



**REQUEST FOR PROPOSALS**

FOR

**Business Process Redesign Consultant for the Rhode Island's On-Ramps to Career Pathways Initiative**

Funded Through

The United States Department of Labor's Workforce Innovation Fund

**RFP Issued: January 10, 2013**

**Proposal Due Date: February 1, 2013**

**Lincoln D. Chafee, Governor**

**State of Rhode Island**

**Charles J. Fogarty, Director**

**Department of Labor and Training**

## RFP SUMMARY

**Submit To:** Mr. David Tremblay  
Administrator  
Re: WIF Grant – On-Ramps to Career Pathways Initiative  
Department of Labor and Training  
State Workforce Investment Office  
1511 Pontiac Avenue, Cranston, RI 02920

**Services:** Business Process Redesign of the Providence/Cranston,  
Woonsocket and West Warwick Career Centers Around  
Career Pathways

**Contract Type:** Cost Reimbursement

**Contract Term:** **February 15, 2013-December 31, 2013**

**RFP Contact:** Mr. David Tremblay  
dtremblay@dlt.ri.gov  
(401) 462-8812

## INTRODUCTION

The On Ramps to Career Pathways is a three-year project funded by the United States Department of Labor. The On Ramps to Career Pathways initiative is focused on creating and measuring two levels of change: 1) systems change at the state and local levels to align and braid funding more closely to support Rhode Island residents along career pathways; and 2) testing the effectiveness of incorporating career pathways at the local one-stop career centers and providing new support tools to enable residents to move along these pathways.

To effectively incorporate career pathways at the local netWORKri career centers, the Department of Labor and Training (DLT), who is serving as the grant administrator for the *On-Ramps to Career Pathways* grant funded by the Department of Labor through the Workforce Innovation Fund), is seeking the services of a business process redesign expert to help facilitate the reorganization of all three of RI's netWORKri Career Centers to create effective locational and programmatic on-ramps to career pathways programs, with a particular focus on helping long-term unemployed workers and low-skilled, low-literacy residents access career pathways that will help them develop skills in demand by industry. The Department of Labor and Training along with its agency partners, believes that this will help participants in the workforce development system achieve better and faster employment outcomes and increase the satisfaction of employers with the public workforce system. As part of re-organization, braiding of funding streams and policy changes to support on-ramps and pathways and creating common impact measures across state agencies will also result in using funding strategically to support RI job seekers, workers, and businesses. The outcomes of this initiative will be tested by a third party independent evaluator for the grant.

The technical proposal, approved by the Department of Labor, and related documents can be viewed at the following website: <http://www.dlt.ri.gov/wio/>.

The business process redesign period will be approximately 12 months which includes both redesign and implementation activities.

## BACKGROUND INFORMATION

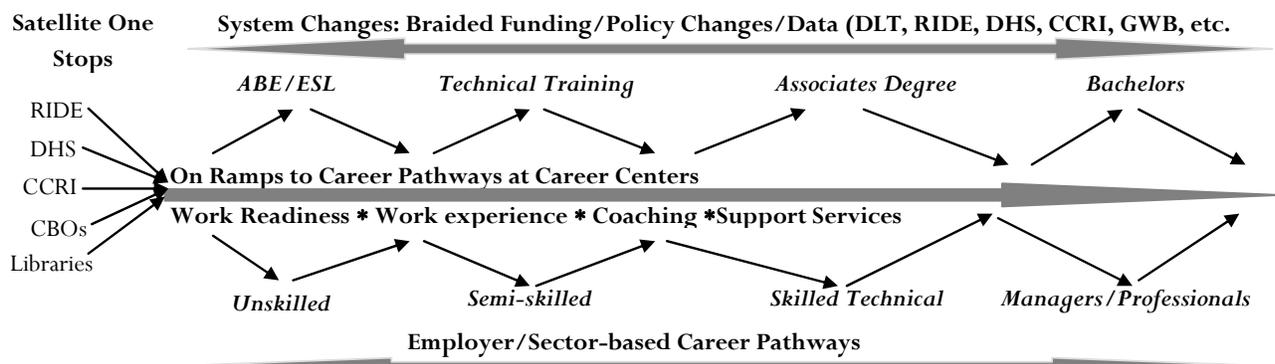
Rather than creating a stand-alone career pathways program, the On Ramps to Career Pathways initiative seeks to identify existing programs and funding streams, align them along pathways, and create systems to knit them together for a sustainable career pathways system. RI's strategy is two-tiered:

**1) Systems re-alignment along career pathways at the state level.** Through identifying career pathways, funding streams, and programs, and then by addressing policy and program barriers that limit cross-agency collaboration, Rhode Island will create 3-4 industry and occupational based pathways with funding and programs aligned along a continuum. The adult literacy, skills training, career and technical, bridge programming, and community college and higher education systems will all be integrated and linked along the pathways and strategic gaps will be identified and filled. Braided funding and client

participation from multiple agencies is expected; creation of a multi-agency data dashboard will be a key step towards data integration.

**2) Creating on-ramps to career pathways in all three of Rhode Island’s netWORKri Career Centers:** On Ramps to Career Pathways will implement two main strategies: 1) All three career centers will re-organize their operations to provide career pathways services for customers. This will require changes in how staff are organized, understanding the regulations and processes under the newly braided funding streams, training staff on career pathways, and creating stronger employer ties for those pathways. It will also require interagency agreements and cross-agency training on referrals and how the linkages are operationalized; and 2) On Ramps to Career Pathways will also create locational and programmatic on-ramps for 1,000 customers. Locational on-ramps will include providing some one-stop services at satellite sites (libraries, community organizations, other state agencies); programmatic on-ramps include a work readiness and work experience module, career coaching, and supportive services. Rhode Island is seeking a business process re-design consultant to facilitate the design and implementation of both of these strategies.

Below is a graphic representation of the system Rhode Island is planning to create:



From this two-tiered systems change and program design, RI will be able to test whether a) on-ramps to career pathways create better employment and retention outcomes than general on-ramps; b) organizing the system around career pathways produces better outcomes; and c) using on-ramp services overall is more effective than no on-ramp services.

Specifically, Rhode Island is interested in achieving the following outcomes and impacts:

- More low-literacy and low-skilled customers receive higher intensity services at the one-stops;
- Increased program and job retention; increased movement along career pathways in select industries through promotions or wage gains;
- Faster throughput of customers including faster time to hiring;
- Increased cost effectiveness of services by demonstrating higher wage gains and faster through-put for those in on-ramps and career pathways for public funds invested;
- Increased customer and employer satisfaction;
- Employers report increase in: 1) work ready candidates; 2) hiring more people from one-stops through the on-ramps and career pathways pilot; 3) increase in employers offering work experience; and 4) increase in private sector investment in training and tuition supports.

Importantly, the collaborating state agencies have already laid significant groundwork to reduce policy barriers and to align funding from a range of sources that will be brought to bear on the pilot stemming from the business process redesign.

## SCOPE OF WORK

The scope of the Successful Contractor's efforts in this On Ramps to Career Pathways Business Process Reengineering Project deals directly with the process and systems through which residents access workforce development and education services around career pathways through the netWORKri Career Centers. The processes within this scope include intake, eligibility determination, provision of workshops and services including job development, job matching, job screening, job referral, skills assessment, one-on-one counseling, testing, skills training, adult basic education, ESOL, case management and supportive services. The funding streams that could potentially be within the scope of this project include: WIA Title I – Adult and Youth, Wagner-Peyser, Trade Adjustment Assistance, WIA Title II – Adult Education, Temporary Aid for Needy Families (TANF); SNAP Employment and Training Program, Carl Perkins funds, state adult literacy funds, and state Job Development Funds. Programmatic linkages external to the career centers that will be important to incorporate into the re-design include: community organizations offering skills training and education services; other state agencies with case management staff; local libraries; and post-secondary education institutions (particularly the Community College of Rhode Island).

### Activities and Deliverables

The scope of work includes the following activities and deliverables. The Successful Contractor may suggest an alternative approach or set of activities within their proposal along with their rationale for how the proposed approach will better achieve the goals of the project.

1. Work with DLT to establish a Business Process Redesign (BPR) Project Team comprised of the appropriate stakeholders. The state is proposing a single BPR project team for all Career Centers.
2. Work with the On Ramps to Career Pathways Implementation Leadership Team and the BPR Project team to finalize the scope and goals of the effort and define the desired end state.
3. Develop a plan and process for the redesign effort in partnership with the On Ramps to Career Pathways Implementation Leadership Team and the BPR Project Team.
4. Effectively involve and gain participation and buy-in from a wide cross-section of stakeholders throughout the process, by appropriately maximizing engagement from frontline and managerial netWORKri Career Center staff and agency leadership and ensuring ongoing communication to keep stakeholders informed during BPR during the design and implementation phases.
5. Understand and map existing workflows based on funding streams and identify underlying performance drivers that impact the workflows (e.g. rules and regulations, IT, legal, union contracts). The Successful Contractor will engage frontline staff and managers and other agency staff that are operating in the Career Centers or whose services touch career centers through interviews, focus groups and observations, such as Rhode Island Works or Office of Rehabilitative Services case managers. They will also review relevant documentation and existing referral and coordination processes.
6. Work with the BPR Project Team, line staff of the netWORKri career centers and state agencies, and other key stakeholders to redesign the workflows including developing a hypothesis of how process would be improved, designing a revised workflow, assessing whether it achieves the

- desired end-state, and identifying the requirements required to attain the aspired end-state such as changes to: 1) roles and responsibilities (including organizational structure), 2) space and customer workflow and 3) data systems and information sharing.
7. Identify alternative workflows to address areas where job descriptions, space or data systems cannot be immediately changed.
  8. Identify short-term or “quick hit” workflow changes that would produce substantial immediate impact on the goals of the redesign process.
  9. Pilot the new workflows.
  10. Work with the On Ramps to Career Pathways Implementation Leadership Team, the BPR Project Team and other key stakeholders to seek iterative feedback, revise and finalize the new workflows.
  11. Work with the BPR Project Team to operationalize the new workflows including but not limited to: training staff, updating policies and procedures, job descriptions, forms, and data systems.

The initial delivery of the revised business process flow is due April 1, 2013. Revisions to the flow and training of staff are to be completed by June 17, 2013; final revisions to the flow will be made by December 31, 2013 based on initial roll out of the flow starting on July 1, 2013. The Department and collaborating agencies recognize that external factors outside the contractor’s control could affect the contractor’s ability to deliver products on time. In that event, the timelines can be renegotiated with the state.

Target delivery date: for all final reports is December 31, 2013.

## OVERVIEW OF THE CAREER CENTERS

As mentioned above, all three of Rhode Island’s career centers, Providence/Cranston, West Warwick and Woonsocket netWORKri Career Centers, will reorganize their operations to provide career pathways services for customers. Rhode Island’s NetworkRI Career Centers offer free public employment service including:

- Staff-assisted or self-directed employment searches;
- Employment counseling and testing;
- Access to information and referrals to training programs funded through federal workforce dollars, including the Wagner Peyser Act, Workforce Investment Act and Trade Adjustment Assistance;
- Local and national job listings;
- Access to a resource area, including library, telephones, copiers, fax machines and computer workstations;
- Access to assistive technology for people with disabilities; and
- Workshops, including résumé preparation, interviewing skills, job search techniques, computer basics, networking and online short-term course offerings.

Below, please find an overview of each center.

**Providence netWORKri Career Center**

The Providence netWORKri Career Center is the state’s largest career center. It is operated by a consortium which includes the Department of Labor and Training and Workforce Solutions of Providence/Cranston. The Center serves approximately 10,000 customers per year.

Providence netWORKri Career Center is unique in that the Local Board Administrative staff is involved in the daily activities and management of the center. In addition, with the closing of the Pawtucket netWORKri Career Center, four staff of the Workforce Partnership of Greater Rhode Island have been re-located to Providence netWORKri Career Center with the approval of the Providence/Cranston Workforce Investment Board (WIB). The presence of additional staff enable customers displaced by the closing of the Pawtucket Career Center to receive services and increases the capacity in the Providence Career Center to service WIA customers. The Department of Labor & Training serves as the netWORKri Center Operator to manage the day-to-day activities of the center.

**Partners**

Conceptually, the netWORKri Center would house the staff of the Workforce Investment Board (WIB) in addition to a variety of partners required by the Workforce Investment Act (WIA), whereby clients would be able to access the services offered by the WIB and the various partner agencies.

Some of the organizations listed in Section 662-200 of the Regulations as a required netWORKri Center partners in addition to programs offered by the WIB are:

- Job Corps
- Native American programs
- Migrant and seasonal farm-worker programs
- Veterans' workforce programs
- Wagner-Peyser Act (Job Service)
- Senior Community Service Employment
- Trade Adjustment Assistance (TAA)
- State Unemployment Compensation (UC)

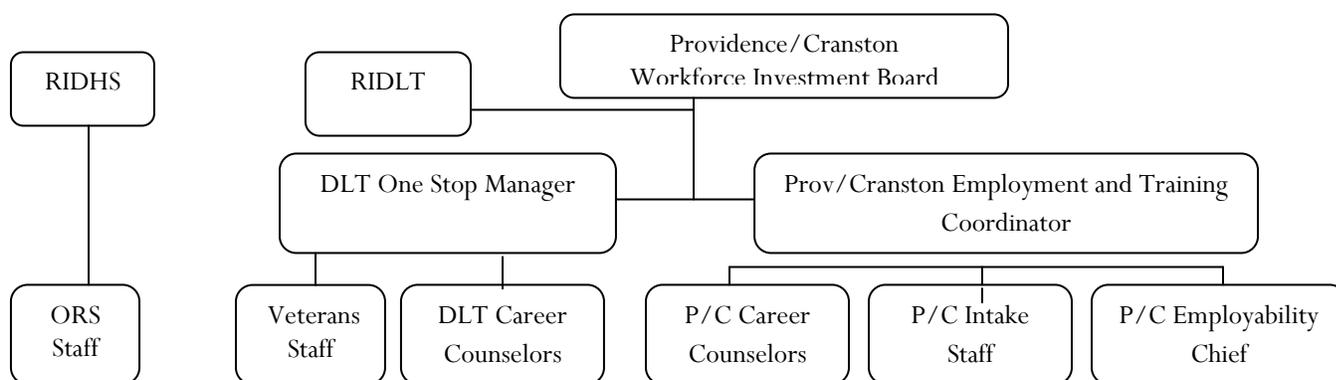
Due to limited agency funding and the high cost of space at the Providence netWORKri Center, the ability to maintain a presence at the center by the various partners has proven to be difficult, if not impossible. Currently, Workforce Solutions of Providence/Cranston, the Department of Human Services, and the Department of Labor and Training are the contributing partners in the Providence netWORKri Center.

**Current Career Center Staffing**

Currently there are 41 full-time staff and 3 part-time staff working in the Providence netWORKri Career Center from the following agencies:

Agency/Department	FT Staff	PT Staff
Workforce Solutions of Providence/Cranston (WIA)	12	1
Dept. of Labor & Training Staff (DLT)	27	0
Office of Rehabilitation Services (DHS)	0	1
RI Works Staff (DHS)		1
Veteran's Affairs Representative (DLT)	2	0
<b>Total</b>	<b>41</b>	<b>3</b>

**Providence/Cranston netWORKri Center Organizational Chart**



The netWORKri Center Operator makes such decisions as are necessary for the day-to-day operations of the centers and has management authority over the DLT staff assigned to the center. The netWORKri Center Manager, with the partners, assures that the customer receives the appropriate services, the resource area is staffed and the customer orientations are scheduled and staffed accordingly. The Manager coordinates employer recruitments and job fairs and schedules the space to avoid conflicts.

The Providence/Cranston Employment and Training Coordinator manages the Providence/Cranston staff assigned to Providence netWORKri Center in addition to approving WIA registrations, training requests and payment invoices for WIA services. The Coordinator submits reports to the administrative staff as requested and tracks WIA program performance.

**Woonsocket netWORKri Career Center**

The Woonsocket netWORKri Career Center is operated by the Department of Labor and Training. The Center serves approximately 4,400 customers per year.

**Partners**

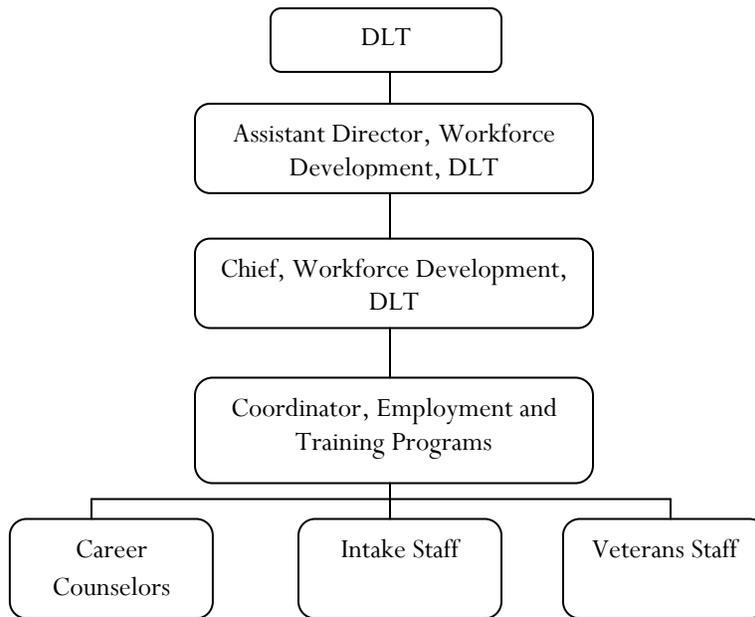
Currently, the Department of Human Services is a contributing partner in the Woonsocket netWORKri Center.

**Current Career Center Staffing**

There are 11 full-time staff working in the Woonsocket netWORKri Center from the following agencies:

Agency/Department	FT Staff	PT Staff
Dept. of Labor & Training Staff (including Veterans Affairs Representative)	10	0
Office of Rehabilitation Services	1	0
<b>Total</b>	<b>11</b>	<b>0</b>

**Woonsocket netWORKri Center Organizational Chart**



The Woonsocket netWORKri Center Employment and Training Coordinator manages all of the Woonsocket netWORKri Center Staff and is responsible for:

- Ensuring that the customer receives the appropriate services, the resource area is staffed and the customer orientations are scheduled and staffed accordingly.
- Providing initial approval of WIA training requests,
- Submitting reports to the administrative staff as requested and assisting in tracking WIA program performance.

**West Warwick netWORKri Career Center**

The West Warwick netWORKri Career Center is operated by the Department of Labor and Training. The Center serves approximately 9,400 customers per year.

**Partners**

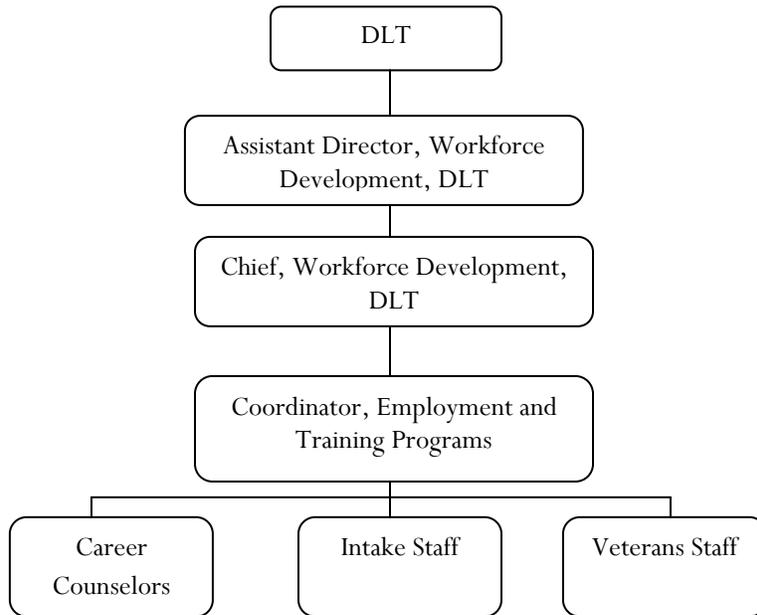
Currently, the Department of Human Services is a contributing partner in the West Warwick netWORKri Center.

**Current Career Center Staffing**

Currently there are 17 full-time staff and 1 part-time staff working in the West Warwick netWORKri Center from the following agencies:

Department/Agency	FT Staff	PT Staff
Dept. of Labor & Training Staff (DLT)	15	0
Office of Rehabilitative Services Staff (DHS)	1	0
RI Works Staff (DHS)	0	1
Veteran’s Affairs Representative (DLT)	1	0
<b>Total</b>	<b>17</b>	<b>1</b>

**West Warwick netWORKri Center Organizational Chart**



The West Warwick netWORKri Center Employment and Training Coordinator manages all of the West Warwick netWORKri Center Staff and is responsible for:

- Ensuring that the customer receives the appropriate services, the resource area is staffed and the customer orientations are scheduled and staffed accordingly.
- Providing initial approval of WIA training requests,
- Submitting reports to the administrative staff as requested and assisting in tracking WIA program performance.

## Programs and Services

All three netWORKri Centers offer an array of services including reemployment services, workshops, testing and trainings. Some of these services are entitlement services available to all customers who are eligible to work in the United States and others are available contingent on eligibility criteria being met. Services that are available to all customers include:

- Staffed resource room with internet accessible computers, fax, copy machines and phones
- EmployRI.org, a free online workforce development tool
- Monthly Workshops (Resume Writing and Interviewing, Computer Literacy, Networking)
- Informational sessions on various occupations conducted by industry partners
- Reemployment Services (Job Development, Job Matching, Job Screening, Job Referral, Skills Assessment)
- Employer Job Fairs
- Career Counseling
- Testing (TABE, Career Scope, Typing, Prove IT)
- Skills Tutor

Services that are only available to those who meet eligibility criteria include:

- Tuition Waiver Voucher (free tuition to state colleges; based on eligibility)
- On-the-job training (up to 50% of salary paid while in training for up to 6 months based on a sliding scale according to employer size; eligibility requirements apply.)
- Individual Training Accounts (Vocational Skills Training; based on eligibility.)

In addition, other partners are available to provide assistance to eligible customers as follows:

Services	Partner	Location
Remedial Education Services for Trade Adjustment Assistance (TAA) – eligible workers	CCRI	Providence/Cranston
Veterans Representative	DLT	All
Office of Rehabilitative Services staff available 3 days per week	DHS	Providence/Cranston, West Warwick and Woonsocket
RI Works	DHS	West Warwick

### ***General Service Delivery Flow***

Currently, when a customer comes into a netWORKri career center, they first complete a questionnaire at the front desk and then participate in an informational session (conducted throughout the day). Subsequently, they register themselves on EmployRI.org. Once this is complete they may engage in one of the following activities: 1) Workshops or reemployment services like job matching, job screening and job referral, 2) A Basic Computer Skills Workshop or 3) a netWORKri Orientation which provides an overview of all the services available and a presentation on growth industries/jobs. Once they have completed a netWORKri Orientation they may be seen by a Career Counselor and possibly be further

tested or screened for WIA eligible services. Currently, none of these services are explicitly organized around career pathways.

See a visual of the current netWORKri Career Center Service Delivery Design on page 13.

**WIA Funded, Eligibility Based Services**

NetWORKri Career Centers provide or refer customers to several eligibility-based services that are funded by various funding streams, including but not limited to: the Workforce Investment Act, Trade Adjustment Assistance, WIA Title II – Adult Education, Temporary Aid for Needy Families (TANF) and SNAP Employment and Training Program. WIA funded services are provided to Career Center customers who can benefit from WIA services, who are not in need of substantial pre-employment or pre-training services and are registered in WIA. As a general rule those individuals who are reading at very low levels or those who have significant barriers to employment or training are not suitable for WIA. Instead they are referred to partner programs or other local community agencies where they can receive the remediation funded by other sources such as WIA Title II – Adult Education and Temporary Aid for Needy Families (TANF), needed to enter employment or job training at a later date.

Annual service levels for WIA funded services compared to all customers are shown in the following chart:

Program Year	<i>Providence/Cranston</i>		<i>West Warwick</i>		<i>Woonsocket</i>	
	All Customers	# Who Became WIA Customers	All Customers	# Who Became WIA Customers	All Customers	# Who Became WIA Customers
2007	6,210	553	4925	73	2192	80
2008	11,116	1,474	5220	164	2722	85
2009	18,395	1,814	7774	448	3326	209
2010	10,069	1, 289	9459	517	4451	312

The eligible WIA customer base includes two categories of people: (1) adults in general and (2) dislocated workers. Adults are considered those 18 years of age and older who are unemployed or underemployed or those wishing to get back into the job market after an absence. Dislocated workers are those 18 of age and older who have a work history and who have been laid-off, displaced or otherwise unemployed. WIA has separate funding streams for each of these categories of individuals.

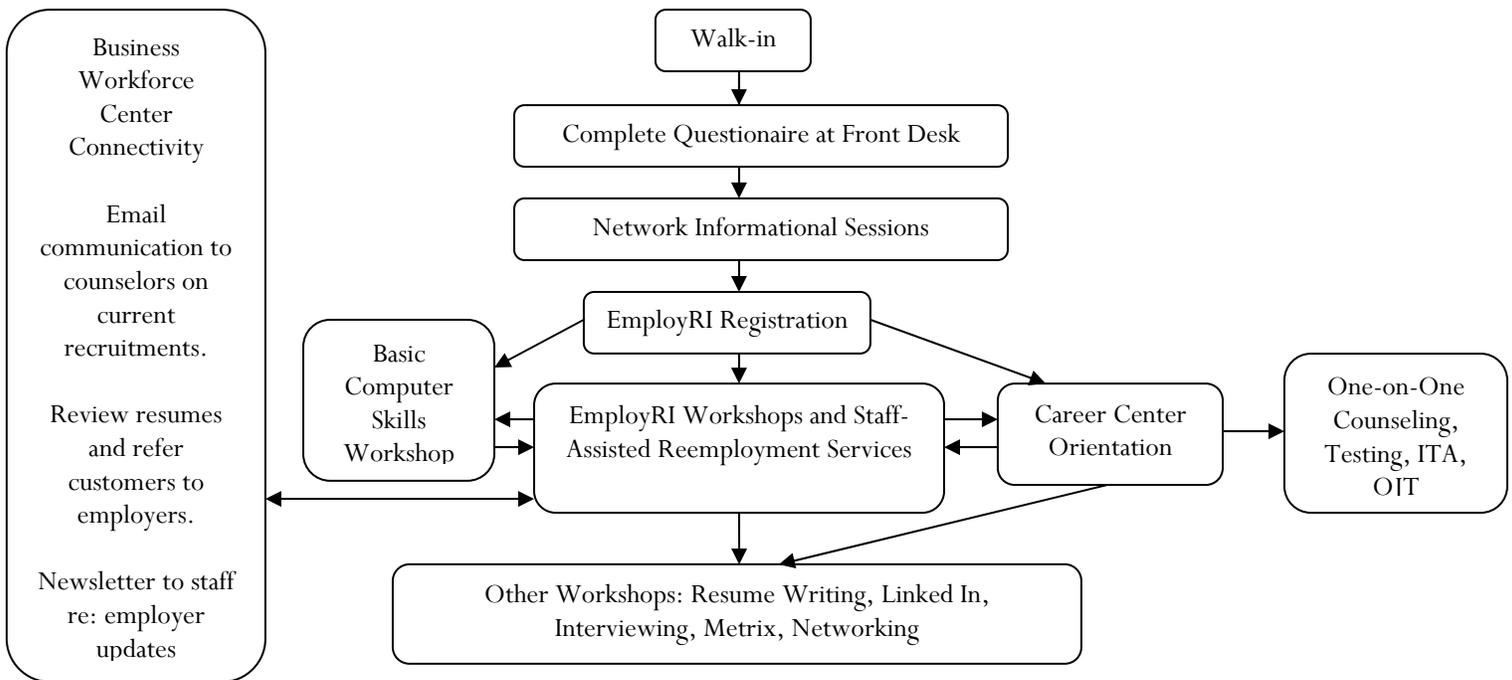
In general, adults and dislocated workers progress through three levels of service in order to obtain employment. The first level is referred to as “Core Services.” Here customers are provided an initial assessment of skill levels, aptitudes, abilities and supportive service needs such as child care and transportation. They also receive job search and placement assistance. For those customers who are not able to obtain employment following these core services, they then may receive the second level of

service referred to as “Intensive Services.” Here customers are offered more comprehensive assessments of skill levels and needs. They receive an in-depth evaluation to identify employment barriers and appropriate employment goals and receive group and individual counseling, career planning and case management services. For those customers who are not able to obtain employment following these intensive services, they then may receive the third level of service referred to as “Training Services.” Here customers are offered the opportunity to enter occupational skills training in one of three training program types.

The first training program type is referred to as Individual Training Accounts or ITAs. Here customers may request entry into any one of our approved training programs offered by statutory education agencies and other training providers who are listed on an Employment Training Provider List. The training must be in a demand occupation as identified by labor market information or demonstrated employer need. With WIA funds, the current policy enacted by both Workforce Investment Boards is to pay up to \$5,500 for the cost of the occupational skills training for the customer.

A second training type is referred to as On-the-Job Training or OJT. Here customers are referred to employers who agree to hire and provide training on the job. Once the training is completed, the employers agree to retain in employment those who successfully complete the training. In consideration for providing the training, employers may be reimbursed on a sliding scale up to 50 percent of the starting wage during the training period depending upon the size of the employer. This reimbursement period may be up to six months in duration.

**Current Career Center Service Delivery Design**



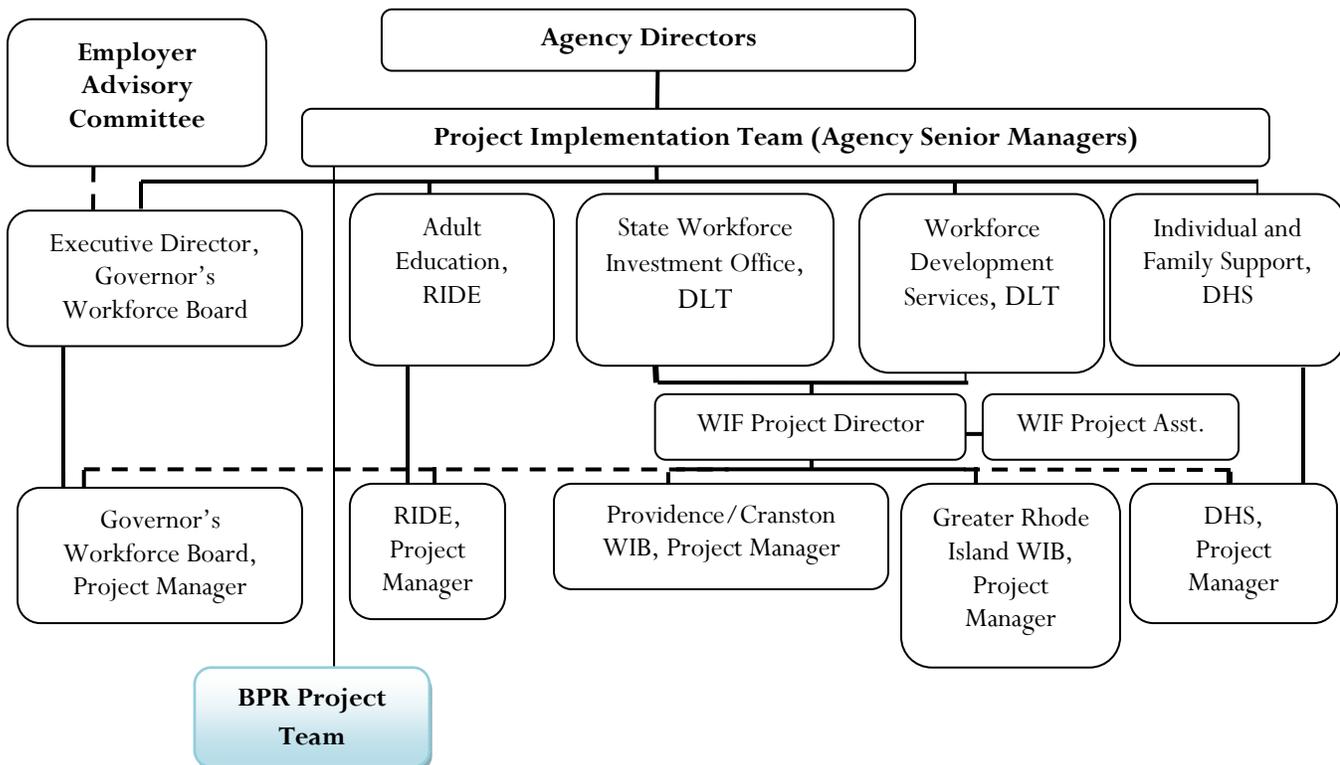
A third type of training is referred to as Customized Training. This type of training is designed to meet the special requirements of an employer or group of employers and is conducted with a commitment by the employer to employ individuals who successfully complete the training. The actual training may take place in a classroom or in an on-the-job situation or a combination of both. Employers are reimbursed for 50% of the training cost for customized training.

## PROJECT LEADERSHIP

The Director of the Department of Labor and Training and other partner agencies provide oversight to the project and ensure that the project has the necessary leadership and priority for the state.

Senior level management from the Department of Labor and Training, the Governor’s Workforce Board, the State Workforce Investment Office, the two Local Workforce Investment Boards, the Department of Human Services, the Department of Education, and the Community College of Rhode Island participate on the On Ramps to Career Pathways Initiative Implementation leadership team which is responsible for coordinating and implementing the project. The team meets weekly and is led by the Project Director.

The Business Process Redesign Project Team will report directly to the Project Implementation Team. An organizational chart showing these accountability relationships is below:



## CRITERIA FOR SELECTING BUSINESS PROCESS CONSULTANT

The Department of Labor and Training will assemble a team of reviewers who will read and score the proposals and make recommendations to the Director of the Department of Labor and Training, who has the final authority to select the business process consultant. Please see page 17 for a description of the process.

Criteria that will be used by the Department of Labor and Training include:

- **Experience and Technical Capability:** The proposer must demonstrate that they have the experience, equipment and materials necessary to provide the services solicited by this Request for Proposals. The proposer must demonstrate that they have specialized experience in business process reengineering projects in the government sector. Preferences will be given to Proposers who have documented experience with successful completion of BPR projects in government social services areas, with successfully established project plans that crossed multiples agencies and organizations of similar in size and complexity.
- **Project lead/team experience and subject matter knowledge:** The proposer must demonstrate that the members of the proposed project team bring ample business process redesign expertise and experience, public sector and operational best practice knowledge to the project, and would be able to work within a public sector environment to achieve the objectives of this project. The project lead must be a strong facilitator and experienced practitioner with in-depth process knowledge and a well tested methodology.
- **Approach:** The proposer should demonstrate that they have a clear understanding of the state's needs and recommend a methodology that includes a project management and staffing approach.
- **Completeness and relevance of response:** Responses should address all areas requested in this RFP.
- **Cost:** Proposers will be evaluated on their pricing proposal as well as on the cost of their proposal in comparison to other Proposers.
- **References:** Proposers should provide a minimum of three (3) public sector client references similar in scope as services being requested who can discuss their experiences working with the proposer's organization.

## PROJECT BUDGET AND NARRATIVE

The proposal must include a budget and narrative using the attached form. The budget should include a line item budget that includes costs for: Personnel, Fringe Benefits, Materials and Supplies, Communication, Travel, Postage, Copies, Meals/Incidentals, Subcontractors/Consultants and Indirect Charges (capped at 10%). In addition, proposer must show the total proposed cost of each of the four phases of the project: Mapping existing workflows (Scope of Work #1-5), redesigning the workflows (Scope of Work #6-8), piloting the new workflows (Scope of Work #9-10), and operationalizing the new workflows (Scope of Work #11). The proposer must provide detail showing how the total proposed cost of each was derived. The budget narrative must clearly specify the staff who will be dedicated to the project and the amount of time budgeted for each staff person. The budget narrative must provide a description of the costs associated with funding the proposed business process redesign component. All costs included in the budget narrative must be reasonable and appropriate to the project timeline and

deliverables. The maximum amount available is \$50,000. All budgets will be evaluated on the basis of cost-effectiveness in relation to the provision of consistent, high-quality services.

## REQUIREMENTS FOR SUBMISSION

### Eligible Bidders and Subcontractors

Proposing organizations may be public, private or not-for-profit entities.

### Format Requirements

Each proposal must contain all required documents identified and physically adhere to the following:

- Must be printed on 8.5" x 11" plain white paper
- Must be single spaced in 12 point Times New Roman or Arial font
- Each page must have a one-inch margin
- Each page must be single sided
- Pages must be sequentially numbered
- Must submit one (1) original proposal marked "Original" and manually signed by officials authorized to represent and bind applicants
- Include ten (10) copies and one (1) pdf of the entire proposal emailed to dtremblay@dlt.ri.gov. The files must be compatible with Microsoft Word and Excel.

### Proposal Components

- Proposal Cover Form (Please see page 18)
- Table of contents
- Executive summary – Limited to two (2) pages
- Proposal Narrative – Limited to ten (10) pages
- Budget narrative - Limited to two (2) pages
- Three references from former business process design projects with a brief description of the work that was conducted. Please include at least 1 reference from a public sector client.
- Attachments
  - Project Team Organizational Chart
  - Resumes of Key Staff
  - For non-profit organizations only:
    - List of board of directors, officers and their affiliations.
    - Most recent audited financial statement for your organization.
    - IRS Determination Letter indicating your tax-exempt status and tax identification number, if applicable.

### Submission

DLT must receive all sealed proposals no later than 12:00 p.m. EST, February 1, 2013. Regardless of postmark or arrival, (if hand delivered), proposals received after the due date and time will not be considered. Proposals may be submitted by U.S. mail, other mail carrier services, or hand delivered. Faxed or e-mailed proposals will NOT be accepted. Untimely proposals are not eligible for appeal. The applicant is solely responsible for assuring that everything sent to DLT arrive completely, legibly and on time.

Deliver proposals to:

David Tremblay  
Department of Labor and Training  
State Workforce Investment Office  
1511 Pontiac Avenue  
Cranston, RI 02920

## Questions

Please note that procurement policies mandate that staff of the Department of Labor and Training will not be allowed to discuss the RFP, but questions are allowed and must be submitted via e-mail, no later than 12:00 p.m. Noon EST on January 15, 2013 . Please note “WIF BPR RFP Question” in the subject line of the e-mail and submit to [dtremblay@dlt.ri.gov](mailto:dtremblay@dlt.ri.gov). All questions and answers will be posted to the following website: [www.dlt.ri.gov/WIO](http://www.dlt.ri.gov/WIO) by January 21, 2013.

## RFP Timeline

Jan 10, 2013	Release RFP
Jan 15, 2013	Questions Due
Jan 21, 2013	All Questions Answered
Feb 1, 2013	Proposals Due
Feb 6, 2013	Proposal Review
Feb 8, 2013	Interviews
Feb 11, 2013	Recommendations to the Department of Labor and Training
Feb 12-15, 2013	Contract Negotiations
Feb 15, 2013	Contract Begins

**Please note:** Interested bidders should reserve Feb 8, 2013 for in-person interviews. The Department of Labor and Training will contact bidders by Feb 6, 2013 to notify the time and date of the interviews.

## Evaluation Process

The evaluation process will include the following steps:

1. Staff from agencies participating in the initiative will review each proposal to ensure that they meet the mandatory requirements.
2. Proposals that complete minimum proposal requirements will be distributed to the review team for scoring. The minimum proposal requirements consist of :
  - Submitted on time;
  - Signed by the signatory authority of the respondent organization;
  - Respondent is not debarred, suspended, or voluntarily excluded from receipt of federal funds;
  - Proposal is appropriately formatted as provided in this RFP.
3. All proposals will be read and scored by each review team member. The review team committee

- will meet to discuss and work to establish a recommendation for funding.
4. The selected proposal will be recommended to the Rhode Island Department of Labor and Training on Feb 11, 2013.

## Proposal Cover Form and Summary

Please complete the Cover Form below and provide a brief summary of your proposed evaluation plan. The Cover form must be signed by an official authorized to submit the Proposal.

<b>Lead Organization:</b>	
FEIN:	
Address:	
Name of Authorized Official/Title:	
Telephone:	
Fax:	
E-mail Address:	
Proposal Contact Person/Title:	
Telephone:	
Fax:	
E-mail Address:	
Summary of Proposed Project Plan:	

The authorized official from the lead fiscal agency must sign both the application and the contract. This person must also be listed as the "AUTHORIZED OFFICIAL" in the Contact Information section of the Cover Form. I certify that all information contained in this proposal is true and accurate and understand that falsification of information may be cause for non-review or award revocation. I certify that the applicant organization is in compliance with all contributions, payment in lieu of contributions, interest or penalty charges due under Rhode Island unemployment law, in good standing with Workforce Regulation and Safety and has not been debarred from contracting with any agency that administers Federal funds.

<b>SIGNATURE OF AUTHORIZED OFFICIAL</b>

## Proposal Narrative Requirements

Proposals will be evaluated on the basis of the quality of the proposal and congruence with the goals and criteria of this Request for Proposals. The narrative portion of the proposal (not counting the budget narrative) must be **no more than 15 pages**, single-spaced, in 12-point font. Assemble your proposal narrative in the order in which each requirement is presented below.

<b>PART ONE: PROJECT APPROACH AND PROPOSED DESIGN</b>
<b>1. Approach to the Project (40 points)</b>
Please articulate your proposed approach to this project including: <ol style="list-style-type: none"> <li>1) A description of your proposed business process redesign methodology/process and why it would be effective for this project.</li> <li>2) An outline of the general principles that you use to guide the business process redesign work.</li> <li>3) A description of how you would apply your proposed methodology to this project including your proposed steps and activities. Please include a detailed timeline. Note: applicants are encouraged to suggest steps and activities that are different than those outlined in the scope of work along with rationale for why your approach would be more effective.</li> <li>4) A description of your project management and staffing approach.</li> </ol>
<b>2. Process to engage staff and stakeholders (10 points)</b>
Please describe the process you would use to gain participation and create buy-in from a wide cross-section of staff and key stakeholders in this process.
<b>3. Analysis of challenges (5 points)</b>
Please identify at least three challenges that you anticipate with this initiative and explain how you would address them, and include a description of experience you have had with similar challenges and the outcome of that work.
<b>PART TWO: ORGANIZATIONAL EXPERIENCE</b>
<b>4. Organizational Description and Qualifications (5 points)</b>
Provide a concise description of your organization, its areas of expertise, and history.
<b>5. Technical Capacity (20 points)</b>
Please demonstrate that your organization has ample business process redesign expertise and experience in the public sector as well as operational best practice knowledge to the project. Include information on other business redesign projects (both workforce and otherwise) with similar designs.
<b>6. Staffing (10 points)</b>
Using the table below, provide a description of all staff that will be responsible for implementing the business process redesign and the responsibilities they will have. Add more rows as needed. Please attach resumes of key staff along with an organizational chart that depicts the team you would assign to this project.

<b>8. Staffing (cont'd)</b>		
<b>Staff Person Name and Title</b>	<b>Role/Responsibilities</b>	<b>Past Experience with Business Process Redesign, Workforce Development and Public Sector Work Environments</b>
<b>9. Budget: (10 points): Please submit a budget and budget narrative using the guidelines on page 15.</b>		

## TECHNICAL REQUIREMENTS

### Governing Authority

Acceptable proposals must meet the specifications contained in SGA/DFA PY-11-05 – Catalog of Federal Domestic Assistance (CFDA) Number: 17.283 and all applicable statutes, regulations, policies and procedures. It is the applicant’s responsibility to familiarize themselves with these and other relevant documents and any subsequent changes.

### Type of Contract

The contract(s) awarded through this RFP will be cost reimbursement only. For the purpose of this RFP, applicants must develop a budget defining anticipated costs associated with the delivery of the proposed service plan.

### Funding

DLT will make funding available from the Department of Labor Workforce Innovation Fund as authorized under Department of Labor ETA - SGA/DFA PY-11-05 – Catalog of Federal Domestic Assistance (CFDA) Applicant responses must include a reasonable total cost for delivering the services described in this RFP.

### Funding Period

The funding period for contract(s) awarded under this RFP is from **Feb 15, 2013 through December 31, 2013** provided service provider performance remains acceptable during this period.

## Financial Capability

Applicants must:

- Maintain fiscal controls, accounting procedures and financial reporting in accordance with generally accepted accounting principles,
- Demonstrate sound financial practices, and
- Provide evidence of continued financial stability.

Applicants must keep separate accounting records to ensure accurate and appropriate reporting of contract expenditures. Costs must be tracked in sufficient detail to determine compliance with contract requirements and ensure funds are being and have been lawfully spent. Successful applicants will be required to submit all appropriate documents to identify their policies and procedures to assure compliance.

### **THE FOLLOWING ADDITIONAL INFORMATION CAN BE LOCATED ON THE DLT WEBSITE:**

1. Rhode Island Response to the Workforce Innovation Fund Solicitation
  - Abstract
  - Technical Proposal
  - Logic Model
  - Memorandum of Understanding
  - Budget and budget narrative
  - Evaluation Proposal
2. Evaluation Plan Improvement Guide from the US Department of Labor for RIDLT
3. Sample Confidentiality Agreement
4. Workforce Innovation Fund Solicitation # SGA/DFA PY-11-05

### **INSTRUCTIONS AND NOTIFICATIONS TO OFFERORS:**

- Potential offerors are advised to review all sections of this Request carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
- Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this Request will be rejected as being non-responsive.
- All costs associated with developing or submitting a proposal in response to this Request, or to provide oral or written clarification of its content shall be borne by the offeror. The State assumes no responsibility for these costs.

- Proposals are considered to be irrevocable for a period of not less than sixty (60) days following the opening date, and may not be withdrawn, except with the express written permission of the Department of Labor and Training.
- All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
- Proposals misdirected to other State locations or which are otherwise not present in the Department of Labor and Training at the time of opening for any cause will be determined to be late and may not be considered. The “Official” time clock is in the reception area of the Department of Labor and Training.
- In accordance with Title 7, Chapter 1.1 of the General Laws of Rhode Island, no foreign corporation shall have the right to transact business in the state until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This will be a requirement only of the successful bidder(s).
- Offerors are advised that all materials submitted to the State of Rhode Island for consideration in response to this Request for Proposals will be considered to be public record, as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request, once an award has been made.
- It is intended that an award pursuant to this Request will be made to a prime contractor, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered, but subcontracts are permitted, provided that their use is clearly indicated in the offeror’s proposal, and the subcontractor(s) proposed to be used are identified in the proposal.
- Selection of a bidder for this award does not constitute approval of the application as submitted. Before the actual contract is executed, we may enter into negotiations about such items as staffing and funding levels, etc.
- The State reserves the right to accept or reject any or all proposals received as a result of this request or to cancel in part or its entirety this RFP, if it is in the best interest of the State to do so. In addition, the State reserves the right to waive any and all requirements of the RFP.
- The State reserves the right not to fund any proposal solely due to the submission of the lowest cost or receipt of the highest ranking. All contract awards are subject to the availability of Federal funds and the execution of a contract that is acceptable to both the selected respondent and the State.

- The State of Rhode Island has a goal of ten percent (10%) participation by Minority Business Enterprise's (MBE) in all State procurements. For further information, visit the website [www.rimbe.org](http://www.rimbe.org) . To speak with an M.B.E. Officer, call (401) 457-8253.
- Any respondent who has submitted a response to this RFP may appeal an award announcement. The process for appealing an award is as follows:

All protests, appeals or complaints must be submitted in writing to the Department of Labor and Training within five (5) working days of the award announcement addressed to the Administrator of the State Workforce Investment Office for review and to determine merit. In order for an appeal to be found to have merit it must show that a substantial portion of the RFP process or Federal procurement guidelines was violated. Only appeals that cite the specific section(s) of the RFP that have been violated will be considered.

If protests, appeals or complaints are found to have merit, the appeal will be evaluated by the Director of the Department of Labor and Training. The decision made by the Director of DLT will be final.

Appeals received after the established deadline will not be accepted. Appeals may not dispute a particular score received by the petitioning agency, or the scores assigned to a competing agency. The scores awarded are final and are not subject to question by an appealing agency.

- Interested parties are instructed to peruse the Department of Labor and Training web site on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
- Equal Employment Opportunity (RIGL 28-5.1)  
 § 28-5.1-1 Declaration of policy. – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090.

## BUDGET WORKSHEET

Item	Proposed Project Budget
<b><i>Personnel</i></b>	
A. Personnel	
B. Fringe	
<b><i>C. Total Personnel (A+B)</i></b>	
<b><i>Non-Personnel</i></b>	
D. Communications	
E. Copies	
F. Materials and Supplies	
G. Postage	
H. Travel	
I. Meals and Incidentals	
<b><i>J. Total Non-Personnel (D-I)</i></b>	
<b><i>K. Total Direct Costs (C+J)</i></b>	
<b><i>L. Indirect Costs</i></b>	
<b><i>M. Total Direct and Indirect Costs (K+L)</i></b>	
<b><i>Subcontracts/Consultants (list below by subcontract/consultant)</i></b>	
<i>Subcontract 1</i>	
<i>Etc.</i>	
<b><i>N. Total Subcontracts/Consultants</i></b>	
<b>Grant Total (M+N)</b>	

	Proposed Budget By Scope of Work
Map existing workflows (Scope of Work #1-5)	
Redesign the workflows (Scope of Work #6-8)	
Pilot the new workflows (Scope of Work #9-10)	
Operationalize the new workflows (Scope of Work #11)	