

PARTNER WORK

The Workforce Development Board for the Pittsburgh Area

Request for Proposals

For the period of July 1, 2019 – June 30, 2023

Young Adult Workforce Services

Proposals Due:

February 4, 2019 at 5:00 PM

Partner4Work
650 Smithfield Street, Suite 2600
Pittsburgh, PA 15222

RFP Release Date:

December 19, 2018

Partner4Work (TRWIB, Inc.) is an equal opportunity employer.

Auxiliary aids and services are available upon request to persons with disabilities.

Partner4Work's WIOA Young Adult Programs are funded by Workforce Innovation and Opportunity Act grants provided by the US Department of Labor (USDOL) via the Pennsylvania Department of Labor and Industry (PA L&I). CFDA #: 17.278. Any agreements resulting from this RFP may be funded by Partner4Work through the WIOA grant provided by USDOL and PA L&I. The subrecipient must comply with all applicable regulations and the terms and conditions of the WIOA grant.

Partner4Work's TANF Young Adult Programs are funded by Temporary Assistance for Needy Families Youth Development Funding provided by the US Department of Health & Human Services (USHHS) via the Pennsylvania Department of Labor and Industry. CFDA #: 93.558. Any agreements resulting from this RFP may be funded by Partner4Work through the TANF grant provided by USHHS and PA L&I. The subrecipient must comply with all applicable regulations and the terms and conditions of the TANF grant.

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Section I: General Information

About Partner4Work

Partner4Work is the Workforce Development Board (WDB) for Allegheny County and the City of Pittsburgh. We connect funding, expertise and opportunities to develop a thriving workforce in the Pittsburgh region. Nationally recognized for innovation, Partner4Work delivers workforce development solutions to meet the current and future needs of businesses and job seekers. Through collaboration with 100+ partners, Partner4Work connects more than 60,000 adults and more than 8,000 young adults to training, employment, and career exploration services each year. We help employers, job seekers, public agencies and policymakers by:

- Providing labor-market insights to help employers and policy-makers make informed decisions.
- Bridging the gap between job seekers and businesses in need of talent.
- Preparing young adults for their career paths.

Helping businesses find and prepare the talent they need to thrive

As a non-profit organization, Partner4Work offers a wide variety of no-cost services to help regional employers attract the talent they need to thrive. From customized labor market data to assistance with finding diverse talent, Partner4Work is the resource to deliver customized employment solutions for any business.

Breaking down barriers to career opportunities

Partner4Work helps provide adult and young adult job seekers with the opportunities to find meaningful employment. We provide access to career training and exploration programs, employment assistance, job search help, and a robust summer jobs program. Partner4Work opens the door to career opportunities.

Providing community organizations with resources to make an impact

Partner4Work proudly partners with more than 100 organizations in Pittsburgh and Allegheny County to provide opportunities for job seekers and businesses alike. We partner with community-based organizations, economic development agencies, training providers, businesses and educators to collectively bridge the gap between people looking for work and employers in need of talent.

As the WDB for Pittsburgh and Allegheny County, P4W has programmatic and administrative responsibility for services of the Workforce Innovation and Opportunity Act (WIOA) provided in the workforce development areas of Pittsburgh and Allegheny County.

Purpose of this RFP

Partner4Work has issued this Request for Proposals (RFP) to identify providers to serve youth and young adults eligible for [Workforce Innovation and Opportunity Act \(WIOA\)](#) and [Temporary Assistance for Needy Families Youth Development Fund \(TANF YDF\)](#) services during the period of July 1, 2019 – June 30, 2023 (see Program Dates for more detail). We are seeking organizations experienced in serving out-of-school youth (OSY), ages 16-24, and in-school youth (ISY) age 14-24 (defined in further detail below). Successful bidders will have deep relationships with businesses and post-secondary training providers, have experience with case management and career coaching, and have expertise and willingness to serve the social, emotional, and foundational skills learning needs of youth and young adults in Allegheny County and the City of Pittsburgh. Partner4Work anticipates awarding multiple contracts through this RFP.

Through this procurement, Partner4Work aims to find the organizations best equipped to serve in- and out-of-school youth, connecting them with career services, occupational skills training, and supportive services. The primary goals of Partner4Work youth and young adult programs are to help participants explore career options, create an individualized career plan, and work toward or gain unsubsidized, career-track employment or matriculate into post-secondary education to help them attain self-sufficiency. Partner4Work is committed to helping to build and support a strong system of workforce development for youth and young adults. These programs are funded through WIOA and TANF YDF.

Overview of Funding Streams and RFP Structure

Through this RFP, Partner4Work expects to award multiple cost reimbursement contracts to provide workforce development services to youth and young adults in Allegheny County and the City of Pittsburgh.¹ While there is no total dollar value limit on proposals submitted in response to this RFP, Partner4Work expects to fund multiple proposals, the total sum of which will not exceed \$3.25 million for the period of July 1, 2019 to June 30, 2020. The actual amount of total and individual awards will be based on the proposed budgets, availability of funds, and standards for the use of public funds (all costs must be reasonable and necessary, allowable, and allocable to the proper grant/cost categories). Respondents may submit proposals serving youth from Allegheny County, the City of Pittsburgh, or both.

This RFP will fund programs through two funding streams serving several populations. Through this RFP, Partner4Work seeks to increase the diversity and geographic reach of programs within Allegheny County and create a flexible, responsive youth serving system. The funding streams available through this proposal are:

- **WIOA Youth**—Funds made available through the Workforce Innovation and Opportunity Act must serve youth age 14-24 with a required outcome of employment and/or education. While WIOA programming may fund both in-school and out-of-school youth programs, no more than 20% of total Partner4Work WIOA Youth funds will go to in-school youth services. For this RFP, Partner4Work encourages and will consider proposals serving in-school youth with WIOA funding but will prioritize funding services to out-of-school youth.

At least 25% of all Partner4Work WIOA Youth funds must be spent on work experience expenditures. Successful bidders to WIOA programming will be expected to propose a budget with at least 25% work experience costs. Staff time spent supporting work experience is an allowable work experience cost. See [Training and Employment Guidance Letter \(TEGL\) 23-14](#) for additional guidance on work experience expenditures.

¹ For the purposes of this RFP and subsequent contracts, youth living in the City of Pittsburgh must be served using City of Pittsburgh funds. Youth living in Allegheny County outside of the City of Pittsburgh must be served using Allegheny County funding.

Available funding: up to \$1.75M in WIOA Youth funding is available through this solicitation. Of this, up to approximately \$750,000 is reserved for services for young adults living in the City of Pittsburgh and up to \$1M is reserved for young adults living in Allegheny County exclusive of the City. *WIOA programs, given their complexity, required focus on young adults with barriers to employment, and required placement in post-secondary education or employment outcomes, are generally expected to have a higher cost per participant than TANF programs.*

- **TANF Youth**—Funds available through TANF Youth Development Funding must serve youth between the ages of 14-24, with a focus on career exploration and [career pathway](#) work leading to the development of foundational and occupational skills and/or post-secondary education and/or employment.

Available funding: up to \$1.5M in TANF Youth funding is available through this solicitation. Of this, up to approximately \$750,000 is reserved for services to youth living in Allegheny County and up to \$750,000 is reserved for services to youth living in the City of Pittsburgh.

Approximate funding availability:

	WIOA	TANF	Total
Allegheny County	Up to \$1M	Up to \$750,000	Up to \$1.75M
City of Pittsburgh	Up to \$750,000	Up to \$750,000	Up to \$1.5M
Total	Up to \$1.75M	Up to \$1.5M	Up to \$3.25M

Respondents must clearly indicate how many youth or young adults from each geographic area (City and/or County) and funding stream (TANF and/or WIOA) you intend to serve. The final awards will depend upon proposal quality, geographic area to be served, target population, program model, and other considered criteria. Based on the population and funding stream selected, respondents are required to respond to different sections of this RFP. Bidders may propose programs that start youth under TANF programming and transition them into WIOA, first stabilizing them with TANF funding and then pathing them into WIOA services for occupational skills training and placement.

Partner4Work reserves the right to fund successful proposals out of either TANF or WIOA funding and to shift funding source for projects in subsequent option years. Partner4Work is unable to define with certainty the WIOA or TANF allocations (administrative and programmatic funds) that will be made available for agreements resulting from this RFP. The federal government allocates WIOA Youth Program funds and TANF funding annually each spring. Partner4Work will know total contract amounts with greater certainty when allocations are announced.

Partner4Work reserves the right to vary or change the terms of any contract executed because of this RFP, including funding levels, the scope of work, performance standards, and shortening or extending the contract period, as it deems necessary and in the best interests of Partner4Work. The proposals most advantageous to Partner4Work in terms of quality and cost will be recommended for funding.

Program Cost Reimbursement

The programs procured through this RFP are cost reimbursement programs. Successful bidders must have the ability to pay monthly program costs up front. Partner4Work will require an invoice, proof of expenses, and required documentation to process a reimbursement. Partner4Work will only reimburse the provider for actual expenses incurred during the effective dates of the contract. The reimbursement

timeline will be finalized during the contract negotiation. Allowable costs will be determined by all applicable federal, state and local regulations, including but not limited to the [Uniform Guidance](#).

Program Dates

Successful applicants will begin delivering the full range of services as described below on July 1, 2019. Agreements resulting from this RFP may include four 12-month contract periods, as shown in the table below, with the second, third and fourth contract periods renewable at the discretion of Partner4Work, based on performance of the successful applicant and funds available. The agreement is not renewable after the fourth 12-month period.

Program Dates and Contract Periods		
Contract period 1 (base)	July 1, 2019 – June 30, 2020	Base contract award
Contract period 2 (option)	July 1, 2020 – June 30, 2021	Renewable by Partner4Work
Contract period 3 (option)	July 1, 2021 – June 30, 2022	Renewable by Partner4Work
Contract period 4 (option)	July 1, 2022 – June 30, 2023	Renewable by Partner4Work

Review Timeline (all dates are subject to change):

RFP released: December 19, 2018

Available on Partner4Work's website: www.partner4work.org

Questions for the Bidders' Conference to Partner4Work: January 7, 2019

Please send to youth@partner4work.org by 12:00 pm. Eastern Standard Time

Bidders' Conference: January 10, 2019 10:00 a.m.

Partner4Work, 650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222

Attendance is not mandatory but is recommended. Please RSVP to youth@partner4work.org

Final day for questions to Partner4Work: January 25, 2019

Must be received at youth@partner4work.org by 5:00 p.m. Eastern Standard Time

All answers to questions will be posted online at www.partner4work.org. Bidders are responsible for checking the website regularly for updates.

Proposals due: February 4, 2019

Must be received at Partner4Work by 5:00 p.m. Eastern Standard Time

Evaluation Committee review: February 5, 2019-March 30, 2019

Contract awards: April 15, 2019

Youth Advisory Committee makes recommendation to Partner4Work Board. Partner4Work Board of Directors selects contractors

Contract development and transition plan: April-June 2019

Contracts begin: July 1, 2019

Partner4Work reserves the right to make changes to the above timeline.

Section II: WIOA and TANF

WIOA

The Workforce Innovation and Opportunity Act (WIOA) is the primary federal law governing the funding and provision of workforce development services to job seekers, employers and other stakeholders in the United States, primarily administered by the US Department of Labor (USDOL). WIOA is designed to help job seekers access employment, education, training, and supportive services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Please visit the [USDOL website](#) for a more thorough overview of WIOA. All qualified parties interested in applying in response to this RFP must be familiar with the goals and requirements of WIOA and all its implementing guidelines; successful applicants awarded WIOA funding must follow and comply with all rules and regulations therein.

WIOA provides the framework for a national workforce preparation system that is flexible, responsive, employer-driven, customer-focused, and locally managed. The Act integrates workforce development programs to better respond to the employment needs of workforce system customers—employers and job seekers. The WIOA system is built around seven key principles:

- ***Streamlining Services:*** Integrating multiple employment and training programs at the “street level” through the one-stop delivery system to simplify and expand services for job seekers and employers.
- ***Empowering Individuals:*** Customers will be empowered to obtain the services and skills they need to enhance their employability.
- ***Universal Access:*** Through the one-stop system, every customer will have access to a set of core employment-related services.
- ***Increased Accountability:*** Providers of service will be held accountable for meeting employment-related performance measures.
- ***Local Oversight:*** Local boards (such as Partner4Work) with involvement from the private sector are responsible for program planning and oversight of the local system.
- ***Local Flexibility:*** WIOA provides local flexibility to improve systems and encourages innovative and comprehensive workforce investment systems. Local partners play a key role in policy development that is customized to meet the needs of the community.
- ***Improved Youth Programs:*** WIOA seeks to expand youth programs by encouraging a close connection to the local labor market and communities with strong linkages between academic and occupational learning.

WIOA places a strong emphasis on **Career Pathways**, defined in WIOA Section 3 (7) as “a combination of rigorous and high-quality education, training, and other services that:

- aligns with the skill needs of industries in the economy of the State or regional economy involved;
- prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
- includes counseling to support an individual in achieving the individual’s education and career goals;

- includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- organizes education, training, and other services to meet the needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- helps an individual enter or advance within a specific occupation or occupational cluster.”

Along with its focus on career pathways, WIOA requires programs to be accountable, demonstrate success, and focus on continuous improvement.

TANF

The Temporary Assistance for Needy Families Youth Development Program (TANF YDP), funded by The PA Department of Human Services (PA DHS) and administered by the PA Department of Labor and Industry (L&I), is intended to augment and expand youth workforce development funds and activities supported by WIOA. TANF programs provide quality workforce services for youth and young adults, focusing on employment and education experiences and the development of essential workplace skills. All qualified parties interested in applying in response to this RFP must be familiar with the goals and requirements of TANF and all its implementing guidelines; successful applicants awarded TANF funding must follow and comply with all rules and regulations therein.

The primary goal of Pennsylvania’s TANF Program is to provide support to families as they make the transition from dependence on welfare to self-sufficiency. TANF youth programs should help youth prepare to enter jobs, build work skills, and create self-efficacy skills. TANF Youth Development Programs are open to youth and young adults not receiving TANF cash assistance benefits, provided their income is 235% of the poverty line or below. See [Program Eligibility](#) for more information.

Section III: How can you partner with us?

Applicants must think strategically and innovatively about a service delivery model that best meets the needs of participants and will lead to long-term success. Collaborative proposals involving multiple partner organizations are encouraged; however, one lead organization must be proposed as the fiscal and administrative agent. Collaborative proposals should have clear lines of reporting and accountability to the lead applicant. Services should be delivered as seamlessly as possible for the young adult participants. Bidders will note that Partner4Work currently has three open RFPs for workforce services, including [two adult serving RFPs](#).

While we recognize the work of smaller programs and appreciate their contributions to workforce readiness, proposals will only be considered from organizations or partnerships proposing to serve 25 or more youth annually. Exceptions will be considered for proposals for which a business is the lead applicant.

With this RFP, Partner4Work seeks programs serving in-school youth and those serving out-of-school youth. Both populations can be served with WIOA or TANF funding. All programs are expected to meet [performance outcomes](#), identified in greater detail below. We are seeking:

Programs serving youth currently enrolled in school (“in-school youth” or ISY), limited to:

- Programs affording youth in high school the ability to concurrently earn college credits and/or meaningful industry recognized credentials;
- Programs assisting youth and young adults currently in school, who will likely not enter 4-year college after graduation, with career planning, work experience, job placement, and/or matriculation into occupational skills training;
- Programs serving youth at risk of dropping out of high school, or those at risk of becoming disconnected from employment and post-secondary education after graduation; and
- Programs serving current community college students in need of assistance maintaining their enrollment in education or finding employment.

Programs leading to post-secondary education or employment for out-of-school youth (OSY), including, but not limited to:

- Programs serving young adults between the ages of 16-24, including opportunity youth² and youth who are underemployed, connecting them with GED, HiSET, or high school diploma retrieval; occupational skills training; and/or employment;
- Occupational skills training programs delivered in partnership with an employer, or group of employers, to underemployed young adults or those disconnected from employment and education; and
- Programs designed to quickly place out-of-school youth in employment and to support them through additional steps in their career pathway.

Successful applicants will be bound by the requirements and regulations of [WIOA and/or TANF YDF](#), the [Uniform Guidance](#), [state policy](#), and [Partner4Work policies](#). Proposals should clearly indicate an understanding of these regulations, their requirements, and the opportunities they create. Successful applicants will be required to meet with Partner4Work youth team staff monthly and attend quarterly meetings of youth serving providers.

Implementation of these programs will require demonstrated programmatic capacity and expertise to deliver quality services to in- and out-of-school youth. It will also require strong administrative capacity to ensure all fiscal requirements of the Agreement resulting from this RFP are met.

Workforce development programs are not possible without strong employer partners. Through this RFP, Partner4Work seeks programs with meaningful partnerships with secondary schools or school districts, accredited higher education institutions, employers in high growth industries, and other organizations with capacity to meet the employment and educational needs of young adults. Programs with clearly articulated pathways between their work and occupational skills training, apprenticeships, and/or employment will be given priority in funding. All proposals funded with WIOA youth funding will have placement in employment or post-secondary enrollment as primary goals. Proposals for TANF youth funding should have clear work readiness outcomes and will be more competitive with clear employment and post-secondary goals.

Successful applicants will also strive to integrate their services to individuals 18+ with PA CareerLink®, which may include co-enrollment of job seekers, sharing of knowledge and expertise, a shared approach

² Opportunity Youth are young adults between the ages of 16-24 who are disconnected from school and employment.

to business development, and more. Efforts should be made to prevent duplication of services to job seekers and business partners.

Who can apply?

Eligible applicants include non-profit organizations, private sector entities, public school districts, community colleges, trade associations or unions, and pre-apprenticeship programs. Applicants must be an incorporated organization. **Eligible applicants must be in good standing with the federal government, not debarred, and have proof of insurance and a DUNS number.** Organizations currently barred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal, State, City or County department/agency, quasi-governmental agency, or Partner4Work are ineligible to apply. See [Appendix E: Overview of Administrative Requirements](#) for more information on the Administrative Requirements for successful bidders.

A group of two or more applicants may apply as a consortium, but the lead applicant/fiscal agent must be clearly identified. In this scenario, Partner4Work will contract with one lead organization. All entities whether directly contracted or subcontracted via the lead applicant/fiscal agent will be held to the requirements of federal, state, and local policies. Please be aware that additional monitoring, compliance, and assessment requirements will become the responsibility of the lead applicant/fiscal agent.

Successful applicants will have demonstrated experience and expertise in the provision of high-quality workforce development services to the target populations described in this RFP. Programs should be grounded in the communities they serve, with staff focused on providing culturally competent services and a history of successful programming for young adults disconnected from employment and education or at risk of dropping out of high school. Partner4Work will invest in programs that employ best practices and incorporate approaches of trauma informed care.

Partner4Work seeks to increase professionalization of the workforce development field and strives to ensure that the workforce development system reflects the dignity of work. As such, Partner4Work encourages that all staff members employed through any agreements resulting from this RFP receive a minimum salary of \$30,347 per year or \$14.59 per hour, the Partner4Work self-sufficiency wage effective at the time of this RFP.

Section IV: Population to be Served

It is expected that program participants will fall into at least one of five populations:

- *High school students with barriers to employment*³ who need assistance with academic remediation, career planning, and preparing for post-secondary education or employment;
- *Community college students or community college dropouts younger than 25 years old* in need of assistance maintaining their enrollment in education or finding employment;
- *Young adults with a high school diploma or its equivalent* who need occupational skills training and/or academic remediation to connect with the workforce or education;
- *High school dropouts* who need their high school diploma or GED as one step along a career pathway; and
- *Out-of-school youth* in need of immediate employment.

³ See [Appendix A – Terms and Definitions](#) for more clarity on the meaning of “barriers to employment”, “basic skills deficient”, and more terms

Program Eligibility

Every young adult participant must have eligibility determined before receiving services. This includes securing appropriate documentation to prove eligibility. More information can be found in the [Partner4Work Eligibility policy](#), [WIOA](#), and the [TANF Manual](#). Final determination for TANF eligibility is completed by the Pennsylvania Department of Human Services.

All youth served under this solicitation must meet the following eligibility requirements:

- Be a citizen or noncitizen authorized to work in the U.S.; and
- Meet selective service registration requirements (males over 18 only).

Further eligibility requirements based on funding stream and population are below. For definitions of key terms, please see [Appendix A – Terms and Definitions](#). Please note that respondents are not required to serve an entire population—e.g. respondents may propose to serve only WIOA ISY who are older than 16.

	WIOA OSY	WIOA ISY	TANF
Age	16-24	14-21	14-24
School status	Not enrolled in any school	Currently enrolled in secondary or post-secondary school	Either in-school or out-of-school
Residency	Allegheny County or The City of Pittsburgh		
Income	If determined eligible based on basic skills deficiency. WIOA OSY determined eligible based on other barriers are not required to be low income.	Low-income	Low-income or in receipt of TANF cash assistance benefits
Number of barriers to be documented	At least one	At least one	Strongly preferred
Barriers to employment	<ul style="list-style-type: none"> • A school dropout • An individual within the age of compulsory school attendance, but who has not attended school for the most complete school year calendar quarter • A low-income high school graduate who is basic skills deficient* or an English language learner • An individual subject to the juvenile or adult justice system • A homeless individual • An individual involved in the foster care system • An individual who is pregnant or parenting 	<ul style="list-style-type: none"> • Basic skills deficient* • English language learner • An individual subject to the juvenile or adult justice system • A homeless individual • An individual involved in the foster care system • An individual who is pregnant or parenting • An individual with a disability; or 	<ul style="list-style-type: none"> • A school dropout or individual identified as at risk of dropping out of school; • Basic skills deficient*; • English language learner; • An individual with a disability; • An individual who is court involved or at risk of court involvement; • A child of incarcerated parent(s); • An individual who is in foster care or aging out of foster care; • A homeless individual • An individual who is pregnant or parenting;

	WIOA OSY	WIOA ISY	TANF
	<ul style="list-style-type: none"> • An individual with a disability; or • An individual who requires additional assistance to complete an educational program or secure or hold employment* 	<ul style="list-style-type: none"> • An individual who requires additional assistance to complete an educational program or secure or hold employment* (limited to 5% of WIOA ISY) 	<ul style="list-style-type: none"> • A migrant; or • Youth who are in need of additional assistance to enter or complete an educational program or to secure and hold employment*

*See [Partner4Work Eligibility Policy](#) for definition.

It is expected that successful bidders will present a plan to enroll and serve youth in the preceding categories. Beyond basic eligibility requirements, programs should take care to serve young adults who are ready for workforce development programs. Young adults who are unable to commit to a workforce development program or unlikely to achieve outcomes within a reasonable timeframe should be referred to other programming that better meets their needs.

Section V: Labor Market Dynamics in Pittsburgh

Please visit the Partner4Work website at www.partner4work.org/research for current information on the job market, industry profiles, special reports on a wide range of workforce issues and more.

Disconnection from work

More than 13,000 young adults between the ages of 16 and 24 are disconnected from education and employment in Allegheny County. According to Measure of America, one in four black young adults in Pittsburgh is disconnected from education and employment, compared with one in ten white young adults in the region.⁴ Nationally, youth labor force participation has declined dramatically since the Great Recession, with a labor force participation rate of 55.2% for 16-24 year olds in 2016, down from 65.5% in 1996. By 2026, this rate is projected to fall to 52.5%.⁵ Fewer youth are working while in high school as well, being pulled into sports, summer school enrichment and credit recovery, and other activities. This disconnection from early work experiences translates into fewer opportunities to practice the 21st Century Skills required to be successful in any job. With businesses facing looming retirements of skilled workers, it is more important than ever to ensure that young adults are equipped with the skills necessary to succeed in the workplace. With the necessary supports and training, the young adults of our region represent one of our greatest resources in meeting the needs of Allegheny County's growing industries.

Education success

High school graduation is a critical step to ensuring success, but one that is not equally accessible to all youth. The Wall Street Journal estimates that earning a high school diploma translates into an additional

⁴ http://ssrc-static.s3.amazonaws.com/moa/MOA-One_in_Seven09-14.pdf

⁵ <https://www.bls.gov/opub/ted/2017/labor-force-participation-rates-projected-to-decline-in-the-coming-decade.htm>

\$9,000 per year in earnings potential.⁶ Even with recent upticks in high school graduation rates, thousands of young adults in our region drop out each year. The four-year high school graduation rate in Pennsylvania was 86.6% in 2016-2017, the most recent year for which data are available.⁷ During the same time period, black high school students had a 4-year graduation rate of 73.8% in the Commonwealth while 91% of white students graduated within 4-years. In 2016-2017, the 4-year cohort graduation for some school districts in Allegheny County was as low as 80.8%; for black and Hispanic students in some Allegheny County school districts the 4-year graduation rate was as low as 50%.

Beyond High School

High school graduation is no longer the only requirement for many middle-class jobs. The share of high school graduates who attend college is nearing an historic peak: 69.7% of 2016 high school graduates enrolled in college in October 2016.⁸ While this upward trend suggests that youth have heeded the message that high school graduation alone is not enough for success, demographic differences indicate that not all youth are getting the supports they need to matriculate to post-secondary education. The college enrollment rate of recent white graduates was 69.7%, while their black peers enrolled in college at a rate of 58.2%.

Further, getting to college is just part of the equation. Support for college persistence is a critical need. According to the National Student Clearinghouse, just 63% of students who enrolled in college full time in 2011 graduated within six years.⁹

Despite a bias toward four-year degrees in college and career planning, four-year college programming is not a necessity for many jobs. While youth need more than a high school diploma to succeed, post-secondary education can and should include 2-year programs, short-term credentials, and employer-driven training.

Section VI: Program Requirements

All program models must contain the following components:

1. Recruitment, outreach, and assessment

Recruitment (All programs)

Young adults eligible for services under this RFP fit into four general groups: current high school students, current or recent community college students, high school graduates with a barrier to employment, and high school dropouts. Successful proposals will include a clear plan for outreach to one or more of these groups, including recruitment partners and timeline for recruitment. The needs of each of these groups vary significantly. Respondents should indicate which group is the target population for programming and include clear steps for recruiting, including outreach targets. Programs proposing to serve multiple groups must demonstrate an understanding of each group and articulate service plans for each.

⁶ <https://blogs.wsj.com/economics/2015/01/21/earning-a-high-school-diploma-can-be-worth-9000-a-year/>

⁷ <https://www.education.pa.gov/Data-and-Statistics/Pages/Cohort-Graduation-Rate-.aspx>

⁸ <https://www.bls.gov/opub/ted/2017/69-point-7-percent-of-2016-high-school-graduates-enrolled-in-college-in-october-2016.htm>

⁹ <https://nscresearchcenter.org/snapshot-report-yearly-success-and-progress-rates/>

Partner4Work oversees workforce development funding for two local areas: Allegheny County excluding the City of Pittsburgh, and the City of Pittsburgh. Bidders should have a clear plan for recruitment for City and/or County youth. Bidders need not serve both County and City youth but should be clear about which geographies they intend to serve.

Assessment (All programs)

Selected respondents must provide for an objective assessment of the service needs of each prospective participant prior to enrollment. This assessment must include a review of basic skills, suitability for programming, and career goals. It is only after this assessment has occurred that a young adult should be enrolled in services if they are an appropriate fit for programming. While many young adults are eligible for WIOA and TANF services, WIOA and TANF services are not appropriate for all young adults. Specifically, participants for whom advanced training and/or employment are not goals may not be appropriate for WIOA services and should be referred to community partners for services. All providers funded through this solicitation are expected to prioritize being part of a youth-centered workforce development system. That means that participants identifying career goals better served through another youth program funded through Partner4Work should be referred to that partner program and that youth should only be enrolled in programming that is a good fit for them. Youth should not be enrolled in programming solely to meet recruitment numbers.

After programmatic enrollment, providers should complete a comprehensive assessment of occupational skills, prior work experience, academic level, technical skills, employability, interests, aptitudes, supportive service needs, and the developmental needs of the participant. This assessment should identify and consider a youth's strengths as well as areas that need improvement. For more information, see [TEGL 21-16](#).

Enrollment (WIOA)

If a program is funded through WIOA, once a young adult has been determined eligible and suitable for services, the selected respondent will enroll him/her into the Commonwealth Workforce Development System (CWDS). Successful WIOA bidders agree to have at least two staff trained in CWDS at all times. While programs may have additional participant tracking systems beyond CWDS, successful bidders will agree that CWDS is the [system of record](#) for WIOA services in the Commonwealth and all WIOA program data will be entered therein.

Enrollment (TANF)

If a program is funded through TANF, successful providers will submit monthly enrollment reports indicating youth birthday, social security number, income eligibility, and other demographic information required by Partner4Work. These data will be sent monthly to PA DHS for validation. Programs may serve youth before PA DHS returns an eligibility determination but are responsible for the costs of serving any youth that are determined ineligible by PA DHS. Partner4Work reserves the right to require successful bidders to utilize additional data tracking or case management systems.

2. Career planning (All programs)

Based on the comprehensive assessment completed in step 1, the staff at the successful bidder (hereafter referred to as "Career Coach," but often called "Job Coach," "Employment Specialist," or another job title), will work with each participant to set career goals and develop an Individualized Service Strategy (ISS). Required for each participant, the ISS is meant to be a living document, regularly (at least

quarterly) revisited with the job seeker. The ISS should be developed in close coordination with the young adult. The ISS should outline goals, roles, responsibilities, and action steps toward achieving placement in post-secondary education and/or employment. All services, including academic supports, training, and supportive services, given to participants must be linked to the ISS. See [Appendix C: Sample ISS](#). While respondents need not utilize this template, all the information in the template must be included in each ISS. TANF programs without employment or post-secondary enrollment as immediate goals should also complete an ISS with each participant. This ISS should include the steps necessary after program completion for the youth to meet their career goals.

The ISS should help the job seeker set goals along a career pathway. Career pathway is defined in WIOA Section 3(7) as “a combination of rigorous and high-quality education, training, and other service that:

- (a) Aligns with the skill needs of industries in the economy of the State or regional economy involved;
- (b) Prepares an individual to be successful in any of a full range of secondary or post-secondary education options;
- (c) Includes counseling to support an individual in achieving the individual’s education and career goals;
- (d) Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (e) Organizes education, training, and other services to meet needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- (f) Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized post-secondary credential; and
- (g) Helps an individual enter or advance within a specific occupation or occupational cluster.”

The Career Coach should use the ISS as a road map for services to the participant throughout their time enrolled in Youth programming. Appropriate [training services](#) should be justified through the ISS.

3. Case management and supportive services (All Programs)

WIOA requires access to the 14 elements for all young adults enrolled in programming. TANF standards in Pennsylvania align closely with those of WIOA. While respondents need not supply each element to each youth in programming, all youth in need of an element must have access to it. Respondents should clearly indicate which elements will be provided in-house and which will be referred out. If participants will be referred out for an element, respondents must clearly indicate the referral partner. A list of the 14 elements follows.

1. Tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies;
2. Alternative secondary school services, as appropriate;
3. Paid and unpaid work experience that links academic and occupational education, which may include summer employment opportunities, employment opportunities throughout the year, pre-apprenticeship programs, internships and job shadowing, and on the job training;
4. Occupational skills training, as appropriate, particularly training that leads to industry recognized credentials aligned with in-demand industry sectors;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors, as appropriate;

7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Career awareness, counseling, and exploration;
14. Activities that help youth prepare for and transition to post-secondary education and training.

Partner4Work places the highest emphasis on adult mentoring, paid and unpaid work experience, and follow up as core components of youth programs. All youth programs must provide adult mentoring and [follow up](#) to every participant. Where appropriate and possible, youth should be enrolled in paid work experience. See [below](#) for more information.

The provision of the 14 elements and a comprehensive career-driven program requires significant staffing. Respondents should clearly outline and justify a case manager per participant ratio and career coach per participant ratio.

Supportive Services (All programs)

Youth programs are expected to serve the employment/education as well as supportive services needs of young adults. Programs should balance the need for supportive services (including, but not limited to, transportation, licensing fees, uniforms, union entry fees) with reasonable costs per participant. Where possible, supportive services should be provided through leveraged resources. All supportive service and incentive costs must be in line with [Uniform Guidance](#) and [Partner4Work policies](#).

4. Training services

The Commonwealth of Pennsylvania estimates that by 2025, 60% of good-paying, reliable jobs will require a college credential or some sort of post-secondary training.”¹⁰ A high school diploma or GED is a critical foundational step along a career pathway, but alone is not enough for self-sufficiency. Partner4Work will invest in programming that enables young adults to earn stackable, industry-recognized credentials in high demand industries. In all training programs, collaboration with institutions of higher education and employers is critical to success. Respondents should clearly indicate support for their program models from these partners through an MOU or letter of support.

When youth are enrolled in academic or occupational skills training in WIOA programs, they enter into the credential attainment measure and must be assisted in earning [an industry recognized credential](#).

Foundational Skills training (Required of all programs)

All programs funded under this RFP must contain Foundational skills (also called “soft skills” or “21st Century Skills”) training. Youth must be afforded the opportunity to practice resiliency, communication, collaboration, creativity, and critical thinking. All programs must also include key workplace skills training

¹⁰ <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Pennsylvania%20WIOA%20Combined%20State%20Plan%2012-28-15.pdf>

including reliability, punctuality, and effective work habits. Youth should also be provided opportunities to learn and practice self-awareness and self-advocacy through the program. Where possible, programs should include the foundations of entrepreneurship and financial literacy in training.

Academic training (Allowed, but not required for all programs)

For those young adults without a high school diploma or equivalency, successful bidders will propose programming or referrals to assist in obtaining this baseline credential. Program design should demonstrate a strong academic remediation to ensure measurable skills gains.¹¹ While attainment of a high school diploma or GED is a top priority, service strategies must reach beyond this completion to support youth entry into post-secondary education or training or into employment. Curriculum must be contextualized with occupational skills training in the young adult's chosen career pathway.

Respondents proposing to work with in-school youth or out-of-school youth without a high school diploma or GED will include a strong school to career pathway framework in their programs. Respondents should include career exploration and activities that assist young adults with setting career goals and pathways into employment or post-secondary education.

For those ISY behind in reading or math or who are academic credit deficient, successful bidders will propose programming or referrals to supplement classroom learning to help address these issues. Program design should demonstrate a strong remediation curriculum to ensure measurable progress. This curriculum must be contextualized with examples of the need for these academic skills in the workforce.

Academic training should also include dual enrollment in post-secondary courses, including those in academic, elective, and occupational skills, where possible. Programs proposing dual enrollment should include tutoring and other supports in proposals to ensure programmatic success.

Occupational Skills training (Allowed for all programs except those placing OSY into work immediately after enrollment)

Young adults determined suitable for occupational skills training should be assisted with assessing their options and enrolling in appropriate programming. Respondents may include funding for training in their budget, along with justification for the types of training targeted. Young adults enrolled in occupational or academic training as part of a WIOA-funded program are expected to earn an industry-recognized credential and have measurable skills gains.¹² Respondents should clearly indicate the industry-recognized credentials targeted by each program. Some credentials are not considered industry-recognized by the Department of Labor under WIOA. These include driver's licenses (non-commercial), OSHA-10 certification, and first aid/CPR certification. While programs may offer those and other baseline credentials, including ServSafe and the National Retail Federation (NRF) Customer Service certificate, it is expected that respondents will afford participants an opportunity to earn more advanced credentials that are stackable and in-demand as part of each program.

Respondents offering occupational skills training may do so on an individual or cohort basis. Proposals should clearly indicate the types of occupations being trained for, justification for choosing those training options, type of credentials earned by successful participants, timeline for training, and pathway to

¹¹ See TEGL 10-16 for more information.

¹² For more information on industry-recognized credentials, see [TEGL 15-10](#).

employment. In many cases, OSY participants require academic remediation to be successful in occupational skills training programs. Young adults in need of academic remediation should have it provided through this RFP or a close partnership.

5. Work Experience

Young adults learn to work by working, but fewer young adults than ever are working while in high school. Critical soft skills are learned and practiced on the job. Few activities can take the place of working to build these strengths. Work experience opportunities allow for young adults to experience the world of work and practice critical soft skills. Work experience is a time-limited, structured learning experience that occurs in a work environment, including those in the public, private, and non-profit sector.

For youth participating in paid work experience, effort should be made to pay up to \$10.35/hr. to be in line with Governor Wolf's priorities. For more information on work experience, see the [Training Employment and Guidance Letter \(TEGL\) No. 23-14](#) and [Partner4Work's Work Experience policy](#).

WIOA

Each proposal must include a work-based learning plan, including paid or unpaid work experience, pre-apprenticeship, job shadowing, and other opportunities. Each young adult participant does not need to participate in work experience, but work experience should be a cornerstone of all programming. Work experience expenditures, including wages and staff time spent supporting work experience, must make up at least 25% of a WIOA funded program's annual budget.

TANF

Young adults enrolled in TANF programs should be provided with paid or unpaid work experience where practical and appropriate. Work experience may include job shadows, project-based learning, and on-the-job training. While Partner4Work does not require a budget expenditure threshold for work experience in TANF programming, responses allowing for meaningful work experience will be given priority.

6. Placement and Follow up

All Partner4Work youth and young adult programs seek to help participants understand themselves, their potential career pathways, and the process by which they can get there. Finding a "Now job" for a young adult is a good initial step to building an employment history and meeting immediate income needs but is not enough. All services now, including entry-level employment, should be part of a long-term career development plan leading to unsubsidized employment in high demand industries at wages at or above the self-sufficiency wage.¹³

According to the Bureau of Labor Statistics, nearly 70% of jobs begun between the ages of 18-24 have an employee tenure of less than one year.¹⁴ Many young adults need help long after exit from a workforce program, whether that help be in managing a difficult relationship at work, finding a better job, or solving a personal problem that interferes with their work life. For these reasons, all funded programs are expected to provide follow up services to participants after exit. Follow up services are further defined in [Appendix A – Terms and Definitions](#).

¹³ Partner4Work defines the self-sufficiency wage as \$14.59 per hour.

¹⁴<https://www.bls.gov/news.release/pdf/nlsoy.pdf>

WIOA

Placement in post-secondary education or employment is paramount for WIOA youth programs. WIOA's shift to measuring participation in employment or post-secondary in the second and fourth quarter after exit makes it clear: it is not enough to place young adults in a job and then exit them from services. Programs must equip young adults with the skills necessary to maintain employment (or enrollment in education) and the understanding of where to turn to when looking to move along a career pathway or ladder. Successful programs will not only serve the needs of a job seeker now but will also provide an array of services and supports to assist young adults in finding self-sufficiency.

Successful bidders will have a plan to help young adults find employment that meets their needs now as well as a plan to continue the young adults' attachment to the workforce system to help launch a career pathway. Follow up services for WIOA youth must be included in program budgets and must be provided for a period of not less than 12 months after exit.

TANF

Programs funded through TANF funding in this solicitation are expected to guide youth into a next step. For young adults enrolled in TANF programming, that may be employment or post-secondary education. For younger youth enrolled in TANF programming, that may be summer or other employment, additional enrichment programming, or skills training programs. Follow up services for TANF youth must be included in program budgets.

Section VII: Performance Standards

Performance measures are a critical component of WIOA and TANF programming and are outlined below. Successful bidders will be required to document performance outcomes (e.g. a paystub to prove employment or earnings, copy of an industry-recognized credential to prove credential attainment, or college transcript to prove course completion).

Partner4Work will evaluate performance of the successful applicant according to all performance standards. Subsequent contract determinations will be based in part on performance.

In addition to the WIOA and TANF Primary Indicators of Performance, respondents should propose real-time goals to measure program effectiveness.

Partner4Work reserves the right to fund successful proposals out of either WIOA or TANF funding. In the event a contract is awarded, sub-recipient will be held accountable to the program measures associated with the funding stream of the contract.

WIOA

WIOA programs are held to specific outcomes determined by federal law. Partner4Work is responsible for meeting these outcomes for the job seekers we serve. As such, all successful respondents will, at a minimum, meet all performance standards described below. Once an individual is enrolled into WIOA Youth programming, they are counted in the Federal performance measures. Young adults who drop out of a program after enrollment without successful attainment of performance measures are counted as negative exits. Proposed programs must be designed to meet or exceed all performance measures below.

WIOA programs, given their complexity and required outcomes, are generally expected to have a higher cost per participant than TANF programs.

WIOA Primary Indicator of Performance	Negotiated Goal
Programmatic retention (those who begin and complete a program)	90%
Employment or Placement in Post-Secondary Education in the 2 nd Quarter after Exit	75%
Employment or Placement in Post-Secondary Education in the 4 th Quarter after Exit	75%
Median Earnings 2 nd Quarter after Exit	\$3,500
Credential Attainment Rate*	75%
Measurable Skill Gains*	80%

*For those participants enrolled in training.

Provider performance across the WIOA Primary Indicators of Performance will be evaluated according to definitions, calculations and guidance from the U.S. Department of Labor, including but not limited to [TEGL 10-16](#) and [TAC \(Technical Assistance Circular\) 17-01](#), as well as related WIOA guidance and directives from the Pennsylvania Department of Labor & Industry.

TANF

TANF programming has a single outcome required by the Commonwealth of Pennsylvania: participation in a workforce development activity. Partner4Work requires TANF programs to meet additional performance measures, outlined below, as well as propose additional measures that reflect the programming being offered.

Once an individual is enrolled into TANF Youth programming, they are counted in performance measures. Proposed programs must be designed to meet or exceed all performance measures listed below.

TANF Primary Indicator of Performance	Negotiated Goal
For all models: Programmatic retention (those who begin and complete a program)	90%
For all models: Participation in a Workforce Development Activity (e.g. job readiness training, work experience, academic tutoring, career exploration)	100%
For all models: Share of participants connected to Learn & Earn, summer employment, or further programming	Propose
For dual enrollment or industry-training models: Share of participants earning an industry recognized credential and/or college credits (see section 5 above)	80%
For models serving youth not planning on attending a 4-year college or those serving youth at risk of disconnection after graduation: share of participants entering post-secondary training or employment in the first quarter after exit	85%
For models serving youth at risk of dropping out: academic credits recovered or change in attendance	Propose
For models serving Community College students: credits and/or credentials earned	Propose

In addition to the TANF Primary Indicators of Performance, **TANF respondents must propose additional meaningful and realistic outcomes for programming. Proposals which do not include additional outcome goals beyond the TANF Primary Indicators of Performance will not be funded.**

Section VIII: Program Compliance and Reporting

Partner4Work counts on providers to deliver quality services, keep good records, and collect data that will help us sustain highly effective workforce development programming. Successful applicants will be held accountable to the rules and requirements applicable to the administration of WIOA and TANF funds as well as all applicable Partner4Work policies.

The providers selected through this RFP will be subrecipients of federal funding and, as such, must have the fiscal and administrative capacity required to track expenses, staff efforts, and participant outcomes effectively. Partner4Work will regularly monitor for compliance purposes.

Partner4Work is responsible for all levels of program monitoring, evaluation and reporting on Youth activities. The successful applicant is required to provide Partner4Work with timely reports and supporting documentation that clearly demonstrate participant enrollment, participation, progress, outputs and outcomes. Partner4Work will work with the successful applicant to understand reporting requirements and program exiting procedures.

Successful respondents will be required to submit monthly program narrative and additional reporting and attend Partner4Work Community of Practice meetings quarterly.

WIOA

All successful respondents funded with WIOA dollars will be required to enter services and outcomes into the Commonwealth Workforce Development System (CWDS). CWDS is the system of record for WIOA programs in Pennsylvania. All successful respondents will be required to make at least two staff available for training in CWDS.

TANF

All successful respondents funded with TANF dollars will be required to submit monthly enrollment reports to Partner4Work for verification by the PA Department of Human Services. Partner4Work reserves the right to require the use of any additional data management system or reporting mechanism through the course of this solicitation.

Section IX: How to Apply

Interested and qualified applicants must submit proposals by Monday, February 4, 2019 at 5:00 pm to youth@partner4work.org. Emails should have the subject line "Youth Proposal [Organization name]". Five hard copies must be received at Partner4Work, Attn: Youth RFP, 650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222 by the deadline. Late or incomplete proposals will not be considered.

Proposals are limited to seventeen (17) pages, excluding the cover sheet and any attachments. Proposals must be submitted in 12-point, Times New Roman font, double-spaced with 1-inch page margins. Proposals must have page numbers. Your proposal will not be considered if page limitations and formatting requirements are not met.

Respondents wishing to apply for multiple sources of funding (WIOA/TANF) and/or populations (ISY/OSY) must complete separate proposals for each.

Proposals must contain the following content. Unless marked, all respondents must answer all questions:

1. **Cover Sheet** – Use template provided.
2. **Executive Summary (2 pages maximum) that includes the following:**
 - a. An overview of the organization’s qualifications, including the number of years it has successfully provided services in southwest Pennsylvania, the type of services provided, and the demographics of customers served;
 - b. If submitting as a partnership or collaboration, please identify all key partners and the lead entity;
 - c. A concise description of the proposed program that identifies the community (geography and demographics) to be served, program model, and the proposed number of youth served in each Allegheny County and the City of Pittsburgh;
 - d. The amount of funding requested per funding stream for the period beginning on July 1, 2019 and ending on June 30, 2020;
 - e. The proposed outcomes of programming.
3. **Organization Overview and Capacity – (3 pages maximum)** Describe each of the following for your organization:
 - a. Basic organizational description, including, but not limited to legal status (e.g. nonprofit, for-profit, government), governance structure, executive leadership, mission, key programs and services, annual budget and number of full-time staff. If submitting as part of a partnership, please identify all the partners and proposed subcontractors and explain their role, services to be provided, expertise, and rationale for participation in the program. Attach MOUs for all partners (not included in page limits).
 - b. Past experience in managing quality workforce development programs, especially those similar in size and scope to those sought in this RFP, including but not limited to contracted number of individuals served, actual individuals served, services and activities delivered, contract values, and performance outcomes. Include contracted outcomes and actual outcomes on every workforce development grant your organization has been awarded within Allegheny County and/or Pennsylvania within the past three years. If your organization does not have workforce development grants within Pennsylvania, please include contracted and actual outcomes on workforce development grants from outside of the Commonwealth.
 - c. Administrative and fiscal capacity, including but not limited to your organization’s proven ability to provide fiscal support and oversight, utilize information systems, manage resources and personnel, produce timely and accurate program reports, and ability to comply with the Uniform Guidance. See [Appendix E: Overview of Administrative Requirements](#) for more information on administrative and fiscal capacity requirements.
 - d. Describe what makes your organization uniquely qualified to provide workforce development services to youth in Allegheny County and/or the City of Pittsburgh and how your programming aligns with the mission and vision of Partner4Work.

- 4. Staffing and Location – Describe each of the following for your proposed program (2 pages maximum):**
- a. Location of your facilities, as well as the resources available in the facilities. Describe the access to public transportation, planned hours of operation, and ADA accessibility features of the site. Describe your organization’s history of serving young adults with barriers to employment at the site or sites.
 - b. Staffing Plan: Describe your proposed staffing plan to support the programmatic, administrative, and executive components of the program, including brief job descriptions for key positions. Respondents should specify staffing levels, position titles, the tenure in the role and organization for key staff members. Responses to this section must include an organizational chart (not included in page limits) illustrating all positions with substantive involvement in the proposed program and lines of authority and responsibility. In your response, be sure to address how you will accomplish the following:
 - i. Employ a professional staff with knowledge of the regulations of the funding stream, statement of work, and expertise in workforce development and trauma informed care. Please identify any key skill sets, such as language fluency or certification held by key staff.
 - ii. Ensure a high level of staff performance and retention, cultural competency, and services to young adults.
 - iii. Maintain regular and clear communication between proposed staff and Partner4Work.
 - c. Staff Retention and Development: Explain the process for retaining current staff, training current and new staff on WIOA and/or TANF, Uniform Guidance, and Partner4Work regulations and program requirements. Identify your annual staff turnover rate for the past three years and explain any recent turnover of key positions. How does your organization maintain the level of service to young adult clients when staff leave the organization? How do you measure the success of individual program staff and invest in their continued development?
- 5. WIOA Youth Program—Organizations applying for WIOA Youth funding must answer every question in this section. If applying for both WIOA in-school youth funding and WIOA out-of-school youth funding, respondents must complete this section for each program model. (8 pages maximum per program model)**

Throughout this section describe employer engagement in the process of determining program model, services, and strategies provided to young adults. Describe areas of employer engagement in service delivery, as well as other levels of partnership.

For in-school programs, describe clearly how your program is supported by school district and/or school administrators or post-secondary institutions.

- a. Describe your proposed model and identify the target population for services. Describe why services are necessary given the needs of the target population and specifically identify how the proposed model will help alleviate the barriers to employment or post-secondary education identified. Include in this section a service flow chart, and calendar depicting program entry, progress, and exit (not included in page limits). Highly rated responses will clearly demonstrate how the proposed program components connect young adults with opportunities in sustainable career pathways.

- b. Describe in detail the strategies for outreach and recruitment for youth in the program, current relationships with community stakeholders and organizations that could lead to enrolled young adults and recruiting and enrollment timelines. How many youth/young adults from each geography (i.e. County and/or City) and population do you intend to serve?
- c. Describe the process for determining whether a young adult is suitable for WIOA services. If a young adult is determined unsuitable for WIOA services, to where will your organization refer them?
- d. Describe how young adults will be assessed for workforce development and supportive service needs upon enrollment. Include a description of any tools or methods used to determine the following: level of basic skills; work readiness; occupational knowledge, skills, and abilities; and supportive service needs. Describe how [the Individual Service Strategy \(ISS\)](#) will be developed in partnership with young adults and how the assessment process is linked to the development of the ISS and career goals. Identify how the ISS will be updated throughout the young adult's tenure in your program.
- e. Describe clearly the specific services young adults will receive as components of your program, and how those services align with the milestones identified in the ISS. Be clear as to the length of time participants can expect to be engaged in each aspect of programming and staff required for program components.
- f. Describe access to the 14 elements which will be provided by your program and/or programmatic partners. If service elements are not provided in house, what is the referral process and plan for ensuring that participants follow through on referrals? Please include the [Access to the 14 elements](#) chart in your proposal. This chart does not count toward page limits.
- g. Clearly describe the role of work experience in your program model. How will your organization meet the requirement to spend at least 25% of your WIOA budget on work experience? Describe the planned activities, including listing specific employers and their relationship with your organization and whether you will offer work experience activities in one industry or a range of industries. Include MOUs and/or letters of support from businesses willing to host program participants in work experience as attachments where possible.
- h. Describe the plan for occupational and/or academic skills training. Why did you choose the training you will offer? How will you determine when participants are ready for training and which trainings participants will be referred to? Will you provide training in house or refer out? If you will provide training in house, describe the qualifications and past outcomes for your occupational and academic training programs. If you will refer participants to other training providers, describe your relationship with those providers and how you will maintain supports to participants throughout training.
- i. Describe the plan for participant placement in post-secondary education or employment within the 2Q and 4Q after exit. Describe how you will assist participants with finding and maintaining employment that meets their immediate income needs (if applicable). How will you prioritize preparing young adults for jobs in industries with family sustaining wages? How will you assist young adults who are currently under-employed with finding additional work opportunities?
- j. Follow up is required for all WIOA youth participants for one year after program exit. What are your strategies for continuing to engage with and support program participants after they have exited your program?

- k. All WIOA sub-recipients are required to utilize the Commonwealth Workforce Development System (CWDS) for participant enrollment, case management, and placement reporting. Describe your familiarity with CWDS, plan for ensuring adequate staff are trained on CWDS (Partner4Work will provide the training), and additional systems you plan to use to augment data tracking. What is your plan for ensuring timely and accurate reporting of data into CWDS?
 - l. WIOA calls on local workforce development boards to continuously improve services to job seekers and businesses. How will your program monitor intermediate performance toward goals? What benchmarks will you set to ensure that you are on track to meet performance outcomes? If your organization does not meet those initial benchmarks, how will you course correct mid-program? Describe a situation where you have done so in the past.
 - m. Describe the specific outcomes your program will achieve and the performance level you intend to achieve. How will you ensure achievement of these performance goals? What real-time goals will you measure in addition to the required performance outcomes?
- 6. TANF Youth Program-- Organizations applying for TANF Youth funding must answer every question in this section. If applying to serve multiple populations (e.g. out-of-school youth and in-school youth) under TANF funding, respondents must complete this section for each program model. (8 pages maximum per program model)**

Throughout this section describe employer and school district engagement in the process of determining program model, services, and strategies provided to young adults. Describe areas of employer engagement in service delivery, as well as other levels of partnership.

For in-school programs, describe clearly how your program is supported by school district and/or school administrators or post-secondary institutions.

- a. Describe your proposed model and identify the target population for services. Describe why services are necessary given the needs of the target population and specifically identify how the proposed model will help alleviate the barriers to employment or post-secondary education identified. Include in this section a service flow chart, and calendar depicting program entry, progress, and exit. Highly rated responses will clearly demonstrate how the proposed program components connect young adults with opportunities in sustainable career pathways.
- b. For in-school youth programs: describe your connection with the schools/school districts you serve (including post-secondary institutions, if applicable). How will services augment the work being done in schools? How will you minimize barriers to participation for low income youth? Include MOUs with school district partners as attachments, where possible.
- c. Describe in detail the strategies for outreach and recruitment for youth in the program, current relationships with community stakeholders and organizations that could lead to enrolled young adults and recruiting and enrollment timelines. How many youth/young adults from each geography (i.e. County and/or City) and population do you intend to serve?
- d. Describe the process for determining whether a young adult is suitable for TANF services. If a young adult is determined unsuitable for TANF services, to where will your organization work to refer them?
- e. Describe how young adults will be assessed for workforce development and supportive service needs upon enrollment. Include a description of any tools or methods used to

determine the following: level of basic skills; work readiness; occupational knowledge, skills, and abilities; and supportive service needs. Describe how the [Individual Service Strategy \(ISS\)](#) will be developed in partnership with young adults and how the assessment process is linked to the development of the ISS and career goals. Identify how the ISS will be updated throughout the young adult's tenure in your program.

- f. Describe access to the 14 elements which will be provided by your program and/or programmatic partners. If service elements are not provided in house, what is the referral process and plan for ensuring that participants follow through on referrals? Please include the [Access to the 14 elements](#) chart in your proposal. This chart does not count toward page limits.
- g. Describe clearly the specific services young adults will receive as components of your program, and how those services align with the milestones identified in the ISS. Be clear as to the length of time participants can expect to be engaged in each aspect of programming and staff required for program components.
- h. Describe the plan for foundational skills training. Describe the curriculum and past outcomes for your in-house training programs. If you will refer participants to other training providers, describe your relationship with those providers and how you will maintain supports to participants throughout training. How have employers bought into and helped shape your training curriculum?
- i. Describe your plan for career counseling and planning. How will you prioritize granting young adults exposure to and comfort with jobs in industries with family sustaining wages? How will you assist young adults who have limited access to high growth careers, such as those in STEM, with breaking down barriers? How will you augment the work being done by school district partners?
- j. Clearly describe the role of work experience in your program model, if applicable. Describe the planned activities, including listing specific employers and their relationship with your organization. Partner4Work believes that young adults learn to work by working. TANF proposals that include meaningful opportunities for work experience for youth will be prioritized in funding.
- k. All youth programs are referred to path youth participants into additional programming (including Learn & Earn), employment, or education after exit. How will your program ensure every youth leaves with an actionable plan? What are your strategies for continuing to engage with and support program participants after they have exited your program?
- l. All TANF sub-recipients are required to report regularly on participant enrollment, case management, and outcomes. Describe the data management systems utilized by your organization and plan for accurate and timely reporting.
- m. WIOA calls on local workforce development boards to continuously improve services to job seekers and businesses. How will your program monitor intermediate performance toward goals? What benchmarks will you set to ensure that you are on track to meet performance outcomes? If your organization does not meet those initial benchmarks, how will you course correct mid-program? Describe a situation where you have done so in the past.
- n. Describe the specific outcomes your program will achieve and the performance level you intend to achieve. How will you ensure achievement of these performance goals? What real-time goals will you measure in addition to the required performance outcomes?

7. **Budget (2 pages per program model)**– Provide each of the following for your proposed program:
- Budget for all program-related and administrative costs. Use the budget template provided (not included in page limit). All costs must be reasonable, allowable, allocable, and necessary according to applicable federal, state and local regulations, including but not limited to the Uniform Guidance and WIOA and/or TANF regulations. Refer to the appropriate regulations per the funding source in conjunction with the uniform guidance to identify disallowed costs associated with this grant. Effective budgets will enable the proposed program to meet the intent and requirements of the contract, while being realistic, reasonable and prudent, avoiding unnecessary or unusual expenditures. WIOA programs must include at least 25% of expenditures in work experience costs. Staff time spent supporting work experience counts towards this metric. Direct participant costs are a key part of youth services and Partner4Work encourages bidders to maximize the use of direct participant funds in their service delivery model. **Respondents must submit separate budget templates for County/City and TANF/WIOA.**
 - Narrative that justifies the budget and describes the purpose and calculation of each line item. The extent to which a respondent can meet performance objectives while minimizing indirect and profit costs will be a factor in the evaluation process. See [Appendix E: Overview of Administrative Requirements and Budget Requirements](#) for more information about the Budget Narrative.
 - Clearly identify and explain the average cost per participant served through your programming and cost per participant placed through programming. Justify the cost effectiveness of your program.
 - Describe any leveraged or in-kind services or donations, including cash contributions, fee-for-service or other revenue generation, and in-kind contributions. List the source and dollar value of each leverage resource, as well as the role it plays in the program.
8. **Attachments (not included in the page limit)**
- Letters from community agencies, businesses or other institutions demonstrating support or commitment for the proposed Youth program.
 - MOUs with program partners, including schools and businesses where possible.

Section X: Review and Selection Process

Partner4Work will review proposals according to the required content described in the How to Apply section with attention to clarity, completeness, and quality. High scoring proposals will clearly demonstrate an ability and likelihood to meet the standards and intended outcomes of these programs. Scoring for the required sections of the proposal will be assigned as follows:

Proposal Review Scoring Rubric	
Cover Sheet	Required, but not scored
Executive Summary	Required, but not scored
Organization Overview and Capacity	10 points
Staffing and Location	10 points
Program Description/Design	50 points
Budget	20 points
Attachments	10 points available
Total points available	100 points

Successful applicants will be invited to negotiate a contract for services based on the project described in the proposal and stipulations of the funding source.

Questions or Requests

All questions or requests for additional information must be made in writing to youth@partner4work.org by January 25, 2019 by 5:00 PM. Answers will be posted publicly at www.partner4work.org. Interested parties are encouraged to check the website frequently for updates. Questions received after January 25, 2019 at 5:00 PM will not be answered.

Bidder's Conference

Partner4Work will hold a bidder's conference from 10:00 AM to 11:00 AM on January 10, 2019 at 650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222. At the conference, Partner4Work staff will review the requirements of the RFP and accept questions from attendees regarding the RFP. All interested applicants are encouraged to attend, although attendance is not required to submit a proposal. Questions for the bidders' conference should be sent to youth@partner4work.org by noon on January 7, 2019. Every effort will be made at the bidders' conference to answer questions submitted that day, however questions are requested in advance when possible.

Disclaimers

- This Request for Proposals (RFP) does not commit Partner4Work to award a contract.
- Partner4Work may select a firm based on its initial proposal received, without discussion of the proposal. Accordingly, each proposal should be submitted on the most favorable terms, from a price and technical standpoint, that the bidder can submit to Partner4Work. Partner4Work may, however, have discussions with those firms it deems in its discretion to fall within a competitive range.
- Partner4Work reserves the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits with any applicant before a contract award.
- Partner4Work reserves the right to fund portions of a proposal, or to reject any and all proposals in whole or in part. Rejection of a portion of a proposal does not necessarily negate the entire proposal.
- No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies.
- All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to Partner4Work and be subject to disclosure under the Freedom of Information Act, Right to Know Law, or other applicable legislation.
- The contract award(s) will not be final until Partner4Work and the successful bidder have executed a mutually satisfactory contractual agreement. No activity may begin prior to final Partner4Work approval of the award and official notice to proceed from Partner4Work.
- The submission of the proposal warrants that the costs quoted for services in response to the RFP are not more than those that would be charged any other individual for the same services performed by the bidder.
- A submitted application may be withdrawn prior to the application due date. A written request to withdraw the application must be submitted to Partner4Work. If a bidder does not withdraw a proposal by the due date, the proposal becomes the property of Partner4Work and may be subject to public disclosure. Applicants are advised that most documents in the possession of Partner4Work are considered public records and subject to disclosure.

- Partner4Work may, at its discretion, adjust the level of funding provided to successful bidders under this RFP and/or consider the funding of proposals not initially funded under this RFP at a later date.
- Partner4Work reserves the right to issue additional RFPs if and when it is in Partner4Work's best interest to do so and, may elect to negotiate and issue multi-year contracts to successful bidders under this or subsequent RFPs.
- All programs and activities are designated as equal opportunity employers/programs. Auxiliary aids and services are available upon request to individuals with disabilities. Contact staff to request assistance with access to this RFP.

Appendix A – Terms and Definitions

Basic Skills Deficient: Refers to when an individual’s English reading, writing, or computing skills are at or below the 8th grade level on a generally accepted standardized test; or a youth or adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society.

Barriers to Employment: Conditions that may make securing employment, completing credential/training programs or other job training/post-secondary programs difficult for certain individuals

Case Manager/Career Coach: Program staff member that collaboratively works with participants to create career development plans that lead to credential attainment, post-secondary enrollment, and/or employment.

Commonwealth Workforce Development System: The Commonwealth Workforce Development System, known as CWDS, is the state of Pennsylvania’s internet-based record system for workforce development programs – specifically that of the PA CareerLink®. A successful application will utilize CWDS to track and manage a client’s progress throughout their time engaging in PA CareerLink® and specifically WIOA Title I services. Other than service providers, both jobseekers and employer interface with the system directly as a user. Primarily, jobseekers use the system to seek employment opportunities and employers use the system to find talent for open positions.¹⁵

Culturally relevant: An approach in which the cultural strengths of participants are identified and nurtured to promote achievement and a sense of well-being. Culturally relevant services assist youth with understanding material through their own cultural frame.

Credential: A credential is a nationally recognized degree or certificate, or state recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, licensure or industry-recognized certificates, and all state education agency recognized credentials.

Exit: Is the point after which a participant who has received services has completed the services associated with the program.

Follow up: are critical services provided following a youth’s exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. Follow up services may include regular contact with a youth participant’s employer, including assistance in addressing work-related problems that arise. Follow up services may also include: supportive services, adult mentoring, financial literacy, labor market information and career counseling, and activities that help youth prepare to transition to post-secondary education. All youth participants must be offered the opportunity to receive follow-up services for a minimum of 12 months unless the participant declines. Follow up services must include more than an attempt at contact.

¹⁵ For more information, please see the Department of Labor and Industry’s description: [https://www.dli.pa.gov/Individuals/careers/Pages/Commonwealth-Workforce-Development-System-\(CWDS\).aspx](https://www.dli.pa.gov/Individuals/careers/Pages/Commonwealth-Workforce-Development-System-(CWDS).aspx).

High poverty area: An area that has a poverty rate of at least 30% (set every 5 years, using ACS 5-year estimates).

Individual Service Strategy (ISS): This refers to the individual services strategy for each enrolled participant that informs the plan for each participant. The ISS form should be completed with each participant at enrollment and updated throughout the term of the program. The ISS includes: educational status, job history, barriers, educational/employment goals, and the services needed to attain these goals, etc.

Job Retention: The period an individual remains in an unsubsidized job following placement. The period of required retention is determined in accordance with WIOA.

Job Development: The planned and organized effort by agency representatives to encourage employers or business organizations to make jobs available for WIOA customers and other job seekers.

PA CareerLink®: The one-stop system for WIOA and other workforce services in Pennsylvania. PA CareerLink® helps bridge the gap that currently exists between job-seekers and employers. Physical locations for the Pittsburgh area are at: Downtown Pittsburgh: 304 Wood Street Pittsburgh, PA, 15222 and Allegheny East: 2040 Ardmore Blvd. Pittsburgh, PA, 15221. More information here: <https://www.careerlinkpittsburgh.com/>

Participant: An individual who has satisfied all applicable program requirements for the provision of services, including eligibility determination, an objective assessment, and development of an individual service strategy.

Program Model: Refers to the structure of services provided to job seekers by sub-recipients

Self-efficacy: An individual's belief in his or her innate ability to achieve goals. Individuals who have high self-efficacy will exert sufficient effort that, if well executed, leads to successful outcomes, whereas those with low self-efficacy are likely to cease effort early and fail.

Sub-recipient: The contracted recipient of Partner4Work WIOA or TANF funding.

Supportive Services: Services rendered to participants to assist in overcoming barriers to secure credentials, employment or placement into a post-secondary or training program.

Temporary Assistance for Needy Families Youth Development Fund (TANF YDF): Funding support from the Temporary Assistance for Needy Families (TANF) block grant to local boards and their youth councils/committees to enhance workforce investment funding and extend the availability of high quality workforce development activities to low-income youth.

Trauma-informed Workforce Development: Populations serviced by workforce development programs often have experienced trauma due to poverty, domestic or childhood violence, or the loss of home, safety and security. These experiences significantly impact how the population being served think, feel, behave, and relate to others. It can also impact how they approach new experiences or cope with stressful situations. Trauma-informed workforce development includes structure and a program framework that involves understanding, recognizing, and responding to the effects of all types of trauma.

Unsubsidized Employment -Employment in the private sector or public sector for which the employer does not receive a subsidy from public funds to offset all or a part of the wages and costs of employing an individual.

Work Experience: Is a planned, structured learning experience that takes place in a workplace for a limited period of time. Internships and other work experiences may be paid or unpaid, as appropriate and consistent with other laws, such as the Fair Labor Standards Act. An internship or other work experience may be arranged within the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists. Transitional Jobs are a type of work experience.

Workforce Innovation and Opportunity Act: The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014. The law aims to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority; it is the first legislative reform in 15 years of the public workforce system. WIOA supersedes the Workforce Investment Act of 1998 and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

Appendix B – Labor Market and Program Information

WIOA Youth Participation Overview for Calendar Year 2017					
Demographics and barriers		WIOA OSY	WIOA ISY	TANF OSY	TANF ISY
Gender	Female	51%	42%	44%	67%
	Male	49%	58%	56%	33%
Age at start of 2017	14 to 18	37%	91%	100%*	100%*
	19 to 21	38%	9%	0%	0%
	22 to 24	25%	0%	0%	0%
Education	Less than a high school diploma	65%	100%	79%	100%
	High school diploma or GED	26%	0%	21%	0%
	Some post-secondary or Associate's degree	2%	0%	0%	0%
	Missing/did not disclose	6%	0%	0%	0%
Race	Black or African American	77%	68%	84%	61%
	White	17%	23%	15%	15%
	Asian	0%	0%	0%	14%
	American Indian or Alaska Native	0%	3%	0%	>1%
	Two or more races	3%	5%	0%	6%
	Missing/did not disclose	2%	0%	1%	3%
Single parent		17%	0%	8%	>1%
Ex-offender		11%	0%	4%	1%
In poverty		89%	96%	100%	100%
Recipient of TANF, SNAP, or SSI		22%	1%	36%	54%

*TANF age eligibility was expanded in PY2018.

For more labor market information, please see www.partner4work.org/research

Appendix C: Sample ISS

Use this form to identify the immediate needs, workforce development goals, and a service plan for young adult participants. The form should be completed in partnership with the participant and should serve as a living document.

Section I – Participant information

Name			
Participant ID			
Career Coach Name			
Original Date			
Revision Date		Participant initials	Staff initials
Revision Date		Participant initials	Staff initials

Section II—Background information

Education Level

- Enrolled in high school
 High school graduate
 GED/HiSET recipient
 High school dropout
 Enrolled in post-secondary training
- o Indicate major or course of study: _____
- Highest grade level completed: _____

Barriers to Employment

(select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Basic skills deficient
<input type="checkbox"/> English language learner
<input type="checkbox"/> Subject to the juvenile or adult justice system
<input type="checkbox"/> Homeless
<input type="checkbox"/> An individual involved in the foster care system
<input type="checkbox"/> An individual who is pregnant or parenting | <input type="checkbox"/> An individual with a disability
<input type="checkbox"/> Requires additional assistance to complete an educational program or secure or hold employment
<input type="checkbox"/> Lack of transportation
<input type="checkbox"/> Unstable housing
<input type="checkbox"/> Substance abuse
<input type="checkbox"/> Lack of job skills
<input type="checkbox"/> Lack of work history |
|---|---|

Work History

Has participant ever been employed? Yes No

Is the participant currently employed? Yes No

	Employer	Job title	Dates of employment	Wage
Current job				
Previous job				
Previous job				
Previous job				

Other Skills & Interests

Section III – Pre-Assessment

	Name of Test	Test result/Grade Equivalent	Date Administered	Administered by:
Reading				
Math				
Computer				

Summary of Results of Assessment Tests:

Assessment of Interests/Aptitudes/Occupational Skills Type of Test and Results:

Career Interest Assessment Results:

Section IV – Education & Employment Goals

Short-term Employment Goals:	Strategy:
Short-term Educational/Training Goals:	Strategy:
Long-term Employment Goals:	Strategy:
Long-term Educational/Training Goals:	Strategy:

Section V: Service Plan and Supportive Services

Element	Needed?	Provider	Start/end date	Further detail
Tutoring, study skills training, and instruction leading to the completion of secondary school				
Alternative secondary school services				
Paid and unpaid work experience				
Occupational skills training				
Leadership development opportunities				
Supportive services				
Adult mentoring				
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate				
Financial literacy education				
Entrepreneurial skills training				
Career awareness, counseling, and exploration				
Activities that help youth prepare for and transition to post-secondary education and training				

Supportive Service Needs

- | | |
|--|---|
| <input type="checkbox"/> Child care | <input type="checkbox"/> Healthcare |
| <input type="checkbox"/> Food | <input type="checkbox"/> Mental Health Services |
| <input type="checkbox"/> Furniture/household items | <input type="checkbox"/> Drug/Alcohol Counseling |
| <input type="checkbox"/> Housing | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Identification | <input type="checkbox"/> Credentialing assistance |
| <input type="checkbox"/> Legal Services | |

Section VI – Statement of Receipt

I hereby certify that I have been informed and understand the following documents and/or information:	Counselor Initials	Participant Initials
1. Referral Information		
2. Local Labor Market Demand List		
3. Poverty Level Income for the area and the income necessary to live above the poverty level		
4. Grant & Loan Info to attend training and potential indebtedness and repayment requirements		

Section VII – Statement of Understanding

I understand that participation in a WIOA activity does not create an entitlement of services and nothing in the act shall be constructed to establish a private right of action for a participant to obtain services described in the Objective Assessment or ISS.

I further understand that the above ISS requires my participation and cooperation and that I should notify my case manager if any changes are needed in this plan.

Applicant’s / Participant’s Signature _____ Date: _____

Staff Signature _____ Date: _____

1st Update to Individual Service Strategy:

Participant’s Signature _____ Date: _____

Staff Signature _____ Date: _____

2nd Update to Individual Service Strategy:

Participant’s Signature _____ Date: _____

Staff Signature _____ Date: _____

Appendix D: Important Links

Partner4Work Data: <https://www.partner4work.org/research>

Partner4Work Policies: <https://www.partner4work.org/documents/policies/>

Pennsylvania Department of Labor & Industry Workforce System Guidance:
<https://www.dli.pa.gov/Businesses/Workforce-Development/Pages/Pennsylvania's-Workforce-System-Directives.aspx>

[Pennsylvania Department of Labor & Industry](https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/TANF%20YDP%20MANUAL.pdf) Temporary Assistance for Needy Families Youth Development Program Manual: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/TANF%20YDP%20MANUAL.pdf>

Pennsylvania Solicitation of Funds for Charitable Purposes Act:
<https://www.dos.pa.gov/BusinessCharities/Charities/Resources/Documents/CharitiesSolicitationAct,%201-2018.pdf>

Training and Employment Guidance Letters:
https://wdr.doleta.gov/directives/All_WIOA_Related_Advisories.cfm

Uniform Guidance: <https://www.govinfo.gov/content/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>

Workforce Innovation and Opportunity Act: <https://www.doleta.gov/wioa/>

Appendix E: Overview of Administrative and Budget Requirements

Overview of Administrative Requirements

At a minimum, all subrecipient organizations must meet the Standards for Financial and Program Management found at 2 CFR 200 in the OMB Uniform Guidance, as well as any regulatory requirements related to the funds. Your organization's financial management system must provide for the following:

1. Tracking spending on multiple individual funding streams

Identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. Federal program and Federal award identification must include, as applicable, the CFDA title and number, Federal award identification number and year, name of the Federal Agency, and name of the pass-through entity (i.e. Partner4Work).

2. Fiscal reporting on an accrual basis

Accurate, current, and complete disclosure of the financial results of each Federal award or program in accordance with the reporting requirements set forth in 2 CFR 200.327 Financial Reporting and 200.328 Monitoring and Reporting Program Performance. If a Federal awarding agency requires reporting on an accrual basis from a recipient that maintains its records on other than an accrual basis, the recipient may develop accrual data for its reports based on an analysis of the documentation on hand. Similarly, a pass-through entity must not require a subrecipient to establish and accrual accounting system and must allow the subrecipient to develop accrual data for its reports based on an analysis of the documentation on hand.

3. Maintaining documentation supporting all spending and assets

Records that identify adequately the source and application of funds for federally-funded activities. These records must contain information pertaining to Federal awards, authorizations, obligation, unobligated balances, assets, expenditures, income and interest and be supported by source documentation.

4. Maintaining internal controls that ensure compliance with all funding regulations

Control over, and accountability for, all funds, property, and other assets. The non-Federal entity must adequately safeguard all assets and assure that they are used solely for authorized purposes. See § 200.303 Internal controls.

5. Producing a budget to actual report

Comparison of expenditures with budget amounts for each Federal award.

6. Processing payments on a reimbursement basis

Written procedures to implement the requirements of § 200.305 Payment.

7. Budgeting and spending funds in allowable cost categories (i.e. direct, indirect, program, and admin costs)

Written procedures for determining the allowability of costs in accordance with Subpart E - Cost Principles of this part and the terms and conditions of the Federal award.

Record Retention

The selected applicant(s) must retain, secure and ensure the accuracy of all program files and records, whether related to job seekers, businesses or general operations, in compliance with WIOA and/or TANF requirements, related federal and state regulations, and Partner4Work's record retention requirements. Case files are the property of Partner4Work and must contain a variety of documentation including, but not limited to: program eligibility, suitability, and assessment data; Individual Service Strategies (ISSs); regular customer contacts and updates; progress reports, time and attendance sheets (training services); and case notes. Files must be retained for seven years after Partner4Work reports final expenditures to the funding source. The selected applicant(s) must allow Partner4Work and representatives of other regulatory authorities access to all WIOA and/or TANF records, program materials, staff, and participants.

Personally Identifiable Information Compliance

The selected applicant(s) are responsible for maintaining and securing participant case files at all times, as well as ensuring privacy and protection of all personal information collected from participants per applicable laws, regulations and P4W policies. Confidentiality of participant information must be maintained and all case files must be properly stored in a secured space with limited staff access. Each staff member who has contact with participants or participant information must receive training on confidentiality requirements. The selected applicant(s) acknowledges that the use or disclosure of participant information for purposes other than the effective delivery of the services described in this RFP is strictly prohibited. Staff of the selected applicant(s) may have access to this information only on a "need to know" basis. The selected applicant(s) must inform employees that inappropriate use of such information may result in disciplinary action, including discharge, or criminal prosecution if the employee knowingly uses the information for fraudulent purposes.

Budget Narrative Instructions

The budget narrative must provide a description of costs associated with each line item in the budget template. It should also include a description of leveraged resources provided (as applicable) to support grant activities.

In addition to a description of costs included in each line item on the budget template, please include the following in the budget narrative:

Personnel: List all staff positions by title (both current and proposed). Give the annual salary of each position, the percentage of each position's time and salary devoted to the project, and the total personnel cost for the period of performance.

Fringe Benefits: Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement, etc.

Other: Provide clear and specific detail, including costs, for each item so that Partner4Work can determine whether the costs are necessary, reasonable and allocable. List any item not covered elsewhere here.

Indirect Costs: If you include indirect costs in the budget, then include one of the following:

a) If you have a Negotiated Indirect Cost Rate Agreement (NICRA), provide an explanation of how the indirect costs are calculated. This explanation should include which portion of each line item, along with

the associated costs, are included in your cost allocation base. Also, provide a current version of the NICRA.

or

b) If you intend to claim indirect costs using the 10 percent de minimis rate, please confirm that your organization meets the requirements as described in 2 CFR 200.414(f). Clearly state that your organization has never received a Negotiated Indirect Cost Rate Agreement (NICRA), and your organization is not one described in Appendix VII of 2 CFR 200, paragraph (D)(1)(b).

Applicants choosing to claim indirect costs using the de minimis rate must use Modified Total Direct Costs (see 2 CFR 200.68 below for definition) as their cost allocation base. Provide an explanation of which portion of each line item, along with the associated costs, are included in your cost allocation base. Note that there are various items not included in the calculation of Modified Total Direct Costs. See below the definitions to assist you in your calculation.

2 CFR 200.68 Modified Total Direct Cost (MTDC) means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.

The definition of MTDC in 2 CFR 200.68 no longer allows for any sub-contracts to be included in the calculation. You will also note that participant support costs are not included in modified total direct cost.

2 CFR 200.75 Participant Support Cost means direct costs for items such as stipends, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects.

See Section IV.B.4. and Section IV.E.1 for more information. Additionally, the following link contains information regarding the negotiation of Indirect Cost Rates at DOL:

<https://www.dol.gov/oasam/boc/dcd/index.htm>

Appendix F: Required Forms

All proposals must have the forms included in this section completed to be considered. Word versions of the forms are available at www.partner4work.org. Additional proposal requirements are included in the [How to Apply](#) section. Forms in this section are not included in page limits.

PARTNER WORK

Request for Proposals Cover Sheet

Please check the RFP you are responding to:

EARN Program Title 1 Adult and Dislocated Worker One Stop WIOA and TANF Youth

Lead Applicant: Click or tap here to enter text.

Indicate Area to be served (Select one or both): Allegheny County City of Pittsburgh

A. Contact Information

Organization Name: Click or tap here to enter text.

Address: Click or tap here to enter text.

City: Click or tap here to enter text. State: Click or tap here to enter text. Zip Code: Click or tap here to enter text.

Principal Contact Person: Click or tap here to enter text. Title: Click or tap here to enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

Fiscal Contact Person: Click or tap here to enter text. Title: Click or tap here to enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

Executive Director: Click or tap here to enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Click or tap here to enter text.

B. Legal Information

Type of organization: For-profit: Non-Profit: Government or School District:

Federal Employer Identification Number (FEIN): Click or tap here to enter text.

Please provide your current [DUNS Number](#): Click or tap here to enter text.

Please provide your current [CAGE Code](#): Click or tap here to enter text.

C. Requirements / Documents (*proposals submitted without these documents will be considered incomplete, please see associated links for more information and instructions as to how to acquire them*) Please note that a single copy of all requirements below must be submitted for EACH Partner, in addition to the lead applicant (if applicable)

- Registration in the [System for Award Management](#) (SAM)
- Completed Pre-award Assessment ([complete online](#))
- Most recent financial audit
- Certificate of Liability Insurance
- Certificate of Worker's Compensation Insurance
- W9

PARTNER WORK

D. Budget Information

Budget Summary:

	Allegheny County	City of Pittsburgh	Total
Total Amount Requested			
Number of Participants to be served			
Cost per participant served (if applicable)*			

* Divide proposed program costs by proposed number of participants served

If applying for youth funding, please check one or both intended funding sources: WIOA TANF

Leveraged Funds:

Please list all other sources of funding that will support your proposed program, if applicable.

Funding Source	Amount
	\$0.00
	<i>Total</i>

Our organization understands that this program operates on a reimbursement model, and we are prepared to front costs related to said program until requirements for reimbursement are met and funds are available for reimbursement.

Initial: _____

Proposal Checklist

It is the bidder's responsibility to make sure that all required elements and forms are included in the proposal. Proposals that do not include the required elements and forms will be automatically disqualified. No exceptions will be granted. If you have questions about the requirements, please submit a question in writing to Partner4Work to be answered on our website.

Before submitting your proposal, check the following:

- Five hard copies of Proposal Response Package are mailed or hand delivered to Partner4Work
- One electronic copy of Proposal Response Package emailed to youth@partner4work.org

Proposal Response Package Requirements

- 1. Proposal Cover Page, Pre-Award Assessment, and all required documents therein
- 2. Proposal Checklist
- 3. Proposal Executive Summary (*Maximum 2 Pages*)
- 4. Baseline Requirements
- 5. Statement of Compliance Form
- 6. Organization Overview and Capacity (*Maximum 3 Pages*) + **Requested Attachments**
- 7. Staffing and Location (*Maximum 2 Pages*) + **Requested Attachments**
- 8. Program Model Description (*Maximum 8 Pages*) + **Requested Attachments**
- 9. Program Budget and Budget Narrative (*Maximum 2 Pages*)
- 10. Letters of Support and/or Partner MOUs (if applicable; employers, education/training providers, service providers)

Baseline requirements

Successful bidders to this RFP must demonstrate a commitment to several program elements deemed by Partner4Work to be required components of the WIOA/TANF Youth program design.

Please indicate your commitment below to implementing these elements into your program design:

Yes <input type="checkbox"/>	No <input type="checkbox"/>	Agree that the most money possible will be spent directly on participants without compromising the success and realistic costs associated with the system.
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Agree to provision of services that will at a minimum: incorporate an intensive case management system, including educational and career counseling, educational supports, and supportive services or referrals; incorporate career exploration, academic supports, and work experience to connect participants to sustainable, career path employment; achieve or surpass negotiated performance measures; and follow Partner4Work's vision of youth workforce development system.
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Agree to enable Partner4Work staff to maintain regular, ongoing personal contact and communication with the contractor staff and, as needed, with customers at all locations.
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Agree to collaborate with the PA Department of Labor and Industry on system changes and partner with Partner4Work to augment and grow the public workforce system.
Yes <input type="checkbox"/>	No <input type="checkbox"/>	Agree to collaborate and connect with key Partner4Work initiatives, including but not limited to: assisting in addressing systemic barriers affecting youth programming and employment, supporting the work of industry councils, and identifying and applying for funding opportunities as appropriate.

Statement of Compliance Form

As the authorized signatory official for:

Submitting Lead Organization

I hereby certify:

- That the above-named proposer is legally authorized to submit this application requesting funding
- That the above-named proposer does hereby agree to execute all work related to this application in accordance with the Workforce Innovation and Opportunity Act, U.S. Department of Labor, Commonwealth of Pennsylvania Department of Labor and Industry issuances, Temporary Assistance for Needy Families, Partner4Work policies and guidelines, and other administrative requirements issued by the Governor of the Commonwealth of Pennsylvania. The vendor shall notify Partner4Work within 30 calendar days after issuance of any amended directives if it cannot so comply with the amendments; and
- That the above-named proposer will ensure special efforts to prevent fraud and other program abuses, such as but not limited to, deceitful practices, intentional misconduct, willful misrepresentation, and improper conduct which may or may not be fraudulent in nature; and
- That the contents of the application are truthful and accurate and the above named proposer agrees to comply with the policies stated in this application and that this application represents a firm request subject only to mutually agreeable negotiations; and that the above named proposer is in agreement that Partner4Work reserves the right to accept or reject any proposal for funding; and that the above-named proposer has not been debarred or suspended from receiving federal grants, contracts, or assistance; and that the above-named proposer waives any right to claims against the members and staff of Partner4Work.

Typed Name of Authorized Representative

Title of Authorized Representative

Signature of Authorized Representative

Date

Access to the 14 elements

Partner4Work requires that all youth and young adults are provided access to each of the 14 elements listed below, if necessary. Please indicate in the table below whether your organization will provide access to the element in-house or refer out. If you will refer out, please indicate your referral partner.

Number	Element	Provided in house?	Referred out?	Referral partner (if applicable)
1	Tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies			
2	Alternative secondary school services, as appropriate			
3	Paid and unpaid work experience that links academic and occupational education, which may include summer employment, emp. opportunities throughout the year, pre-apprenticeship programs, internships and job shadowing, and on the job training			
4	Occupational skills training, as appropriate, particularly training that leads to industry recognized credentials aligned with in-demand industry sectors			
5	Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster			
6	Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors			
7	Supportive services			
8	Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months			
9	Follow-up services for not less than 12 months after the completion of participation, as appropriate			
10	Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate			
11	Financial literacy education			
12	Entrepreneurial skills training			
13	Career awareness, counseling, and exploration			
14	Activities that help youth prepare for and transition to post-secondary education and training			