

EmployIndy

GUIDING MARION COUNTY'S WORKFORCE

NOTIFICATION OF REQUEST FOR PROPOSALS

Provision of
WorkOne Indy Training Services

Issued February 20, 2018

**Proposals must be received no later than 4:00 pm ET
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RFP# 2018-002

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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 services 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 available 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 to provide instructional design, development and facilitation of all workshops in the WorkOne Indy office(s) as well as partner locations. This will include research, development, delivery, and administration of products for job seekers in the Marion County area. This could include services to the adults, dislocated worker and out-of-school youth populations within Marion County. 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 the one-stop services described in this RFP are referred to within the scope of the American Job Center. At the state level, these services are referred to as WorkOne. Locally and for the purposes of this RFP, these services are referred to as WorkOne Indy Services.

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 as well as adult education, adult training, instructional design, and workshop facilitation (both live and remote) for the job seeker.

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 organization 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 a mix of direct service delivery, management of contracted entities engaged to deliver specialized services, and informal coordination of multiple, diverse partners present in Marion County's workforce ecosystem.

Refer to the EmployIndy website, 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 team cultivates employer relationships, provide 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 solution 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, work experiences, internships, and apprenticeships. Business Solutions will assist the Training Service Provider in identifying the needs for creating a job ready workforce for Marion County.

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 within EmployIndy's systems of record, including but not limited to: Indiana Career Connect (ICC), WorkOneIndy.com, Indian Career Explorer, 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 are captured in training record systems, properly conform to regulations and are able to be mined for quality data and final analysis.

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, JobReady Indy, WIOA Youth, and Youth Employment Services (YES), at schools, WorkOne locations, Adult Basic Education programs and community based organizations.

iv. Career Services

The EmployIndy Career Services Team administers programs and initiatives for adults seeking the next step in their career and assists with the hiring process. Current projects include WorkOne Indy, EmployUp, Community Development Block Grant (CDBG) 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 staff along with workforce development staff from the community 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 Training Service Provider chosen through this RFP will participate actively with EmployIndy and with the One-Stop Operator in improving training 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 Training Service Provider chosen through this process must demonstrate a respect for the diverse actors interacting in this ecosystem, and an understanding of their interconnectivity in order to meet the needs of job seekers and the needs of businesses that employ these individuals.

d. WorkOne Indy Services System

i. Current State

In 2016 – 2017 EmployIndy contracted with an organization to provide design, material development, and facilitation of most workshops as well as tools for the WorkOneIndy.com virtual space. In 2017 – 2018 the decision was made to stop the design and development of workshops and labs, allowing the WorkOne Indy Service Provider to manage facilitation of workshops based on material from the previous year. There are two service provider staff (one at

each office) who facilitate the majority of the workshops. In addition, two state staff are responsible for minimal workshop facilitation, room scheduling, workshop scheduling, data entry of workshop services into the case management system, and reporting of workshop services on a weekly basis. Currently, if workshops are held in the community they are the responsibility of the Mobile WorkOne and Special Projects Team service providers.

1. Workshops and Labs

There are currently 12 workshops being offered at the WorkOne Indy Offices. A listing of current workshops along with a description can be found in Attachment 3.

2. Physical Offices

WorkOne East – 2525 North Shadeland Avenue – This office is currently the largest office in Marion County. It is a comprehensive 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, offers a computer lab, and has space for both employer and client meetings.

WorkOne West – 3400 Lafayette Rd. – This is a comprehensive 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.

3. Virtual WorkOneIndy.com

WorkOneIndy.com provides access to many of the services offered in the physical WorkOne 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.

ii. Moving Forward

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 2017 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.

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 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 plans to decentralize 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 so 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.

1. WorkOne Indy Service Provider
Provides comprehensive WorkOne Indy Services to the Adult, Dislocated Worker and Youth populations within Marion County at the

comprehensive office(s) as well as embedding staff at partner locations. This is currently under an RFP solicitation.

2. **WorkOne Indy Training Provider**
The Training Service Provider will work closely with the Career Service team, One Stop Operator, and the WorkOne Indy Service Provider to identify employment training needs to increase placement of job seekers. This will include instructional design, tool development, and facilitation of workshops at WorkOne Indy office(s), partner locations, and through other innovative means.
3. **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.
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 located in the WorkOne Indy system and will be functionally managed by assigned service providers. The Career Service team will work with service providers to assign state staff as needed on specific projects and/or ongoing duties.
3. The management structure is designed to optimize the amount of management staff in the WorkOne offices and associated with each service as defined by this solicitation.

IV. Training Service Provider Scope of Work

EmployIndy expects a system that is innovative and flexible in the development of the Marion County workforce ecosystem, particularly addressing needs in the target zip codes of 46201, 46205, 46208, 46218 and 46235. Career services include WIOA funding for staff to provide basic and individualized services, including workshops and labs, 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 WorkOne Indy Service Provider, 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 Training Service Provider will deliver workshops and labs for job seekers to meet the need of employers in Marion County. Marion County is part of the larger metropolitan labor market, and workshops and labs should be designed with the greater Indianapolis area in mind.

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.

Facilitators may be assigned to provide specific workshops in a community location during the week. These sites are referred to as embedded locations. The days that a facilitator provides workshops in embedded locations in the community may require hours different than those of the WorkOne Indy office(s).

ii. Office, Equipment and Supplies

EmployIndy will provide workspace, equipment and supplies for the Training Service Provider staff. Specific Training Service Provider equipment, software, and supply needs in these areas should be outlined on the Budget Template, (i.e. business cards, cell phones, printing, software, postage). It is expected that the selected service provider will assist EmployIndy in developing a program that includes live streamed and recorded workshops to meet the needs of the greater Marion County area and such costs should be described in detail.

iii. Customer Volume

Daily customer volume or "foot traffic", includes the number of job seekers and participants for all WorkOne Indy services (i.e. individual career coaching, workshop attendance, resource usage). 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 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.

From July 1, 2017 thru December 31, 2017 there were 4,052 workshop attendees. Most of the attendees participated at WorkOne Indy East (61%). The highest attended workshop was Resume Lab with 36% of the attendees.

c. *Responsibilities*

EmployIndy expects a system that aggressively targets the development of the workforce for Marion County Employers and provides quality employment training to job seekers. It is expected that products will be reflective of the current labor market and best practices in the greater workforce ecosystem.

The primary goal of the Training Service Provider is to develop and deliver meaningful resources through workshops and labs for job seekers that meet the labor market need.

i. Research and Develop Plan of Action for Workshops and Labs

The Training Service Provider will be responsible for developing a plan of action that includes a review of current workshops and materials to gain an understanding of current offerings. The Training Service Provider will chair the

Workshop & Lab Committee with representatives from Career Services, Business Solutions, WorkOne Indy Service Provider(s) and the One-Stop Operator to propose new workshops or labs, innovation in delivery mechanisms, review training uptake, and report customer survey results.

ii. Develop and Design Workshops and Labs

The Training Service Provider will:

1. Develop workshop and lab titles with descriptions that are innovative, positive and inviting to job seekers.
2. Develop workshop and lab materials that include an information sheet that lists the workshop or lab title, goals and objectives, suggested activities, and next steps.
3. Maintain a listing of current workshops and descriptions for use by Career Navigators, EmployIndy, and the workforce ecosystem.
4. Maintain updated workshop and lab calendars in a timeframe that is respectful of customers. Calendars will be posted by the 15th of the preceding month.

iii. Data Collection and Evaluation

1. It is the Training Service Provider's responsibility to collect appropriate and accurate data for entry in a timely manner with State staff available to assist. A "service" must be entered into the Indiana Career Connect for each attendee who has an ICC record. It is expected that data will be provided the day following the workshop or lab.
2. The Training Service Provider will evaluate workshop and lab outcomes from the perspective of all customers including job seekers, WorkOne Indy Career Navigators, the Business Solutions Team, employers, and the Marion County workforce ecosystem.
3. The Training Service Provider will review and update each workshop or lab twice a year. All materials (i.e. PowerPoint, handouts, flyers) associated with a workshop or lab will reflect the last reviewed date.

iv. Scheduling and Delivery of Workshops and Labs

1. Workshops will be delivered live, but should include an innovative virtual aspect within six months of the beginning of the contract. This will allow for efficiencies in facilitation, but also options for flexible participation around the county (i.e. partner organizations, homes).
2. The Training Service Provider will be responsible for developing a schedule of delivery that meets the customer's needs. The Training Service Provider will work with WorkOne Indy Service Provider staff to schedule rooms and/or partner locations for workshops.
3. All workshops and labs will be delivered in a professional manner by individuals knowledgeable of training, adult learners, and current labor

market practices. Workshops should provide current information and be delivered in a professional manner.

v. Partners

The Training Service Provider will 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.

1. Develop and implement a schedule to provide workshop and lab facilitation in the community as requested by the WorkOne Indy Career Navigators. There should be no more than four (4) live external workshops or labs per week. Training Service Provider will develop a plan to provide streaming or recorded workshops or labs to provide greater training opportunities in the future.

vi. Quality Assurance

1. Develop and implement quality measures to maintain accurate records of registration and attendance, satisfaction surveys, and any other 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 Training 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 Training 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 Training Service Provider will provide processes that quickly greet and engage job seekers at both live and streamed workshops and labs. This requires that all staff be well informed and capable of assisting each job seeker through a variety of training techniques which

reflect knowledge of various learning styles. The Training Service Provider staff will be knowledgeable of services offered by the WorkOne Indy staff and refer individuals who could benefit from such services. In addition, the Training Service Provider will be knowledgeable of barriers to employment and work with Career Navigators and Resource Coordinators to assist individuals who experience significant barriers to employment.

- iv. Technology – The Training Service Provider will continually develop staff knowledge, experience and ability to use computerized and assisted device technology to best communicate with customers. Training Service Provider staff will be knowledgeable about online tools and resources that could benefit customers.
 - v. Community Outreach – The Training Service Provider will meet job seekers in their communities by providing live or streaming workshops and labs at locations negotiated by EmployIndy. These services will strengthen connections between WorkOne Indy, the community, job seekers, and employers.
 - vi. Career Pathways – Service Provider staff will be knowledgeable on career pathways, labor market information, employment trends, in-demand jobs, education, training, and employment processes. This knowledge level will include the ability to access labor market information and trends. The Training Service Provider will work closely with the Business Solutions team to create workshops and labs that result in a job ready talent pipeline.
 - vii. Young Adult Services – The Training Service Provider will not only focus on adult learners, but also on young adult learners. Young adult learners may be disconnected from the employment process and require services connecting them to career pathways, employability skills, and content that keeps them engaged.
- 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 instructional design, learning styles and instructional techniques;
 - 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; and
 - maintain timely documentation and reporting requirements per federal, state and local regulations and policies; and

- empathetic, have a positive attitude and excellent relationship building skills; and
- openness to work as a team with external and internal partners; and
- possess effective problem-solving skills; and
- ability to coordinate with workforce ecosystem to maximize the overall objectives of EmployIndy, while meeting program goals; and
- focus on building a “talent pipeline” by assisting job seekers with job readiness skills, job search skills, and training opportunities.

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 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 \$250,000 over a period of 12 months. The contracted Training Service 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 starting no earlier than June 2018 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.

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 Tuesday, February 20, 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 20, 2018
Bidder's Conference	March 2, 2018, 11 a.m.
Letter of Intent to Bid Due	March 5, 2018, 5 p.m.
Deadline to Submit Questions	March 9, 2018, 5 p.m.
Response to Questions Posted	March 12, 2018
Proposal Due	March 21, 2018, 4 p.m.
Contract Negotiation Period	April 11 – 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, March 2, 2018 at 11:00 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 Friday, March 9, 2018 at 5:00 pm ET. A response to all questions will be available no later than close of business on Monday, March 12, 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.

EmployIndy requests that a "letter of intent to bid" be submitted to EmployIndy by 5:00 p.m. on March 5, 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" is not required for an entity to participate in the procurement, but as a courtesy to EmployIndy.

b. *Proposal Submission*

The proposal must be received by EmployIndy no later than 4:00 pm (ET) on Wednesday, March 21, 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 on March 21, 2018 (ET). Please send documents to sphillips@employindy.org.

Both physical and electronic versions of the proposals 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 4, 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. Statement 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. Statement 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 Training 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 staff 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. Recruitment of participants
 - 2. Sign-in of participants
 - 3. Classroom materials for participants
 - 4. Delivery of workshop or lab instruction
 - 5. Required data collection
 - 6. Pre- or post- assessments
 - 7. Coordination with WorkOne Indy team
 - 8. Any needed follow-up services
- ii. Include details regarding how customer satisfaction will be assessed.
- iii. Describe how workshop and lab participants will be recruited to attend.
- iv. Explain how staff will implement training to meet the needs of a variety of learning styles, educational levels, and technology experience.
- v. Provide the organization's definition of job ready candidates. Explain how staff will develop and deliver information to prepare job seekers for job placements. Explain what methods or practices will be used to increase outcomes in job search, interviews, and 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 with adult learners and/or job seekers.
- ii. Detail initial and on-going training and mentorship that staff will receive in order to provide high quality services
- iii. Specify plan to train staff about career pathways for INdemand 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 assess and prepare job seekers for job readiness.
- ii. Describe the proposed approach to interfacing with the business solutions team given the scope of this RFP

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 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 2 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 sub-section headings exactly as they appear in bold, including all requested details as follows:

- A. Data Collection and Management Plan-**describe plan for partnering with the WorkOne Indy team to collect data for timely entry into the case management or other identified system.
- 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 5, maximum 1 page which is not counted toward the 20 page limit)

6. Budget Narrative (maximum 3 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 6 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

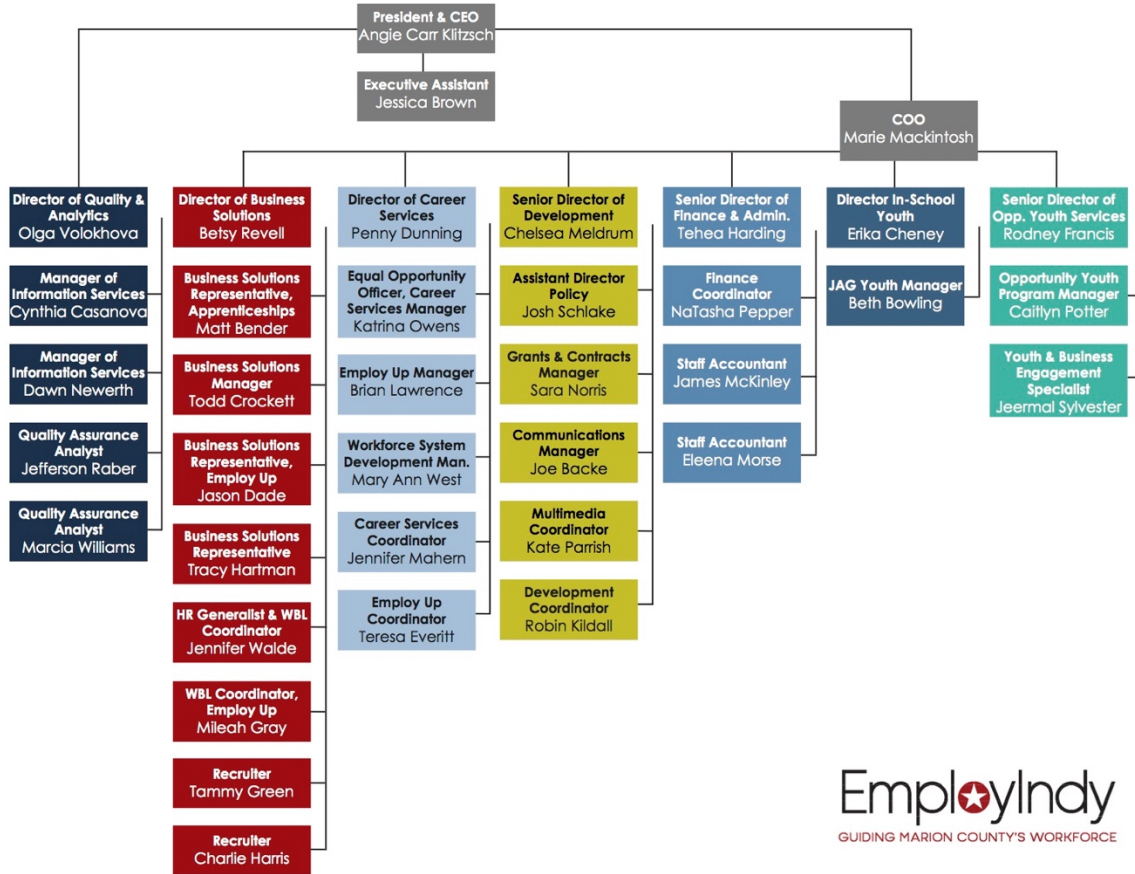
EmployIndy expects that the selected provider will secure and keep in force during the term of the agreement, the following insurance coverages, covering provider for any and all claims of any nature which may in any manner arise out of or result from the provider's performance under this agreement.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

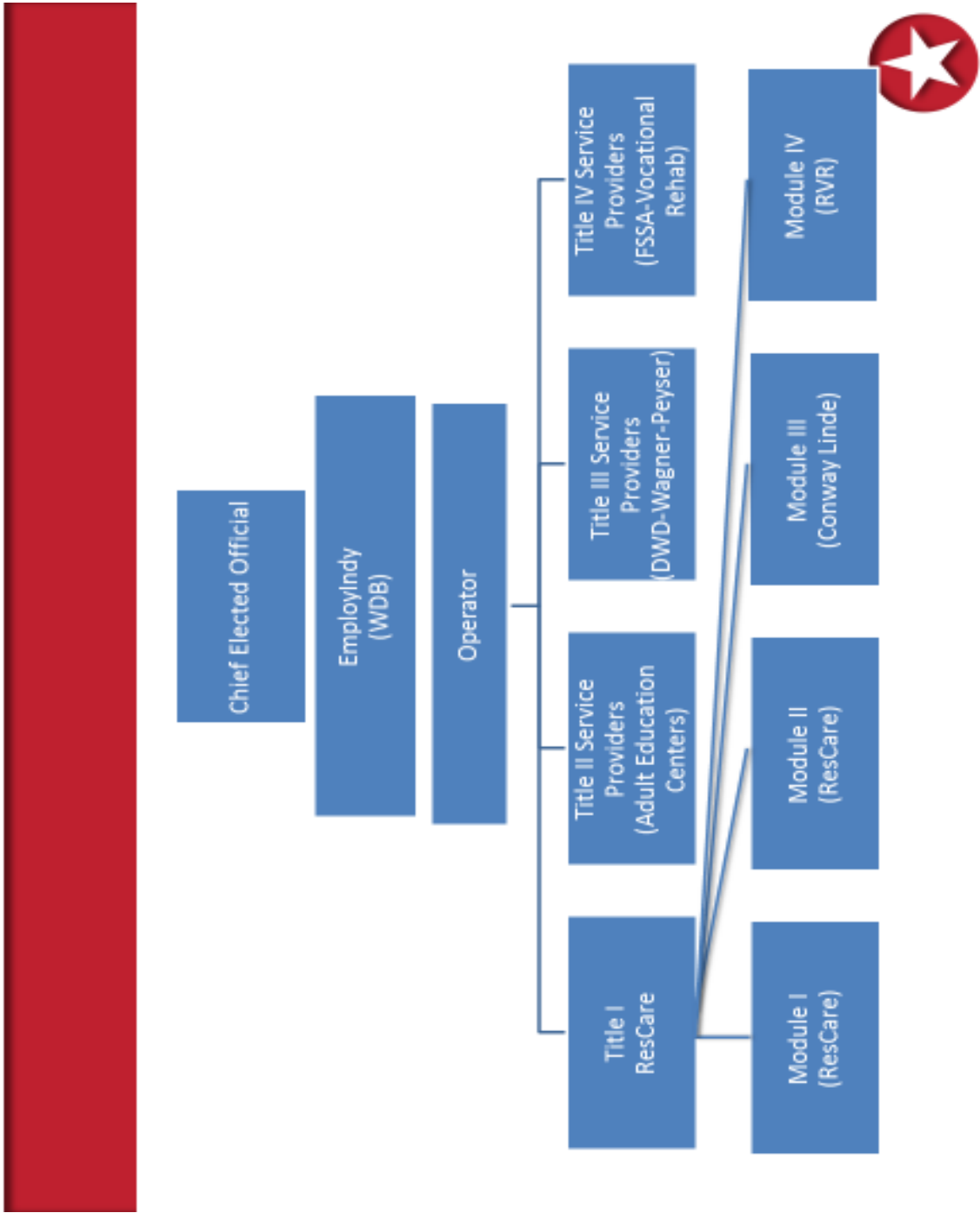
Attachment 1

EmployIndy Organizational Chart



Attachment 2

WorkOne Indy System Organizational Chart Current State



Attachment 3 Current Workshops

WorkOne Indy Learning Events

Please register for learning events:

Go to WorkOneIndy.com → Register or Login →  "My WorkOne Indy" →  "Events" →  "View or Register"

Employ Up Info Session

Visit this session if you have been unemployed or underemployed 27 weeks or longer. Are you seeking a career in the healthcare or information technology industries?

Job Search Lab

Come to this lab and receive over-the-shoulder guidance as you work on your job search strategy: find jobs, complete applications, submit your resume, follow-up with employers, etc.

TORQ Lab

Come to this learning event to receive over-the-shoulder assistance in creating and utilizing the job search and skills assessment TORQ software to its fullest potential.

Employability Skills

Indiana employers have identified the skills they highly value that go beyond qualifications and experience. Learn about these crucial skills and how you can demonstrate those skills to get, keep, and be successful in your job!

WorkOne Career Services Overview

WorkOne Indy can help you reach your career goals! Learn what industries are growing in the Indianapolis area, the skills that are in demand, and career opportunities.

Resume Lab

Watch the "Resume Development" video on WorkOneIndy.com, and then come to this lab and receive over-the-shoulder guidance and tips for making your resume employer-ready.

LinkedIn Lab

Watch the "LinkedIn" video online on WorkOneIndy.com, and then come to this lab and receive over-the-shoulder guidance and tips for making your LinkedIn profile employer-ready.

Interview Practice

Gain interview skills and the confidence you need by practicing the interview process and answering questions with other participants while receiving coaching from one of our job search professionals.

Networking Works!

Join other job seekers to network, share job leads and tips, and work together to overcome obstacles and celebrate successes. Tip: Make a positive first impression by wearing appropriate job search attire.

Microsoft Office Learning

Learn Word, Excel, & PowerPoint to increase your value to a future employer. You must have basic computer and typing skills to participate in this workshop.

New to WorkOne Indy?

1. Register on IndianaCareerConnect.com, take advantage of all the job seekers tools and apply to available jobs in Indiana.
2. Register on WorkOneIndy.com and take advantage of all the valuable tools and resources to help you become reemployed faster.

Attachment 4
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: () -
<p>The signature of the Authorized Contact below certifies that the Organization meets the following Technical Qualifications:</p> <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 5
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 6
EmployIndy Training 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 research, development, design, data collection, evaluation, scheduling, partnerships and quality assurance.	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, technology, 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:			