



*A Private-Public Partnership
Serving Kalamazoo and St. Joseph Counties*

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Request for Proposal 2010-4
Michigan Prisoner ReEntry Initiative

Workforce Development

Proposal Submission Deadline: June 21, 2010, 4:00 p.m.

Prepared by
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Kalamazoo-St. Joseph Prisoner ReEntry Initiative

Request for Proposal (RFP) 2010-4

Workforce Development

The full content of these Request for Proposal Instructions, inclusive of references, attachments, and forms, carries equal weight and should be considered as such by the agency or organization preparing a response to this solicitation. These instructions provide information on the background, context and requirements of the multiple MPRI activities, the MPRI System, and the intentions of the local program. Nevertheless, these instructions are not intended to be all-inclusive with respect to program requirements for each of the programs described. This Request for Proposal is presented in several sections beginning with general information, then response instructions, and finally specific forms that are required to be completed. Additionally, references and/or resources that need to be consulted in order to prepare a response to this solicitation are included with these instructions.

REFERENCES and FORMS

The following references are provided for information only. Electronic versions of the following references and forms are included with these RFP Instructions.

REFERENCES

Reference A	MPRI Model
Reference B	State Organizational Strategy for Implementation
Reference C	Local Organizational Structure for MPRI
Reference D	MPRI Case Management and Services Delivery System
Reference E	MPRI Gender Responsive, Sex Offender, Evidence Based
Reference F	MPRI Site Target Population Information
Reference G	MPRI Definitions
Reference H	Chart of Accounts
Reference I	Assurances, Certifications, and Stipulations
Reference J	State Monitoring Checklists for MPRI Activities
Reference K	WDB and MW Administrative Staff Lists
Reference L	MI NCRC Modified Policy 08-30
Reference M	MI NCRC Information
Reference N	Moral Reconciliation Therapy (MRT)
Reference O	Business Solutions Professional
Reference P	Transitional Jobs Research Paper
Reference Q	Selections from 2008 MDOC Statistical Report
Reference R	Selections from 2007 MDOC Statistical Report

FORMS

Form A	Cover Sheet and Proposal Certification
Form B	Performance Objectives
Form C-1	Budget Summary
Form C-2	Budget Narrative
Form C-3	Enrollment Schedule
Form D	Narrative Response for Work Statement
Form E	Conflict of Interest
Form F	n/a
Form G	Staff Summary

Section 1 – OVERVIEW

The Michigan Prisoner ReEntry Initiative (MPRI) is a cooperative effort of the Michigan Department of Corrections, Michigan Department of Community Health, Michigan Department of Energy, Labor and Economic Growth, the Governor's Office, and numerous non-profit and faith-based organizations. Its objective is to create safer neighborhoods and better citizens. MPRI involves the community in all of its three phases: Getting Ready, Going Home, and Staying Home. References A through G and Reference J provide more detail on the MPRI's.

The Michigan Prisoner ReEntry Initiative (MPRI) focuses on addressing the needs of ex-offenders by providing them with the necessary tools to succeed in the community. The goal is to improve parole success rates and thereby reduce crime and create safer neighborhoods. Last year, over 13,000 inmates were released from Michigan's prisons. Prior to the MPRI nearly half returned to prison within two years which cost the state over \$100 million dollars per year. MPRI addresses this issue by targeting repeat offenders and increasing their self sufficiency through improved management of personal, institutional, and community challenges. The program focuses on working with individuals two to four months prior to their release from prison in order to address their needs and connect them to community services. In addition to the current subcontractors providing employment and training services for Michigan Works, other organizations that focus on housing, substance abuse, health care and faith-based organizations are involved. As a result, MPRI will reduce the prison population, reduce crime therefore creating safer neighborhoods, and help reduce the cost of the state's prison system.

The goal of Kalamazoo-St. Joseph MPRI is to build on innovative ideas that reduce recidivism and, thus, reduce the overall amount of crime, creating a safe community and better citizens by providing a seamless system of services from the time of entry into prison through transition, reintegration and aftercare. Returning ex-offenders have the desire to be successful, but lack the support needed to reintegrate into society where they are valued and can lead productive, law-abiding lives. The Kalamazoo-St. Joseph MPRI has identified and chosen to focus on housing, employment, and access to programs, services and support as critical re-entry issues.

Section 2 – SCOPE OF RFP

One vendor shall be selected to provide services in both Kalamazoo and St. Joseph counties, with Workforce Development services to be provided through a single agreement. Workforce Development activities may be delivered through different entities provided the following conditions are met:

- All entities designated to provide workforce development services are clearly identified in the proposal response.
- A written agreement is developed between the participating entities that clearly specifies the roles of each partner should the proposal be accepted for contract award. A copy of this letter shall be signed by the “directors” of each agency and included in the proposal.
- All entities identified to provide services specified in this proposal shall meet eligibility requirements as specified in the RFP instructions.
- One entity shall be deemed as the fiscal agent under this agreement. The entity designated as the fiscal agent shall be identified in the letter of agreement noted above.
- The entity designated as the fiscal agent shall “subcontract” the designated services as described by the partner agency. The fiscal agent shall comply with all federal, state, and local requirements for subcontracting.
- The fiscal agent is responsible to the Contractor for meeting all of the specifications of any agreement developed as a result of an acceptable proposal.

a. FUNDING

1. Funding Source

Michigan Department of Corrections (MDOC) (State General Fund/General Purpose)

2. Funding Levels

	<u>Kalamazoo</u>	<u>St. Joseph</u>	<u>Total</u>
Workforce Development	\$331,250	\$47,250	\$378,500
In-Reach Coordination	267,750	47,250	315,000
	63,500		63,500

B. PERIOD OF PERFORMANCE

Due to the nature of this project, initial contracts will be prepared for a twelve (12) month period. However, the Upjohn Institute reserves the right to extend the agreement annually for two additional years.

C. AREA SERVED

Kalamazoo and St. Joseph Counties

D. DELIVERABLES

Specific “products” and/or outcomes from any agreement awarded as a result of this RFP include, but are not limited to:

1. Workforce Development

- a. Identify key staff members to meet the MPRI goals: Job Development, Employability Skills, Post-Placement Retention, Transitional Employment, Counseling/Case Management, Post-Placement Follow-up, Job Coach, and In-Reach Coordinator
- b. Implement transitional employment and/or on-the-job training positions for 15 parolees
- c. Integrate Moral Reconciliation Therapy in workforce development activities with parolees
- d. Establish consistent reporting methods for transmittals and employment reports
- e. Dedicate a staff member to the Business Services Team and demonstrate leadership regarding identification, recruitment, and tracking of employers that support MPRI parolees.
- f. Establish partnership with mentoring service provider in order to strengthen supports for parolees
- g. Lead and continuously improve In-Reach activities
- h. Implement WorkKeys testing and Employability Skills training for MPRI Participants.

2. In-Reach Coordination

- a. Identification of In-Reach Coordinator
- b. Establish monthly meetings with parolees in prison prior to their return to the community.
- c. Assignment of representative to the MPRI Transition Team. This individual will attend monthly Transition Team meetings.
- d. Process of coordination including ongoing monitoring for quality assurance.

Section 3 - SOLICITATION SCHEDULE AND PROPOSAL CONTENT

A. SCHEDULE OF ACTIVITIES

To the extent possible, the following schedule will be followed for the administration of this Request for Proposal:

Public Notice and Letters of Invitation Released	May 19, 2010
RFP Released	May 24, 2010
Bidders Conference	n/a
Proposals Returned	June 21, 2010
Awards Announced	July 12, 2010

This schedule will be adhered to as closely as possible. However, the Upjohn Institute reserves the right to make revisions without prior notification.

B. PROPOSAL CONTENT AND ORGANIZATION

All proposals shall be prepared to assure consistency and uniformity in terms of appearance and content. **All proposals must be submitted in accordance with the following specifications.**

- Proposals must be prepared as follows:
 - Typed on 8 ½ x 11" white paper
 - Font size at 11 pt
 - 1½ spaced
 - Margins not less than 1" all around
 - Paginated beginning with the coversheet (excluding any attachments)
- Supplementary documentation, charts and/or graphs may be used if they convey required information. These should be provided as attachments. However, do not provide additional information if it does not directly support the proposal narrative.
- All proposals submitted shall contain the documents and be compiled in the order of presentation as identified on Form A, "Cover Sheet and Proposal Certification."
- Proposals **are not to be bound** in any format **except** by clip or rubber band.

C. SUBMISSION DATE

Proposals must be submitted by **4:00 P.M., on June 21, 2010** to: Ben Damerow, **222 S. Westnedge Avenue, Kalamazoo MI 49007-4628** in **one (1) original** (signatures) and **five (5) copies** (a total of six [6]), and one (1) copy of their RFP in electronic format.

Proposals must be complete, legible, and technically accurate at the time of submission. **Each proposal will be reviewed as submitted.** After a proposal is submitted, it may not be modified prior to review unless requested by the Michigan Works Agency.

A proposal may be withdrawn from consideration for funding if the vendor transmits such request **in writing** to the Contact Person.

D. LATE PROPOSALS

Proposals received by the Upjohn Institute after 4:00 P.M. EST on the date specified may not be considered for award under this solicitation. Any proposal received after this date may be evaluated only after all others and may be considered based on funds available after award of other accepted proposals.

E. TECHNICAL ASSISTANCE

Organizations are responsible for the content and development of their own proposal.

1. Technical Assistance Timeline

Technical assistance will be provided through June 14, 2010. The contact personnel identified below will receive questions. **Only written questions via email will be accepted.** Responses that may have an impact on the interpretation or clarification of these RFP Instructions will be posted on the Michigan Works website (www.upjohninstitute.org/miworks) as they are received.

2. Technical Assistance Contacts

For purposes of administering this solicitation, the individual(s) responsible for responding to any question that may arise during the preparation of proposals in response to this RFP is:

Ben Damerow E-mail: MIWorks@upjohninstitute.org

3. Grant Preparation Workshop

No Grant Preparation Workshop will be conducted for this solicitation.

Section 4 - PROPOSAL REVIEW and EVALUATION

A. TECHNICAL/COMPLIANCE REVIEW (Accept or Reject)

Proposals will be reviewed by the Michigan Works Agency to determine:

- Adherence to the RFP Instructions,
- All required documents and responses are complete, and that
- Any requested references and supplemental documentation is provided and is complete.

B. MANAGEMENT CAPABILITIES (35%)

Services and management functions described in this RFP may be substantially different from services currently provided in the community. Because of this, the RFP evaluation will examine the management performance of each agency based on a review of the organization's qualifications and experiences described in response to these RFP Instructions and any of the documentation required to be provided with the proposal.

C. PROGRAMMATIC CAPABILITIES (45%)

Demonstrate understanding of required and optional services, administrative responsibilities, resource coordination and integration, customer service, staffing and management plan, budget, etc.

D. BUDGET AND PERFORMANCE OBJECTIVES (20%)

Outcome expectations, expenditure and service level plan, etc.

Section 5 – REVIEW AND APPEAL PROCESS

Service providers wishing to appeal the final funding decision resulting from this solicitation must submit their written request to the Kalamazoo-St. Joseph Michigan Works Agency (Upjohn Institute), **222 S. Westnedge Avenue, Kalamazoo MI 49007-4628**, within ten (10) calendar days following the date of the written notification of the funding recommendation.

The request for appeal shall include a clear description of the grievance and basis for appeal. The request shall be signed by the service provider's designated leadership (director, executive director, president, etc).

The request will be processed through the established appeal process for the Kalamazoo-St. Joseph Michigan Works Area.

Section 6 – PROVISIONS, ASSURANCES, CERTIFICATIONS, AND STIPULATIONS

Federal and state programs are created by legislation. As the funding flows through state government, the Michigan Department of Corrections establishes additional policy. Kalamazoo-St. Joseph Michigan Works may also set policy, within the state and federal guidelines, for the area. Often policies are issued in response to new initiatives or specific situations or concerns at the local level.

In submitting a proposal, bidding agencies acknowledge that they will abide by these provisions. As well, they acknowledge that the rules, regulations, and policies are subject to change, addition, and revision, as the operation of this program develops. (See Reference K, MPRI "Assurances, Certifications and Stipulations")

Section 7 – RESERVED

Section 8 – NARRATIVE RESPONSE WORK STATEMENT

Workforce Development

Entities submitting proposals in response to this Request for Proposal must have a thorough understanding of the MPRI Model, its components and the population to be served. For further information and assistance regarding the Michigan Prisoner Re-Entry Initiative, refer to the **References A through G and Reference J** of this RFP.

As ex-offenders return to the community, their first, and most important, contact is their Parole Officer. The Parole Officer establishes the supervisory responsibilities that the ex-offender must adhere to while under parole supervision.

Within the Michigan Prisoner Re-entry Initiative (MPRI), the Parole Officer remains the central figure in the process of re-establishing the ex-offender into the community.

The vision for the delivery system for workforce development services is to have a “service center” approach in providing services specific to the needs of the ex-offender population.

Using the format provided at **Form D**, “Work Statement Response,” complete the following series of statements in the exact order and length as stated.

I. EXECUTIVE SUMMARY

Content of proposal is summarized in a concise, and complete manner. All of the following elements would be briefly addressed in the Executive Summary.

Proposal Summary

Provide a concise, complete summary of your proposal. (Response may not exceed 1 page)

II. PROGRAM DESIGN

Listed below are brief descriptions and requests for information regarding services that are critical to a total delivery system. Note: This section is divided into two service categories: Workforce Development and General. Please respond as indicated.

A. Workforce Development

1. Business Service Team

The local MWA has established a Business Service Team (BST), consisting of Business Solution Professionals (Reference O) to coordinate outreach efforts with local businesses. The Business Services Team concept is one key strategy that can move our workforce development programs towards a more demand-driven system, and provide greater value to our customers and business. The BST concept has three key features:

- a. A focus on Business as the driver and primary customer
- b. A team of workforce development professionals committed to relationship development with businesses
- c. Strategic collaboration with regional economic development and education partners to provide business solutions to businesses

Due to the unique characteristics of the ex-offender population, the range of employment opportunities is restricted. The development of job opportunities with employers who are receptive to the needs of this population is critical to the long-term retention of ex-offenders. In coordination with the Business Service Team, a staff member shall be specifically assigned to the program to identify and work with employers to develop a strong relationship with the MPRI program. The Business Solutions Professional’s responsibilities also include assessment of the employers needs to match appropriate jobs to participant’s skills, needs and interests.

Describe your organization’s experience with job development for the ex-offender population. Describe your service strategies for job development and how your organization and MPRI Staff will contribute to the Business Service Team. (Response may not exceed 1 page)

2. Assessment

In accordance with the Michigan National Career Readiness Certificate (MI NCRC) policy issuance,

the required worker skills assessment standard shall consist of three core WorkKeys assessments: Applied Mathematics, Locating Information, and Reading for Information (References L & M). A successful completion of each of these testing areas results in the award of a Michigan National Career Readiness Certificate (MI NCRC). For customers deemed to not have skills necessary to successfully earn a MI NCRC, alternative assessment tools may be used when clear and objective evidence is provided (i.e. diagnosed learning disability, or pre-WorkKeys low-level assessments).

A solid up-front assessment, along with a strong focus on identification and elimination of barriers help improve retention rates. The service provider shall document the assessment results, as well as identified needs and treatments. The service provider will establish a process that ensures assessment of MPRI participant performance is achieved on a continual basis. This includes ongoing communication and coordination with the appropriate Parole Supervisor, Community Coordinator and/or Mentor Coordinator representative(s) regarding any situations that may affect individual and/or achievement of their goals.

Describe how your organization will coordinate NCRC/WorkKeys testing for participants and how the information will be applied to the participant's service strategy to eliminate barriers. Also, identify any other assessment tools and how the organization plans to utilize them. (Response may not exceed 1 page)

3. Employability Skills Training

The service provider shall ensure unemployed participants will receive structured employability skills training. The MWA will not prescribe how the employability skills training will be structured or presented. Bidders are encouraged to propose a model with content that they consider most appropriate for the targeted population. The Kalamazoo/St Joseph MWA does expect that the content will, at a minimum, address the following elements:

- Pre-employment Skills: Resume and cover letter assistance, skills inventory, effectively completing an employment application
- Job Search/Job Placement Assistance: Identifying local in-demand jobs and careers, targeting the local job market using appropriate tools and resources (i.e. Michigan Talent Bank), job seeking communication skills, understanding the interview process and preparing for a successful interview
- Soft Skills Development: Obtaining and keeping employment, effectively transitioning into the workplace
- Job Coaching: Assisting participants in successfully representing their skills and abilities, developing a good attitude, handling stress and anger on the job

Describe your plan for providing employability skills training. Be sure to include in your narrative proposed training elements, hours per week, length of training per participant, and expected outcomes from this activity. Describe how success of this activity will be measured. (Response may not exceed 1 page)

4. Post-Placement Retention Services

Post-placement retention services provided immediately following placement and for a period of not less than 6 months, are essential to the success of an ex-offender accomplishing the goals established in the MPRI. The vision is for a Job Coach specifically assigned to work with the ex-offender and employer to strengthen the individual's continued participation and advancement in the workplace. The Job Coach will be a member of a team that includes the Parole Officer, job developer, mentor coordinator, and the ex-offender.

Describe your organization's experience in providing job coaching or similar services for the ex-offender population. Describe your service strategies for job coaching. (Response may not exceed 1 page)

5. Transitional Employment Services

Many participants may not have an established positive work history and/or working skills. An important component to the program will be to provide opportunities to develop these attributes through placement in transitional employment. The services seek to overcome employment barriers and transition people with labor market barriers into work using wage-paid, short term employment that combines real work and skill development. Such services are most commonly presented in the form of work experience; on-the-job training (OJT) or wage reimbursement agreements. Formal agreements will be required for all work experience, on-the-job training and wage reimbursements, as the employers/worksites are identified. Proposals that present a detailed model with specifics of how the services will be offered will be looked upon favorably. Refer to Reference P.

Describe your methodology for delivery of transitional employment services to the ex-offender population. Include the manner in which employers/worksites will be developed, duration (weekly hours), and cost. (Response may not exceed 1 page)

6. Supportive Services/Employment-Related Expenses

Participants will experience a variety of employment-related needs in their job search, placement and retention. These may include such things as work clothing, personal documents, bonding, tools, identification documentation, work supplies, etc.

Describe your agency's experience, approach and delivery system for employment-related expenses for program participants. Explain your collaboration with partner agencies and organizations within the community in providing supportive services and referrals to the ex-offender population. (Response may not exceed 1 page)

B. General

1. Coordination and Structure of Services

Workforce development is one of a number of components of the MPRI. The coordination and structure of specific services to participants is critical to the success of the program. With the Parole Officer(s) charged with the primary Case Management responsibilities and other entities providing specific services, it is incumbent that a high level of coordination takes place. Coordination with other Michigan Works programs and partner agencies (i.e., JET, WIA Adult) to enhance the overall benefit to the participant should be incorporated into your program design. Specific duties may include but are not limited to:

Describe how your organization will ensure that a high level of coordination is achieved and maintained with the Parole Officers, MPRI Coordinator, Mentor Coordinator, and other services such as the provision of housing, health services, transportation services, mental health and substance abuse services, etc. As the main service provider, describe how you will ensure and document that 40-70 % of the parolees time is in structured in work-based activities. (Response may not exceed 1 1/2 page)

2. Staffing (See additional requirements in Section 10)

The ex-offender population is surrounded by a multitude of unique challenges. As well, segments of the population such as women and sex offenders have additional barriers. Those working with the population require, in addition to specific skills and abilities related to their specific job tasks, a keen understanding and working knowledge of these population subsets and the challenges they face.

- a. *Describe the specific qualifications, skills, background, experience, training, etc., established for each of the positions assigned to work with the ex-offender population. Include the qualities that are looked for when making a staff selection for this program.*
- b. *Describe your organization's approach in filling vacant staff positions so that positions critical to maintaining the level of program service are filled in a timely manner. Include how your organization will retain key staff members assigned to this program.*
- c. *Describe how you will ensure that staff assigned to this program are aware of the overall program purpose, requirements, and are made aware of any changes that may be needed. (Response may not exceed 1 1/2 page)*

3. Gender Responsive Strategies

There are five general approaches to effectively managing and assisting female parolees. Refer to **Reference E**. They include:

- Acknowledging that gender makes a difference
- Creating an environment based on safety, respect, and dignity
- Development of policies, practices, and programs that are relational and promote healthy connections to children, family, significant others, and the community
- Address substance abuse, trauma, and mental health issues through comprehensive, integrated, and culturally relevant services and appropriate supervision
- Provide women with opportunities to improve their socioeconomic conditions

Describe how your organization currently addresses these strategies or how it intends to incorporate these strategies into your program delivery system. Please be specific. (Response may not exceed 1 page)

4. Evidence Based Practices

MPRI requires that delivery systems implement the principals of evidence based practices. This can be challenging and requires strong leadership, commitment, and is critical to the MPRI Initiative.

Reference E reviews the eight principles of evidence based practices and gives insight into their implementation.

Describe how your organization currently addresses these strategies or how it intends to implement these principles in your program delivery system. Please be specific. (Response may not exceed 1 page)

5. Sex Offender Specific Services

The profound impact of sex offending on victims and the complex nature of sex offending and sex offenders requires comprehensive interventions and systemic responses tailored to meet the individual levels of risk and needs of offenders. Refer to **Reference E** for the five principles that underlie each of the seven components of a comprehensive approach to sex offender management.

Describe how your organization incorporates these components into their service delivery system. Please include past experiences that demonstrate implementing these components into a program. Please be specific (Response may not exceed 1 page)

6. Moral Reconciliation Therapy (MRT)

Moral Reconciliation Therapy (MRT) is a process that seeks to raise the moral decision making strategy of individuals. Most research shows MRT treatment leads to lower recidivism, improvements in personality variables, enhanced treatment compliance and higher staff satisfaction. Refer to Reference N for more insight on MRT Training.

Describe how your organization will incorporate MRT into the delivery system and how the program will be structured (number of weekly hours). Identify who will be facilitating the participant training. Also, describe how participants will be identified and what type of follow-up will be provided to those who successfully complete. (Response may not exceed 1 page)

7. Implementation

Provide a brief timeline for the development and implementation of each of the activities described above. These may be included in a single table or Gantt chart. Include this as an attachment to your work statement response.

8. Internal Monitoring and Responsibility

An internal monitoring system will be necessary to ensure continuous program evaluation and review program effectiveness within the contract period. Additional monitoring and reporting requirements may be identified as the MPRI progresses, such as collecting and tracking the number of ex-offenders served in each targeted group and their characteristics, the number of Transition Accountability Plans (TAP) and Case Management plans completed, changes in ex-offenders risk, needs, and strength profiles provided by a validated risk assessment instrument.

Describe your process and procedures for conducting internal monitoring of contract activities. Please list the activities to be monitored, monitoring frequency, and the documentation produced. (Response may not exceed 1 page)

C. In-Reach Coordination

In consideration of the number of partner agencies and organizations participating in the MPRI, it is essential that a dedicated process of systematic coordination of services and activities, provided to or available to MPRI participants, be established. The MPRI funding is intended to be used to support such a system of coordination that includes, but is not necessarily limited to the following activities:

1. Schedule and coordinate In-Reach Workshops and In-Reach visits, including Video Conferences, when appropriate.
2. Function as a link between the Parolee, Parole Officer and service provider to facilitate referrals and monitor on-going progress of service delivery.
3. Monitor parolee appointments and referrals, ensuring that barriers to access and gaps in services are identified.
4. Meet periodically with parolees to gain feedback on the services received ensuring that their needs are being met.
5. Communicate any needs for service modifications to the Parole Office, Community Coordinator and Transition Team.
6. Collect and summarize the progress reports submitted by service providers for the purpose of comprehensive data collection.

Describe how your organization will ensure that a high level of coordination is achieved and maintained with the Parolee, Parole Agent and service provider to facilitate referrals and monitor on-going progress of service delivery; monitor parolee appointments and referrals, ensuring that barriers to access and gaps to services; communicate needs for service modifications to the Parole Office, Community Coordinator and Transition Team, etc. (Response may not exceed 1 1/2 page)

III. OTHER PROGRAM REQUIREMENTS (Required Only At Time of Contract Award)

A. Management Information System Training

All service providers will be trained in the use of any data collection methodology that is established for the MPRI. Specific training content, dates and times will be provided as it is made available by the Michigan Department of Corrections.

B. Monitoring

State Monitoring will occur continuously using, but not limited to the following:

- Evidence Based Correctional Program Checklist(CPC)
- MPRI 6-Month Site Review Programs Checklist
- MPRI Year-End Site Review Program Checklist

See Reference J for examples of required monitoring reports.

Section 9 – ORGANIZATIONAL EXPERIENCE

Describe your organization's experience and ability in working with ex-offenders reentering the community and operating activities and services as proposed. Include:

- Quantifiable accomplishments that support past effectiveness.
- Copies of any "third party" program evaluations or reports on similar or substantially equivalent activities. (**Do not provide any letters of reference or support.**)
- Describe your organizational process for resolving non-compliance issues with a grant/contract.
- Describe the qualifications and experience of staff that would be providing services as described in these RFP Instructions.
- Timeframe covered by the most recent financial audit of your organization, and the date such audit was completed, the auditing firm that conducted the audit and a description of any findings cited in the audit. A copy of your most recent Single Audit **may be requested** upon award of any agreement rendered as a result of this RFP. Do not include a copy of the audits with this RFP.

Section 10 – STAFFING

A. ORGANIZATIONAL STRUCTURE/STAFF SUMMARY

1. Job Descriptions

For each position assigned to the proposed activities, in whole or in part, provide the following information:

- a. Position Title (Assigned by the organization)
- b. Position Classification (Professional, paraprofessional, technical, managerial, clerical, etc.)
- c. Full-time Equivalency (Express fractions as decimals, i.e., ½ time as .50 FTE)
- d. Areas of Responsibility (Identify functions that will be assigned to this position)
- e. Qualifications (Skills, attributes and/or prior experiences examined for individuals filling this position. Include a description of whether the staff have been trained in the use of "cognitive-behavioral strategies" and how this specific skill is documented, i.e., specific training certifications, professional credentials, etc.)
- f. Credentials (Identify credentials that are required for this position and a brief explanation of how these credentials relate to the areas of responsibility assigned to this position).

2. Organizational Chart

Provide a brief organizational chart that describes the relationship of the positions identified above. Include the line of authority, names of individuals, and FTE for the Staffing Pattern.

3. Assignment of Staff

Using Form G, "Staff Summary" identify staff (by position title, number, and FTE) assigned to each of the tasks and functions identified on the form. These tasks and functions are not intended to be all-inclusive, but they represent what the MWA determines as critical components for the program.

Section 11 – PERFORMANCE OBJECTIVES

A. PERFORMANCE OBJECTIVES

1. Participants served
2. Participants placed in Transitional Employment (Work Experience, OJT or Wage-Reimbursements)
3. Number receiving Employment Related Assistance (Supportive Services)
4. Employment Placements-Full time (30 hours)
5. Retention in Employment for 90 Days
6. Retention in Employment for 180 Days
7. Number Terminated
8. Recidivism rate (total returned to incarceration divided by total participants served)
9. Total Expenses Budgeted
10. Cost Per Participant
11. Cost Per Placement
12. Number of Businesses Served*
13. Number of Businesses with an MPRI Placement
14. Number of Businesses utilizing financial incentives (Work Opportunity Tax Credit, wage-paid, OJT, work experience)
15. Referrals to other BST Organizations and Business Resource Providers**

Complete **Form B** “Performance Objectives” by inserting your proposed performance goals. As necessary, these may be adjusted when final performance measures and standards have been established by the State.

*A service to a business includes employment placement, registration on the Michigan Talent Bank, submission of a Workforce Development proposal or facilitation of a grant application.

**A transfer or coordination of services with local or state economic development agencies, educational/training institutions or to another Michigan Works! Business Service Team (outside of Kalamazoo and St. Joseph County).

Section 12 – BUDGET

A. BUDGET INFORMATION

1. Period of Budget

The budget presentation should reflect expenses for the period of performance stated in the proposal. The duration of this funding cycle extends from October 1, 2010 through September 30, 2011.

2. Budget Summary (Form C-1)

For the purpose of this Request for Proposal only **a budget summary is required**. However, upon award of any agreement as a result of this RFP, all of the documents identified in subsection B below, “Budget Information and Forms,” will be required.

A line item budget is required for all RFP proposals. This form provides the summary of line item cost, by cost category. Information presented on this form is extracted from the Budget Worksheet.

Contracts developed as a result of the RFP will be "cost-reimbursement."

3. Budget Narrative (Form C-2)

The budget narrative is required for this RFP. The narrative will provide a brief description (i.e., bullet items) of the contents of each line item on the “Budget Summary.”

4. Expenditure, Enrollment, and Termination Schedule (Form C-3)

Complete **Form C-3**, “Enrollment Schedule,” for the period October 1, 2010 through September 30, 2011.

B. BUDGET INFORMATION AND FORMS (The following forms will be completed upon award of an agreement) Not required for this RFP

C. CHART OF ACCOUNTS

A “Chart of Accounts” is included with these Instructions (**Reference H**). This document provides a description of the types of costs that are most likely to be included in the respective line item of the budget documents. Because these definitions may differ from the descriptions that may be used by other organizations, please consult this document when assigning costs to your budget line items.

FORM A
COVER SHEET & PROPOSAL CERTIFICATION

FORM B
PERFORMANCE OBJECTIVES

FORMS C
C-1 BUDGET SUMMARY COST BREAKDOWN
(In excel format – included in separate file)

C-2 BUDGET NARRATIVE
(Included in this document)

C-3 EXPENDITURE, ENROLLMENT AND TERMINATION SCHEDULE
(In excel format – included in separate file)

FORM D
NARRATIVE RESPONSE FOR STATEMENT OF WORK

FORM E
CONFLICT OF INTEREST

FORM F
STAFF SUMMARY

KALAMAZOO-ST. JOSEPH MICHIGAN WORKS! AREA
Michigan Prisoner Re-Entry Initiative
Request for Proposal 2010-4-Workforce Development

Cover Sheet & Proposal Certification

RFP ID	2010-4-_____
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	<u>Primary Entity/Fiscal Agent</u>	<u>Partner Agency, if applicable</u>
Organization Name	_____	_____
Address	_____	_____
	_____	_____
Contact Person Name	_____	_____
Telephone	_____	_____
Fax	_____	_____
E-mail Address	_____	_____

Check the documents contained within this proposal:

- | | |
|--|--|
| <input type="checkbox"/> Cover Sheet (Form A) | ATTACHMENTS |
| <input type="checkbox"/> Performance Objectives (Form B) | <input type="checkbox"/> Implementation Schedule |
| <input type="checkbox"/> Budget Summary (Form C-1) | <input type="checkbox"/> Organizational Experience |
| <input type="checkbox"/> Budget Narrative (Form C-2) | <input type="checkbox"/> Job Descriptions |
| <input type="checkbox"/> Expenditure, Enrollment and Termination Schedule (Form C-3) | <input type="checkbox"/> Organizational Chart |
| <input type="checkbox"/> Statement of Work (Form D) | <input type="checkbox"/> Other (List) |
| <input type="checkbox"/> Conflict of Interest (Form E) | |
| <input type="checkbox"/> Staff Summary (Form G) | |

Proposal Certification
(Primary Entity/Fiscal Agent)

(NOTE: The individual signing the application below must have authority to enter into contracts on behalf of the applying organization.)

The undersigned certifies that to the best of my knowledge and belief the data presented in the following proposal is complete, accurate and current at the time this document is being submitted. I further certify that this agency will comply with the provisions stated and/or referenced in the Request for Proposal Instructions 2010-4 and that non-responsive applications, as determined by the Kalamazoo-St. Joseph Workforce Development Board, may not be reviewed for considerations.

Agency _____

Name and Title _____

Signature _____ **Date** _____

(Signatory must be authorized to bind the agency.)

**KALAMAZOO-ST. JOSEPH MICHIGAN WORKS! AREA
Michigan Prisoner Re-Entry Initiative
Request for Proposal 2010-4 Workforce Development**

Performance Objectives

PERFORMANCE OBJECTIVES	<i>Workforce Development</i>
Participants Served	
Participants placed in Transitional Employment (Work Experience, OJT or Wage-Reimbursements)	
Number receiving Employment Related Assistance (Supportive Services)	
Employment Placements-Full time (30 hours)	
Retention in Employment for 90 Days	
Retention in Employment for 180 Days	
Number Terminated	
Recidivism Rate (total returned to incarceration divided by total participants served)	%
Number of Businesses Served*	
Number of Businesses with an MPRI Placement	
Number of Businesses utilizing financial incentives (Work Opportunity Tax Credit, wage-paid, OJT, work experience)	
Referrals to other BST Organizations and Business Resource Providers**	
Total Expenses Budgeted	\$
Cost per Participant	\$
Cost per Placement	\$

*A service to a business includes employment placement, registration on the Michigan Talent Bank, submission of a Workforce Development proposal or facilitation of a grant application.

**A transfer or coordination of services with local or state economic development agencies, educational/training institutions or to another Michigan Works! Business Service Team (outside of Kalamazoo and St. Joseph County).

C-1 BUDGET SUMMARY COST BREAKDOWN
(In excel format – separate file)

KALAMAZOO-ST. JOSEPH MICHIGAN WORKS! AREA
Michigan Prisoner Re-Entry Initiative
Request for Proposal 2010-4 Workforce Development

Budget Narrative

The budget narrative requires a brief description (i.e., listing) of the contents of each line item for which funds are included on the "Budget Summary." If necessary to clarify a budget item, also include any computational factors relevant to the particular expense.

C-3 EXPENDITURE, ENROLLMENT AND TERMINATION SCHEDULE
(In MS Excel as a separate file ("Forms C-1 and C-3"))

KALAMAZOO-ST. JOSEPH MICHIGAN WORKS! AREA
Michigan Prisoner Re-Entry Initiative
Request for Proposal 2010-4 Workforce Development

Narrative Response for Statement of Work

The Narrative Response for Statement of Work is to follow the format and order specified in Sections 7 & 8 of the RFP instructions. Strict adherence to these specifications and guidelines are required.

I. EXECUTIVE SUMMARY

Proposal Summary

Provide a concise, complete summary of your proposal. *(Response may not exceed 1 page)*
(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

II. PROGRAM DESIGN

A. WORKFORCE DEVELOPMENT

1. Business Service Team

Describe your organization’s experience with job development for the ex-offender population. Describe your service strategies for job development and how your organization and MPRI Staff will contribute to the Business Service Team. **(Response may not exceed 1 page)**
(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

2. Assessment

Describe how your organization will coordinate NCRC/WorkKeys testing for participants and how the information will be applied to the participant’s service strategy to eliminate barriers. Also, identify any other assessment tools and how the organization plans to utilize them. **(Response may not exceed 1 page)**
(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

3. Employability Skills Training

Describe your plan for providing employability skills training. Be sure to include in your narrative proposed training elements, hours per week, length of training per participant, and expected outcomes from this activity. Describe how success of this activity will be measured. **(Response may not exceed 1 page)**
(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

4. Post-Placement Retention Services

Describe your organization’s experience in providing job coaching or similar services for the ex-offender population. Describe your service strategies for job coaching. **(Response may not exceed 1 page)**
(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

5. Transitional Employment Services

Describe your methodology for delivery of transitional employment services to the ex-offender population. Include the manner in which employers/worksites will be developed, duration (weekly hours), and cost. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

6. Supportive Services/Employment-Related Expenses

Describe your agency’s experience, approach and delivery system for employment-related expenses for program participants. Explain your collaboration with partner agencies and organizations within the community in providing supportive services and referrals to the ex-offender population. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

B. GENERAL**1. Coordination and Structure of Services**

Describe how your organization will ensure that a high level of coordination is achieved and maintained with the Parole Officers, MPRI Coordinator, Mentor Coordinator, and other services such as the provision of housing, health services, transportation services, mental health and substance abuse services, etc. As the main service provider, describe how you will ensure and document that 40-70 % of the parolees time is in structured in work-based activities. **(Response may not exceed 1 1/2 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

2. Staffing

a. Describe the specific qualifications, skills, background, experience, training, etc., established for each of the positions assigned to work with the ex-offender population. Include the qualities that are looked for when making a staff selection for this program.

b. Describe your organization’s approach in filling vacant staff positions so that positions critical to maintaining the level of program service are filled in a timely manner. Include how your organization will retain key staff members assigned to this program.

c. Describe how you will ensure that staff assigned to this program are aware of the overall program purpose, requirements, and are made aware of any changes that may be needed. **(Response may not exceed 1 1/2 pages)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

3. Gender Responsive Strategies

Describe how your organization currently addresses these strategies or how it intends to incorporate these strategies into your program delivery system. Please be specific. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

4. Evidence Based Practices

Describe how your organization currently addresses these strategies or how it intends to implement these principles in your program delivery system. Please be specific. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

5. Sex Offender Specific Services

Describe how your organization incorporates these components into their service delivery system. Please include past experiences that demonstrate implementing these components into a program. Please be specific. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

6. Moral Reconciliation Therapy (MRT)

Describe how your organization will incorporate MRT into the delivery system and how the program will be structured (number of weekly hours). Identify who will be facilitating the participant training. Also, describe how participants will be identified and what type of follow-up will be provided to those who successfully complete. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

7. Implementation

Provide a brief timeline for the development and implementation of each of the activities described above. These may be included in a single table or Gantt chart. **Include this as an attachment to your work statement response.**

8. Internal Monitoring and Responsibility

Describe your process and procedures for conducting internal monitoring of contract activities. Please list the activities to be monitored, monitoring frequency, and the documentation produced. **(Response may not exceed 1 page)**

(Delete this statement and begin your response at this point. Place a “hard page end (Ctrl+Enter)” at the end of your response. The next question will appear at the top of the next page.)

C. In-Reach Coordination

Describe how your organization will ensure that a high level of coordination is achieved and maintained with the Parolee, Parole Agent and service provider to facilitate referrals and monitor on-going progress of service delivery; monitor parolee appointments and referrals, ensuring that barriers to access and gaps to services; communicate needs for service modifications to the Parole Office, Community Coordinator and Transition Team, etc. *(Response may not exceed 1 1/2 page)*

Form F is not required for this solicitation.

**KALAMAZOO-ST. JOSEPH MICHIGAN WORKS! AREA
Michigan Prisoner Re-Entry Initiative
Request for Proposal 2010-4 Workforce Development**

Staff Summary

Complete the chart below identifying staff (position title, number of individual staff, and total staff FTE (full-time equivalency) to be assigned to perform the identified functions, or tasks listed. The information on staff deployment is requested only for a limited number of functions or tasks. The total number of Staff FTEs **will not** equal the total staff FTEs identified on the budget.

Function or Task		Staff Plan					Totals
Job Development	Position title						
	Number of staff						
	FTE						
Post-Placement Retention	Position title						
	Number of staff						
	FTE						
Transitional Employment	Position title						
	Number of staff						
	FTE						
Employability Skills	Position title						
	Number of staff						
	FTE						
Post-Placement Follow-up	Position title						
	Number of staff						
	FTE						
Business Services Professional	Position title						
	Number of staff						
	FTE						
In-reach Coordination	Position title						
	Number of staff						
	FTE						

Staff Summary
(Continued)

Attach the following:

Job Descriptions

For each position assigned to the proposed activities, in whole or in part, provide the following information:

1. Position Title (Assigned by the organization)
2. Position Classification (Professional, paraprofessional, technical, managerial, clerical, etc.)
3. Full-time Equivalency (Express fractions as decimals, i.e., ½ time as .50 FTE)
4. Areas of Responsibility (Identify functions that will be assigned to this position)
5. Qualifications (Skills, attributes and/or prior experiences examined for individuals filling this position.
Include a description of whether the staff have been trained in the use of “cognitive-behavioral strategies” and how this specific skill is documented, i.e., specific training certifications, professional credentials, etc.)
6. Credentials (Identify credentials that are required for this position and a brief explanation of how these credentials relate to the areas of responsibility assigned to this position).

Organizational Chart:

Provide a brief organizational chart that describes the relationship of the positions identified above. Include the line of authority, names of individuals, and FTEs for the Staffing Pattern.

Resume(s)

Provide an updated resume for each staff member assigned to this project which includes his or her current position.