

# Request for Proposals

For the period of July 1, 2019 – June 30, 2020

## One-Stop Operator Services

**Proposals Due:**

May 24, 2019 at 5:00 PM EST

Partner4Work  
650 Smithfield Street, Suite 2600  
Pittsburgh, PA 15222

**RFP Release Date:**

April 26, 2019

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

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

Any agreements resulting from this RFP may be funded by Partner4Work through WIOA Adult and Dislocated Worker grants provided by USDOL.  
CFDA # 17.258 (WIOA Adult) and 17.278 (WIOA Dislocated Worker).

The subrecipient must comply with all applicable regulations and the terms and conditions of the WIOA grant provided by USDOL.

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## 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 jobseekers. 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, jobseekers, public agencies and policymakers by:

- Providing labor-market insights to help employers and policy-makers make informed decisions.
- Bridging the gap between jobseekers 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 jobseekers 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 jobseekers 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 organization to provide One-Stop Operator Services in support of the One-Stop Career System in the Pittsburgh and Allegheny County Workforce Development Areas (WDA), which includes two PA CareerLink® centers (American Job Centers), in accordance with the Workforce Innovation and Opportunity Act (WIOA). The period of performance will include a base contract year that begins on July 1, 2019 and ends on June 30, 2020, with 3 option years, exercised at the discretion of P4W.

To effectively manage and coordinate partners and services at American Job Centers, known as PA CareerLink® centers in Pennsylvania, WIOA establishes the role of the One-Stop Operator. This RFP seeks to secure One-Stop Operator Services to coordinate and enhance PA CareerLink® service delivery within Pittsburgh and Allegheny County. The selected applicant will be responsible for functional management and general operations of PA CareerLink® centers and facilitating collaboration and integration between all PA CareerLink® partners – required and non-required.<sup>1</sup> The selected operator model will be based primarily out of two PA CareerLink® centers (American Job Centers) located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. Among other tasks, the successful applicant will employ several staff members to assist in managing the day-to-day operations of the PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC); facilitate regular meetings and communication between core partners of the PA CareerLink® system to discuss critical issues related to operations, service delivery and performance; and ensure adherence to the standards of PA CareerLink® certification, as defined required by PA Workforce System Policy No. 121-05<sup>2</sup>.

All interested parties are highly encouraged to review this RFP carefully to gain a clear understanding of Partner4Work’s expectations regarding the role of the One-Stop Operator in Pittsburgh and Allegheny County and the standards and requirements that will govern any agreement resulting from this RFP. Please note the term “One-Stop Operator” is used throughout this RFP to refer to the organization selected to perform the services sought by this RFP and to refer to a specific staff position required in the program model proposed by the selected organization.

### **Overview: WIOA, One-Stop Centers and the One-Stop Operator**

The Workforce Innovation and Opportunity Act (WIOA) is the primary federal law governing the funding and provision of workforce development services to jobseekers, employers and other stakeholders in the United States, primarily administered by the US Department of Labor (USDOL). WIOA is designed to help jobseekers 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 guidelines; the selected applicant must follow and comply with all rules and regulations therein.

The cornerstone of WIOA is a one-stop service delivery system that meets the needs of dual customers: the jobseeker and the employer. One-stop centers, also known as American Job Centers, include a collection of agencies responsible for providing seamless service delivery to jobseekers 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 jobseekers.

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<sup>1</sup> For more information about required and non-required partners, please reference P4W’s WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>

<sup>2</sup> PA Workforce System Policy No. 121-05: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-05.pdf>.

PA CareerLink® Pittsburgh/Allegheny County has two American Job Centers—PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East—which are both considered comprehensive one-stop career 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 services available at the 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.

WIOA requires local workforce development boards to competitively procure a One-Stop Operator. USDOL TEGL 15-16 further defines that the role of the One-Stop Operator “...is to coordinate the service delivery of participating one-stop partners and service providers.”<sup>3</sup> Through this RFP, P4W intends on selecting a One-Stop Operator to provide functional management and general operation of PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East, while facilitating collaboration and integration between all PA CareerLink® partners to ensure accessible, seamless, customer-driven services to jobseekers, employers and other stakeholders.

### **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 jobseekers, 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 jobseekers 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>4</sup>

Each PA CareerLink® center in Pittsburgh and Allegheny County maintains a Career Resource Room (CRC) equipped with computers, informational resources, phones and printers available to the public for job searching purposes, staffed by a Customer Service Representative and CRC Attendant. These staff members are available to assist customers with their basic 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.

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.

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<sup>3</sup> TEGL 15-16: [https://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=8116](https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8116)

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

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.

PA CareerLink® Pittsburgh/Allegheny County is committed to increasing access for jobseekers and bringing PA CareerLink® services and resources to locations beyond the one-stop centers. As such, PA CareerLink® staff provide information, general assistance and services in select neighborhood-based locations on behalf of the PA CareerLink® Pittsburgh/Allegheny County system.

### **PA CareerLink® System Partners**

The spectrum of basic and individualized services offered to jobseekers 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 the following:

- **Title I - Workforce Development Activities (Adult and Dislocated Worker Services):** 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 jobseekers and employers at the nation’s nearly 2,500 American Job Centers. As the local workforce development board and fiscal agent for the Adult and Dislocated Worker Programs, P4W contracts with service providers to directly provide these services for PA CareerLink® Pittsburgh/Allegheny County.
- **Title II - Adult Education and Literacy Act programs:** Title II programs provide jobseekers access to adult basic education resources. The Pennsylvania Department of Education (PDE) oversees Title II services, which are delivered locally by Literacy Pittsburgh. Representatives have scheduled onsite hours at both PA CareerLink® centers. They provide tutoring and testing services, GED preparation, English as a second language (ESL), and other educational resources to jobseekers.
- **Title III - Wagner-Peyser Act:** Title III programs provide vital employment services widely available through PA CareerLink®. The Pennsylvania Department of Labor & Industry (L&I) oversees Title III services, which are delivered locally by L&I staff, primarily from the Bureau of Workforce Partnership and Operation (BWPO). BWPO staff provide a variety of workforce development services, including but not limited to Labor Exchange, Trade Adjustment Act, Reemployment Services and Eligibility Assessments (RESEA), business services, Veteran’s assistance, and Rapid Response services.
- **Title IV - Rehabilitation Act:** Title IV programs provide career, employment and supportive services to jobseekers with disabilities. The Pennsylvania Department of Labor & Industry (L&I) oversees Title IV services, which are delivered locally by L&I staff from the Office of Vocational Rehabilitation (OVR). Representatives of OVR have scheduled onsite hours at both PA CareerLink® centers. OVR has specialized resources and expertise to help serve jobseekers with a variety of disabilities.

These core partners work together in a cohesive environment to ensure streamlined services for all customers. A primary role of the One-Stop Operator is to ensure cohesion and collaboration amongst the core partners. 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. For a detailed list of many of these partners, please refer to the P4W WIOA One-Stop Partner MOU.<sup>5</sup>

Given the different levels of engagement with these partners, the selected applicant will build upon and expand existing relationships, lead targeted outreach to engage partners and understand their services, find ways to collaborate on provision of services, and with them, create a shared vision for the one-stop system. The selected applicant will be responsible for convening partners on a regular basis to make decisions about the system and to strategically plan for needed investments and partnerships.

**NOTE REGARDING TRANSITION OF TITLE I PROVIDERS:** Currently, P4W contracts with one provider to deliver Title I Adult and Dislocated Worker Services – the United Labor Agency (ULA). Effective July 1, 2019, that contract will transition to two new agencies who will provide Adult and Dislocated Worker Services for PA CareerLink® Pittsburgh/Allegheny County. Grant Associates will be the Title I Provider for PA CareerLink® Allegheny East and Dynamic Workforce Solutions will be the Title I Provider for PA CareerLink® Downtown Pittsburgh. Recognizing that Title I services are a vital component of PA CareerLink® Pittsburgh/Allegheny County, the selected applicant must have the capacity to assist with this important transition, ensuring customer satisfaction and coordinated service delivery for PA CareerLink® Pittsburgh/Allegheny County throughout the transition period.

**NOTE REGARDING STAFF TRANSITION TO ONE-STOP OPERATOR:** Currently, the Site Administrator, the Customer Service Representatives (CSRs), and the Career Resource Room (CRC) Attendants for PA CareerLink® Pittsburgh/Allegheny County are employed by the Title I provider. The selected applicant will implement a One-Stop Operator model that will directly employ the staff positions of One-Stop Operator (1 FTE), Site Administrator (1 FTE), CSRs (2 FTE), and CRC Attendants (2 FTE). P4W expects the selected applicant to employ the current Site Administrator, CSRs and CRC Attendants for PA CareerLink® Pittsburgh/Allegheny County. For more information about these positions, please see the Statement of Work section, 3. Staffing Plan.

### **Population and Partners to be Served**

The one-stop service delivery system is designed to provide all jobseekers 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. Jobseekers come to PA CareerLink® with differing levels of experience, skills, abilities, and barriers to employment seeking career opportunities in various occupations. The selected applicant will have demonstrated experience in planning and/or 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. The selected applicant will be required to work alongside partners of PA CareerLink® to coordinate operations of this size and scale, and to ensure efficiency and effectiveness of the one-stop model.

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<sup>5</sup> P4W's WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>

## Program Dates

The selected applicant will begin delivering the full range of services as described in this RFP 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 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.

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 cost reimbursement contract 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 \$440,000 (total) for delivery of all services described in this RFP, at both PA CareerLink® centers, for the period of July 1, 2019 to June 30, 2020. This amount must fully support six (6) staff positions, as described in the Statement of Work section, 3. Staffing Plan, and provide for all other costs associated with performing the work described in this RFP. Please see Proposal Process and Requirements section, How to Apply, 5. Budget, for further cost-related information.

The actual amount of award will be based on 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 funding allocation that will be made available for any agreement resulting from this RFP. 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 most advantageous to P4W in terms of quality and cost will be recommended for funding.

## 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>6</sup> and WIOA regulations.

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<sup>6</sup> See Office of Management and Budget's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.



## 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, registered in the System for Award Management, 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 PA Workforce System Policy No. 121-04<sup>7</sup> for further guidance regarding eligible applicants. See Appendix B for more information on administrative requirements for selected applicants. The selected applicant must have demonstrated experience and expertise in the provision of services as described in this RFP (or closely similar to).

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 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 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>8</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.

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<sup>7</sup> WSP 121-04: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-04.pdf>

<sup>8</sup> P4W’s WIOA Local Plan <https://www.partner4work.org/uploads/partner4work-local-plan-state-approved-12212017.pdf>

## STATEMENT OF WORK

The selected applicant will serve as the One-Stop Operator and provide related One-Stop Operator Services for PA CareerLink® Pittsburgh/Allegheny County (referred to hereafter as PA CareerLink®), as required by the Workforce Innovation and Opportunity Act (referred to hereafter as WIOA) and its implementing federal and state regulations, ensuring PA CareerLink® provides accessible, seamless, customer-driven services to jobseekers, employers and other stakeholders in a professional, timely and efficient manner.

Major components of the work involve:

- Engaging and expanding the network of partners participating in PA CareerLink®, including developing and implementing shared vision, goals and performance indicators
- Managing the day-to-day operations of PA CareerLink® centers, including general customer service and oversight of the Career Resource Center (CRC)
- Facilitating efforts to improve client outcomes and customer satisfaction by enhancing, coordinating and integrating service delivery within PA CareerLink®
- Developing innovative strategies and technologies to assist P4W in improving the public workforce development system in Allegheny County
- Ensuring adherence to the standards of PA CareerLink® certification, as defined required by PA Workforce System Policy No. 121-05<sup>9</sup>

The services described in this RFP will be delivered primarily from two American Job 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 the One-Stop Operator, the selected applicant will actively participate with P4W in shaping and informing the local workforce development system. As such, the selected applicant will maintain current knowledge 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; PA Workforce System Policy (WSP) from the PA Department of Labor and Industry; and regional and state workforce plans and MOUs including but not limited to the following:

- TEGL 4-15: Vision for the One-Stop Delivery System;<sup>10</sup>
- TEGL 10-16: Performance Accountability Guidance for WIOA;<sup>11</sup>

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<sup>9</sup> PA Workforce System Policy No. 121-05: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-05.pdf>.

<sup>10</sup> TEGL 4-15: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_04-15.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_04-15.pdf)

<sup>11</sup> TEGL 10-16: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_10-16.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_10-16.pdf)

- TEGL 15-16: Competitive Selection of One-Stop Operators;<sup>12</sup>
- TEGL 16-16: One-Stop Operations Guidance for the American Job Center Network;<sup>13</sup>
- TEGL 19-16: Operating Guidance for the Workforce Innovation and Opportunity Act<sup>14</sup>
- PA Workforce System Policy No. 121-04;<sup>15</sup>
- PA Workforce System Policy No. 121-05;<sup>16</sup>
- WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County;<sup>17</sup>
- Multi-Year Regional Workforce Development Plan for the Southwest Planning Region;<sup>18</sup>
- Multi-Year Local Workforce Development Plan for City of Pittsburgh and Allegheny County; and,<sup>19</sup>
- Pennsylvania WIOA Combined State Plan;<sup>20</sup>

As a collaborator and facilitator of the PA CareerLink® in Pittsburgh and Allegheny County, the selected applicant 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 primary role within the one-stop system.

**NOTE REGARDING TRANSITION OF TITLE I PROVIDERS:** Currently, P4W contracts with one provider to deliver Title I Adult and Dislocated Worker Services – the United Labor Agency (ULA). Effective July 1, 2019, that contract will transition to two new agencies who will provide Adult and Dislocated Worker Services for PA CareerLink® Pittsburgh/Allegheny County. Grant Associates will be the Title I Provider for PA CareerLink® Allegheny East and Dynamic Workforce Solutions will be the Title I Provider for PA CareerLink® Downtown Pittsburgh. Recognizing that Title I services are a vital component of PA CareerLink® Pittsburgh/Allegheny County, the selected applicant must have the capacity to assist with this important transition, ensuring customer satisfaction and coordinated service delivery for PA CareerLink® Pittsburgh/Allegheny County throughout the transition period. P4W is excited about the opportunity this transition will bring to the region, and ultimately, to the customers that PA CareerLink® serves. However, this transition will require significant effort and careful consideration. The selected applicant must be a strong thought partner and work alongside P4W to ensure a smooth transition for the benefit of all partners and customers.

## **1. Site Operations and Functional Management**

In accordance with WSP 121-04<sup>21</sup> and WIOA, the selected applicant will perform the following duties related to site operations and functional management for PA CareerLink® Pittsburgh/Allegheny County:

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<sup>12</sup> TEGL 15-16: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_15-16.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_15-16.pdf)

<sup>13</sup> TEGL 16-16: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_16-16.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_16-16.pdf)

<sup>14</sup> TEGL 19-16: [https://wdr.doleta.gov/directives/attach/TEGL/TEGL\\_19-16.pdf](https://wdr.doleta.gov/directives/attach/TEGL/TEGL_19-16.pdf)

<sup>15</sup> WSP 121-04: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-04.pdf>

<sup>16</sup> WSP 121-05: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-05.pdf>

<sup>17</sup> P4W's WIOA One-Stop Partner MOU: <https://www.partner4work.org/uploads/p4w-pa-careerlink-partner-mou-final.pdf>

<sup>18</sup> Multi-Year Regional Workforce Development Plan for the Southwest Planning Region:

<https://www.partner4work.org/uploads/southwest-regional-plan-state-approved-12212017.pdf>

<sup>19</sup> P4W's WIOA Local Plan: <https://www.partner4work.org/uploads/partner4work-local-plan-state-approved-12212017.pdf>

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

- Develop and implement policy changes, process enhancements, customer service standards and plans for continuous improvement at PA CareerLink® that reflect an integrated system, efficient use of resources and nonduplication of efforts
- Ensure effective administration of day-to-day operations at PA CareerLink® centers in support of all participating PA CareerLink® partner agencies
- Assist P4W in developing and managing the PA CareerLink® Infrastructure Funding Agreement, or Resource Sharing Agreement, as defined and required by WIOA and its implementing regulations
- Assess and ensure effective use of key performance indicators for service delivery at PA CareerLink® that measure progress and impact of shared service delivery goals
- Utilize technology to strengthen PA CareerLink® service delivery, improve operations and achieve integration among partners
- Continuously monitor and assess the needs of customers at PA CareerLink® through feedback mechanisms and make recommendations for improvement appropriately
- Identify and lead strategies for PA CareerLink® partners to align services with and meet the needs of businesses seeking to utilize PA CareerLink®

## **2. Partner Collaboration**

In accordance with WIOA, and as further described in WSP 121-04, the Operator will be responsible for managing relationships and collaborations between the required and non-required One-Stop Partners. (see General Information section, PA CareerLink® System Partners). For more detail on required partners and non-required partners, please refer to WIOA Section 121(b)(1). Responsibilities and duties required of the selected applicant include the following:

- Develop, implement and monitor shared vision, goals, and performance indicators for PA CareerLink® partners to improve coordinated service delivery and client outcomes
- Ensure roles and responsibilities of partners are well-defined, integrated and aligned with shared vision and goals of the PA CareerLink® system
- Implement and monitor the negotiated One-Stop Partner MOU, consistent with WIOA and its implementing regulations, concerning the operation of PA CareerLink®
- Act as an intermediary and facilitate collaboration and communication among PA CareerLink® partners
- Attend meetings and events related to the operation and administration of PA CareerLink®, including but not limited to partner meetings, board meetings, committee meetings, and other gatherings
- Convene and facilitate regular meetings of partner agencies to review PA CareerLink® operations, performance and progress toward shared vision and goals
- Identify strategies to leverage strengths, address challenges and advance opportunities among PA CareerLink® partner program

## **3. Staffing Plan**

In performing the services procured by this RFP, the selected applicant will employ the following key positions. Brief position descriptions are provided below; however, the selected applicant may propose reasonable adjustments, as long as the number and basic structure of the below positions remain intact. The selected

applicant 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.

**One-Stop Operator** (1 FTE): This position will oversee all One-Stop Operator Services described in this RFP. The One-Stop Operator will directly facilitate partner collaboration, general operations and functional management of PA CareerLink® centers, as well as strategic planning and implementation for One-Stop Operator Services, in close partnership with P4W. This individual will directly oversee the Site Administrator, ensuring completion of all tasks and provision of all services described in this RFP at a professional quality reflective of the world-class workforce development system.

**Site Administrator** (1 FTE): The Site Administrator's main function is to ensure the effective administration of day-to-day operations at PA CareerLink® centers in support of all participating PA CareerLink® partner agencies. The Site Administrator provides operational and functional guidance to all PA CareerLink® staff members, as well as technical support for implementation of PA CareerLink® policies and procedures; ensures PA CareerLink® staff have the knowledge and training to effectively participate in PA CareerLink® centers; has a foundational understanding of all PA CareerLink® partner functions and services and is able to assist and/or mentor where needed; assists the One-Stop Operator in developing and implementing goals and objectives; and oversees scheduling of common PA CareerLink® events, workshops and other activities. The Site Administrator reports directly to the One-Stop Operator.

**Customer Service Representative (CSR)** (2 FTEs; one for each PA CareerLink® center): The CSR is the frontline staff person welcoming and greeting individuals who seek to use the services of PA CareerLink® centers. CSRs are responsible for maintaining the front desk of the facility, helping receive and direct walk-in customers, answering phones, and assisting individuals with access to basic resources of the Career Resource Center (CRC). They are also required to maintain a working knowledge of workforce services, partner agencies, and related workforce development programs in order to help triage customers, promote services and ensure connection to appropriate services. CSRs report directly to the Site Administrator.

**Career Resource Room (CRC) Attendant** (2 FTEs; one for each PA CareerLink® center): The CRC attendant helps maintain and ensure effective use of the CRC and its various resources, while assisting jobseekers with computer access and utilization, providing customers with basic information and assistance, and directing customers to register and engage in required systems. They are also required to maintain a working knowledge of workforce services, partner agencies, and related workforce development programs in order to help triage customers, promote services and ensure connection to appropriate services. CRC Attendants report directly to the Site Administrator.

The CSRs and CRC Attendants are often the first points of contact customers have with PA CareerLink®. Both must work closely together as a cohesive team, act as professional ambassadors of PA CareerLink® and create a positive and welcoming environment. As vital frontline staff, CSRs and CRC Attendants must have excellent customer service skills and conflict management abilities.

**NOTE REGARDING STAFF TRANSITION TO ONE-STOP OPERATOR:** Currently, the Site Administrator, the Customer Service Representatives (CSRs), and the Career Resource Room (CRC) Attendants for PA CareerLink® Pittsburgh/Allegheny County are employed by the Title I provider. The selected applicant will implement a One-

Stop Operator model that will directly employ the staff positions of One-Stop Operator (1 FTE), Site Administrator (1 FTE), CSRs (2 FTE), and CRC Attendants (2 FTE). P4W expects the selected applicant to employ the current Site Administrator, CSRs and CRC Attendants for PA CareerLink® Pittsburgh/Allegheny County.

#### **4. PA CareerLink® Certification**

The selected applicant will ensure adherence of all PA CareerLink® operations and activities to the standards of PA Workforce System Policy No. 121-05,<sup>22</sup> Local Workforce Delivery System – PA CareerLink® Certification and Continuous Improvement, regardless of whether P4W is undergoing the official certification process, as defined by WSP 121-05.

WSP 121-05 establishes criteria for PA CareerLink® effectiveness, physical and programmatic accessibility in accordance with WIOA Sec. 188, if applicable, and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et. Seq.), service integration, and the continuous improvement of the local PA CareerLink® system and each center under its purview.

#### **5. Cross-Training and Professional Development**

The selected applicant must ensure staff of all participating PA CareerLink® partner agencies have access to training and guidance imparting the knowledge, skills and abilities to support an integrated service delivery system and contribute to shared performance goals, promoting effective participation in common functions and responsibilities of PA CareerLink® partners, including but not limited to the following areas:

- PA CareerLink® policies and procedures
- Career counseling and customer service 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 PA CareerLink® can guide customers appropriately
- Availability of industry and employer-recognized training and educational programs and opportunities
- Commonwealth Workforce Development System (CWDS)
- Impact of trauma and poverty on jobseekers and related interpersonal strategies
- Local resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery

The selected applicant must develop and facilitate cross-partner/program training and other professional development opportunities for PA CareerLink® staff in close coordination with partner organizations.

#### **6. Outreach and Promotion**

The selected applicant will be responsible to develop and implement strategies to raise community awareness of and access to PA CareerLink® services and resources, with attention to areas in need of but have difficulty

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<sup>22</sup> PA Workforce System Policy No. 121-05: <https://www.dli.pa.gov/Businesses/Workforce-Development/Documents/Directives/WSP%20121-05.pdf>.

accessing such services and resources. This includes expanding the network of partners and resources present or represented in PA CareerLink® to benefit clients by engaging entities not currently participating in PA CareerLink®.

The selected applicant is expected to act as an ambassador for PA CareerLink®, representing and promoting PA CareerLink® on task forces, working groups and other community events related to the workforce development system. The selected applicant will consult and seek approval from P4W regarding any matters related to official representation of the PA CareerLink® system.

The selected applicant is expected work closely with the P4W communications team on outreach efforts utilizing social media and/or the PA CareerLink® Pittsburgh website. The selected applicant and P4W communications team will work in tandem to ensure on-brand and relevant messaging.

## **7. Data Analytics and Reporting**

The selected applicant must regularly track and monitor data related to One-Stop Operator Services and general customer participation in PA CareerLink®, including data derived from client information systems and other applications, using observations and evaluation to ensure continuous improvement, inform coordinated service delivery and enhance partner collaboration in PA CareerLink®. The selected applicant will be responsible for identifying strengths and shortcomings of processes used to collect and analyze quantitative and qualitative data regarding PA CareerLink® clients and partners, recommending and implementing efforts to improve data collection and analysis. Such efforts must be supported by strong internal systems and applications. The selected applicant will provide P4W with timely reports and supporting documentation that clearly demonstrate status of contract requirements, as well as jobseeker satisfaction, employer satisfaction, partner satisfaction, foot traffic numbers and corresponding information about visitors to both PA CareerLink® centers.

The selected applicant will also be responsible for managing the newly implemented electronic sign-in system at both PA CareerLink® centers. The selected applicant will help facilitate management, analysis and reporting of data from the electronic sign-in system to P4W, as well as PA CareerLink® core partners, regarding various data elements collected through the electronic sign-in process.

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

The selected applicant will be required to utilize the Commonwealth Workforce Development System (CWDS) as the information system of record 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 competent in utilizing CWDS. The selected applicant will adhere to the PA CareerLink® Systems Manual for guidance on proper documentation for PA CareerLink® participation. In addition, the selected applicant will maintain internal protocols for uniformed data entry. The selected applicant 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 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 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 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 and contract termination.

## **9. Records and Documentation**

The selected applicant must retain, secure and ensure the accuracy of all program files and records in compliance WIOA requirements, related federal and state regulations, and P4W's record retention requirements. Files must be retained for SEVEN (7) years after P4W reports final expenditures to the funding source. The selected applicant must allow P4W and representatives of other regulatory authorities access to all records, program materials, staff, and participants related to provision of services described in this RFP.

The selected applicant is responsible for maintaining and securing participant 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>23</sup> Confidentiality of participant information must be maintained and all 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 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 may have access to this information only on a "need to know" basis. The selected applicant 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.

## **10. Monitoring and Evaluation**

P4W is responsible for all levels of program monitoring, compliance and evaluation for One-Stop Operator activities. The selected applicant's performance will be evaluated by P4W within the first six months of the contract start date and at least annually thereafter. Evaluations will include but are not limited to contract provisions, surveys of PA CareerLink® partners and other evaluation criteria developed by P4W.

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

**SUBRECIPIENT Responsibilities:** The selected applicant 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 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.

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<sup>23</sup> P4W's Personal Information Policy: <https://www.partner4work.org/document/personally-identifiable-information-policy/>



The selected applicant 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 applicant 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 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 receives notice of any litigation or claim involving the grant award or otherwise relating to any agreement resulting from this RFP, the selected applicant 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 [operator@partner4work.org](mailto:operator@partner4work.org) no later than 5:00 p.m. EST on May 24, 2019. Emails must have the subject line "One-Stop Operator 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. Concise description of the proposed program.
  - c. Amount of funding requested for the period of July 1, 2019 to June 30, 2020.
3. **Organization Overview** – Describe each of the following for your organization: **(maximum 2 pages)**
  - a. Basic organizational description, including year established, legal status, governance structure, mission, principal programs and services, executive leadership, annual budget and number of staff.
  - b. Past experience in managing 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. Be sure to highlight your agency’s involvement in WIOA

services and experience managing workforce development programs in Pennsylvania. Attach two (2) reference letters (along with contact information) from funders (other than P4W) that can 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 as P4W will not contact respondents for updated contact information. P4W reserves the right to consider any previous performance data regarding your agency's experience in workforce development programming.

- 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 10 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. Please utilize the Statement of Work to develop a deeper understanding of the below factors and complete your program narrative accordingly.

- a. Staffing plan: Please see Statement of Work section, 3. Staffing Plan. Describe your approach to staffing and effective performance of staff for the services defined in this RFP. For the One-Stop Operator staff position, describe your plans to employ an individual with the knowledge, skills and abilities to deliver One-Stop Operator Services and ensure adherence to high quality standards. For the Site Administrator, Customer Service Representatives (CSRs) and Career Resource Room (CRC) Attendants,<sup>24</sup> describe how you will onboard incumbent staff to your program model and ensure staff have the knowledge, skills and abilities to effectively meet the requirements of this RFP. Be sure to address how you will accomplish the following: ensure a high level of staff performance, competency and quality customer service; maintain regular and clear communication between proposed staff and P4W. P4W encourages applicants to ensure all staff members employed through any agreements resulting from this RFP receive, at minimum, the salary defined by the P4W self-sufficiency wage.<sup>25</sup>
- b. Site operations and functional management: Please outline the plans and methodology you will use to ensure effective operations at PA CareerLink® centers in Pittsburgh/Allegheny County, including how you will ensure services are accessible, available, customer-focused and well-coordinated among partner agencies. How will you administer the day-to-day operations of the one-stop centers? How will you ensure adherence to the criteria for PA CareerLink® certification established by PA Workforce System Policy No. 121-05? How will you develop a plan for integrating and streamlining the various services of PA CareerLink®? How will you identify and implement policy changes, process enhancements, customer service standards and plans for continuous improvement at PA CareerLink®?

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<sup>24</sup> P4W expects the selected applicant to employ the current Site Administrator, CSRs and CRC Attendants for PA CareerLink® Pittsburgh/Allegheny County. Please see Statement of Work section, 3. Staffing Plan for further information.

<sup>25</sup> P4W's Self Sufficiency Policy: <https://www.partner4work.org/uploads/p4w-self-sufficiency-policy-py2018-02122019.pdf>

- c. Partner Collaboration: Please describe your plans for facilitating partner collaboration at PA CareerLink® centers, understanding the importance of integrating and coordinating the efforts and services of various partner agencies involved in PA CareerLink®. How will you implement and monitor the negotiated one-stop partner MOU? How will you ensure effective relationships between existing partners and recruit new partners?
  - d. Cross-Training and Staff Development: Please describe your plans to ensure staff of PA CareerLink® receive the training and professional development opportunities needed to be effective members of the PA CareerLink® system. What kind of cross-training and professional development activities would be helpful? At what frequency?
  - e. Outreach and promotion: Please describe the strategies you will use to raise awareness and utilization of PA CareerLink® by jobseekers, employers, community partners, and other important stakeholders. Be sure to focus your response on unified efforts to promote PA CareerLink® as an integrated system.
  - f. Data Analytics and Reporting: Please describe how you will collect, analyze and utilize data to inform decision-making for effective PA CareerLink® operations, including but not limited to data regarding customer activity, partner services, and community trends and opportunities. Please explain how you will make use of the current electronic sign-in application and make improvements for seamless data collection.
  - g. Performance and Evaluation: Please describe how you will define and measure success, monitor your performance and regularly communicate status of required standards and goals, including related key performance indicators, to P4W and other stakeholders. How will you continuously monitor PA CareerLink® operations and use findings to inform and improve your model? In addition to the indicators of performance described in this RFP, what other indicators would you utilize to ensure your success? Be sure to also address how you will gather input from PA CareerLink® partners and ensure such feedback informs your performance.
  - h. Timeline: Recognizing that any agreement resulting from this RFP would effectively begin on July 1, 2019, provide a timeline illustrating the major goals, activities and tasks that you would take to implement your proposed model. How will you introduce, build and strengthen your model within the context PA CareerLink® Pittsburgh/Allegheny? What are the steps and major milestones required to develop your model to its fullest potential?
  - i. Please describe any other services, programs, or resources you will provide to PA CareerLink® Pittsburgh/Allegheny, if applicable, and any funds or resources you plan to leverage in support of your proposed program, if applicable.
5. **Budget** – Provide an annual budget for the period of July 1, 2019 to June 30, 2020 including all program and administrative costs, using the required budget template provided (see P4W webpage for this RFP). *There are multiple tabs on this budget template. Please fill out all tabs of the budget template.* 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. Refer to the appropriate regulations per the funding source in conjunction with the uniform guidance to identify disallowed costs associated with any agreement resulting from this RFP. See Appendix B for further guidance regarding the budget and budget narrative.

See General Information section, anticipated award. P4W intends to provide up to \$440,000 (total) for delivery of all services described in this RFP, at both PA CareerLink® centers, for the period of July 1, 2019 to June 30, 2020. Interested parties will see that the salaries tab of the required budget template includes a set dollar amount of \$200,000 for five (5) incumbent staff who P4W expects the selected applicant to employ if awarded an agreement from this RFP. These staff positions include one (1) Site Administrator, two (2) Customer Service Representatives and two (2) Career Resource Room Attendants. P4W has not defined an amount for the fringe benefits associated with these positions or the salary and fringe for the staff position of the One-Stop Operator. See Statement of Work section, 3. Staffing Plan for more information regarding these staff positions.

When constructing your budget, please do not include space, office or operational costs that will be included in the Resource Sharing Agreement (RSA) for PA CareerLink® Pittsburgh/Allegheny County. Through the RSA, staff of PA CareerLink® partner agencies, including staff of the selected applicant, are provided with basic office furnishings and access to equipment, which includes standard furniture, such as a cubicle or office room, desk, chair, and file storage; telephone service and related equipment (e.g., desk phone); internet service, including Wi-Fi; and access to multifunction printer/copier/scanners. The RSA also covers costs related to information technology, equipment, supplies and furniture shared by PA CareerLink® partners (e.g., conference rooms, signage, brochures) or made available to the public (e.g., Career Resource Center, classrooms). The selected applicant will be responsible for the cost of supplies and equipment not included in the RSA, but necessary to carry out the proposed program.

6. **Budget narrative (maximum 1 page)** – 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, 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. See Appendix B 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. **Two (2) Reference Letters** – See *Organization Overview, Past Experience* above; please ensure reference letters meet the criteria described therein.

## **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 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; although P4W reserves the right to select proposals for award without such presentations or discussions. Award recommendations of the evaluators will be presented to the Board of Directors 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:

Proposal Review Scoring Rubric	
Cover Sheet	Required, but not scored
Executive Summary	Required, but not scored
Organization Overview	20 points
Program Narrative	70 points
Budget & Budget Narrative	5 points
Attachments	5 points; will also support the scores of related proposal sections
<b>Total points available</b>	<b>100 points</b>

The selected applicant will be invited to negotiate a contract for services based on the project described in the proposal, the requirements of this RFP and stipulations of the funding source.

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

Release of RFP:	April 26, 2019
Proposal due date:	May 24, 2019 by 5:00 p.m. EST
Questions regarding this RFP due:	May 17, 2019 by 5:00 p.m. EST
Selection of providers:	Mid-June 2019

**Questions**

All interested parties are highly encouraged to submit questions to obtain the clearest understanding of P4W expectations regarding the services sought by this RFP. All questions or requests for additional information must be made in writing to [operator@partner4work.org](mailto:operator@partner4work.org) by 5:00 p.m. EST on May 17, 2019 or any time before then. Answers to questions submitted 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 p.m. EST on May 17, 2019 will not be answered.

**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 jobseekers 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>26</sup>

**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 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 jobseekers and employers interface with the system directly as users. Primarily, jobseekers use the system to seek employment opportunities and employers use the system to find talent for open positions.

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

**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 jobseekers by sub-recipients.

**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 jobseekers 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 jobseekers 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.

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<sup>26</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).

## Appendix B – 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>