training, and job search. The Special Workforce Projects Teams works in CBOs or educational organizations that currently have partial or no career services for residents who need additional skills to enter the workforce. The Special

Workforce Projects Team augments these partners to increase available services and to decrease the number of non-successful completions.

ii. Moving Forward

1. WorkOne Indy Services

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 jobs, 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 will act on its new mission and vision in 2018 with resonant emphasis on:

- Opportunity Youth Employment;
- ABC Method – Any Job, Better Job, Career;
- Neighborhood Prioritization;
- Career and Technical Education;
- Service Coordination;
- Results-based Accountability; and
- Collective Impact and Synergy.

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. Up to 39% of the families residing in these neighborhood clusters are living in poverty as compared to 21% in Marion County. Even more critical is that one out of every two individuals under age 18 live in poverty. Of the adult residents living in these neighborhoods, up to 30% do not have a high school diploma as compared to 16.21% in Marion County. This number increases by nearly 3,000 youth annually who drop out of Marion County high schools.

EmployIndy is deliberately deepening its effort on the five high-priority neighborhood clusters in the Near East (46201), North West (46208), Mid-North (46205), North East Corridor (46218), and Far East (46235). In these neighborhood clusters and beyond, an estimated 80,000 Marion County resident 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.

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, 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.

2. **Virtual WorkOneIndy.com**
EmployIndy is evaluating this program to determine how the future virtual system be defined. The current system continues but will evolve. In addition, DWD is expanding into the virtual market with IndianaCareerReady.com with the hope of creating a user friendly front-end system and single-sign on that is fully integrated with Indiana Career Explorer, Indiana Career Connect and additional virtual tools.
 3. **Workshop Development and Facilitation**
An RFP will be released in the spring of 2018 for solicitation of an organization to provide instruction design, development and facilitation of all workshops in the WorkOne Indy office(s) as well as partner locations.
 4. **Adult Basic Education Coordination**
Adult Basic Education Coordination is an ongoing activity that all Service Providers and their staff will actively participate.
- iii. **WorkOne Indy Management Structure**
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 will be functionally managed by the WorkOne Indy Service Provider. State staff will participate in all areas 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.

3. Additional EmployIndy Team members will be available to support coordination of efforts at the WorkOne Indy offices and off-site. For example, the Business Solutions 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 Indy 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 Indy offices and associated with each service as defined by this solicitation.

IV. WorkOne Indy Services Scope of Work

EmployIndy expects a system that is innovative and flexible in the development of the Marion County workforce ecosystem, particularly in the target five zip codes of 46201, 46205, 46208, 46218 and 46235. Career services include WIOA funding for staff to provide basic and individualized services to Adults, Dislocated Workers, and Out-of-School Youth. The overall design, implementation, operation and results of this system are expected to meet 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 other internal partners such as the Youth Services, Reemployment Services and Eligibility Assessments (RESEA) team, and Trade Adjustment Assistance/Rapid Response (TAA/RR) team as well as external partners (i.e. community based organizations, libraries).
- 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.

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. Specific Service Provider equipment and supply needs in these

areas should be outlined on the Budget Template, (i.e. business cards, cell phones, postage).

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. Average monthly visits for all offices is 6,000 or 72,000 annual visits. These numbers are not reflective of unique individuals seen in the comprehensive or embedded locations and do not reflect actual targets.

c. *Responsibilities*

The selected Services 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 functional management and supervision of up to 30 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 Indy 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.

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 should be approximately 14 locations per week.

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 barriered populations.
- iv. Interactive Workshops and Learning Labs – The Service Provider will work with the WorkOne Indy Workshop Provider team to recruit and register job seekers for workshops and learning labs. The Service Provider staff will work closely with the Workshop Provider team to create current and relevant activities that develop job ready candidates.
- 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.

- vi. Community Outreach – Service Provider will 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.
- vii. Work Based Learning – The Service Provider will work with the EmployIndy Business Solutions Team to identify and connect job ready participants to work based learning opportunities tied to specific career pathways.
- 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 Solutions team to create a talent pipeline for in-demand 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 in-demand 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; and
 - empathetic, have a positive attitude, and excellent relationship building skills;
 - be openness to work as a team with external and internal partners; and
 - possess effective problem-solving skills;

- activity to coordinate with 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
 2. Operations Manager
 3. Quality Assurance Manager
 4. Quality Assurance Specialists
 5. Team Leads
 6. Career Navigators
 7. Resource Coordinators

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. Federally 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. Even though these measurements are important, the fact that they are measured after the program year is over makes them unacceptable performance targets for managing the daily operations of WorkOne 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 \$1,200,000 over a period of 12 months. The contracted WorkOne Indy Services Provider will serve in this role from July 1, 2018 until June 30, 2019, with an option for parties to extend the services for up to three successive years through June 30, 2021.

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 June 1, 2018.

d. *Technical Qualifications*

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

- i. No financial or policy interest in EmployIndy;
- ii. Experienced staff or subcontractors to provide the services described herein or must show the ability to acquire such staff;
- iii. Experience in effectively performing similar types of services
- iv. in the public or private sector;
- v. Ability to contract with EmployIndy for the delivery of services in a timely manner for the delivery of these services;
- vi. Ability to fulfill contract requirements, including the indemnification and insurance requirements;
- vii. 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;
- viii. Capacity to maintain adequate files and records and meet reporting requirements, as prescribed by EmployIndy;
- ix. 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);
- x. 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
- xi. Knowledge and understanding of OMB's Uniform Guidance at 2 C.F.R. part 200. More information can be found at:
1. <https://www.gpo.gov/fdsys/granule/C.F.R.-2014-title2-vol1/C.F.R.-2014-title2-vol1-part200/content-detail.html>;
 2. www.federalregister.gov/documents/2016/02/16/2016-02473/uniform-administrative-requirements-cost-principles-and-audit-requirements-for-federal-awards; or
 3. cfo.gov/wp-content/uploads/2015/09/9.9.15-Frequently-Asked-Questions.pdf

VI. Proposal Requirements

a. *Proposal Timeline*

Beginning Friday, February 2, 2018 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	February 2, 2018
Bidder's Conference	February 9, 2018, 10 a.m.
Letter of Intent to Bid Due	February 13, 2018, 5 p.m.
Deadline to Submit Questions	February 19, 2018, 5 p.m.
Response to Questions Posted	February 21, 2018
Proposal Due	March 2, 2018, 4 p.m.
Contract Negotiation Period	April 16 – 30, 2018
Effective Date of Contract	June 1, 2018 for transition time, if needed July 1, 2018, Services Begin

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 Friday, February 9, 2018 at 10:00 am ET at EmployIndy, PNC Center, 115 W. Washington St., Suite 450 S. Indianapolis, IN 46204. 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 to sphillips@employindy.org until Monday, February 19, 2018 at 5:00 pm ET. A response to all questions will be available no later than close of business on Wednesday, February 21, 2018 and posted at

www.employindy.org. If it becomes necessary to revise any part of this RFP, an addendum will also be posted on the EmployIndy website.

A "letter of intent to bid" must be submitted to EmployIndy by 5:00 p.m. on February 13, 2018. The letter should be brief and clearly identify the respondent. The "letter of intent to bid" should be sent to Sara Phillips at sphillips@employindy.org. The "letter of intent to bid" does not require an entity to bid, but if one is not received, it will prevent an entity from participating in the procurement.

b. Proposal Submission

The proposal must be received by EmployIndy no later than 4:00 pm (ET) on Friday, March 2, 2018. Please submit one proposal with original signature(s) and eleven (11) additional copies of that proposal to:

ATTN: Sara Phillips, Manager, Grants & Contracts
EmployIndy
PNC Center
115 W. Washington St., Suite 450 S.
Indianapolis, IN 46204

An electronic copy of the proposal must also be received by EmployIndy no later than 4:00 pm (ET). Please send documents to sphillips@employindy.org.

Both physical and electronic versions of the proposal must be submitted on time to be considered compliant.

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 3, 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 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. Certification of Culturally and Linguistically Appropriate Services- Provide a statement certifying that all job seekers will receive services that are culturally and linguistically appropriate (attends to racial, ethnic, religious and language domains) and describe how this will be accomplished.
- G. Certification of Policies Prohibiting Harassment-Provide a statement certifying that 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.

3. Service Delivery Plan (maximum 12 pages)

The proposal Service Delivery Plan should describe how the respondent plans to fulfill all duties of the Work One Indy Services Provider. Follow the outline below including all section and sub-section 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 Resource Coordinators 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
 - 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 Resource Coordinators and 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. 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.
 - vi. Demonstrate knowledge and use of relevant Labor Exchange information and Career Pathways that are most in demand in Marion County.
- 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 in-demand jobs.

- iv. 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, implementation and evaluation.
- G. Coordination with Business Solutions-
 - i. Describe how the proposed services will be coordinated with the Business Solutions team, specify how job seekers will be assessed, developed for job readiness and referred to the Business Solutions team in a timely manner.
 - ii. Describe the proposed approach to interfacing with the business solutions team given the scope of this RFP
 - iii. Describe specific reporting related to the talent pipeline that will be provided to the Business Solutions 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.)
- 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 Indy 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 sub-section 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-provide suggested performance goals and outcomes

5. Budget Summary Form (use template provided in Attachment 4, 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 sub-section 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. Citations Supporting Evidence of Effectiveness
- D. Staff Job Descriptions and Qualifications

E. 3 Professional References

VII. Proposal Evaluation and 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 5 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.

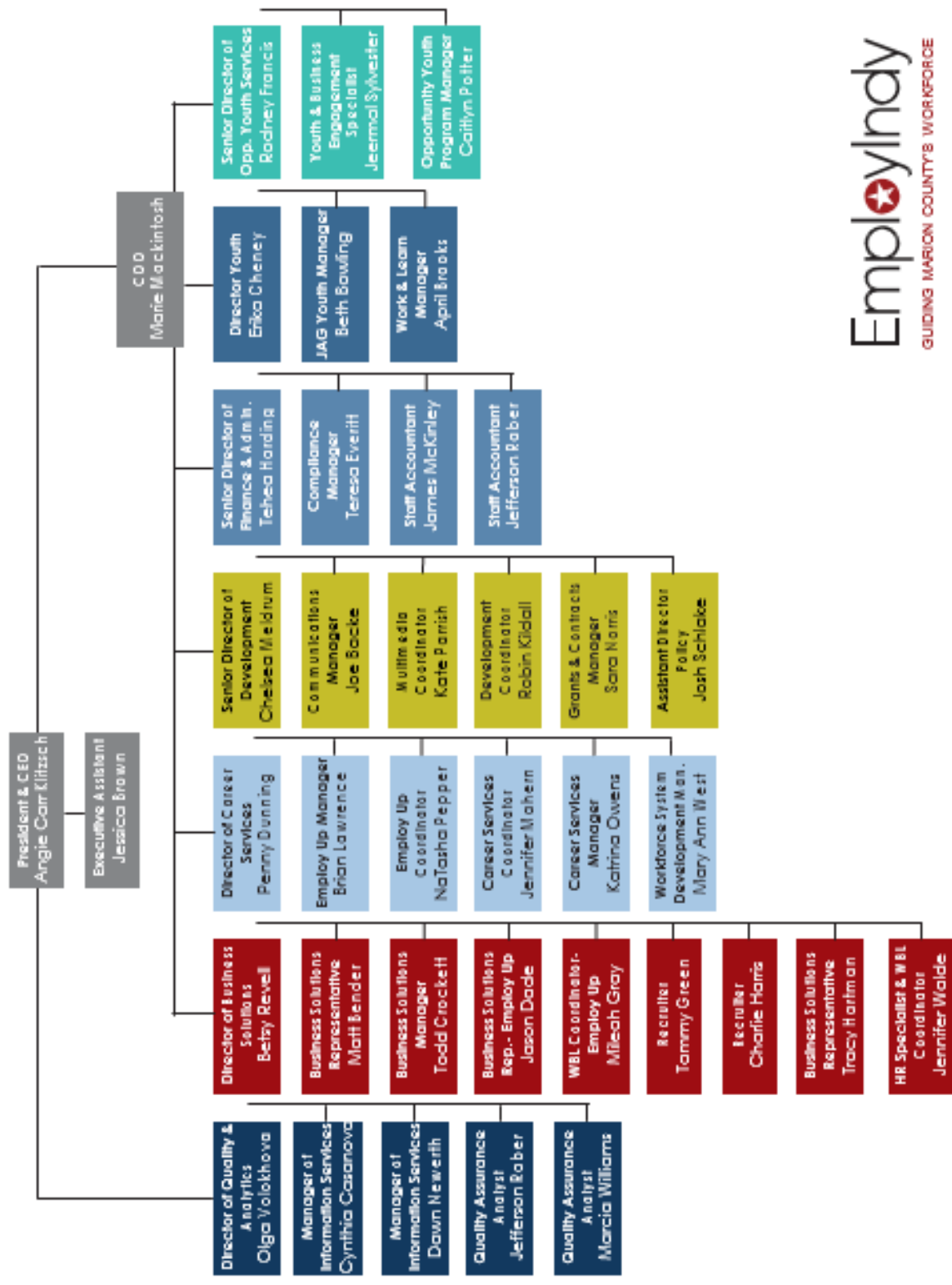
IX. Insurance Levels

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.

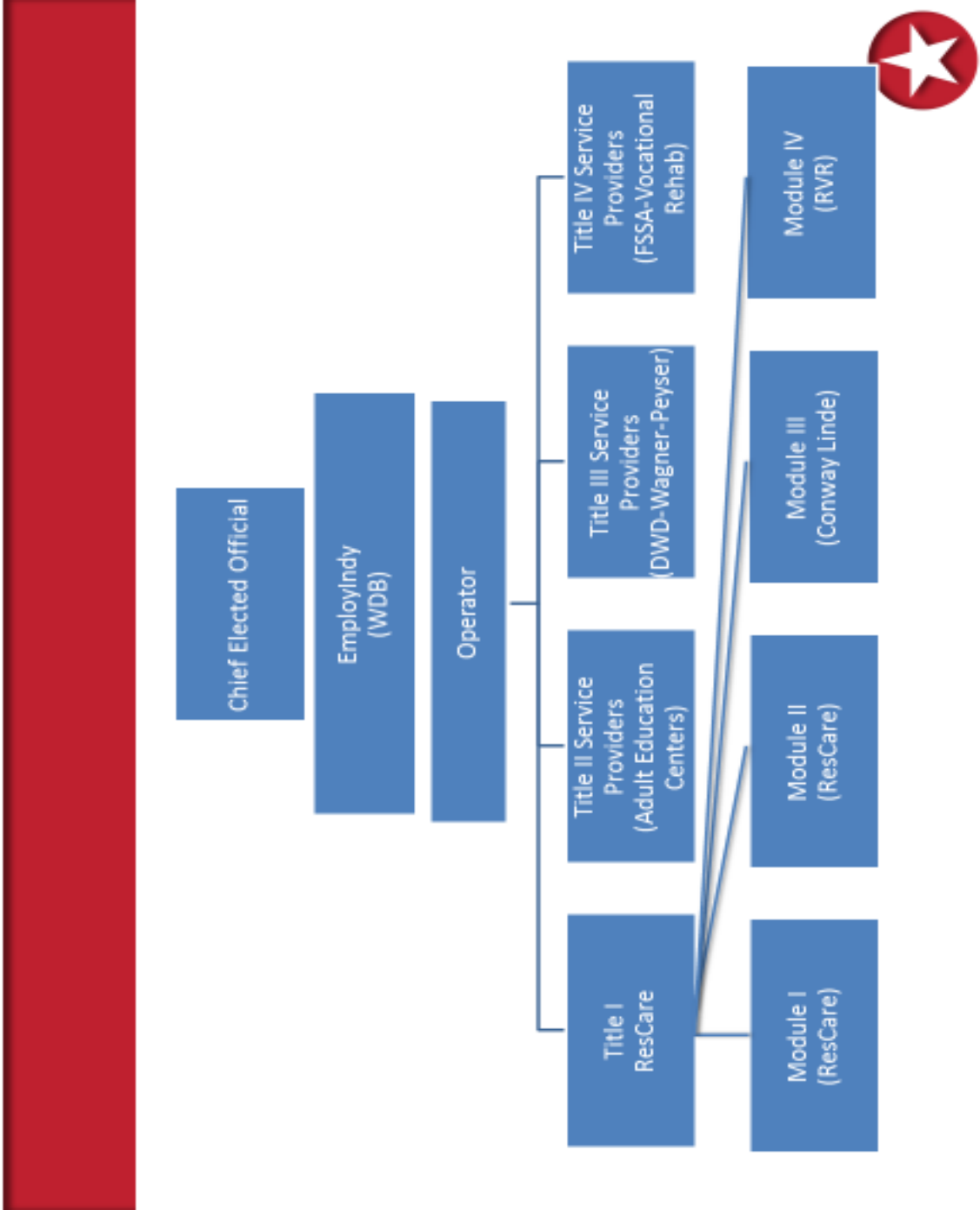
Attachment 1

EmployIndy Organizational Chart



Attachment 2

WorkOne Indy System Organizational Chart Current State



Attachment 3

Required Proposal Cover Sheet

Proposal Title:		Amount Requested: \$	
Organization Name:			
City:		Zip:	County:
Organization Email:			
Organization Phone: () -		Fax: () -	
Website:			
Name of the person authorized to negotiate contracts and make decisions for the organization:			
Contact Email:			
Contact Phone: () -		Contact Fax: () -	
The signature of the Authorized Contact below certifies that the Organization meets the following Technical Qualifications: <ul style="list-style-type: none">• The Organization does not have a financial or policy interest in EmployIndy• The Organization has the ability to fulfill contract requirements, including indemnification and insurance requirements			
Signature of Authorized Contact:			
Printed/Typed Name of Authorized Contact:			
Position Title:		Date Proposal Submitted:	

Attachment 4
Required Proposal Budget Summary

Budget Summary WorkOne Indy Services PY July 1, 2018-June 30, 2019	
FULL-TIME EQUIVALENT STAFF:	
Personnel Salaries	
Fringe Benefits	
Travel	
Staff Development	
Insurance	
Audit	
Other (describe)	
Administrative/Overhead	
FEDERAL INDIRECT APPROVED	
Non-Direct	
FOR-PROFITS ONLY: Profit Amount Expected	
Total Amount Requested ¹	
Supplies	
Telephone/cell phone/hotspots	
Postage	
Office Supplies	
Instructional Supplies	
Advertising/Marketing	
Printing	
Supplies Total ²	

¹ Total amount requested includes Personnel Salaries, Fringe Benefits, Travel, Staff Development, Insurance, Audit, Other, Administrative, Federal Indirect Approved, Non-Direct and Profit amount expected if applicable.

² Supplies total is not to be included in the Total Amount Requested.

Attachment 5

EmployIndy WorkOne Indy Service Provider Scoring Rubric

Proposing Organization:				
Qualifications & Experience- Organizational Capability & Qualifications Sections	Poor 1 - 4	Fair 5 - 9	Good 10 - 15	Max Score 15
Proposal adequately describes the history, mission, and expertise of the applicant agency's experience in providing similar services.	Notes:			
Values-Service Delivery Plan	Poor 1 - 2	Fair 3 - 6	Good 7 - 10	Max Score 10
The proposal clearly demonstrates the values listed in the Scope of Work.	Notes:			
Responsibilities-Service Delivery Plan	Poor 1 - 4	Fair 5 - 9	Good 10 - 15	Max Score 15
The proposal thoroughly addresses the responsibilities of the Service Provider as outlined in the RFP including WIOA activities, functional management of State staff, development of partner relationships, and quality.	Notes:			
Required Program Design Elements- Service Delivery Plan	Poor 1-6	Fair 7 -13	Good 14 – 20	Max Score 20
The proposal demonstrates an integrated service delivery that will engage customers through innovative design including discussion of job readiness, customer engagement, career pathways, work based learning, and OSY services.	Notes:			
Staffing-Service Delivery Plan	Poor 1 - 2	Fair 3 - 6	Good 7 - 10	Max Score 10
The proposal clearly demonstrates that the organization understand the requirements around required staff skills and knowledge and that they can meet the expectations based on the provided staffing levels, job descriptions, and resumes	Notes:			
Proposed Outcomes-Quality Assurance Plan	Poor 1 – 2	Fair 3 - 6	Good 7 - 10	Max Score 10
Proposal clearly describes performance measures and outcomes that will help EmployIndy reach the goals set as DOL Common Measures.	Notes:			
Realistic and Clear-Proposal Overall	Poor 1 - 2	Fair 3 - 6	Good 7 - 10	Max Score 10
The proposal is realistic, well organized, and written in clear and concise details that will help EI reach the goals set as DOL Common Measures.	Notes:			
Reasonable Costs- Budget Summary & Budget Narrative	Poor 1 - 4	Fair 5 - 9	Good 10 - 15	Max Score 10
The proposal clearly demonstrates that significant outcomes will be achieved with regard to the individual and/or community.	Notes:			