

# Request for Proposals

## One-Stop Operator

PA CareerLink® Pittsburgh/Allegheny County

Proposals Due:

May 5, 2017

### **Partner4Work**

650 Smithfield Street, Suite 2600  
Pittsburgh, PA 15222

[Operator@partner4work.org](mailto:Operator@partner4work.org)

Release Date:

March 23, 2017



Big thinker. Innovator. Connector and Collaborator. Convener. Bridge builder. Do these words describe you? Then you could be the person we need.

Partner4Work (formerly 3 Rivers Workforce Investment Board) is pleased to issue this Request for Proposals (RFP) to fill a new role in the local workforce development system for Pittsburgh and Allegheny County: **The One-Stop Operator for PA CareerLink® Pittsburgh/Allegheny County**. The One-Stop Operator **leads the collaboration and integration of workforce development services within PA CareerLink® and the community**. We are looking for an entrepreneurial leader who is able to see the big picture. Someone that can build on strong partnerships, bring new connections to the table, and help take our partners in the PA CareerLink® system to the next level. Could this be you?

## Who We Are

Partner4Work is the workforce development organization that connects funding, expertise, and opportunities to develop a thriving workforce in the Pittsburgh area. We partner with businesses to source and train the talent needed to grow the region's economy. We partner with job seekers to break down barriers and open doors to opportunity for careers in growing industries. And we partner with community based organizations to reach people where they are and set them on the path for a promising future.

Partner4Work oversees the spending of federal workforce funds allocated to Allegheny County and the City of Pittsburgh for workforce development programs, including some of the programs offered at PA CareerLink®. We also ensure that PA CareerLink® locations are available and accessible. The One-Stop Operator will help us ensure that these locations run smoothly and efficiently.

## Background Information: What is PA CareerLink®?

[PA CareerLink® Pittsburgh/Allegheny County](#) is the local one-stop partner of the American Job Center Network, a nationwide system of career centers that serve as the heart of the workforce development system under the [Workforce Innovation and Opportunity Act \(WIOA\)](#). PA CareerLink® is a partnership between multiple agencies designed to provide a wide range of services to help businesses find qualified workers and help job seekers obtain employment and training services to enhance their careers. These services can include assessment of skills, abilities, aptitudes and needs; assistance with unemployment insurance; access to employment services and the PA Department of Labor & Industry's job search engine JobGateway. Other services include labor market information; career counseling; job search and job placement assistance; and connection to training, education, and related supportive services. PA CareerLink, a government-funded entity, is operated in compliance with federal and state regulations and guidance.

## Our Challenge

**What we know:** We know that for a PA CareerLink® one-stop to be effective, partners and services must be seamlessly integrated so that customers receive the services they need when they need them. We are fortunate to have a host of partners at the table, willing to work together to achieve a common

goal. What they need is someone who can guide them to meet individual goals and also achieve a shared vision for the system as a whole, someone who is operational and a big picture thinker.








We also know that there are a number of organizations in the community operating or funding workforce programs disconnected from the CareerLink system. The right operator will help us cast a wider net, connect with these efforts, and expand services to job seekers and employers to achieve greater impact.

## How You Can Help Us







**What we are looking for:** The role of the One-Stop Operator will be **to lead collaboration and integration efforts**. The operator will work to coordinate and enhance PA CareerLink® service delivery within Pittsburgh and Allegheny County. This is a new mandatory role in the local workforce development system that was created through WIOA legislation. We are embracing this legal requirement and are excited to maximize the opportunity that the One-Stop Operator will bring to the table. The successful bidder will have the unique opportunity to be the first incumbent and thus a true chance to shape the role.

**How you'll do it:** The operator will be charged with the following key tasks and responsibilities:

### Enhancing Collaboration

-  Get to know our partners inside and out – who are they, what they do, and how do they do it
-  Identify what's working and leverage these strengths across all one-stop programs
-  Identify what's not working and coordinate the implementation of solutions
-  Expand the network of partners to engage entities and services that aren't currently represented at the one-stop center
-  Leverage existing partnerships (such as our Pittsburgh Works network)
-  Create solutions that enhance the use of resources and reduce duplication of efforts
-  Facilitate effective and seamless collaboration and communication between all one-stop partners

### Enhancing Service Delivery

-  Work with our partners to create and achieve collective goals
-  Ensure that basic services are available, accessible, and customer-focused
-  Design and implement a customer flow that meets the needs of partners and customers
-  Identify ways we can better meet the needs of companies and job seekers
-  Bring innovation to the system – help us take the public workforce system to the next level or the next neighborhood
-  Recommend policy changes to improve performance and collaboration

### Expanding Outreach Efforts

-  Help us spread the word about PA CareerLink® - develop and implement an outreach plan that will let people know about the resources in PA CareerLink® and how to connect

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- ✚ Get out into the community – represent CareerLink® on task forces, working groups, and any community events related to workforce development efforts

## **Ensuring Compliance with State and Federal Guidance<sup>1</sup>**

- ✚ Establish and manage the Memorandum of Understanding (MOU) between partners
- ✚ Ensure compliance with PA CareerLink® certification criteria
- ✚ Ensure that Equal Opportunity guidelines are followed

## **Do You Have What It Takes?**

So what does it take to succeed as the One-Stop Operator? We are looking for someone who can work with a diverse group of partners to create and implement a shared vision. The successful One-Stop Operator will be someone who not only sees the big picture and the steps to get there, but who can inspire and motivate the team to get on board with where we're going as a system.

If this were a football team, the One-Stop Operator would be equally comfortable playing the roles of coach, quarterback, locker room assistant, and cheerleader.

- ✚ Are you an effective coordinator, convener, and facilitator?
- ✚ Are you a skilled and engaging communicator?
- ✚ Do you have a diplomatic talent and are sensitive to different points of view?
- ✚ Are you able to successfully lead a group of diverse partners toward a common goal?
- ✚ Are you familiar with Pittsburgh and the local workforce development landscape?
- ✚ Have you demonstrated success as a leader?
- ✚ Are you good at understanding different perspectives, needs, and parameters and bringing these together for a collective agenda?
- ✚ Are you able to identify local and state policy issues and suggest solutions that make it easier to serve job seekers and businesses?
- ✚ Are you excited at the thought of leading the implementation of a shared vision?
- ✚ Are you able to establish recommendations on referral criteria to improve service delivery and performance for each partner?
- ✚ Are you able to become an ambassador for the PA CareerLink® system and ensure that partners are engaged in the community?
- ✚ Are you able to establish an efficient method to track performance of a variety of programs?
- ✚ Are you able to oversee the advancement of shared goals and make timely recommendations on course correction?

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<sup>1</sup> We encourage interested bidders to review the following Commonwealth One-Stop-Operator Policies prior to submission: [Workforce System Policy – No. 121-04 - PA CareerLink® System Operator](#) and [TEGL No: 16-16: One-Stop Operations Guidance for the American Job Center Network](#)

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- ✚ Have you demonstrated your ability to adhere to local, state and federal regulations and policies?

If these attributes describe you, we need to hear from you!

## Your Prospective Partners

The operator's key responsibility is to work with a wide range of partners. The following presents an overview of who they are and how you will be interacting with them:

**Partner4Work:** That's us. We are the workforce development board for the Pittsburgh area. Our board provides policy, strategic direction, and oversight for the region's workforce development system and guides the efforts of PA CareerLink® Pittsburgh/Allegheny County. We competitively procure the Title 1 service provider (currently United Labor Agency) and - by way of this RFP – the One-Stop Operator. **How the operator will engage with Partner4Work:** You will report to us on your activities, give us regular feedback on goals, performance, and recommendations and help us think through and devise new ideas, innovations and solutions.

**Partner4Work One-Stop Committee:** This is a committee of Partner4Work board members and partners that directly oversees the One-Stop Operator contract and performance. **How the operator will engage with the Partner4Work One-Stop Committee:** You will be implementing the Committee's vision of a one-stop center that provides coordinated and streamlined services and you will be regularly reporting on performance and progress.

**Core Partners:** These are the four paying partners within PA CareerLink® Pittsburgh/Allegheny County: 1. United Labor Agency; 2. The PA Department of Labor & Industry Bureau of Workforce Partnership and Operations; 3. Office of Vocational Rehabilitation; and 4. Greater Pittsburgh Literacy Council. **How the operator will engage with the core partners:** You will work with the core partners to develop a shared vision, enhance service delivery, and improve collaboration.

**Required Partners:** These are the partner programs that are required to be accessible within PA CareerLink®: Native American Programs, Migrant and Seasonal Farm Workers, YouthBuild, JobCorps, Senior Community Service Employment Activities, Trade Adjustment Assistance, State Unemployment Compensation, Community Services Block Grant, Second Chance Act of 2007 (reintegration of ex-offenders), Jobs for Veterans State Grants, Career and Technical Education, Department of Housing and Urban Development Employment and Training activities, and Temporary Assistance for Needy Families. **How the operator will engage with required partners:** Given the different levels of engagement we have with these partners, you 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. You will essentially build a new sense of collective identity and partnership with this group of partners.

**Pittsburgh Works:** Pittsburgh Works is a network of 80 public and private workforce development organizations providing services within Allegheny County. Pittsburgh Works partners provide valuable services and referrals to PA CareerLink® Pittsburgh/Allegheny County. Established by Partner4Work,



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Pittsburgh Works continues to be one of our key initiatives in an effort to decrease the fragmentation of workforce development services. **How the operator will engage with Pittsburgh Works:** You will tap into the Pittsburgh Works network and identify ways one-stop partners can be part of and benefit from Pittsburgh Works events and strategies.

**Additional Partners:** Partner4Work and PA CareerLink® Pittsburgh/Allegheny County work with a wide array of partners including businesses, chambers of commerce, philanthropists, policymakers, community development, and economic development entities. We are always looking for ways to leverage these relationships and engage more partners to the benefit of Allegheny County job seekers and businesses. **How the operator will engage with additional partners:** You will identify and reach out to new partners and engage existing ones in the continued effort to serve job seekers and employers.

## Who Can Apply?

-  An individual, a for-profit business<sup>2</sup>, an institution of higher education; nontraditional public secondary schools such as night school, adult school or career and technical centers; a community-based organization, a nonprofit organization; a workforce intermediary; a government agency<sup>3</sup>, chambers of commerce, and other interested organizations.
-  A group of organizations that includes three or more of the required one-stop partners in the local area. These may include:
  - Government agencies
  - Tribal organizations
  - Educational institutions
  - Community based organizations, nonprofits, or workforce intermediaries
  - Private for-profit entities

**PLEASE NOTE:** Elementary Schools and Secondary Schools are not eligible to be One-Stop Operators.

## How to Apply

Proposals must be submitted by **5:00 PM May 5, 2017** to [Operator@partner4work.org](mailto:Operator@partner4work.org). Late submissions will not be considered. Proposals should contain the following information:

COVER SHEET	
I.	Organization: Name, address, website
II.	Contact Person: Name, title, email address, phone number

<sup>2</sup> The contract negotiation process for for-profit entities requires additional steps to ensure transparency regarding actual operating costs versus profits.

<sup>3</sup> Commonwealth agencies with specific regard to those responsible for administering required WIOA programs in Pittsburgh and Allegheny County are not eligible to apply.

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CAPACITY & EXPERIENCE	30 POINTS
<b>I. Your Capacity</b>	10 Points
<ul style="list-style-type: none"> <li>a. Briefly describe your organization/business and its mission and how this funding opportunity aligns with your vision.</li> <li>b. Explain why you are best equipped to serve as the One-Stop Operator.</li> </ul>	
<b>II. Relevant Experience</b>	10 Points
<ul style="list-style-type: none"> <li>a. Describe and provide proof for your familiarity and connection with Pennsylvania/Allegheny County and the Pittsburgh area</li> <li>b. Provide examples of your experience in workforce development in general and with PA CareerLink® in particular, if applicable.</li> <li>c. Describe your knowledge of the Workforce Innovation and Opportunity Act (WIOA) and policies of the Commonwealth of Pennsylvania and provide specific examples of how you applied this knowledge.</li> <li>d. Provide examples of a time when you successfully analyzed policies and identified issues and solutions.</li> <li>e. Provide examples of a project where you successfully facilitated a process, collaborated with different groups of stakeholders, engaged new partners, and/or developed relationships. How will this experience help you be an effective One-Stop Operator?</li> </ul>	
<b>III. Your References</b>	10 Points
Provide two RECENT client references including contact name, title, organization, email address, and phone number.	
PROPOSAL NARRATIVE	60 POINTS
<b>I. Functional Supervision</b>	20 Points
<ul style="list-style-type: none"> <li>a. Describe your management philosophy and provide an example of a time you coordinate and managed different partners you had no direct line of supervision over?</li> <li>b. Provide an example of a project where you created a shared vision and shared goals among a diverse group of partners?</li> <li>c. Outline your methodology to ensure services are accessible, available, coordinated and customer-focused?</li> <li>d. How will you develop a plan for integrating and streamlining services?</li> </ul>	
<b>II. Communication Approach</b>	20 Points
<ul style="list-style-type: none"> <li>a. What is your communication plan – internally and externally?</li> <li>b. What is your outreach plan to ensure that people know about the PA CareerLink® services? Include your ideas for marketing the One-Stop delivery system to the community and describe techniques you have successfully used in the past.</li> <li>c. How will you evaluate the effectiveness of these strategies?</li> <li>d. What is your process for effective referrals among the system partners?</li> </ul>	
<b>III. Performance Management</b>	20 Points
<ul style="list-style-type: none"> <li>a. Provide an example of a time when you created and managed a performance management system.</li> </ul>	

<ul style="list-style-type: none"> <li>b. Provide an example of your experience and approach to identifying weak points in performance.</li> <li>c. Provide an example of how you will make decisions that will improve efficiency and effectiveness.</li> <li>d. Provide an example of your experience with process mapping.</li> </ul>	
<b>BUDGET</b>	<b>30 POINTS</b>
<b>I. Budget</b>	
<ul style="list-style-type: none"> <li>a. Submit a full budget inclusive of all costs using the attached budget form (Attachment A)</li> </ul>	15 Points
<ul style="list-style-type: none"> <li>b. Provide a Budget Narrative that justifies each proposed expense included on the budget form in terms of being necessary and reasonable costs. Include a description of how costs were calculated.</li> </ul>	15 Points
<b>TOTAL PROPOSAL POINTS</b>	<b>120 POINTS</b>

## Review Process

Partner4work’s Review Committee will review proposals based on the proposal requirements outlined above.

## Funding & Contract Duration

We anticipate awarding a single contract for \$150,000 or less per year. The contract will be for a one-year term, with an option to extend for up to two additional years.

## Timeline

Partner4Work aims to have an operator in place by July 1, 2017. The estimated timeline below may be subject to change.

One-Stop Operator Procurement Timeline	
Request for Proposals (RFP) Release	March 23, 2017
Proposals Due	May 5, 2017 – 5:00 PM
Selection of Award	June 2, 2017
Contract Start Date	July 1, 2017

## Questions?

We welcome your questions and look forward to hearing from you. All questions or requests for additional information must be made in writing to [Operator@partner4work.org](mailto:Operator@partner4work.org). Answers will be posted at [www.partner4work.org](http://www.partner4work.org) to make them available to the public and ensure a fair and transparent process.



## **Provisions & Disclaimers**

- 1) All solicitations are contingent upon availability of funds.
- 2) Partner4Work reserves the right to reject any or all proposals received and to negotiate with any and all bidders on modifications to proposals.
- 3) Partner4Work reserves the right to waive informalities and minor irregularities in the proposals received.
- 4) This Request for Proposals does not commit Partner4Work to award a contract.
- 5) 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.
- 6) Partner4Work retains 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.
- 7) No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies.
- 8) All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to the Partner4Work and be subject to disclosure under the Freedom of Information Act, Right to Know Law, or other applicable legislation.
- 9) 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.
- 10) 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.
- 11) Applicants are advised that most documents in the possession of Partner4Work are considered public records and are subject to disclosure.
- 12) All funded programs are subject to monitoring and/or a third-party evaluation.
- 13) Bidders are required to disclose conflicts of interest arising from any relationships with particular training service providers or other service providers that are part of the PA CareerLink® system.
- 14) Partner4Work is an equal opportunity employer. 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.

**ATTACHMENT A**

**One-Stop Operator Budget Form**

One-Stop Operator Budget Item	Costs
Salaries & Wages	
Fringe Benefits	
Travel	
Telephone	
Supplies	
Meeting Expenses	
Other <i>(please specify and list each item separately)</i>	
<b>TOTAL</b>	

(Available as excel document on Partner4Work website)