



# Request for Proposals

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

## One-Stop Career Center Services: WIOA Title I Adult & Dislocated Worker 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 Title I Adult/Dislocated Worker Program is funded by Workforce Innovation and Opportunity Act grants provided by the US Department of Labor (USDOL). CFDA # 17.258 (WIOA Adult) and 17.278 (WIOA Dislocated Worker). Any agreements resulting from this RFP may be funded by Partner4Work through the WIOA Adult and Dislocated Worker grants provided by USDOL. The subrecipient must comply with all applicable regulations and the terms and conditions of the WIOA grant provided by USDOL.

# Table of Contents

GENERAL INFORMATION .....	4
About Partner4Work.....	4
Purpose of this RFP .....	4
Overview: WIOA, One-Stop Centers, Adult and Dislocated Worker Services .....	5
PA CareerLink® Pittsburgh/Allegheny County .....	6
Population to be Served.....	8
Program Dates .....	8
Anticipated Award .....	8
Funding Streams .....	9
Program Cost Reimbursement.....	9
How can you partner with us? .....	10
Who can apply?.....	10
Labor Market Dynamics in Pittsburgh and Allegheny County .....	11
STATEMENT OF WORK .....	11
1. Outreach .....	13
2. Service Distribution.....	13
3. Enrollment and Orientation .....	13
4. Career Services.....	14
5. Training Services .....	15
6. Supportive Services.....	16
7. Dislocated Workers.....	16
8. Business Services.....	17
9. Site Administration and Operations .....	18
10. Partner Collaboration and Referrals .....	19
11. Staff Training and Development .....	20
12. Performance Indicators and Goals.....	20
13. Data Management and Reporting .....	22
14. Commonwealth Workforce Development System (CWDS).....	23
15. Records and Documentation .....	24
16. Contract Oversight and Evaluation .....	24
PROPOSAL PROCESS & REQUIREMENTS.....	25
How to Apply.....	25
Review and Selection Process.....	30

Questions ..... 31  
Bidder’s Conference and PA CareerLink® Downtown Pittsburgh Tour ..... 31  
Disclaimers ..... 32  
Appendix A – Terms and Definitions..... 33  
Appendix B – Past Demographic and Program Data..... 35  
Appendix C – Overview of Administrative and Budget Narrative Requirements..... 39

## GENERAL INFORMATION

This section provides general and background information needed to understand the regulatory and programmatic context of this RFP. This section also describes important details regarding the services and stakeholders related to this RFP, as well as characteristics of any agreements that may result from this RFP.

### **About Partner4Work**

Partner4Work (P4W) is the Workforce Development Board (WDB) for Pittsburgh and Allegheny County. We connect funding, expertise and opportunities to develop a thriving workforce in the Pittsburgh region. Nationally recognized for innovation, P4W delivers workforce development solutions to meet the current and future needs of businesses and job seekers. Through collaboration with 100+ partners, P4W connects more than 60,000 adults and more than 8,000 young adults to training and employment opportunities 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, P4W 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, P4W is the resource to deliver customized employment solutions for any business.

#### Breaking down barriers to career opportunities

P4W helps provide adult and young job seekers with the opportunities to find meaningful employment. Through our providers, we provide access to career training and exploration programs; employment assistance; job search help; and a robust summer jobs program. P4W opens the door to career opportunities.

#### Providing community organizations with resources to make an impact

P4W proudly partners with more than 80 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 (P4W) is issuing this Request for Proposals (RFP) to identify one or more providers of Adult and Dislocated Worker Services to support the One-Stop Career System in the Pittsburgh and Allegheny County Workforce Development Areas (WDA), in accordance with the Workforce Innovation and Opportunity Act (WIOA), including but not limited to career services, supportive services, training services and business services. The period of performance will include a base contract year that begins on July 1, 2019 and ends on June 30, 2020, with three subsequent option years, exercised at the discretion of P4W.

The selected applicant(s) will implement a proven WIOA model with a dual-customer focus on employers and job seekers that aligns with the P4W vision of a world-class workforce development system. The model will be operated primarily out of two one-stop career centers (American Job Centers) located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. These comprehensive career centers are the focal point and public face of the local workforce development delivery system. They provide access to a broad array of career-related services and information in one place. They are designed to serve a diverse range of customers with diverse needs and are a vital link in connecting job seekers and employers.

### **Overview: WIOA, One-Stop Centers, Adult and Dislocated Worker Services**

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 support 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 at [www.doleta.gov/WIOA/Overview.cfm](http://www.doleta.gov/WIOA/Overview.cfm) for a more thorough overview of WIOA. All qualified parties interested in submitting an application in response to this RFP must be familiar with the goals and requirements of WIOA and all its implementing guidelines; the selected applicant(s) must follow and comply with all rules and regulations therein.

In many ways, the cornerstone of WIOA is a one-stop service delivery system that meets the needs of dual customers: the job seeker and the employer. One-stop centers, also known as American Job Centers, include a collection of agencies responsible for providing seamless service delivery to job seekers and employers. In the Commonwealth of Pennsylvania, the one-stop system is referred to and branded under the name "PA CareerLink®." Under WIOA, the PA CareerLink® system is measured by its effectiveness, accessibility, and continuous improvement as evidenced by the ability to achieve negotiated performance levels, integrate available services, and meet the workforce development and employment needs of local employers and job seekers.

PA CareerLink Pittsburgh/Allegheny County has two one-stop centers—PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East—which are both considered comprehensive one-stop centers, offering the full range of PA CareerLink® services and seeking to ensure the vision of a prosperous region with a fully employed workforce possessing the tools needed to succeed. In addition to the one-stop centers, PA CareerLink® provides a basic level of mobile services to customers in the community, through partner agencies that provide access to host locations for staff of PA CareerLink® Pittsburgh/Allegheny County. The selected applicant(s) must offer all services described in this RFP in a highly collaborative environment at one or both of the PA CareerLink® centers in Pittsburgh/Allegheny County, as well as basic mobile services throughout Pittsburgh/Allegheny County.

Through this RFP, P4W intends on selecting one or more providers of Adult and Dislocated Worker Services within the PA CareerLink® Pittsburgh/Allegheny County System who will be required to deliver the broad range of career, training and related services defined by this RFP in close coordination with PA CareerLink® partner agencies established and required by WIOA, as well as additional partners whose services and resources may benefit customers of PA CareerLink®. The Adult and Dislocated Worker Programs are defined by Title I of WIOA, which is why providers of Adult and Dislocated Worker Services are often called Title I providers. Title I of WIOA establishes the framework for providing career and training-related services to many job seekers and employers at the

nation’s nearly 2,500 American Job Centers. The term “Title I provider” is used interchangeably throughout this RFP with “Adult and Dislocated Worker provider.”

## **PA CareerLink® Pittsburgh/Allegheny County**

Partner4Work (P4W) oversees two workforce development areas—Pittsburgh and Allegheny County—and as such, there are two comprehensive one-stop centers offering the full range of PA CareerLink® services, both of which exist to provide accessible, seamless, customer-driven services to job seekers, employers, and other stakeholders by working together in a professional, timely, and efficient manner. Residents of Allegheny County may participate in services at either center, regardless of whether they live in or outside the City of Pittsburgh. P4W expects the one-stop centers to be welcoming places that offer exceptional customer service and valuable workforce opportunities to a broad range of businesses and job seekers in Pittsburgh and Allegheny County. The centers provide help and guidance to individuals of all skill levels and work experience, utilizing services for a variety of reasons related to their job search. Some users engage solely in self-directed activities with the help of technological tools and informational resources while others may participate in more comprehensive, individualized career and training services. No matter their needs, all individuals are welcome to come to PA CareerLink® for support and guidance. Please review Partner4Work’s WIOA One-Stop Partner MOU for a more comprehensive overview of the PA CareerLink® Pittsburgh/Allegheny County System and one-stop services.<sup>1</sup>

Described in the paragraphs below are basic features of the current operational model at PA CareerLink® Pittsburgh/Allegheny County, offered for context and general reference. Applicants should propose arrangements conducive to the success of their proposed model, as allowed and appropriate, even if such arrangements differ from those described in this RFP.

Locations and hours of operation for the centers are provided below, which are subject to change at any time throughout the contract period. P4W has site control, maintains the leases and/or pays facility costs at both centers. The current lease for PA CareerLink® Downtown Pittsburgh expires in April 2021. The current lease for PA CareerLink® Allegheny East expires in March 2020.

PA CareerLink® Downtown Pittsburgh  
304 Wood Street  
Pittsburgh, PA 15222  
Hours: Monday, Tuesday, Thursday: 8 a.m. – 4:15 p.m.  
Wednesday, Friday: 8:30 a.m. – 4 p.m.

PA CareerLink® Allegheny East  
2040 Ardmore Blvd  
Pittsburgh, PA 15221  
Hours: Monday Tuesday, Thursday: 8 a.m. – 4:15 p.m.  
Wednesday, Friday: 8:30 a.m. to 4:15 p.m.

The spectrum of basic and individualized services offered to job seekers and businesses at PA CareerLink® centers in Pittsburgh and Allegheny County is delivered by core partners of the one-stop system defined by WIOA, in close coordination, including Title I: Workforce Development Activities (Adult and Dislocated Worker Services); Title II:

---

<sup>1</sup> P4W’s WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>

Adult Education and Literacy Act programs administered by the Department of Education (DoED); Title III: Wagner-Peyser Act employment services administered by the Department of Labor (DOL); and Title IV: Rehabilitation Act Title I programs administered by DoED. In addition to the core partners, PA CareerLink centers are host to numerous other partner agencies who enrich the centers with valuable career, educational and related resources. The selected applicant(s) must work closely with staff of all partner agencies to recruit, enroll, assess and effectively serve PA CareerLink® customers through multiple programs and services collaboratively.

To effectively manage and coordinate partners and services at PA CareerLink®, WIOA establishes the role of the One-Stop Operator. Among other tasks, the Operator facilitates regular meetings and communication between core partners of the PA CareerLink® system to discuss critical issues related to operations, service delivery and performance. In addition, the Operator oversees the Site Administrator responsible for managing the day-to-day operations of the PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC). Each PA CareerLink® center maintains CRC equipped with computers, informational resources, phones and printers available to the public for job searching purposes, staffed by a Customer Service Representative and a CRC Attendant. These staff members are available to assist customers with their job search and provide customers with additional information about all services offered at the PA CareerLink®. In addition to technology and staff assistance, the CRCs at both locations contain phone lines that connect callers directly to the Unemployment Compensation Office. The public can use these phones during hours of operations to inquire about their Unemployment Compensation claims. The selected applicant(s) will be expected to assist PA CareerLink® customers in utilizing these and other basic resources available at PA CareerLink® centers in Pittsburgh/Allegheny County.

The selected applicant(s) must coordinate efforts with the Operator, Site Administrator, Customer Service Representative and CRC Attendant frequently. The current Title I Provider is the employer of record for the Site Administrator, Customer Service Representative and CRC Attendant. The selected applicant(s) may be asked to act as the employer of record for one or more of these staff members again, although proposed budgets should not include staff costs for these or any other positions not directly related to the provision of Adult and Dislocated Worker Services. Should the selected applicant(s) be asked to employ the Site Administrator, Customer Service Representative, CRC Attendant or any other staff member dedicated to the general operations of the PA CareerLink® centers, P4W will provide additional funds, separate from the amount funding any agreements resulting from this RFP.

Both sites currently offer weekly orientations to PA CareerLink® services, primarily led by a staff member of the Title I provider; however, the staff member is responsible for orienting attendees to all opportunities and options for services at PA CareerLink®. In addition to weekly orientations, PA CareerLink® centers host a monthly calendar of workshops geared toward an expansive list of topics in the career services field. A sample of some of the workshop topics include the following: job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy, job readiness training, civil service positions, getting a job as a reentrant, and job retention strategies. All workshops are publicly posted on the PA CareerLink® Pittsburgh/Allegheny website ([www.careerlinkpittsburgh.com](http://www.careerlinkpittsburgh.com)).

PA CareerLink® Pittsburgh/Allegheny County is committed to increasing access for job seekers and bringing PA CareerLink® and WIOA Title I services and resources to locations beyond the one-stop centers. As such, the current provider of Title I services in the one-stop centers provides information, general assistance and services in select neighborhood-based locations on behalf of the PA CareerLink® Pittsburgh/Allegheny County system. P4W expects the selected provider(s) to continue such efforts in close collaboration with other partners of the

PA CareerLink® system. Locations presently include library locations and other host organizations that provide community-based access.

## Population to be Served

The one-stop service delivery system is designed to provide all job seekers and businesses with access to a broad range of information, services and career opportunities. As such, a diverse range of stakeholders utilize the PA CareerLink® Pittsburgh/Allegheny County System to pursue positive educational and employment outcomes. Job seekers come to PA CareerLink® with differing levels of experience, skills, abilities, and barriers to employment seeking career opportunities in various occupations. The selected applicant(s) will have demonstrated experience in delivering workforce development services to a similarly diverse population on a comparable scale.

In Program Year 2017-2018, between both PA CareerLink® Pittsburgh/Allegheny County locations, there were over 40,000 visits from close to 18,000 unique customers. For WIOA Adult and Dislocated Worker Services, there were approximately 3,300 registrations and 2,300 active participants. The selected applicant(s) will be required to serve participants already enrolled in the WIOA Adult and Dislocated Worker Program as of July 1, 2019. Appendix B of this RFP provides an overview of past demographic and program-related data for the WIOA Adult and Dislocated Worker Programs in Pittsburgh and Allegheny County; the selected applicant(s) will be expected to implement a program model similar in scale. The appended numbers illustrate the volume and potential diversity of customers visiting the centers for use of all services and resources.

## Program Dates

The selected applicant(s) will begin delivering the full range of services as described herein on July 1, 2019. The Agreement resulting from this RFP will 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 P4W, based on performance of the selected applicant(s) and funds available. P4W reserves the option to modify contracts on a year-to-year basis. The Agreement is not renewable after the fourth 12-month period. Should the outcome of this procurement result in a change of the current Title I Provider at PA CareerLink® Pittsburgh/Allegheny County centers, P4W reserves the right to negotiate a transition period during which incoming and outgoing Title I providers work concurrently to ensure a smooth transition and minimize disruptions to job seekers and employers. Such a transition period could accelerate the start date of any agreements resulting from this RFP by an estimated period of one month, requiring the selected applicant(s) to begin on June 1, 2019.

Anticipated 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 P4W
Contract period 3 (option)	July 1, 2021 – June 30, 2022	Renewable by P4W
Contract period 4 (option)	July 1, 2022 – June 30, 2023	Renewable by P4W

## Anticipated Award

As a result of this RFP, P4W expects to award one or more cost reimbursement contracts to provide the services sought by this RFP, primarily delivered from the two PA CareerLink® centers in Pittsburgh and Allegheny County. P4W intends to provide up to \$2.2 million (total) for delivery of all services described in this RFP, at both centers, for the period of July 1, 2019 to June 30, 2020. Qualified parties may submit proposals to deliver services at one



or both centers. The actual amount of award will be based on the proposed budgets, availability of funds, and standards for use of public funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). P4W is unable to define with certainty the WIOA allocation (administrative and programmatic funds) that will be made available for any agreement resulting from this RFP. The federal government allocates WIOA Adult and Dislocated Worker Program funds annually each spring. Final funding awards will be based upon WIOA funding allocations, P4W priorities, and other factors at the discretion of P4W. P4W reserves the right to vary or change the terms of any contract executed as a result 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 P4W. The proposal(s) most advantageous to P4W in terms of quality and cost will be recommended for funding.

**Funding Streams**

P4W is a workforce development board that oversees two workforce development areas (WDA)—Pittsburgh and Allegheny County. Each WDA is supported by separate WIOA funding streams, which P4W and its network of contracted providers must allocate to residents of each WDA appropriately. Regardless of whether an individual resides in the Pittsburgh or Allegheny County WDA, they may participate in one-stop services in either WDA of the PA CareerLink Pittsburgh/Allegheny County system, although their residency must be tracked so costs can be allocated to the proper funding stream. Funds for services described in this RFP are further split into Adult and Dislocated Worker funding streams, which P4W and its network of contracted providers must allocate to WIOA participants appropriately, based on funding availability, eligibility and suitability for each respective program. These divisions create four separate funding streams that will be used to fund any agreement resulting from this RFP, summarized below:

- City of Pittsburgh – Adult Funding Stream
- City of Pittsburgh – Dislocated Worker Funding Stream
- Allegheny County – Adult Funding Stream
- Allegheny County – Dislocated Worker Funding Stream

The table below illustrates the total 2018/2019 allocation of funding for the Adult and Dislocated Worker programs in Pittsburgh and Allegheny County received by P4W. The numbers represent funds allocated to each program for each WDA, shown as a proportion of the combined total of all four funding streams. The selected applicant(s) will design and implement a program model that strives to realize these allocations, understanding that a reasonable level of variation will likely occur.

<b>WIOA Adult &amp; Dislocated Worker Allocations (7/1/18 to 6/30/19)</b>			
	Adult	Dislocated Worker	Total
Allegheny County	30%	25%	54%
City of Pittsburgh	18%	27%	46%
Total	48%	52%	

**Program Cost Reimbursement**

Payment related to any agreement resulting from this RFP will be made on a cost reimbursement basis. This means your organization must have the financial capacity to pay all program costs up front. P4W will require an invoice, proof of expenses, and required documentation to process a reimbursement. P4W 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<sup>2</sup> and WIOA regulations.

### **How can you partner with us?**

As a Workforce Development Board, P4W is primarily responsible for the management, oversight and performance of the one-stop career system in Pittsburgh/Allegheny County, along with local elected officials and WIOA partner organizations. Through this RFP, P4W seeks to identify a qualified agency, or agencies, to act as the primary provider(s) of WIOA Adult and Dislocated Worker services within the local one-stop career system – PA CareerLink® Pittsburgh/Allegheny County. The selected applicant(s) will deliver high quality Adult and Dislocated Worker Services in accordance with WIOA that create opportunities for economic and career success, and connect jobseekers with employer-driven placement, education, and training options. P4W encourages potential applicants to consider ideas for collaboration with or integration of additional programs and services delivered or overseen by P4W, including any other programs and services for which P4W is currently seeking proposals.

P4W encourages potential applicants to think strategically and innovatively about proposing a service delivery model that best meets the needs of participants and will lead to long-term success while also satisfying the requirements of the WIOA Adult and Dislocated Worker Programs. Qualified applicants must demonstrate the programmatic capacity and expertise to effectively deliver WIOA Adult and Dislocated Worker services, as well as strong administrative capacity to ensure all fiscal requirements of the Agreement resulting from this RFP are met. Qualified applicants may submit a proposal to deliver the services sought by this RFP at one or both of the PA CareerLink® centers described in this RFP; however, if seeking to deliver services at only one center, the proposal must clearly explain the rationale and demonstrate the value of delivering services at only one center.

### **Who can apply?**

Eligible applicants include non-profit and for-profit organizations, private sector entities, educational institutions, community-based organizations and other entities operating in accordance with federal, state and local law, and in business for at least three years. 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 (P4W) are ineligible to apply. See Appendix C for more information on administrative requirements for selected applicants.

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, P4W 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.

---

<sup>2</sup> See Office of Management and Budget’s Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.

Selected 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 workforce development programming.

Applicant Competency – All applicants must have the technical competence, knowledge and expertise, management and administrative capabilities and capacity, professional staff, financial resources and stability, and administrative and fiscal systems to carry-out the work described in this RFP. Applicants must meet high standards of public service and fiduciary responsibility. P4W requires assurance that the selected applicant(s)'s performance of the terms and conditions of any agreement resulting from this RFP be undertaken in accordance with the highest level of integrity and business ethics. Applicants must be able to implement a system of self-monitoring, including the review of key data related to performance, quality assurance, financial integrity and accuracy and one-stop center operations. Applicants are responsible for being knowledgeable of all laws, regulations, rules, and policies of the funding sources identified in this RFP. If P4W determines, at its sole discretion, that the selected applicant(s) is not responsible, that it does not possess the administrative, fiscal, and/or technical resources and capabilities necessary to successfully perform under the terms and conditions of an agreement, it shall terminate the agreement immediately.

### **Labor Market Dynamics in Pittsburgh and Allegheny County**

Allegheny County is home to approximately 1,231,500 residents, which represents 9.6% of Pennsylvania's population and 49.7% of the population in the Southwest Pennsylvania Region (counties of Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland). With a job base of about 756,000, Allegheny County comprises about 12% of Pennsylvania's and 60% of the regional labor market. Local average wages are above the regional and state average. However, in 2017, almost 38% of jobs in Allegheny County paid less than \$15 per hour, and 56% paid less than \$20 an hour. Although some in-demand and opportunity industries and occupations pay well and require strong technical skills and base knowledge, 37.2% of jobs in this area require less than a four-year degree.

Please review Partner4Work's WIOA Multi-Year Local Plan (PY2017 – PY2019) for more information on the labor force, population and employer dynamics in Pittsburgh and Allegheny County.<sup>3</sup> Also visit the P4W website for current information on the job market, industry profiles, special reports on a wide range of workforce issue and more.

### **STATEMENT OF WORK**

The selected applicant(s) will implement an innovative and proven workforce development model, driven by the needs of employers and availability of career opportunities, to deliver Adult and Dislocated Worker Services and support PA CareerLink® Pittsburgh/Allegheny County. The proposed model must align with the principles and requirements of WIOA and the Partner4Work (P4W) vision of a world-class workforce development system, the primary goal of which is to match the labor demands of employers with the skills and talents of job seekers, helping businesses thrive and creating viable career pathways for residents of Pittsburgh and Allegheny County. As a key partner in the PA CareerLink® Pittsburgh/Allegheny County System, the selected applicant(s) will align services and activities with the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County.<sup>4</sup>

---

<sup>3</sup> P4W's WIOA Local Plan <https://www.partner4work.org/uploads/partner4work-local-plan-state-approved-12212017.pdf>

<sup>4</sup> P4W's WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>.

Work performed under any Agreement resulting from this RFP will include but is not limited to delivery of Adult and Dislocated Worker Services as defined by the Workforce Innovation and Opportunity Act (WIOA) and all its implementing guidelines and regulations.<sup>5</sup> The services described in this RFP will be delivered primarily from two American Job Centers, or one-stop career centers, located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh at 304 Wood Street, Pittsburgh, PA, 15222 and PA CareerLink® Allegheny East at 2040 Ardmore Boulevard, Pittsburgh PA, 15221. The locations of PA CareerLink® centers in Pittsburgh and Allegheny County are subject to change. P4W currently has site control and/or pays facility costs at both locations. These locations have substantive representation from key partner agencies, including core partners of the one-stop system defined by WIOA.

As a primary provider of WIOA Title I Adult and Dislocated Worker Services in Allegheny County, the selected applicant(s) will actively participate with P4W in shaping and informing the local workforce development system. As such, the selected applicant(s) will maintain current knowledge of and expertise in:

- Federal, state, and local policies, including WIOA and its implementing guidance;
- Evidence-based workforce development practices and viable career pathways;
- Local workforce development programs, social service agencies and related resources; and
- Local labor market information, including workforce and employer dynamics.

Successful delivery of services solicited by this RFP will require close adherence to the criteria of key Training and Employment Guidance Letters (TEGL) from the US Department of Labor, including but not limited to the following:

- TEGL 4-15: Vision for the One-Stop Delivery System;
- TEGL 10-16: Performance Accountability Guidance for WIOA;
- TEGL 16-16: One-Stop Operations Guidance for the American Job Center Network; and
- TEGL 19-16: Guidance on Services provided through the Adult and Dislocated Worker Programs.<sup>6</sup>

Critical components of the selected applicant(s)'s work include:

- A public workforce system that leverages multiple agencies and funding streams, and ensures full access for a broad and diverse range of stakeholders, including individuals with barriers to employment;
- Employer engagement to determine human capital needs and match with desired skills and abilities;
- Comprehensive outreach and recruitment strategies designed to engage a diverse range of job seekers;
- Strategies and practices to reach job seekers in neighborhood locations through agency partnerships;
- Use of best practices and career pathways to enhance service delivery to job seekers;
- A level of contact and engagement with job seekers that ensures needs are met and outcomes achieved;
- Leveraged technology to support effective service delivery, innovation and continuous improvement;
- Strong command of data and information systems, including CWDS—the Commonwealth Workforce Development System;
- Identification of strategy and policy improvements that can shape the work of the one-stop centers;
- Tracking and communication of job seeker behavior, employer needs, challenges and opportunities
- Adherence to local, regional and state workforce plans and MOUs, including but not limited to:
  - WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County;
  - Multi-Year Regional Workforce Development Plan for the Southwest Planning Region;

---

<sup>5</sup> Additional information about WIOA can be found through the US Department of Labor at: [www.doleta.gov/WIOA](http://www.doleta.gov/WIOA).

<sup>6</sup> TEGLs from the US DOL can be found at: <https://wdr.doleta.gov/directives/>.

- Multi-Year Local Workforce Development Plan for City of Pittsburgh and Allegheny County; and
- Pennsylvania WIOA Combined State Plan.

As a core partner of PA CareerLink® and provider of WIOA Title I Services in Pittsburgh and Allegheny County, the selected applicant(s) may be asked by P4W to participate in special projects and initiatives within the scope of work defined by this RFP and related to the selected applicant(s) primary role within the one-stop system.

### **1. Outreach**

The selected applicant(s) will conduct regular and broad outreach, communication and recruitment activities to inform job seekers, employers and other stakeholders of services and resources available through PA CareerLink®, Title I of WIOA and the larger workforce development system to ensure a steady pipeline of customers utilizing the PA CareerLink® system. As an integral partner of PA CareerLink®, the selected applicant(s) will participate in similar activities led by PA CareerLink® partners and ensure all activities are carefully coordinated with such partners, including P4W, in support of an integrated and unified system of workforce development. Outreach and communications will include but not be limited to arrangement of and participation in career and community resource fairs and job recruitment events, both onsite at PA CareerLink® centers and offsite at partner locations, where the selected applicant(s) will represent the Adult and Dislocated Worker programs and the broader PA CareerLink® system. The selected applicant(s) will use such events to recruit both job seekers and businesses to participate in PA CareerLink® services.

### **2. Service Distribution**

P4W is committed to increasing access for job seekers and bringing PA CareerLink® and WIOA Title I services and resources to locations beyond the one-stop centers. As such, the selected applicant(s) will work closely with P4W to determine strategies for providing information, general assistance and PA CareerLink® services in neighborhood-based locations on behalf of the one-stop system. Selection of host locations for such activities is subject to P4W approval and will consider place-based and/or population-based factors. Locations may include libraries, partner organizations and other community spaces. P4W expects the selected applicant(s) to work closely and maintain positive relationships with partner agencies supporting the distribution of PA CareerLink® information and resources.

### **3. Enrollment and Orientation**

The selected applicant(s) must follow WIOA guidelines and P4W policies in making eligibility determinations and enrolling job seekers in Adult and Dislocated Worker Services.<sup>7</sup> Enrollment refers to the completed process by which an eligible participant has been referred for WIOA services and for whom required documents have been completed and entered into the Commonwealth Workforce Development System (CWDS). If an individual is not eligible or suitable for WIOA services, he or she must be referred to an appropriate vocational, educational or social service agency for assistance. The selected applicant(s) may be asked to provide WIOA screening and enrollment services for other WIOA programs administered by P4W, on an as-needed basis. The selected applicant(s) will comply with all federal, state, and local guidance and regulations regarding priority of service and

---

<sup>7</sup> P4W's Adult/Dislocated Worker Eligibility Policy: <https://www.partner4work.org/document/3rwib-eligibility-policy/>

track the number of individuals served that meet each criterion for priority service and related participant outcomes achieved.<sup>8</sup>

P4W is committed to ensuring an efficient, customer-friendly approach to enrollment and orientation for PA CareerLink® and WIOA Title I Services, balanced with the need to assess suitability and prepare customers for participation in WIOA activities. The selected provider(s) will employ enrollment and orientation practices that follow applicable regulations and assess/prepare candidates for WIOA activities, but do not impose unneeded requirements on job seekers and employers. The enrollment and orientation process should consist of only reasonable and necessary requirements for job seekers and employers, minimizing barriers to enrollment and orientation, and streamlining steps to meaningful participation.

#### **4. Career Services**

The selected applicant(s) will deliver high quality Adult and Dislocated Worker Services, as defined by WIOA, that create opportunities for economic and career success, and connect jobseekers with employer-driven placement, education, and training options. The selected applicant(s) will facilitate services with other PA CareerLink® partners, including consideration of co-enrollment, and work with partner organizations in the PA CareerLink® sites to promote the development of integrated intake, case management and reporting.

Every PA CareerLink® customer will have access to a set of employment-related career services. The selected applicant(s) will move individuals through the array of career services defined in Section 134(c)(2) of WIOA, based on their individual skills and needs, providing basic, individualized, and follow-up career services. Basic and individualized career services do not have to follow a sequence; rather, they are defined to allow a varied approach to services that meets the needs of a range of job seekers. In planning and delivering career services, the selected applicant(s) will employ an evidence-based triage process that effectively assesses jobseekers to determine and provide the most appropriate career services.

Basic career services. Basic career services are universally accessible and must be made available to all individuals seeking employment and training services at PA CareerLink®. Generally, these services involve less staff time and involvement. Basic career services include but are not limited to eligibility determinations; outreach, intake and orientation; initial skill assessments; labor exchange services such as job search, placement assistance, and career counseling; provision of information and assistance regarding the labor market, available training programs, unemployment compensation and supportive services; and program referrals.

The successful applicant(s) will also facilitate self-directed career services for job seekers, available through a “resource room” containing current job listings; local labor market information; information on job search methods; lists of current training opportunities; information on partner community services and resources; computers for internet job search; workstations for resume preparation; telephones and fax machines for employer contacts; and a schedule of workshops, job fairs, and other events

Individualized career services. Individualized career services must be provided when staff determine that such services are required to retain or obtain employment. Generally, these services involve significant staff time and customization to each individual’s need. Individualized career services include but are not limited to

---

<sup>8</sup> P4W’s Priority of Service Policy: <https://www.partner4work.org/document/3rwib-priority-service-policy/>

comprehensive and specialized assessments of skill levels and service needs, in-depth interviewing and evaluation to identify employment barriers, customized career counseling, short-term pre-vocational skills, work experiences, etc. These services also include development of an individual employment plan (IEP) to identify appropriate career pathways, employment goals, related objectives, and combination of services for the participant to achieve goals.

Follow-up career services: The selected applicant(s) must provide follow-up services for adults and dislocated worker participants who are placed in unsubsidized employment for up to 12 months after the first day of employment. Follow-up services may include but are not limited to contact to determine work status; counseling regarding the workplace; additional career planning and counseling; job re-placement; and referral to supportive services. Follow-up services must include more than just an attempted contact.

Workshops: The selected applicant(s) will provide workshops to job seekers at the PA CareerLink® centers in Pittsburgh/Allegheny County as part of their career services offerings and participate in workshops conducted by PA CareerLink® partner agencies. Workshops will cover but not be limited to job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training.

Additional services, if determined appropriate for obtaining or retaining employment as identified by assessment, skill deficiency, or length of unemployment may consist of, but are not limited to:

- Group, individual, and career counseling which may include networking and job clubs.
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct.
- Internships and work experiences linked to career pathways.
- Provision of information and referral to additional services as appropriate including financial literacy services and English language acquisition programs.

## **5. Training Services**

Training services can be critical to the employment success of many adults and dislocated workers. The selected applicant(s) will be responsible for implementing an approach to training services in close coordination and consultation with P4W that is driven by the needs of local employers and aligned with viable career pathways, in accordance with the WIOA vision of career pathways (see WIOA Sec. 3, Def. 7). The emphasis will be on supporting occupational clusters and high priority occupations that are in-demand by employers and offer self-sustaining wages.

The selected applicant(s) will not directly provide occupational training services but will coordinate Individual Training Accounts (ITA) for participants who are eligible and suitable for ITAs, pending availability of funding. ITAs are tuition vouchers to be redeemed by eligible training providers. Occupational training will be conducted by providers with programs included on the Eligible Training Provider List (ETPL). The selected applicant(s) will facilitate the ITA application and selection process with job seekers and coordinate participation in occupational training programs, including counseling job seekers on training opportunities and related career pathways and maintaining close communication with training providers. All requests for ITAs must be submitted to P4W for approval on a case-by-case basis, according to criteria determined by P4W. The selected applicant(s) may not finalize or proceed with any ITA until granted approval. P4W will maintain funding for all ITAs and provide fiscal administration for approved ITAs. The selected applicant(s) will follow all required guidance and regulations

regarding the use of ITAs, including related P4W policies.<sup>9</sup> The selected applicant(s) will also maintain a current working knowledge of available, effective training programs connected to in-demand occupations and related career pathways.

The selected applicant(s) will work closely with P4W to identify and supply participants for work-based training opportunities arranged by P4W, including On-the-Job Training (OJT) and Customized Job Training (CJT). The selected applicant(s) will not be authorized to initiate or issue OJTs or CJTs with job seekers or employers independently; however, the selected provider(s) will promote such opportunities with employers as part of the proposed business services model.

Staff of the selected applicant(s) may determine training services are appropriate, regardless of whether the individual has received basic or individualized career services first.<sup>10</sup> Training services may be provided if the staff of the selected applicant(s) determine, after conducting an interview, evaluation, or assessment approved by P4W, that an eligible individual is unlikely or unable to obtain or retain employment through career services alone; is in need of training services to obtain or retain employment; and has the qualifications to successfully participate in a program of training that is directly linked to employment in the local area.

## **6. Supportive Services**

Job seekers commonly face a wide variety of barriers that make it difficult to achieve and retain meaningful employment. The selected applicant(s) will think critically and creatively about how to accommodate job seekers with such barriers and provide or connect job seekers with supportive services, as appropriate. The selected applicant(s) will provide supportive services in accordance with the P4W Supportive Services Policy when:<sup>11</sup>

- The participant is registered and receiving WIOA career or training services;
- Supportive services are necessary to enable the participation in services; and
- The participant is unable to obtain similar services from another source

The selected applicant(s) will also build and maintain an effective referral network of service agencies to ensure participants have access to the basic supports needed to fully participate in all services procured through this RFP, especially individuals with barriers to employment, as defined in WIOA Section 3, including but not limited to displaced homemakers; low-income individuals; individuals with disabilities; older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; English language learners and individuals facing substantial cultural barriers; individuals who have low levels of literacy; single parents (including single pregnant women); and long-term unemployed individuals. The selected applicant(s) will also maintain and provide information relating to such services and assistance, including but not limited to child care, child support, medical assistance, the Supplemental Nutrition Assistance Program (SNAP), the Earned Income Tax Credit, Temporary Assistance for Needy Families (TANF), transportation, tax preparation, mental and behavioral health services, financial counseling, housing assistance and other supportive services, as appropriate.

## **7. Dislocated Workers**

---

<sup>9</sup> P4W's ITA policy: <https://www.partner4work.org/document/3rwib-individual-training-account-ita-policy/>

<sup>10</sup> See TEGL 19-16 for further training-related criteria that apply to the training services described in this RFP.

<sup>11</sup> P4W's Supportive Services policy: <https://www.partner4work.org/document/3rwib-supportive-service-policy/>



The selected applicant(s) will develop strategies and employ practices for recruiting and effectively serving dislocated workers, as defined by WIOA sec. (3)(15) and P4W's Adult/Dislocated Worker Eligibility Policy.<sup>12</sup> Such strategies and practices must take into account the distinct experiences of dislocated workers and customize career, training and supportive services appropriately. Appendix B further demonstrates the unique differences between Dislocated Workers and Adults served at PA CareerLink® based on data collected from Program Year 2017-2018. The selected applicant(s) will strive to achieve a level of engagement with and services delivered to dislocated workers that reflects the proportion of funding allocations described in the *General Information, Funding Streams* section above.

The selected applicant(s) will actively participate in Rapid Response Services to assist employers and workers affected by permanent or substantial layoffs or business closures. Upon notification of a forthcoming layoff or plant closure (Worker Adjustment and Retraining Notification - WARN notice) or employer notification to the local PA CareerLink® office, the selected applicant(s) will begin coordinating efforts with P4W and partner agencies to provide information and services to those affected. While participating in Rapid Response Services, the selected applicant(s) will report to P4W monthly on efforts to transition displaced workers including use of training funds, job placement, wages, and retention.

## **8. Business Services**

Strong connections with employers is pivotal to P4W's commitment to create a thriving local workforce and economically viable region. P4W is focused on demand-driven partnerships with businesses to better connect job seekers with employment opportunities and sustainable careers. The selected applicant(s) will inform, participate in and align all activities with P4W's business engagement efforts and sector strategies. The selected applicant(s) will work closely with P4W to develop, promote, and deliver quality business services that assist employers and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support area employers and industry sectors most effectively, the selected applicant(s) will have a clear understanding of industry skill needs; identify appropriate strategies for assisting employers; and employ an integrated business services strategy that aligns with the efforts of P4W and other PA CareerLink® stakeholders.

Business services performed by the selected applicant(s) will include but not be limited to:

- Establish strategic relationships with employers that lead to increased use of PA CareerLink® as a complete end-to-end recruiting service for job seekers from all classifications.
- Identify potential employers to partner with PA CareerLink® through data analysis and market research.
- Assist employers in effectively utilizing the PA CareerLink® system.
- Contact employers newly registered in CWDS within two business days of registration to confirm hiring needs and offer information and assistance.
- Develop and promote employer openings to job seekers throughout the PA CareerLink® system.
- Utilize multiple strategies to recruit and place participants in job openings to meet the hiring needs of employers, including datamining, screening resumes and sourcing referrals from partners.
- Prepare job seekers for applications and interviews with participating employers.
- Facilitate access to space for employers to conduct interviews, recruitment events and other meetings.

---

<sup>12</sup> P4W's Adult/Dislocated Worker Eligibility Policy: <https://www.partner4work.org/document/3rwib-eligibility-policy/>

- Connect businesses with resources and opportunities available through P4W, PA CareerLink® partners and the larger workforce development system.
- Provide businesses with information and assistance regarding the labor market and workforce development system, including industry trends, job seeker characteristics and promising practices.
- Mobilize staff and resources in response to employer events including mass hiring and recruitment events.
- Partner with P4W, employers, and training providers to identify customized training, pre-employment, and incumbent worker training opportunities.

## **9. Site Administration and Operations**

The PA CareerLink® system relies on multiple partner agencies to deliver the many services available through the one-stop centers. In Pittsburgh and Allegheny County, the One-Stop Operator required by WIOA and the PA CareerLink® Site Administrator provide strategic and daily operational support, facilitate coordination and manage common administrative tasks at the one-stop centers on behalf of all contributing PA CareerLink® partners to ensure efficiency and deliver positive customer experiences. The Site Administrator also oversees a Customer Service Representative (CSR) and Career Resource Room (CRC) Attendant who are available to assist customers with their job search and provide additional information about all services offered at the PA CareerLink®. The current Title I Provider is the employer of record for the Site Administrator, CSR and CRC Attendant. The selected applicant(s) may be asked to act as the employer of record for one or more of these staff members, in which case P4W will provide additional funds, separate from the amount funding any agreements resulting from this RFP.

Regardless of the employer of record, the selected applicant(s) must coordinate efforts with the Operator, Site Administrator and related staff frequently, providing full support in managing the daily operations of PA CareerLink® sites as defined in the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County.<sup>13</sup> The selected applicant(s) will participate in meetings convened by the Operator, respond to requests for information and assistance from the Operator, comply with directives made by the Operator and coordinate activities with the Operator so ensure PA CareerLink® provides accessible, seamless, customer-driven services to jobseekers, employers and other stakeholders in a professional, timely and efficient manner.

Tasks and responsibilities of the Site Administrator include, but are not limited to:

- Provide functional supervision of PA CareerLink® sites and staff
- Support the One-Stop Operator in coordinating service delivery across PA CareerLink® partner programs, placing priority on customer service
- Oversee the daily operations of PA CareerLink® sites within an established budget, submitting accurate and timely invoices to P4W
- Ensure PA CareerLink® sites and operations are compliant with WIOA and related guidance, state-defined PA CareerLink® certification criteria, all applicable contracts and agreements, and P4W's local policies
- Coordinate daily work schedules, staff vacations and workflow based on operational needs
- Monitor, evaluate, and report on performance, customer satisfaction, and other service delivery data to Partner4Work and the Operator

---

<sup>13</sup> P4W's WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>.

- Work with partners at PA CareerLink® to provide greater access to services beyond general operational hours, including determining a schedule and appropriate programming for after-hours operations

## **10. Partner Collaboration and Referrals**

P4W is committed to effectively leading the workforce development system in Pittsburgh and Allegheny County. Although PA CareerLink® is often seen as the central hub of the system, P4W is involved in funding and supporting various workforce activities outside the scope of this RFP. The selected applicant(s) will work closely with P4W to collaborate and coordinate activities with the stakeholders and initiatives that comprise the larger workforce development system led by P4W. Such initiatives include but are not limited to P4W programs funded by WIOA, TANF, and other public and private funds; core partner agencies providing WIOA Title II, Title III and Title IV Services; signatories of the One-Stop Partner MOU for the City of Pittsburgh and Allegheny County; and other activities of stakeholders affiliated with P4W. To facilitate collaboration and coordination of activities, the selected applicant(s) will:

- Share information and best practices with P4W and its network of providers
- Coordinate service delivery with partner programs to increase efficiency and reduce duplication, including career services, training services, business services and supportive services
- Assist P4W in developing a strong portfolio of workforce programs
- Assist P4W in developing strategies for co-enrollment with partner programs
- Participate in meetings, conference calls, pilot programs and recruitment events organized by P4W and its network of providers
- Provide WIOA eligibility screening and recruitment support for P4W and its network of providers
- Assist P4W in obtaining additional public and private funds that build capacity of the local workforce development system

To ensure all job seekers have access to the services that best meet their needs, the selected applicant(s) will readily embrace collaboration and coordination with partner agencies, providing referrals to partner agencies appropriately, including but not limited to programs within the PA CareerLink® and P4W networks. The selected applicant(s) will work closely with partner agencies to determine the best ways to triage clients, ask appropriate questions and make effective referrals, ensuring participants can make informed decisions about the network of referral services made available through the selected applicant(s). The selected applicant(s) will track, monitor and report on referrals made by and received from community partners to identify trends and opportunities for system improvements. Additionally, the selected applicant(s) will work closely with P4W to identify and integrate complimentary services and enhancements at PA CareerLink® centers that help to better serve job seekers and businesses. Examples include but are not limited to accommodating children at the PA CareerLink®, providing financial counseling services to clients, and providing tax assistance via the Volunteer Income Tax Assistance (VITA) program.

P4W supports customer participation in multiple programs and services, referred to as co-enrollment, when such participation provides an added value to the customer and complies with applicable rules and regulations. Co-enrollment is not supported when participation in multiple programs and services results in duplication of efforts or inefficient use of resources. The selected applicant(s) will encourage and facilitate co-enrollment for customers in cases when the services and resources of programs are complimentary, efficiently delivered and add value to

the customer’s progress toward program goals. Co-enrollment is especially encouraged among required partner programs of the one-stop system defined by WIOA. For example, the selected applicant(s) will work closely with adult basic education and literacy programs offered through Title II of WIOA, ensuring job seekers with basic skills deficiencies are aware of and have access to programming offered by Title II partner agencies. A list of required PA CareerLink® partners in Pittsburgh and Allegheny County can be found in the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County.<sup>14</sup>

### 11. Staff Training and Development

The selected applicant(s) must employ highly qualified and professional staff at all levels throughout the period of performance whose quality of work is reflective of the world-class workforce development system sought by P4W. Staff are required to maintain current knowledge and expertise in the following:

- Career counseling and customer serve best practices
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Initiatives, programs and services of P4W and the broader workforce development system
- Viable career pathways and how to connect PA CareerLink® appropriately
- Availability of industry and employer-recognized training and educational programs and opportunities
- Commonwealth Workforce Development System (CWDS)
- Impact of trauma and poverty on job seekers and related interpersonal strategies
- Local resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery

### 12. Performance Indicators and Goals

**WIOA Primary Indicators of Performance:**<sup>15</sup> The selected applicant(s) will meet or exceed the following goals for each WIOA Primary Indicator of Performance. 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, Change 1, PM (Program Memorandum) 17-2, and TAC (Technical Assistance Circular) 17-01, as well as related WIOA guidance and directives from the Pennsylvania Department of Labor & Industry.<sup>16</sup>

WIOA Primary Indicator of Performance	Adult	Dislocated Worker
Employment 2 <sup>nd</sup> Quarter after Exit	82%	84%
Employment 4 <sup>th</sup> Quarter after Exit	77%	80%
Median Income 2 <sup>nd</sup> Quarter after Exit	\$5,700	\$8,000

<sup>14</sup> P4W’s WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>.

<sup>15</sup> In accordance with WIOA, P4W maintains negotiated goals with the State of Pennsylvania for each of the WIOA Primary Indicators of Performance that apply to all WIOA funded programs funded by P4W.

<sup>16</sup> More information about the WIOA Primary Indicators of Performance can be found at <https://www.doleta.gov/performance/>.

Credential Attainment	75%	75%
Measurable Skills Gains	75%	75%
Effectiveness in Serving Employers	Baseline	Baseline

**Additional Performance Indicators and Goals:** In addition to the WIOA Primary Indicators of Performance, the selected applicant(s) must meet or exceed the following annual performance goals set by P4W during the term of any agreement resulting from this RFP.

Performance Measure	Definition	Annual Goal
WIOA Registration	Number of new cases <sup>17</sup> registered for A/DW services.	3,300
Active Registrants	Number of cases participating in A/DW services beyond registration.	2,500
Job Placements	Number of placements from A/DW services to employment. Determined by all instances of an employment start date. <sup>18</sup>	2,200
Individuals Placed	Number of individuals placed from A/DW services to employment. <sup>19</sup>	2,000
Self-Sufficiency Wage	Percentage of job placements that meet or exceed \$14.59 per hour—P4W’s self-sufficiency wage (subject to change).	Proposed by applicant
ITA Participants	Number of cases granted an ITA voucher. <i>(Dependent on funding from P4W)</i>	Estimated 150 cases
ITA Skills Gains	Percentage of ITA participants who obtained a measurable skills gain related to participation in training.	85% of ITA participants
ITA Credentials Attained	Percentage of ITA participants who received an industry-recognized credential related to participation in training.	75% of ITA participants
ITA Completions	Percentage of ITA participants who completed their training program.	85% of ITA participants
ITA-Related Placements	Percentage of ITA participants who achieved job placement in related employment.	75% of ITA participants
OJT Participants	Number of cases granted an OJT voucher <i>(Dependent on funding from P4W).</i>	Estimated 60 cases

<sup>17</sup> Individuals may have multiple cases depending on their history of involvement in A/DW Services.

<sup>18</sup> Job placements may include individuals being placed in multiple jobs.

<sup>19</sup> Individuals placed considers only unique individuals and not total instances of job placements.

OJT Skills Gains	Percentage of OJT participants who received a measurable skills gain related to their OJT activities.	85% of OJT participants
OJT Completions	Percentage of OJT participants who completed their OJT.	85% of OJT participants
OJT Retention	Percentage of OJT participants who retained employment in their OJT position beyond expiration of the OJT.	85% of OJT participants

The standards in the table above reflect combined goals for Adult and Dislocated Worker services at both PA CareerLink® centers in Pittsburgh and Allegheny County. Applicants who choose to submit proposals to deliver services in only one center must propose reasonable goals for WIOA Registration, Active Registrants, Job Placements, Individuals Placed, and ITA and OJT Participants. Any Additional Performance Indicators and Goals that are expressed as percentages will not change, and neither will any of the goals for WIOA Primary Indicators of Performance.

In addition to the above performance measures related to job seeker services, the selected applicant(s) will also be accountable to effectiveness in serving employers. Indicators used by P4W to measure such effectiveness may include but are not limited to the following; exact performance goals for which are yet to be determined.

- New employers recruited to the PA CareerLink® system
- New job orders, postings, fulfillments and time to fulfillment
- Employer satisfaction
- Repeat business customers
- Employer penetration rate

Additional areas of performance that P4W will monitor and assess to evaluate success of the selected applicant(s) may include but are not be limited to the following:

- Volume of visitors at PA CareerLink® centers
- Referrals to and from partner agencies
- Recruitment events and job fairs
- Additional partners in the PA CareerLink® system

Poor Performance: In the event the selected applicant(s)' performance of the services described in this RFP does not result in the goals defined above, P4W will work with the selected applicant(s) to improve performance; however, especially in cases of chronic underperformance, P4W may implement corrective measures or terminate any agreement resulting from this RFP upon notice to the selected applicant(s).

**13.Data Management and Reporting**

Selected applicants must regularly track and monitor data related to participation and outcomes, using observations and evaluation to ensure continuous program improvement. Such efforts must be supported by strong internal systems and applications. The selected applicant(s) is required to provide P4W with timely reports and supporting documentation that clearly demonstrate program enrollment, participation, progress, outputs,

and outcomes. P4W will work with the selected applicant(s) to understand reporting requirements and program exiting procedures, and to determine the appropriate template for reporting outcomes and performance. Reporting frequency and content are subject to change the discretion of P4W. Possible reporting criteria include but are not limited to:

- New WIOA registrations
- Active WIOA participants
- WIOA participants receiving follow up services
- ITA participation
- WIOA program exits
- Job placements
- Median hourly wage of job placements
- Credentials attained
- Partner referrals
- Customer satisfaction rates
- Volume and patterns of visitors to PA CareerLink® centers
- Number of businesses served
- Number of job orders posted/filled

#### **14. Commonwealth Workforce Development System (CWDS)**

The selected applicant(s) will be required to utilize the Commonwealth Workforce Development System (CWDS) as the information system of record for all participant and employer communication, service provision, and other program activity and must ensure that all data is entered accurately and in a timely manner, adhering to all applicable data rules, regulations, and entry time requirements. Staff must be fully competent in utilizing CWDS and providing basic guidance regarding CWDS to other service providers within the P4W network, including querying and producing reports from CWDS regarding the PA CareerLink® system. P4W will utilize data from CWDS, as well as data collected from other sources, to determine program compliance and evaluate performance of the selected applicant(s). The selected applicant(s) will adhere to the PA CareerLink® Systems Manual for guidance on proper documentation for WIOA Title I and other PA CareerLink® participation. In addition, the selected applicant(s) will maintain internal protocols for uniformed and detailed case notes to ensure clear and consistent tracking and documentation of progress throughout the program. The selected applicant(s) will participate in quality and compliance activities, as well as regular meetings and review of performance reports, and other written reports when requested.

The selected applicant(s) will identify staff members whose work requires access to CWDS and submit applications for CWDS access per local protocols, subject to approval by P4W. Appropriate staff members to receive CWDS access include case managers, employment specialists, job developers, and other staff members who have regular contact with participants or whose work requires monitoring and oversight of participant data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. The selected applicant(s) must submit notification if any staff member with CWDS access is terminated, voluntarily or involuntarily, within 24 hours of termination. Failure to do so may result in revocation of CWDS access for the selected applicant(s) and contract termination.

## **15. Records and Documentation**

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 WIOA requirements, related federal and state regulations, and P4W's record retention requirements. Case files are the property of P4W and must contain a variety of documentation including, but not limited to: program eligibility, suitability, and assessment data; Individual Employment Plans (IEPs); regular customer contacts and updates; progress reports, time and attendance sheets (training services); and case notes. Files must be retained for seven years after P4W reports final expenditures to the funding source. The selected applicant(s) must allow P4W and representatives of other regulatory authorities access to all WIOA records, program materials, staff, and participants.

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.<sup>20</sup> 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.

## **16. Contract Oversight and Evaluation**

P4W is responsible for all levels of program monitoring, compliance and evaluation for WIOA Adult and Dislocated Worker activities. The selected applicant(s) will be required to keep good records and collect data that will help P4W comply with such requirements and sustain highly effective workforce development programming.

P4W Responsibilities: P4W will monitor, evaluate and provide guidance and direction to the selected applicant(s) in the conduct of services performed under any agreement resulting from this RFP. P4W has the responsibility to determine whether the selected applicant(s) has spent funds in accordance with applicable laws and regulations, including federal audit requirements and will monitor the activities of the selected applicant(s) to ensure such requirements are met. P4W may require the selected applicant(s) to take corrective action if deficiencies are found.

SUBRECIPIENT Responsibilities: The selected applicant(s) will permit P4W to carry out monitoring and evaluation activities, including any performance measurement system required by applicable law, regulation, and funding source guidelines, and the selected applicant(s) agrees to ensure, to the greatest extent possible, the cooperation of its agents, employees and board members in such monitoring and evaluation efforts. This provision shall survive the expiration or termination of any agreement resulting from this RFP.

The selected applicant(s) shall cooperate fully with any reviews or audits of the activities under any agreement resulting from this RFP by authorized representatives of P4W or federal or state agencies and the selected

---

<sup>20</sup> P4W's Personal Information Policy: <https://www.partner4work.org/document/personally-identifiable-information-policy/>



applicant(s) agrees to ensure to the extent possible the cooperation of its agents, employees and board members in any such reviews and audits. This provision shall survive the expiration or termination of any agreement resulting from this RFP.

The selected applicant(s) understands that all books and records pertaining to any agreement resulting from this RFP, including payroll and attendance records of participating employees, are subject to inspection by P4W, federal or state agencies and others for auditing, monitoring or investigating activities pursuant to any agreement resulting from this RFP. Said books and records shall be maintained for a period of SEVEN (7) years beyond the completion of any agreement resulting from this RFP. If the selected applicant(s) receives notice of any litigation or claim involving the grant award or otherwise relating to any agreement resulting from this RFP, the selected applicant(s) shall retain records until otherwise instructed by P4W.

## PROPOSAL PROCESS & REQUIREMENTS

This section provides instructions for preparing and submitting a proposal in response to this RFP, including required proposal contents and format, important dates and deadlines, and how to find out more about the RFP. Before preparing and submitting a proposal, interested and qualified applicants are highly encouraged to read all other sections of this RFP and key source documents referenced throughout, especially the Statement of Work, to gain a full understanding of the services requested and provider characteristics and competencies sought.

### How to Apply

All proposals must be submitted to Partner4Work (P4W) electronically via email to [onestop@partner4work.org](mailto:onestop@partner4work.org) and physically to 650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222. Five physical copies of the proposal must be submitted. Both electronic and physical proposals must be identical and received by P4W no later than Monday, February 4, 2019 at 5:00 pm EST in order to be considered. Emails must have the subject line "One-Stop Proposal [Organization name]." Late proposals will not be considered. Proposals must be submitted in 12-point, Times New Roman font, double-spaced with 1-inch page margins. Your proposal may not be considered if page limitations and formatting requirements are not met. Your proposal must contain all the content below in the same general order illustrated. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP and establish the capacity, expertise and program design needed to meet the required standards and goals.

1. **Cover Sheet** – Use template provided. (See P4W webpage for this RFP)
2. **Executive Summary** – Include each of the following: **(maximum 2 pages)**
  - a. Overview of the organization’s qualifications and alignment with the services sought by this RFP.
  - b. Organization’s philosophy and approach to workforce development programs and services.
  - c. Concise description of the proposed program.
  - d. The amount of WIOA funding requested per funding stream for the period beginning on July 1, 2019 and ending on June 30, 2020. See *General Information, Funding Streams* for further information on sources of funding made available through this RFP.
3. **Organization Overview** – Describe each of the following for your organization: **(maximum 3 pages)**

- a. Basic organizational description, including but not limited to year established, legal status, governance structure, mission, principal programs and services, executive leadership, annual budget and number of full-time staff.
- b. Past experience in managing quality workforce development programs similar in size and scope to that required by this RFP, including but not limited to individuals served, services and activities delivered, contract values and related performance outcomes. Attach three (3) reference letters (along with contact information) from funders (other than P4W) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals similar to those required by this RFP. Please ensure the accuracy of contact information. P4W will not contact respondents for updated reference information. P4W reserves the right to consider any previous performance data from workforce development programs.
- 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, and produce timely and accurate program reports.

**4. Program Narrative** – Describe each of the following for your proposed program: **(maximum 15 pages)**

Applicants should directly respond to each of the sections below; however, strong program descriptions will clearly demonstrate how the applicant will effectively meet all the standards, expectations and desired outcomes found in this RFP. Responses will also be strengthened by connecting proposed program components with evidence-based practices or well-established success in other projects. Applicants must think creatively and strategically in developing program design, exceeding basic requirements and incorporating innovative ideas and technologies. Attach a flow chart<sup>21</sup> depicting program entry, participation, progress and exit that clearly connects the services and activities of your proposal with desired outcomes.

- a. PA CareerLink® locations: Indicate whether you are applying to deliver Adult and Dislocated Worker Services for one or both PA CareerLink® centers in the Pittsburgh and Allegheny County workforce development areas. If you are applying for only one center, indicate which and clearly establish the rationale and value of delivering services at only one center.
- b. Staffing plan:<sup>22</sup> Describe your proposed staffing plan to support the programmatic, administrative and executive components of the program. Attach an organizational chart to your proposal illustrating all positions with substantive involvement in the proposed program and lines of authority and responsibility. Use this section of the narrative to clearly describe the organizational chart, including brief job descriptions for key positions. Also attach staff resumes or minimum qualifications for key positions of your proposed model involving director-level responsibilities. In your response, be sure to address how you will accomplish the following:
  - i. Employ professional staff with the knowledge and expertise in the Statement of Work.
  - ii. Provide training and professional development relevant to the services sought by this RFP.
  - iii. Ensure a high level of staff performance, competency and quality customer service.
  - iv. Maintain regular and clear communication between proposed staff and P4W.

P4W encourages applicants to ensure 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 P4W

---

<sup>21</sup> The attached service flow chart will not count toward the 15-page limitation of the program narrative.

<sup>22</sup> The attached organizational chart and staff resumes will not count toward the 15-page limitation of the program narrative.

self-sufficiency wage effective at the time of this RFP. If you are not currently providing Adult and Dislocated Worker Services in PA CareerLink® centers overseen by P4W, see the below section on transition planning for further guidance on staffing.

- c. Outreach and communications: Describe your proposed strategies, plans and technologies for outreach, communication and recruitment, ensuring strong participation of job seekers, employers and other stakeholders in PA CareerLink® activities and Adult and Dislocated Worker Services. Be sure to address how you will employ distinct plans to recruit, enroll and effectively engage Dislocated Workers.
- d. Career services: Describe your proposed model for effectively delivering career services to job seekers (see Statement of Work). Highly rated responses will clearly demonstrate how the proposed program components connect job seekers with opportunities in quality, sustainable careers. In your response, be sure to address how you will accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Welcome, greet and orient job seekers to PA CareerLink® and one-stop services.
  - ii. Assist job seekers in navigating PA CareerLink® resources and Title I services.
  - iii. Ensure a professional level of customer service and positive interaction for all job seekers.
  - iv. Recruit and enroll job seekers into Adult and Dislocated Worker Services.
  - v. Employ distinct strategies to recruit and serve Dislocated Workers.
  - vi. Assess participants and create individualized plans and goals accordingly.
  - vii. Ensure an optimal level and frequency of meaningful engagement with job seekers.
  - viii. Offer workshops to support job search, skills development, placement and retention.
  - ix. Provide quality career counseling and provision of current labor market information.
  - x. Establish and connect job seekers to employer-driven career pathways.
  - xi. Provide timely, quality follow-up services that encourage job retention and advancement.
- e. Training Services: Describe your proposed model for effectively delivering training services to job seekers (see Statement of Work) that are driven by the needs of local employers and aligned with viable career pathways, in accordance with the WIOA vision of career pathways (see WIOA Sec. 3, Def. 7). In your response, be sure to address how you will ensure training funds are used efficiently and strategically. Also describe how you will accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Determine training suitability and provide counseling to participants regarding training.
  - ii. Facilitate job seeker applications for Individual Training Accounts (ITA) to P4W.
  - iii. Ensure training participation is driven by employer needs and proven job outcomes.
  - iv. Support and document participation in ITAs and occupational training programs, including completion of such programs and obtainment of related credentials and skills gains.
  - v. Assist job seekers in finding quality, sustainable jobs related to their area of training.
- f. Service Distribution: P4W is committed to increasing access for job seekers and businesses to the one-stop system and bringing PA CareerLink® and WIOA Title I services and resources to locations beyond the one-stop centers. Describe how you will offer information, general assistance and PA CareerLink® services in neighborhood-based locations on behalf of the one-stop system, providing examples from past experiences. Be sure to include the place-based and/or population-based factors driving your distribution strategy and suggest specific locations where services could be delivered. Services in such locations will only commence upon P4W approval.
- g. Barriers to employment and supportive services: Job seekers commonly face a wide variety of barriers that make it difficult to achieve and retain meaningful employment. P4W is committed to meeting the needs of individuals with barriers to employment, as described in WIOA Sec. 3

(Def.24-25), as well as individuals identified by WIOA Priority of Service, as described in WIOA Sec. 134(b)(3)(E).<sup>23</sup> Describe how you will engage and effectively serve individuals with barriers to employment, how you will identify and help customers address such barriers, and how you will provide or connect individuals with supportive services, as appropriate.

- h. Partnership and referrals: Describe how you will collaborate, coordinate and establish strong relationships with the stakeholders and initiatives comprising the larger workforce development and social service systems in Allegheny County, including key partners of PA CareerLink®. Include in your response, how you will ensure coordination with youth and young adult programs administered by P4W, as well as other programs and initiatives led by P4W. Be sure to address how you will promote and facilitate referrals from your proposed program to other partners and from other partners to your program. Include specific examples of agencies you have worked with that provide services and supports beneficial to PA CareerLink® customers, including your process for identifying such partners and integrating them into your program model. Highly rated responses will include letters of support from partnering organizations, which can be attached to your proposal.
- i. Business services: Describe how you will work closely with P4W to develop, promote, and deliver quality business services that assist employers and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. In your response, describe the strategies you will use to engage and successfully serve employers, including related goals and specific outcomes. Be sure to address how you will effectively accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Collaborate with P4W to ensure business engagement is closely coordinated.
  - ii. Assist employers in utilizing the PA CareerLink® system, including orienting, registering and informing employers regarding expectations of use.
  - iii. Recruit and place participants in job openings to meet the hiring needs of employers.
  - iv. Connect businesses with resources and opportunities available through P4W, PA CareerLink® partners and the larger workforce development system.
  - v. Recruit and place participants in work-based training programs arranged for by P4W, such as On-the-Job Training (OJT) and Customized Job Training (CJT)..
- j. Performance: Describe the strategies and mechanisms you will use to ensure success and meet or exceed the performance goals described in the Statement of Work. Be sure to propose a goal for the percentage of job placements that will meet or exceed P4W’s self-sufficiency wage.<sup>24</sup> Be sure to address how you will effectively accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Align your program model to consistently meet or exceed the WIOA Primary Indicators of Performance for Pittsburgh and Allegheny County.
  - ii. Employ outreach and engagement strategies to achieve enrollment that meets or exceeds the required WIOA registration and active participation goals.
  - iii. Utilize an employer-driven job placement and retention model that enables your program to meet or exceed the required placement and wage goals.
  - iv. Facilitate access to and participation in quality training programs that result in meeting or exceeding the required training-related performance goals.

---

<sup>23</sup> Also see P4W Priority of Service Policy: <https://www.partner4work.org/uploads/p4w-priority-of-service-policy-py2018.pdf>

<sup>24</sup> P4W’s Self Sufficiency Policy: <https://www.partner4work.org/uploads/p4w-self-sufficiency-policy-py2018.pdf>

v. Track performance and regularly communicate status of required standards and goals, including related key performance indicators, to P4W and other stakeholders.

vi. Utilize data to continuously monitor operations and inform and improve your program.

The Additional Performance Indicators and Goals in the Statement of Work are reflective of Adult and Dislocated Worker services at both PA CareerLink® centers in Pittsburgh and Allegheny County. Applicants who choose to submit proposals to deliver services in only one center must propose reasonable goals for WIOA Registration, Active Registrants, Job Placements, Individuals Placed, and ITA and OJT Participants. If you are submitting an application for both centers, you may propose goals that differ from the Additional Performance Indicators and Goals described in the Statement of Work for the following measures: WIOA Registration, Active Registrants, Job Placements, Individuals Placed, and ITA and OJT Participants. If you choose to propose different goals, you must provide strong justification based on clear analysis, well-established data and projected impact of your program model. Any Additional Performance Indicators and Goals that are expressed as percentages will not change, and neither will any of the goals for WIOA Primary Indicators of Performance.

- k. Site administration and operations: Describe how you will ensure close coordination and engagement with the operational and site administration functions of PA CareerLink® centers in Pittsburgh and Allegheny County.
- l. Technology: Describe the technologies you will use and how you will use them to support service delivery, program reporting and other key elements of your proposed model. Be sure to address how you will utilize CWDS and other information systems to track customer participation in PA CareerLink® activities. Also describe how you will ensure clear policies and procedures are in place to enter and validate data in CWDS and other information systems.
- m. Administration: Describe how you will utilize the administrative capacity of your agency to carry-out the work described in this RFP. Be sure to address how you will use fiscal and technical competence, financial and administrative resources, and information systems to support the proposed program model. The selected applicant(s) must also meet the administrative requirements described in Appendix C.
- n. Transition plan (if applicable): Should the outcome of this procurement result in a change of the current Title I Provider at PA CareerLink® Pittsburgh/Allegheny County centers, P4W reserves the right to negotiate a transition period during which incoming and outgoing Title I providers work concurrently to ensure a smooth transition and minimize disruptions to job seekers and employers. If you are not currently providing Adult and Dislocated Worker Services in PA CareerLink® Pittsburgh/Allegheny County centers, describe how you would handle the transition of services and responsibility from the existing Title I provider if your proposal is selected, including establishing relationships with PA CareerLink® stakeholders, potential employment of existing Title I staff members, and transfer of important data and documentation. Selected applicants will be required to fully serve participants already enrolled in the EARN Program as of July 1, 2019. P4W expects parties involved in a transition will work together to ensure that services to customers are not negatively affected and that the selected applicant(s) will give first consideration in employment to current employees providing services in the career centers who may be displaced because of this procurement.

5. **Budget** – Provide a budget including all program-related and administrative costs, using the required budget template provided (See P4W webpage for this RFP). Do not break down your budget according to the separate WIOA funding streams described in this RFP; however, note that your total budget will be

allocated across funding streams according to your program model and in proportions similar to those described in the *General Information, Funding Streams* section. All costs must be allowable according to applicable federal, state and local regulations, including but not limited to the Uniform Guidance and regulations of the funding source, and allocable to the proposed program. 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. Your budget should not include tuition and related costs of occupational and work-based training for participants such as ITAs or OJTs. See *Statement of Work* section on *Training Services* for further information. Refer to the appropriate regulations per the funding source in conjunction with the uniform guidance to identify disallowed costs associated with this grant. See Appendix C for further guidance regarding the budget and budget narrative.

6. **Budget narrative** (maximum 3 pages) – Provide a narrative to accompany the budget that describes the purpose of each cost, explains how all costs were estimated and justifies the need for all costs in meeting contract requirements. In your narrative, be sure to clearly communicate the calculation for staff, supportive services, space, equipment, general operations, technology, administrative, indirect and any other costs necessary to perform the services described in this RFP. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. If you are submitting a proposal to provide services at both one-stop centers in the PA CareerLink® Pittsburgh/Allegheny County system, your budget narrative must clearly allocate all costs of your proposal to each center. See Appendix C for further guidance regarding the budget and budget narrative. If your proposal includes leveraged resources of your organization or another organization, use the budget narrative to describe the actual or estimated value of the leveraged resources. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal.

## 7. Attachments

- a. Required attachments
  - i. Reference letters. See *Organization Overview, Past Experience*.
  - ii. Service flow chart. See *Program Narrative*.
  - iii. Program organizational chart. See *Program Narrative, Staffing Plan*.
  - iv. Key staff resumes or minimum qualifications. See *Program Narrative, Staffing Plan*.
- b. Optional attachments
  - i. Letters of support. Only attach letters of support attesting to partnerships and relationships with other organizations, including related services and resources, that you plan to leverage or involve directly in your program model, as described in your proposal. See *Program Narrative, Partnership and Referrals* for further information. Strong letters of support will agree with the description of the support in your proposal and quantify the value of services or resources leveraged in support of your proposed program.

## Review and Selection Process

All proposals received by the submission deadline will be initially reviewed by P4W for responsiveness and compliance with the specifications and requirements contained in this RFP. Proposals passing the initial review will be scored by internal and external evaluators according to the criteria below, with attention to clarity, completeness and quality. High scoring proposals will clearly demonstrate an ability and likelihood to effectively perform the Statement of Work and meet the standards and intended outcomes of this RFP. Select applicants

may be requested to participate in presentations or discussions with proposal evaluators and other P4W staff. Award recommendations of the evaluators will be presented to the Board for final decision. Selection of a proposal for contract award will be subject to successful contract negotiations.

Scoring for the required sections of the proposal will be assigned as follows:

<b>Proposal Review Scoring Rubric</b>	
Cover Sheet	Required, but not scored
Executive Summary	Required, but not scored
Organization Overview	20 points
Program Narrative	55 points
Budget & Budget Narrative	15 points
Attachments	10 points; will also support the scores of related proposal sections
<b>Total points available</b>	<b>100 points</b>

The selected applicant(s) will be invited to negotiate a contract for services based on the project described in the proposal and stipulations of the funding source.

**Review Timeline** (all dates are subject to change):

Release of RFP:	December 19, 2018
Proposal due date:	February 4, 2019 by 5:00 PM EST
Bidder’s conference questions due:	January 7, 2019 by 12:00 PM EST
Bidder’s conference:	January 9, 2019 from 10:45 AM to 11:45 AM EST
PA CareerLink® Downtown Pittsburgh tour:	January 9, 2019 from 12:00 PM to 12:30 PM EST
Questions regarding this RFP due:	January 25, 2019 by 5:00 PM EST
Selection of providers:	Mid-April 2019

**Questions**

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

**Bidder’s Conference and PA CareerLink® Downtown Pittsburgh Tour**

P4W will conduct a bidder’s conference on Wednesday, January 9, 2019 from 10:45 AM to 11:45 AM EST at 650 Smithfield Street, Suite 2600, Pittsburgh, PA 15222. All interested applicants are highly encouraged to attend the bidder’s conference. Attendees must register in advance of the conference by emailing [onestop@partner4work.org](mailto:onestop@partner4work.org) and including organizational name and name(s) of attendee(s). During the conference, P4W staff will review the requirements of the RFP and proposal content. Questions may be posed during the bidder’s conference, but complete answers may not be available until a question/answer document is released following the conference. Interested applicants are encouraged to submit questions in advance of the

bidder's conference in writing to [onestop@partner4work.org](mailto:onestop@partner4work.org) by 12:00 PM EST on January 7, 2019. Interested applicants should view the bidder's conference and resulting question/answer document as vital opportunities to obtain guidance on the scope and nature of the work required in this RFP or to ask technical questions concerning this solicitation.

Immediately following the bidder's conference, P4W will host a brief, guided tour of PA CareerLink® Downtown Pittsburgh, for informational purposes, located at 304 Wood Street, Pittsburgh, PA 15222. To participate in the tour, individuals must first register and attend the bidder's conference. Depending on the number of individuals interested in attending the tour, P4W may limit participation to one individual per organization to minimize disruption for PA CareerLink® customers. Any such limitations will be communicated at the bidder's conference. Please note that the bidder's conference and PA CareerLink® Downtown Pittsburgh are in different, although nearby locations.

## **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 from 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.
- 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.
- 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 will not be final until Partner4Work and the successful bidder have executed a mutually satisfactory contractual agreement. Partner4Work reserves the right to make an award without further discussion of the proposal submitted. No activity may begin prior to final Partner4Work approval of the award and execution of a contractual agreement between the successful bidder and Partner4Work.
- The submission of the proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.
- Applicants are advised that most documents in the possession of Partner4Work are considered public records and subject to disclosure. 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

**American Job Center:** An American Job Center is the national branding of the one-stop delivery system as operationally defined in WIOA. An American Job Center is defined as a physical location where employers and job seekers can access the services of all required partners under WIOA and other partners determined by the Local Workforce Development Board (i.e., Partner4Work). For more information about the requirements of an American Job Center, please review TEGL 16 16.<sup>25</sup>

**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.

**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®. The successful applicant(s) will utilize CWDS to track and manage participant progress throughout their time engaging in PA CareerLink® and WIOA Title I services. Other than service providers, both job seekers and employers interface with the system directly as users. Primarily, job seekers use the system to seek employment opportunities and employers use the system to find talent for open positions.

**Credential:** A recognized postsecondary credential is defined as a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or federal government, or an associate or baccalaureate degree. Reference TEGL No. 10-16 page 12-13 for more information.

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

**Individual Training Account:** Individual Training Accounts, also known as ITAs, are a funding mechanism through which eligible individuals can receive financial support to participate in occupational training to help obtain employment in high demand occupations.<sup>26</sup>

**Job Development:** The planned and organized efforts by agency representatives to encourage employers or business organizations to make jobs available for job seekers.

---

<sup>25</sup> See TEGL 16-16: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_16-16\\_Acc.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_16-16_Acc.pdf).

<sup>26</sup> See P4W’s ITA policy for more details: <https://www.partner4work.org/uploads/p4w-ita-policy-py2018.pdf>.

**On-the Job Training:** On-the Job Training, also known as OJT, allows employers to offer training to participants while engaged in productive work by subsidizing part of the participant’s wages during the OJT period, with the expectation that the participant will continue to work for the employer once the OJT is completed.<sup>27</sup>

**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/>

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

**Supportive Services:** Services rendered to participants to assist in overcoming barriers to gaining and retaining employment or successfully participating in WIOA services and programs.

**Title I Adult and Dislocated Worker Programs:** The Adult and Dislocated Worker Programs are defined by Title I of WIOA, which also establishes the framework for providing career and training-related services to many job seekers and employers at the nation’s nearly 2,500 American Job Centers.

**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.

**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.

---

<sup>27</sup> See P4W’s OJT policy for more details: <https://www.partner4work.org/uploads/p4w-ojt-policy-py2018.pdf>.

## Appendix B – Past Demographic and Program Data

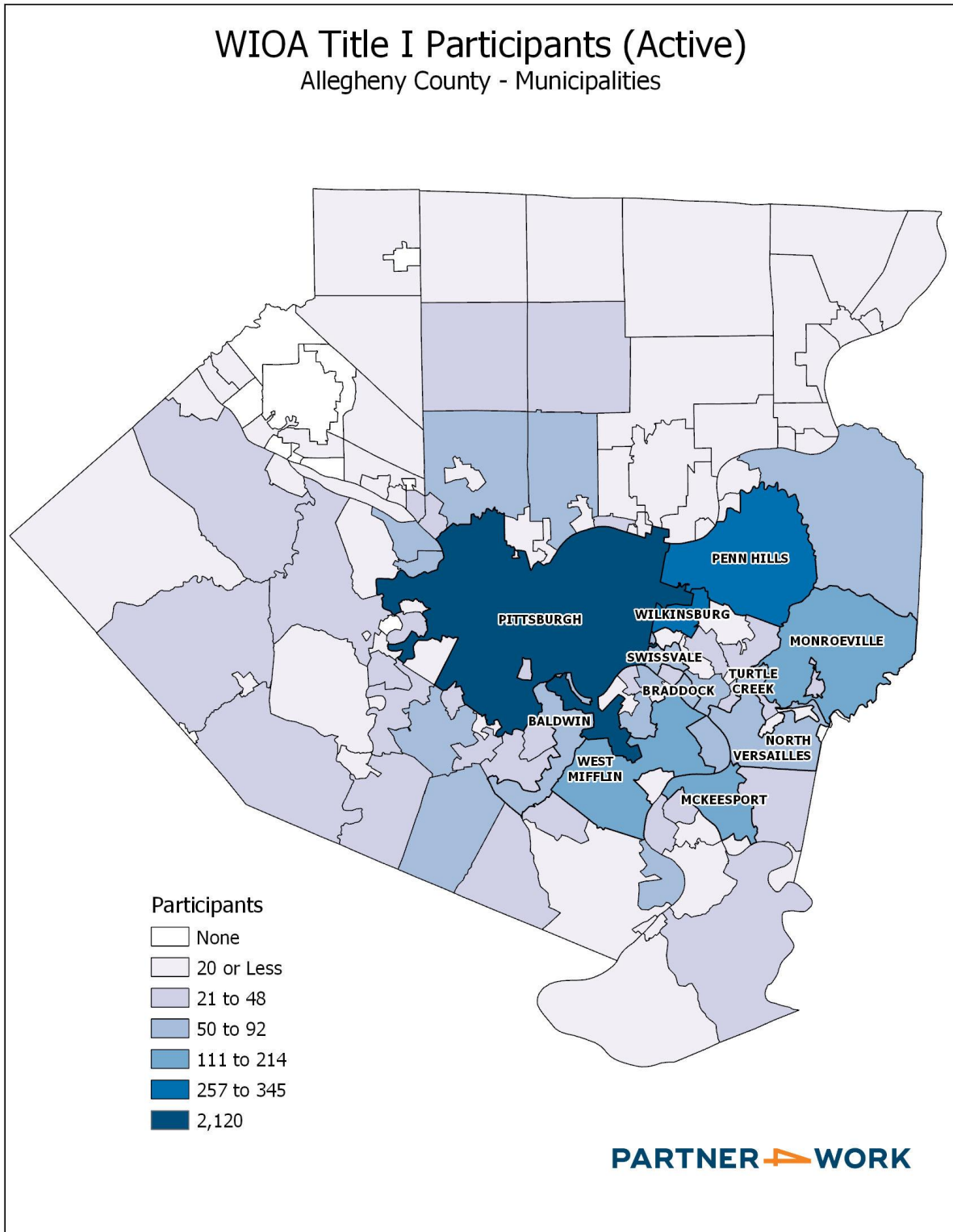
The following charts and maps provide demographic and program-related information for customers of the PA CareerLink® Pittsburgh/Allegheny County system and participants WIOA Adult and Dislocated Worker Services in Pittsburgh and Allegheny County, provided for general reference. Source: Commonwealth Workforce Development System (CWDS) and data collection onsite at PA CareerLink® centers in Pittsburgh/Allegheny County.

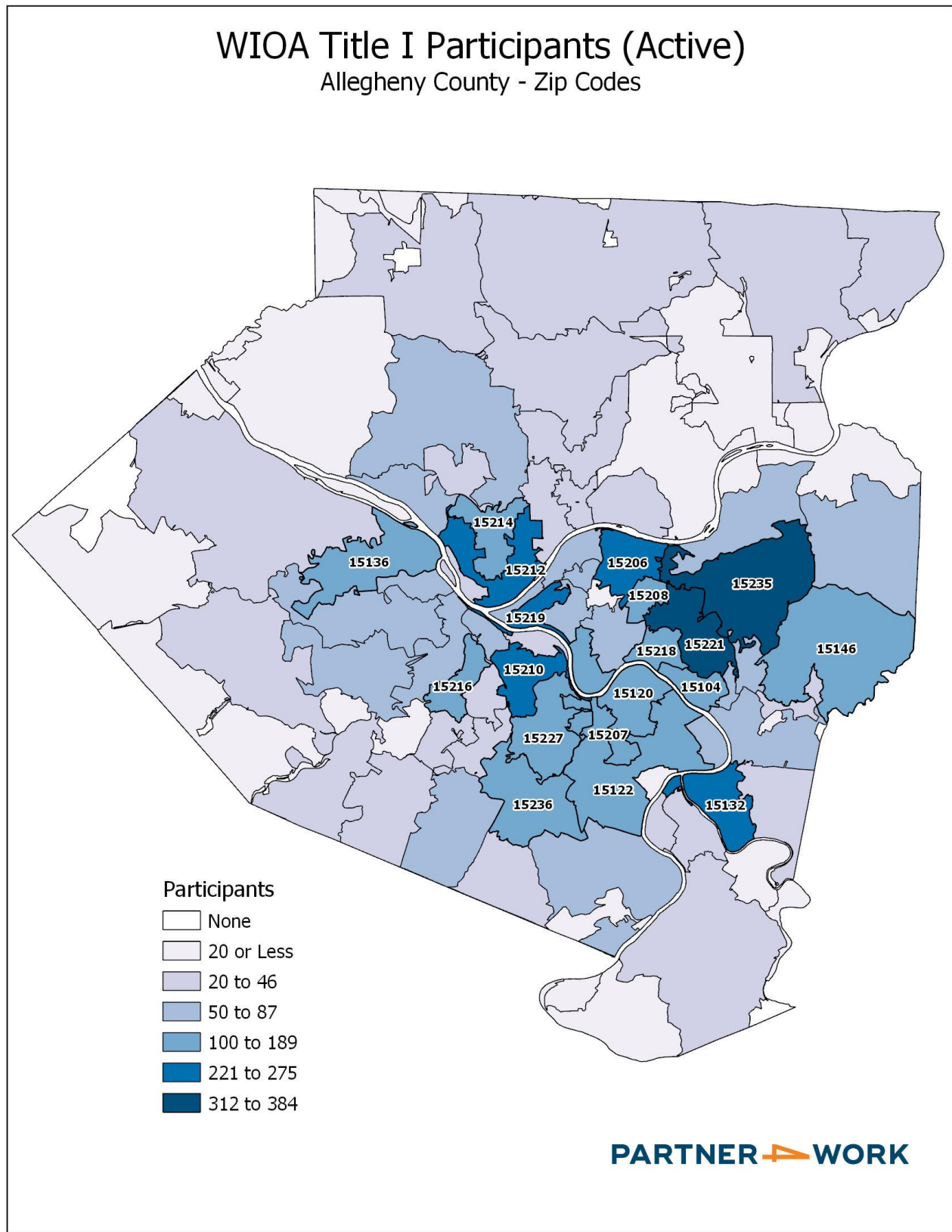
Figure 1: Demographic Data – Adult and Dislocated Worker Programs

<b>DEMOGRAPHIC INFORMATION: PROGRAM YEAR 2017-2018 WIOA ADULT &amp; DISLOCATED WORKER SERVICES</b>		
	<b>ADULT</b>	<b>DISLOCATED WORKER</b>
TOTAL	1,517	1,084
Female	39%	48%
Male	61%	52%
24 and younger	18%	3%
25 to 54	68%	67%
55 and older	14%	31%
Less than a HS diploma	4%	2%
HS diploma or GED or equivalent	48%	25%
Associate's degree or some post-secondary education	31%	35%
Bachelor's or advanced degree	15%	38%
Missing education data	1%	1%
Person of color	64%	31%
White	30%	63%
Missing race data	6%	6%
Veteran	7%	8%

Figure 2: Program Data

PROGRAM INFORMATION: PAST THREE PROGRAM YEARS					
WIOA ADULT & DISLOCATED WORKER SERVICES: PITTSBURGH AND ALLEGHENY COUNTY					
	JOB SEEKER INDICATORS	PY17	PY16	PY15	DESCRIPTION
CareerLink Registration	Active CareerLink Accounts	65,743	72,525	81,777	Number of accounts in the CareerLink system with self-service or staff-assisted activity
	Active Self-Service CareerLink Accounts	5,885	3,443	3,797	Number of accounts in the CareerLink system with only self-service activity
	New CareerLink Accounts	15,493	16,291	17,755	Number of newly registered accounts in the CareerLink system
CareerLink Locations	CareerLink Visits	40,537	45,798	51,312	Number of visits to CareerLink centers and satellite locations
	CareerLink Visitors	17,829	28,310	25,920	Number of individuals visiting CareerLink centers and satellite locations
WIOA Title I Participation	Active Participants	2,349	2,736	2,897	Individuals receiving A/DW services other than registration and follow-up
	Participants Receiving Follow-up Services	2,525	2,832	1,156	Individuals receiving follow-up services (after exiting)
	New Registrations	3,316	3,090	3,144	Number of new cases registered for A/DW services
WIOA Title I Training	Active ITA Participants	153	225	195	Number of individuals participating in ITAs
	New ITA Participants	121	157	134	Number of new ITA participants
	Active OJT Participants	55	26	22	Number of individuals participating in OJTs
	New OJT Participants	45	18	22	Number of new OJT participants
WIOA Title I Outcomes	Program Exits	1,977	1,649	1,862	Number of cases exited from A/DW services
	Job Placements	2,116	1,723	1,935	Number of placements from A/DW services to employment; determined by all instances of an employment start date
	Median Hourly Wage of Job Placements	\$14	\$14	\$12.57	Median hourly wage of A/DW job placements
	Credentials Attained	143	188	58	Number of credentials attained by participants of A/DW services; determined by all instances of credential attainment
	Measurable Skill Gains	-	-	-	Number of measurable skill gains by participants of A/DW services; determined by all instances of skills gained
	Negative Exits	60	68	87	Number of cases exited for negative reasons





## Appendix C – Overview of Administrative and Budget Narrative 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 on the basis of 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 on the basis of 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.

## 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>