



Request for Proposals

For the period of July 1, 2023 to June 30, 2024
With possibility for annual renewal contracts

One-Stop Operator Services

In support of Workforce Innovation and Opportunity Act (WIOA) Activities

PA CareerLink® Pittsburgh and Allegheny County

Proposals Due:
January 17, 2023

Partner4Work
650 Smithfield Street, Suite 2400
Pittsburgh, PA 15222

RFP Release Date:
November 21, 2022

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

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

One-Stop Operator Services are funded through the PA CareerLink® operating budget, which is paid for by contributions of PA CareerLink® partner agencies, per the Workforce Innovation and Opportunity Act (WIOA). Partner4Work intends to fund any agreements resulting from this RFP primarily with WIOA funding provided through the PA CareerLink® operating budget, including but not limited to WIOA Adult, Dislocated Worker, and Youth Programs - CFDA 17.258, 17.278, and 17.259. Exact amounts of funding by source are not yet known. By estimate from prior year spending, any agreement resulting from this RFP will be supported by 90% federal funding and 10% non-federal funding. Any entities receiving agreements from Partner4Work through this RFP must comply with all applicable regulations and the terms and conditions of related funding sources. See *General Information, Anticipated Award & Funding Sources* for further information.

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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

TRWIB, Inc. (dba “Partner4Work”) is the workforce development organization that connects funding, expertise, and opportunities to develop a thriving workforce in Pittsburgh and Allegheny County. Partner4Work delivers a comprehensive portfolio of programs and initiatives for adults and youth to ensure that current and future needs of employers, job seekers, and underemployed workers are met.

Helping businesses find and prepare the talent they need to thrive

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

Breaking down barriers to career opportunities

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

Providing community organizations with resources to make an impact

Partner4Work proudly partners with more than 80 organizations in Pittsburgh and Allegheny County to provide opportunities for job seekers and businesses alike. We partner with community-based organizations, economic development agencies, training providers, businesses and educators to collectively bridge the gap between people looking for work and employers in need of talent.

As the Workforce Development Board (WDB) for Pittsburgh and Allegheny County, Partner4Work 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. Partner4Work also oversees employment and training programs for recipients of Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) in Allegheny County.

To find out more about Partner4Work: www.partner4work.org

Purpose of this RFP

Partner4Work is issuing this Request for Proposals (RFP) to identify a qualified organization to provide One-Stop Operator services in support of the One-Stop Career System in Pittsburgh and Allegheny County, 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, 2023 and ends on June 30, 2024, with two subsequent option years, exercised at the discretion of Partner4Work.

To effectively manage operations and coordinate services at One-Stop Career Centers, known as PA CareerLink® centers in Pennsylvania, WIOA establishes the role of the One-Stop Operator. The successful bidder will be responsible for facilitating collaboration and integration between all PA CareerLink® partners and functional management and general operations of two PA CareerLink® comprehensive centers located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. The centers are the focal point and public face of the local workforce development system, providing access to a broad array of career-related services and information in one place, designed to serve a diverse range of customers with diverse needs, creating a vital link in connecting job seekers and employers. Among other tasks, the successful bidder will employ several staff members to assist in managing the day-to-day operations of PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC); facilitate regular meetings and communication between core PA CareerLink® partners to discuss

critical issues related to operations, service delivery, and performance; and ensure adherence to the standards of PA CareerLink® certification, as required by PA Workforce System Policy No. 121-05.

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 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 bidder.

See *Statement of Work* below for a more detailed description of the work required by the successful bidder.

Overview: WIOA and One-Stop Centers

The Workforce Innovation and Opportunity Act (WIOA) is the primary federal law governing the funding and provision of workforce development services to job seekers, employers, and other stakeholders in the United States, primarily administered by the US Department of Labor (USDOL). WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Please visit the USDOL website at www.dol.gov/agencies/eta/wioa for a more thorough overview of WIOA. All qualified parties interested in submitting an application in response to this RFP must be familiar with the goals and requirements of WIOA and all its implementing guidelines; the selected bidder must follow and comply with all rules and regulations therein.

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

There are two comprehensive one-stop centers in the Pittsburgh area – PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East – offering the full range of PA CareerLink® services and seeking to ensure a prosperous region with a fully employed workforce. In addition to the one-stop centers, PA CareerLink® provides a basic level of assistance and services to customers virtually and in community-based settings, through partner agencies that provide access to host locations for staff of PA CareerLink®. The selected bidder must offer all services described in this RFP in a highly collaborative environment at both of the PA CareerLink® centers, as well as virtually and in community-based settings throughout the Pittsburgh area.

Through this RFP, Partner4Work intends to select one provider to deliver One-Stop Operator Services, as defined in this RFP, in close coordination with PA CareerLink® partner agencies defined by WIOA, as well as additional partners whose services and resources may benefit customers of PA CareerLink®.

PA CareerLink® Pittsburgh/Allegheny County

Partner4Work oversees two workforce development areas—Pittsburgh and Allegheny County—where two comprehensive one-stop centers exist, both offering the full range of PA CareerLink® services. The purpose of the centers is to provide accessible, seamless, customer-driven services to job seekers, employers, and other stakeholders. Residents of Allegheny County may participate in services at either center, regardless of whether they live in or outside the City of Pittsburgh. Partner4Work expects the one-stop centers to be welcoming places that offer exceptional customer service and valuable opportunities to a broad range of businesses and job seekers. 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 system and one-stop services -

Described below are basic features of the current operational model at PA CareerLink® Pittsburgh/Allegheny County, offered for context and general reference. Bidders may propose arrangements conducive to the success of their proposed model, as allowed and appropriate, even if such arrangements differ from those described in this RFP. Locations and hours of operation for the comprehensive centers are provided below, which are subject to change at any time throughout the contract period. See Appendix E for further descriptions of each center. Partner4Work has site control, maintains the leases and/or pays facility costs at both centers.

- PA CareerLink® Downtown Pittsburgh
914 Penn Avenue
Pittsburgh, PA 15222
Hours: 8:30am to 4:00pm
- PA CareerLink® Allegheny East
2040 Ardmore Boulevard
Pittsburgh, PA 15221
Hours: 8:30am to 4:00pm

The spectrum of basic and individualized services offered to job seekers and businesses at PA CareerLink® centers in Pittsburgh and Allegheny County is delivered by core partners of the one-stop system defined by WIOA, in close coordination, including Title I: Workforce Development Activities (Title I-B Adult, Dislocated Worker, and Youth Services); Title II: Adult Education and Literacy Act programs administered by the Department of Education (DoED); Title III: Wagner-Peyser Act employment services administered by the Department of Labor (DOL); and Title IV: Rehabilitation Act Title I programs administered by DoED. In addition to the core partners, PA CareerLink centers are host to numerous other partner agencies who enrich the centers with valuable career, educational and related resources. The selected bidder must work closely with staff of all partner agencies to support recruitment, enrollment, assessment and service delivery for PA CareerLink® customers through multiple programs collaboratively. See WIOA 121(b) for more information on required and additional partner programs.

Both PA CareerLink® locations offer orientations and workshops, led by multiple staff members of PA CareerLink® partner agencies, covering topics such as job searching, soft skills, interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy, job readiness training, civil service positions, getting a job as a reentrant, and job retention strategies. The selected bidder must collaborate with other PA CareerLink® partners to support orientations and workshops delivered at Both PA CareerLink® locations.

To effectively manage and coordinate partners and services at PA CareerLink®, WIOA establishes the role of the One-Stop Operator. Among other tasks, the Operator facilitates regular meetings and communication between core partners of the PA CareerLink® system to discuss critical issues related to operations, service delivery and performance. In addition, the Operator oversees the Site Administrator responsible for managing the day-to-day operations of the PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC). Each PA CareerLink® center maintains a CRC equipped with computers, informational resources, phones and printers available to the public for job searching purposes, mainly overseen by staff of the One-Stop Operator. These staff members are available to assist customers with their job search and provide customers with additional information about all services offered at the PA CareerLink®.

Both PA CareerLink® locations also host representatives of the Unemployment Compensation (UC) Office, who are available to provide basic assistance to claimants and potential claimants through scheduled appointments. The selected bidder must assist PA CareerLink® customers in utilizing the support provided by Unemployment Compensation and other basic resources available at PA CareerLink® centers in Pittsburgh/Allegheny County. However, PA CareerLink® does not process unemployment claims, nor can PA CareerLink® provide assistance or information specific to claims.

PA CareerLink® Pittsburgh/Allegheny County is committed to increasing access for job seekers and bringing PA CareerLink® services and resources to locations beyond the one-stop centers. As such, current PA CareerLink® staff provide information, general assistance and services in select neighborhood-based locations. The selected bidder will support such efforts in close collaboration with other partners of the PA CareerLink® system. Locations presently include library locations and other host organizations that provide community-based access.

WIOA Primary Indicators of Performance

The effectiveness of WIOA programs is measured by specific indicators determined by federal law. You can read more about the indicators, which relate to employment, earnings, credentials, and skill gains from the US Department of Labor website.¹ As a Workforce Development Board, Partner4Work is required to negotiate goals for each of these indicators periodically with the PA Department of Labor & Industry. The indicators and negotiated goals apply to the WIOA programs Partner4Work oversees, as a whole, across the workforce development system in Pittsburgh and Allegheny County. Bidders should be familiar with these indicators and goals, as the successful bidder must assist PA CareerLink® partners in striving to meet them.

Population to be Served

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

In Program Year 2021 (7/1/21 to 6/30/22), within the Pittsburgh and Allegheny county workforce areas, there were 61,216 registered PA CareerLink® accounts, 17,064 of which were newly registered in PY21. PA CareerLink® accounts represent the broadest level of customer engagement, from self-service use of the statewide PA CareerLink® website to participation in individualized services delivered by local PA CareerLink® staff. Within the same time period, local PA CareerLink® centers (PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East) recorded over 10,000 combined visits from individuals participating in the various programs available through the centers, including but not limited to those defined by WIOA Title I-B, Wagner-Peyser, Reemployment Services and Eligibility Assessment (RESEA), Jobs for Veterans (JVSG), Trade Adjustment Assistance (TAA), Adult Education, Vocational Rehabilitation, Rapid Response, and Unemployment Compensation (UC).

In collaboration with PA CareerLink® partners, the successful bidder must effectively engage with the diverse populations participating in PA CareerLink® activities and strive to increase engagement with additional populations whose participation has been limited, growing and expanding the reach of PA CareerLink®, as appropriate. The successful bidder may be asked to focus recruitment, engagement, and service delivery on certain areas or population characteristics, depending on priorities and initiatives of Partner4Work and PA CareerLink®.

Anticipated Award & Funding Sources

As a result of this RFP, Partner4Work expects to award one cost reimbursement contract for the services sought by this RFP, primarily delivered from the two PA CareerLink® centers in Pittsburgh and Allegheny County. Partner4Work anticipates a total contract value in the range of \$500,000 to \$600,000² for the period of July 1, 2023 to June 30, 2024. Qualified bidders must submit proposals to deliver services in both centers. The proposal most advantageous to Partner4Work in terms of quality and cost will be recommended for funding.

Funding Amounts & Sources: One-Stop Operator Services are funded through the PA CareerLink® operating budget, which is paid for by contributions of PA CareerLink® partner agencies, per the Workforce Innovation and Opportunity Act (WIOA). Because there are two PA CareerLink® comprehensive centers in Pittsburgh and Allegheny County, there are two PA CareerLink® operating budgets that will be utilized to fund any agreement resulting from this RFP. The successful

¹ WIOA Performance Indicators and Measures - www.dol.gov/agencies/eta/performance/performance-indicators

² This range of contract value is provided for informational purposes only. Bidders should propose a contract value that most accurately reflects costs necessary to meet the requirements of this RFP.

bidder must be familiar with the PA CareerLink® budgeting process and how related funding is used to support one-stop operations, including any agreement resulting from this RFP. More information on the PA CareerLink® budgeting process and partner contributions to the budget can be found in Partner4Work’s WIOA One-Stop Partner MOU - <https://www.partner4work.org/document/workforce-innovation-opportunity-act-one-stop-partner-memorandum-under-standing-city-pittsburgh-allegheny-county/>

Partner4Work is unable to define with certainty the allocation of administrative and programmatic funds that will be made available for any agreement resulting from this RFP. The actual amount of award will be based on the proposed budget, successful contract negotiations, availability of funds, PA CareerLink® operating budgets, Partner4Work priorities, 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).

Partner4Work may choose to make additional funding sources available through contracts resulting from this RFP, based on availability and allowability, including but not limited to funds from the Workforce Innovation and Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF), the Commonwealth of Pennsylvania, and foundations, businesses, or other entities.

Partner4Work 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 Partner4Work.

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. Partner4Work will require an invoice, proof of expenses, and required documentation to process a reimbursement. Partner4Work will only reimburse the provider for actual expenses incurred during the effective dates of the contract. The reimbursement timeline will be finalized during contract negotiation. Allowable costs will be determined by all applicable federal, state and local regulations, including but not limited to the Uniform Guidance and WIOA regulations.

Invoicing must be submitted to Partner4Work monthly. The successful bidder must also be up-to-date with all PA CareerLink® reporting and documentation requirements in order to receive payment, as applicable.

Program Dates

Initial agreements resulting from this RFP are estimated to begin on or around July 1, 2023 and extend until June 30, 2024. Partner4Work may renew awarded agreements beyond June 30, 2024 for up to two additional contract periods, as shown in the table below, with the second and third contract periods renewable at the discretion of Partner4Work, based on performance of the successful bidder and funds available. Partner4Work reserves the option to modify contracts on a year-to-year basis. The agreement is not renewable after the third 12-month period.

Anticipated Program Dates and Contract Periods		
Contract period 1 (base)	July 1, 2023 – June 30, 2024	Base contract award
Contract period 2 (option)	July 1, 2024 – June 30, 2025	Renewable by Partner4Work
Contract period 3 (option)	July 1, 2025 – June 30, 2026	Renewable by Partner4Work

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. Applicants must be an incorporated organization and have been in business for at least three years. Eligible applicants must be in good standing with the federal government, not debarred, and have proof of insurance and a Unique Entity Identifier Number (previously known as "DUNS number"). Organizations currently barred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal, State, City or County department/agency, quasi-governmental agency, or Partner4Work are ineligible to apply.

The successful bidder will have demonstrated experience and expertise in the provision of services sought by this RFP at a similar scale and to similar populations, as described in this RFP. Programs should be grounded in the communities they serve, with staff focused on providing high quality, customer-centered, culturally competent services.

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

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. Partner4Work 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. Applicants are responsible for being knowledgeable of all laws, regulations, rules, and policies of the funding sources identified in this RFP. If Partner4Work 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.

STATEMENT OF WORK

The following Statement of Work describes the programmatic and administrative requirements applicable to any contract resulting from this RFP, referred to as “Agreement” below. The successful bidder, referred to as “SUBRECIPIENT” below, will be required to comply with all standards described herein. PARTNER4WORK has applied its best efforts to create a comprehensive Statement of Work that reflects the large majority of tasks, services, and activities required of SUBRECIPIENT through this Agreement. However, this Statement of Work should not be considered exhaustive. SUBRECIPIENT will perform work that is reasonably connected to the requirements established herein, or defined within the laws and regulations referenced throughout this Agreement.

1. Summary

SUBRECIPIENT 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, coordinating, 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 customer experience, outcomes, and satisfaction by enhancing, coordinating and integrating service delivery within PA CareerLink®
- Coordinating outreach and communication efforts among PA CareerLink® partners to drive customer engagement and ensure adherence to PA CareerLink® standards
- Collecting and utilizing key data and information regarding PA CareerLink® operations and performance to support data-driven decision making
- Developing innovative strategies and technologies to assist PARTNER4WORK in improving the public workforce development system in Allegheny County

- Ensuring adherence to the standards of PA CareerLink® certification, as defined and required by PA Workforce System Policy No. 121-05

One-Stop Operator Services will be delivered primarily from two American Job Centers located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh at 914 Penn Ave, Pittsburgh, PA 15222 and PA CareerLink® Allegheny East at 2040 Ardmore Blvd, Pittsburgh PA, 15221. PARTNER4WORK currently has site control and/or pays facility costs at both locations. The locations of PA CareerLink® centers in Pittsburgh and Allegheny County are subject to change throughout the contract period.

SUBRECIPIENT will actively participate with PARTNER4WORK in shaping and informing the local workforce development system. SUBRECIPIENT 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
- Local labor market information, including workforce and employer dynamics

SUBRECIPIENT will closely adhere to the criteria of relevant 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 03-14: Implementing a Job-Driven Workforce System
- TEGL 4-15: Vision for the One-Stop Delivery System
- TEGL 10-16: Performance Accountability Guidance for WIOA
- TEGL 15-16: Competitive Selection of One-Stop Operators
- TEGL 16-16: One-Stop Operations Guidance for the American Job Center Network
- TEGL 19-14: Vision for the Workforce System and Initial Implementation of WIOA
- TEGL 19-16: Operating Guidance for the Workforce Innovation and Opportunity Act
- PA Workforce System Policy No. 121-04: Local Workforce Delivery System – PA CareerLink® System Operator
- PA Workforce System Policy No. 121-05: Local Workforce Delivery System – PA CareerLink® Certification and Continuous Improvement
- WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County
- Multi-Year Regional Workforce Development Plan for the Southwest Planning Region
- Multi-Year Local Workforce Development Plan for City of Pittsburgh and Allegheny County
- Pennsylvania WIOA Combined State Plan

As a collaborator and facilitator of PA CareerLink® activities, SUBRECIPIENT may be asked by PARTNER4WORK to participate in special projects and initiatives within the scope defined by this Agreement and related to SUBRECIPIENT’s primary role within the one-stop system.

Depending on the status of health and safety guidelines governing in-person interaction and work-related safety, SUBRECIPIENT may have to provide all or some services described in this STATEMENT OF WORK to customers virtually. Regardless of health and safety status, SUBRECIPIENT will strive to deliver services to participants remotely to the maximum extent possible. It is the expectation of PARTNER4WORK that services provided remotely will be value-added and will result in increased enrollments for PA CareerLink® and positive outcomes.

2. Site Operations & Functional Management

In accordance with WSP 121-04 and WIOA, SUBRECIPIENT will perform the following duties related to site operations and functional management in support of PA CareerLink® centers and partner agencies:

- 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 non-duplication of efforts
- Ensure effective administration of day-to-day operations at PA CareerLink® centers

- Maintain a manual of policies and procedures applicable to operation and administration of PA CareerLink® and ensure PA CareerLink® staff awareness of and compliance with the manual
- Ensure effective communication with property management functions at PA CareerLink® locations
- Conduct ongoing space needs assessment; establish and implement plans to meet space needs
- Develop and implement intake methods for PA CareerLink® customers that include tracking and reporting
- Assist PARTNER4WORK in developing and managing the PA CareerLink® Infrastructure Funding Agreement (IFA), or Resource Sharing Agreement (RSA), and PA CareerLink® operating budgets
- Utilize technology to strengthen PA CareerLink® service delivery, improve operations and achieve integration
- Maintain an up-to-date inventory of shared-use materials and equipment on behalf of the PA CareerLink® system
- Continuously monitor and assess the needs of customers at PA CareerLink® through feedback mechanisms and make plans for improvement appropriately
- Conduct ongoing customer satisfaction surveys and utilize results to facilitate customer service enhancements and ensure consistent quality of services

SUBRECIPIENT will make every attempt to accommodate the needs of customers utilizing PA CareerLink® centers, creating flexible operations that address common barriers to participation, including but not limited to customer access and services delivered outside of normal working hours, onsite accommodations for customers with children, and other arrangements, as appropriate and allowable.

PA CareerLink® purchasing: SUBRECIPIENT is authorized to make purchases on behalf of PA CareerLink® in strict accordance with the approved Operating Budgets and Infrastructure Funding Agreements of PA CareerLink® Pittsburgh and Allegheny County. SUBRECIPIENT must follow all applicable procurement and financial guidelines for such transactions and work closely with PARTNER4WORK to coordinate purchasing and payment. SUBRECIPIENT must gain approval from PARTNER4WORK and PA CareerLink® Core Partners before proceeding with any purchases not expressly authorized by the approved Operating Budgets and Infrastructure Funding Agreements of PA CareerLink® Pittsburgh and Allegheny County.

Career Resource Centers (CRC): The two PA CareerLink® comprehensive centers located in Pittsburgh and Allegheny County each maintain a Career Resource Center that provides access to computer workstations, telephones and fax machines, self-directed career guidance, and information on job listings, labor market trends, training opportunities, partner community services, and other resources. SUBRECIPIENT will provide staff to manage the CRCs and assist customers within the CRCs. SUBRECIPIENT may also work with PA CareerLink® partners to coordinate assistance of partner staff within the CRCs, ensuring adequate coverage and providing opportunities for partner staff to engage with customers.

PA CareerLink® Certification: SUBRECIPIENT will ensure adherence of all PA CareerLink® operations and activities to the standards of PA Workforce System Policy No. 121-05, which 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.

3. One-Stop Operator Staff

SUBRECIPIENT 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 PARTNER4WORK. SUBRECIPIENT will ensure all staff adhere to the highest level of conduct, demonstrating responsiveness and customer service in all interactions with stakeholders of this Agreement. SUBRECIPIENT staff are required to maintain current knowledge and expertise in the following:

- Career counseling and customer service best practices
- Conflict management and resolution techniques
- Culturally competent service delivery
- Initiatives and programs of PARTNER4WORK, PA CareerLink® partner agencies, and the broader workforce development system, including how to connect customers to related opportunities
- Impact of trauma and poverty on jobseekers and related interpersonal strategies

- Local resources and services to assist individuals facing barriers to employment
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Effective methods for engaging and managing relationships with employers
- Availability of industry and employer-recognized training and educational opportunities
- Commonwealth Workforce Development System (CWDS)
- Federal, state, and local policies, including WIOA and its implementing guidance

SUBRECIPIENT will employ staff positions according to the basic descriptions provided below. SUBRECIPIENT may propose reasonable adjustments to the below staffing plan, subject to approval by PARTNER4WORK. SUBRECIPIENT must clearly demonstrate how proposed adjustments will improve the quality, effectiveness, or efficiency of one-stop operator services.

One-Stop Operator (1 FTE): This position will oversee all One-Stop Operator Services. 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 PARTNER4WORK. This individual will directly oversee the Site Administrator, ensuring completion of all tasks and provision of all One-Stop Operator Services at a quality reflective of a 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 Representatives and Greeters (approximately 4 FTE; 2 for each PA CareerLink® center): Customer service staff welcome and greet individuals who seek to use the services of PA CareerLink® centers. They are responsible for maintaining the front desk, helping receive and direct walk-in customers, answering phones, assisting individuals with access to basic resources of the Career Resource Center (CRC), providing program 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. Customer service staff are often the first points of contact customers have with PA CareerLink®. They 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, customer service staff must have excellent customer service skills and conflict management abilities.

SUBRECIPIENT may propose employing additional staff, subject to PARTNER4WORK approval, to assist in effectively delivering the services described in this STATEMENT OF WORK. Core functions of additional staff may include but are not limited to providing additional administrative support to the One-Stop Operator or Site Administrator, facilitating communications and outreach efforts on behalf of the PA CareerLink® system, providing data analysis and evaluation in support PA CareerLink® operations, or managing technologies that improve virtual service delivery and remote engagement.

SUBRECIPIENT may be asked to employ additional staff members, temporarily or permanently, based on the need and upon request or approval by PARTNER4WORK.

4. Partner Collaboration & Coordination

PARTNER4WORK envisions a unified one-stop system where all participating programs and organizations operate together in a collaborative way that provides a coordinated, seamless experience for customers. SUBRECIPIENT will make every effort to embrace, prioritize, and contribute to PARTNER4WORK’s vision of an integrated system of workforce development in Pittsburgh and Allegheny County.

In accordance with WIOA, and as further described in WSP 121-04, SUBRECIPIENT will be responsible for managing relationships and collaborations between the required and non-required One-Stop Partners. For more detail on required partners and non-required partners, please refer to WIOA Section 121(b)(1) and the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County. Responsibilities and duties required of SUBRECIPIENT 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 all partners are well-defined, integrated and aligned with shared vision and goals of the PA CareerLink® system
- Monitor adherence to the One-Stop Partner MOU for Pittsburgh and Allegheny County
- Act as an intermediary and facilitate collaboration and communication among PA CareerLink® partners
- Attend and support 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
 - SUBRECIPIENT will schedule and facilitate the PA CareerLink® Core Partner Meeting on a monthly basis and broader MOU Partner meetings on a quarterly basis
 - SUBRECIPIENT will convene and facilitate a Business Service Team (BST) comprised of PA CareerLink® partner staff whose work includes employer engagement activities to ensure a coordinated and consistent approach to delivery of business services within the PA CareerLink® system
- Perform regular review of PA CareerLink® operations and performance that includes cross-partner engagement and data provided by multiple PA CareerLink® partner agencies
- Assist PA CareerLink® partners in achieving the goals and objectives of their programs
- Identify ways to leverage strengths, address challenges and advance opportunities for PA CareerLink® partners
- Conduct employee satisfaction surveys with staff of required PA CareerLink® partners to gather feedback and input regarding PA CareerLink® operations and utilize results to make improvements

SUBRECIPIENT will work closely with PARTNER4WORK to collaborate and coordinate activities with the stakeholders and initiatives that comprise the larger workforce development system led by PARTNER4WORK. Such initiatives include but are not limited to PARTNER4WORK programs funded by WIOA, TANF, and other public and private funds. To facilitate collaboration and coordination of activities, SUBRECIPIENT will:

- Share information and best practices with PARTNER4WORK and its network of providers
- Coordinate service delivery with partner programs to increase efficiency and reduce duplication, including career services, training services, business services and supportive services
- Assist PARTNER4WORK in the following
 - Developing a strong portfolio of workforce programs
 - Developing strategies for co-enrollment with partner programs
 - Obtaining additional public and private funds that build capacity of the workforce development system

PARTNER4WORK supports customer participation in multiple programs and services, referred to as co-enrollment, when such participation provides an added value to the customer and complies with applicable rules and regulations. Co-enrollment is not supported when participation in multiple programs and services results in duplication or inefficient use of resources. SUBRECIPIENT will encourage and facilitate co-enrollment for customers in cases when the services and resources of programs are complimentary, efficiently delivered and add value to the customer's progress toward program goals.

5. Referrals

To ensure all customers have access to the services and resources that best meet their needs, SUBRECIPIENT must ensure PA CareerLink® utilizes a robust referral network. SUBRECIPIENT will work with partners to create and maintain a model for facilitating and tracking incoming and outgoing referrals for individuals and businesses to all PA CareerLink® partner programs, and to a broad range of programs and resources outside the PA CareerLink® network, including programs administered by PARTNER4WORK and other workforce development entities. SUBRECIPIENT will promote

effective practices for triaging clients, asking questions that lead to appropriate referrals, and ensuring customers can make informed decisions about the network of referral services made available through PA CareerLink®.

SUBRECIPIENT will track, monitor and report on referrals made to and received from partner agencies, identifying trends and opportunities for system improvements. SUBRECIPIENT must utilize the referral tool in CWDS to track referrals to the maximum extent possible. PARTNER4WORK will utilize the CWDS referral tool in measuring the number and type of PA CareerLink® referrals, to ensure such activity reflects the robust referral network intended by PARTNER4WORK.

6. PA CareerLink® Service Model

SUBRECIPIENT will work closely with PARTNER4WORK to establish and continuously improve a unified service delivery model for PA CareerLink® in Pittsburgh and Allegheny County that brings together the partners and programs of PA CareerLink® and streamlines the customer experience for job seekers, businesses, and other stakeholders. SUBRECIPIENT will create and make readily available a flow chart for the PA CareerLink® service model, illustrating how customers enter, participate in, and exit the system. SUBRECIPIENT staff will perform the welcoming, triage, and basic assistance components of the model, as described in the *One-Stop Operator Staff* section of this STATEMENT OF WORK.

The PA CareerLink® system in Pittsburgh and Allegheny County is composed of multiple partners and programs, including those required by WIOA, and others that are complementary to the workforce development system. The various programs made available through PA CareerLink® are both similar to and distinct from each other, in terms of their service requirements, structure, desired outcomes, and other factors. The unified service delivery model will provide a foundation for coordinated services, delivered by multiple PA CareerLink® partners, and create pathways for customers to participate in a variety of PA CareerLink® activities, while also maintaining each partner's authority to manage their own programs according to related requirements and priorities. SUBRECIPIENT will ensure key performance indicators are developed and utilized to assess effectiveness of the PA CareerLink® Service Model.

PARTNER4WORK is committed to ensuring an efficient, customer-friendly approach to PA CareerLink® service delivery. SUBRECIPIENT will work with PA CareerLink® partners to ensure program activities meet applicable standards, but do not impose unneeded requirements on jobseekers and employers. PA CareerLink® program activities should be flexible and consist of only reasonable and necessary requirements for jobseekers and employers, minimizing barriers to participation, and streamlining steps to desired outcomes.

The types of PA CareerLink® partner services to be arranged in a unified model include but are not limited to:

- Intake and orientation
- PA CareerLink® registration and program enrollment
- Career services
- Training services
- Supportive services
- Business services/employer engagement

Bidders are highly encouraged to review TEGl 16-16: One-Stop Operations Guidance for the American Job Center Network, to gain a full understanding of the one-stop services that should be included in a collaborative PA CareerLink® service model.

7. Outreach & Communications

SUBRECIPIENT will lead collaborative efforts to conduct regular and broad outreach, including communication and recruitment activities to inform jobseekers, employers and other stakeholders of services and resources available through PA CareerLink® and the larger workforce development system, ensuring a high level of community awareness and a steady pipeline of customers utilizing the PA CareerLink® system. SUBRECIPIENT will participate in outreach and

communication activities directly and ensure PA CareerLink® partners are involved in such efforts. SUBRECIPIENT will also work with PA CareerLink® partners and PARTNER4WORK to set and meet goals for outreach and recruitment.

SUBRECIPIENT will ensure common messaging and communication protocols are established and used by PA CareerLink® partners, and that all PA CareerLink® communications and related materials adhere to WSP 121-06 (Common Identifier Policy), to create consistency for customers and maintain compliance with rules and regulations. SUBRECIPIENT will also make available written communication protocols, templates for outreach materials, and other resources for use by all PA CareerLink® partners.

Outreach and communication efforts will also include an engagement platform that utilizes social media, online resources and other collateral, and regular reporting of related analytics-based metrics. SUBRECIPIENT will ensure all activities are carefully coordinated with PA CareerLink® partners and PARTNER4WORK, in support of an integrated and unified system of workforce development.

SUBRECIPIENT 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. SUBRECIPIENT will consult and seek approval from PARTNER4WORK regarding any matters related to official representation of the PA CareerLink® system.

SUBRECIPIENT will direct all inquiries from or communication with public officials, the media, PARTNER4WORK board members, or related stakeholders to PARTNER4WORK. Upon request by PARTNER4WORK, SUBRECIPIENT may be asked to assist or participate in such communication.

8. Remote & Community-Based Services

PARTNER4WORK is committed to increasing access for jobseekers and bringing PA CareerLink® services and resources to locations beyond the one-stop centers. SUBRECIPIENT will work closely with PARTNER4WORK to determine strategies and provide support for offering information, general assistance and PA CareerLink® services in neighborhood-based locations and through virtual mediums. Selection of host locations for such activities is subject to PARTNER4WORK approval and will consider place-based and/or population-based factors. Locations may include libraries, partner organizations and other community spaces. PARTNER4WORK expects SUBRECIPIENT to work closely and maintain positive relationships with partner agencies supporting the distribution of PA CareerLink® information and resources.

SUBRECIPIENT will employ virtual methods of operation and participant engagement and assist partner agencies of PA CareerLink® to do the same. SUBRECIPIENT will support the development and use of PA CareerLink® computer stations located in select host locations.

9. Cross-Training and Professional Development

SUBRECIPIENT must ensure staff of all participating PA CareerLink® partner agencies receive effective 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
- WIOA and its implementing regulations and guidelines
- Career counseling and customer service best practices
- Delivery of workforce services to job seekers and businesses remotely
- Labor market information, including characteristics of labor supply and demand
- Initiatives, programs and services of PARTNER4WORK 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

- The 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

SUBRECIPIENT must develop and facilitate cross-partner/program training and other professional development opportunities for PA CareerLink® staff in close coordination with partner organizations. SUBRECIPIENT will execute six to nine training sessions throughout the program year on topics that are relative to PA CareerLink® staff, according to input from PA CareerLink® partner agencies, made available to all PA CareerLink® partner agencies. SUBRECIPIENT will establish and maintain a professional development calendar for all PA CareerLink® partner agencies.

10. Health & Safety Planning

PARTNER4WORK is committed to ensuring programs are equipped and prepared to operate safely. In delivering the services required by this STATEMENT OF WORK, SUBRECIPIENT must follow all federal, state, and local regulations regarding health and safety, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania Department of Health, and the Allegheny County Health Department. SUBRECIPIENT must establish and maintain a plan to address all operational and programmatic considerations related to COVID-19 or other outbreaks and emergencies, including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined federal, state, and local regulations and PARTNER4WORK.

11. System Improvements

As a key partner of the workforce development system led by PARTNER4WORK, SUBRECIPIENT will proactively inform and make recommendations to PARTNER4WORK regarding opportunities for continuous improvement of services described in this STATEMENT OF WORK, operations of the PA CareerLink® and the broader network of workforce development programming in Pittsburgh and Allegheny County, leveraging existing knowledge, as well as observations and analysis gained through performing this STATEMENT OF WORK. SUBRECIPIENT will work closely with PARTNER4WORK to identify and integrate complementary services and enhancements at PA CareerLink® centers that help to better serve jobseekers and businesses.

12. Performance Evaluation

Methods for measuring SUBRECIPIENTs effectiveness and success will include, but are not limited to the following:

- Conducting an annual operator evaluation
- Tracking the status of deliverables defined in this STATEMENT OF WORK
- Assessing SUBRECIPIENT’s ability to enable PA CareerLink® partners to meet their own goals
- Contributing to the goals for WIOA Primary Indicators of Performance in Pittsburgh and Allegheny County
- Meeting other operational and programmatic goals set in collaboration with PARTNER4WORK or other PA CareerLink® partners

WIOA Primary Indicators of Performance: The WIOA Primary Indicators of Performance are central to the success of PARTNER4WORK’s effectiveness as a Workforce Development Board. SUBRECIPIENT will assist PARTNER4WORK and PA CareerLink® partners in tracking and meeting PARTNER4WORK’s negotiated goals for the Indicators. To learn more about the Indicators, visit www.dol.gov/agencies/eta/performance/performance-indicators.

Annual Operator Evaluation: PARTNER4WORK will follow the evaluation guidance provided in PA Workforce System Policy No. 121-04, which states the following: Operator evaluation is a mechanism developed and used to assess an operator’s performance and keep the local board apprised of such performance. The annual operator evaluation must include but is not limited to: collecting and reviewing contract provisions adherence, participating partner surveys,³ and

³ Participating partner survey is a document that allows each partner to evaluate the operator’s efficiency and effectiveness.

other performance measures developed by the local board and consistent with PA CareerLink® certification requirements. Such evaluations could include examples of:

- Local one-stop center/system efficiency and effectiveness measures
- Measures associated with the performance of the local one-stop system partner programs
- Measures associated with the cost of the one-stop system
- Continuous improvement

Additional Performance Indicators and Goals: PARTNER4WORK may utilize other performance measures and goals reasonably related to the work described herein and the general operations of PA CareerLink® in determining the success of SUBRECIPIENT's program, including but not limited to:

- Outreach and communication activities; recruitment events and job fairs
- Volume of visitors and calls to PA CareerLink® centers
- Referrals to and from partner agencies, including instances of co-enrollment
- Additional partners in the PA CareerLink® system
- Customer satisfaction - jobseekers, employers, and other stakeholders
- Partner satisfaction - PA CareerLink® partner programs
- New PA CareerLink® registrations and partner program enrollments
- Candidate sourcing for job openings, training programs, or other special initiatives
- Timeliness and accuracy of data entry
- Progress of PA CareerLink® working committees or special initiatives

Specific performance goals will be based on the proposed program, contract negotiations, analysis of historical performance, comparable benchmarks, and PARTNER4WORK's interpretation of reasonable value for this Agreement. PARTNER4WORK expects SUBRECIPIENT to meet or exceed agreed upon goals during the term this Agreement, and strive toward further increases for any renewal periods beyond this Agreement, should PARTNER4WORK choose to exercise renewal periods. PARTNER4WORK reserves the right to re-evaluate and adjust goals throughout the term of this Agreement and for any renewal periods. PARTNER4WORK will consult with SUBRECIPIENT to ensure any such adjustments are reasonable and appropriate.

Poor Performance: In the event SUBRECIPIENT's performance of the services described in this STATEMENT OF WORK does not result in the goals defined above, PARTNER4WORK will work with SUBRECIPIENT to improve performance; however, especially in cases of chronic underperformance, PARTNER4WORK may implement corrective measures or terminate this Agreement upon notice to SUBRECIPIENT.

13. Data Management & Reporting

SUBRECIPIENT 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®. SUBRECIPIENT will identify 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.

SUBRECIPIENT will provide PARTNER4WORK with timely reports and supporting documentation that clearly demonstrate status of contract requirements, site operations, and the criteria included in the *Performance Evaluation* section above. PARTNER4WORK will work with SUBRECIPIENT to understand reporting requirements and determine the appropriate template for reporting outcomes and performance. Reporting frequency and content are subject to change at the discretion of PARTNER4WORK.

SUBRECIPIENT will also work with PA CareerLink® partners to create and regularly issue a shared PA CareerLink® performance report that consolidates key indicators of PA CareerLink® partner programs, illustrating the primary activities and outcomes of the PA CareerLink® system in Pittsburgh and Allegheny County.

SUBRECIPIENT will be responsible for managing an electronic sign-in and triage system at both PA CareerLink® centers. SUBRECIPIENT will facilitate reporting and analysis of data from the electronic sign-in system, made available to PARTNER4WORK and PA CareerLink® partner agencies.

14. Commonwealth Workforce Development System (CWDS)

SUBRECIPIENT will be required to utilize the Commonwealth Workforce Development System (CWDS) as the information system of record for all participant and employer communication, service provision, and other program activity and must ensure that all data is entered accurately and in a timely manner, adhering to all applicable data rules, regulations, and entry time requirements. Staff must be fully competent in utilizing CWDS and providing basic guidance regarding CWDS to other service providers within the PARTNER4WORK network, including querying and producing reports from CWDS regarding the PA CareerLink® system. PARTNER4WORK will utilize data from CWDS, as well as data collected from other sources, to determine program compliance and evaluate performance of SUBRECIPIENT. SUBRECIPIENT will adhere to the PA CareerLink® Systems Manual for guidance on proper documentation for WIOA Services and other PA CareerLink® participation. In addition, SUBRECIPIENT will maintain internal protocols for uniformed and detailed case notes to ensure clear and consistent tracking and documentation of progress throughout the program. SUBRECIPIENT will participate in quality and compliance activities, as well as regular meetings and review of performance reports, and other written reports when requested.

SUBRECIPIENT will identify staff members whose work requires access to CWDS and submit applications for CWDS access per local protocols, subject to approval by PARTNER4WORK. Appropriate staff members to receive CWDS access include case managers, employment specialists, job developers, and other staff members who have regular contact with participants or whose work requires monitoring and oversight of participant data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. SUBRECIPIENT 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 SUBRECIPIENT and contract termination.

15. Records & Documentation

SUBRECIPIENT must retain, secure and ensure the accuracy of all program files and records, whether related to jobseekers, businesses or general operations, in compliance with WIOA requirements, related federal and state regulations, and PARTNER4WORK's record retention requirements. Case files are the property of PARTNER4WORK and must contain a variety of documentation including, but not limited to: program eligibility, suitability, and assessment data; Individual Employment Plans (IEPs); regular customer contacts and updates; progress reports, time and attendance sheets (training services); and case notes. Files must be retained for SEVEN (7) years after PARTNER4WORK reports final expenditures to the funding source. SUBRECIPIENT must allow PARTNER4WORK and representatives of other regulatory authorities access to all WIOA records, program materials, staff, and participants.

SUBRECIPIENT is responsible for maintaining and securing participant case files at all times, as well as ensuring privacy and protection of all personal information collected from participants per applicable laws, regulations and PARTNER4WORK policies. Confidentiality of participant information must be maintained and all case files must be properly stored in a secured space with limited staff access. Each staff member who has contact with participants or participant information must receive training on confidentiality requirements. SUBRECIPIENT acknowledges that the use or disclosure of participant information for purposes other than the effective delivery of the services described in this STATEMENT OF WORK is strictly prohibited. Staff of SUBRECIPIENT may have access to this information only on a "need to know" basis. SUBRECIPIENT must inform employees that inappropriate use of such information may result in disciplinary action, including discharge, or criminal prosecution if the employee knowingly uses the information for fraudulent purposes.

16. Contract Oversight & Evaluation

PARTNER4WORK is responsible for all levels of program monitoring, compliance and evaluation for One-Stop Operator activities. SUBRECIPIENT will be required to keep good records and collect data that will help PARTNER4WORK comply with such requirements and sustain highly effective workforce development programming.

PARTNER4WORK will monitor, evaluate and provide guidance and direction to SUBRECIPIENT in the conduct of services performed under this Agreement. PARTNER4WORK has the responsibility to determine whether SUBRECIPIENT has spent funds in accordance with applicable laws and regulations, including federal audit requirements and will monitor the activities of SUBRECIPIENT to ensure such requirements are met. PARTNER4WORK may require SUBRECIPIENT to take corrective action if deficiencies are found.

SUBRECIPIENT will permit PARTNER4WORK, its authorized representatives, or federal or state agencies to carry out monitoring, audit and evaluation activities, including any performance measurement system required by applicable law, regulation, and funding source guidelines. SUBRECIPIENT 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 this Agreement.

SUBRECIPIENT understands that all books and records pertaining to this Agreement, including payroll and attendance records of participating employees, are subject to inspection by PARTNER4WORK, federal or state agencies and others for auditing, monitoring or investigating activities pursuant to this Agreement. Said books and records shall be maintained for a period of SEVEN (7) years beyond the completion of this Agreement. If SUBRECIPIENT receives notice of any litigation or claim involving this Agreement, SUBRECIPIENT shall retain records until otherwise instructed by PARTNER4WORK.

17. Transition

In the event SUBRECIPIENT does not receive a continuation of contract or should either partner not wish to continue this Agreement, SUBRECIPIENT will work with PARTNER4WORK to ensure a smooth transition for customers and partners in the system. SUBRECIPIENT will, at a minimum:

- Assist PARTNER4WORK with the messaging of the transition and execute a detailed timeline and plan
- Submit all requested information, including but not limited to customers, service delivery models, carry-over funding, obligations, partner relationships, tracking information, and data elements, at PARTNER4WORK's request
- Provide any and all requested information to the new provider of One-Stop Operator Services for Pittsburgh and Allegheny County

18. Special Projects

This section is reserved to describe work SUBRECIPIENT may perform through special or discretionary projects and initiatives related to the scope of this Agreement, as requested by PARTNER4WORK and agreed to by SUBRECIPIENT. Work described in this section is connected to SUBRECIPIENT's primary role within the one-stop system as a core partner of PA CareerLink® and a provider of One-Stop Operator Services in Pittsburgh and Allegheny County, as established herein.

PROPOSAL PROCESS & REQUIREMENTS

This section provides instructions for preparing and submitting a proposal in response to this RFP, including required proposal content 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 to gain a full understanding of the services requested and provider characteristics and competencies sought.

How to Apply

Interested and qualified applicants must submit proposals by January 17, 2023 at 11:59pm ET to RFP@partner4work.org. Emails must have the subject line "Proposal, CareerLink Operator Services [Organization name]." Late or incomplete proposals will not be considered. Proposals must be submitted in 11-point, Calibri font, double-spaced with 1-inch page margins. Your proposal may not be considered if page limitations and formatting requirements are not met. Required attachments will not count toward the page limitations established below. 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, experience, and program design needed to meet the required standards and goals:

1. **Cover Sheet** – Use template provided. (See Partner4Work’s webpage for this RFP)
2. **Executive Summary** (maximum 2 pages) – Include each of the following:
 - a. Overview of the organization’s qualifications and alignment with the services sought by this RFP.
 - b. Organization’s philosophy and approach to workforce development programs and services.
 - c. Concise description of the proposed program.
 - d. The amount of funding requested for the period of July 1, 2023 to June 30, 2024. See *General Information, Anticipated Award & Funding Sources* for guidance regarding possible contract values.
3. **Organization Description** (maximum 3 pages) – Describe each of the following for your organization:
 - a. Basic organizational description, including but not limited to year established, legal status, mission, principal programs and services, executive leadership, annual budget, and number of full-time staff.
 - b. Past experience in managing quality workforce development programs, especially those similar to the requirements described in this procurement, including but not limited to individuals served, services and activities delivered, contract values, and related performance outcomes.
 - i. Attach three (3) reference letters (along with contact information) from funders (other than Partner4Work) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals similar to those required by this RFP. Please ensure the accuracy of contact information. Partner4Work may not contact bidders for updated reference information if such information is incorrect. Partner4Work reserves the right to consider any previous performance data from workforce development programs.
 - ii. If your organization is performing, or has performed work within the past 2 years similar to the work described in this RFP, that is or has been subject to official corrective action or another type of performance or compliance-related remediation, please describe the nature of the services provided. Be sure to include the specific contracts involved, names of programs and funders, factors leading to corrective action or remediation, and whether and how deficiencies were corrected.
 - 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** (maximum 10 pages) – Describe each of the following for your proposed program:

Bidders should directly respond to each of the sections below; however, strong program descriptions will clearly demonstrate how the bidder 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. Bidders must think creatively and strategically in developing program design, exceeding basic requirements, and incorporating innovative ideas and technologies.

 - a. **Staffing Plan:** Describe your proposed staffing plan to support the programmatic, administrative, and executive components of the program. You should propose a staffing structure you deem most effective to meet the requirements described herein. Attach an organizational chart illustrating all positions with substantive involvement in the proposed program and lines of authority and responsibility. Use this section of the narrative to clearly describe the organizational chart, including brief job descriptions for key positions, and indicate which positions will be dedicated to PA CareerLink® Downtown Pittsburgh, PA CareerLink® Allegheny East, or both. Also attach staff resumes or minimum qualifications for key

positions of your proposed model involving director-level responsibilities. In your response, be sure to address how you will:

- i. Attract, employ, and retain staff with the knowledge and expertise described in this RFP.
- ii. Ensure the highest level of professionalism, competency, and customer service.
- iii. Provide quality staff training and professional development relevant to the standards of this RFP.
- iv. Maintain regular and clear communication between proposed staff and Partner4Work.

Partner4Work encourages bidders to ensure all staff members employed through any agreements resulting from this RFP receive compensation at or above the Partner4Work self-sufficiency wage effective at the time of this RFP. If you are not currently providing One-Stop Operator Services for PA CareerLink® Pittsburgh and Allegheny County, see the below section on transition planning for further guidance on staffing.

- b. **Site Operations and Functional Management:** Outline the plans and methodology you will use to ensure effective operations at PA CareerLink® centers in Pittsburgh and Allegheny County. Strong proposals will address the broad range of operational requirements described in this RFP, including but not limited to ensuring the day-to-day functioning of the centers, maintaining general policies and procedures, overseeing the Career Resource Centers (CRC), utilizing new technologies, maintaining health and safety plans, and managing the purchase and maintenance of materials shared by PA CareerLink® partners.
- c. **Partner Collaboration and Coordination:** Describe your plans for facilitating partner collaboration at PA CareerLink® centers in a way that realizes the vision of a fully integrated, highly collaborative workforce system, understanding the importance of coordinating the efforts and services of various partner agencies involved in PA CareerLink®. Strong proposals will provide clear plans for meeting the many partner-related standards included in this RFP, including but not limited to expanding the partner network, maintaining clear roles and responsibilities, building the referral network and generating referral activity, and facilitating cross training and professional development.
- d. **PA CareerLink® Service Model:** Describe how you will create and continuously improve a unified, customer-centered service delivery model for PA CareerLink® that brings together partner programs and streamlines the customer experience for job seekers, businesses, and other stakeholders. Describe how the One-Stop Operator staff included in your proposal will perform the welcoming, triage, and basic assistance components of such a model, and how you will facilitate arrangement of PA CareerLink® partners in a way that presents a cohesive system of opportunities to customers. Include in your proposal a flow chart illustrating the possible components of a common PA CareerLink® Service Model, as described in this RFP, understanding that such a model must be developed in close collaboration with Partner4Work and PA CareerLink® during the contract period of performance.
- e. **Outreach and Communications:** Describe your proposed strategies, technologies, and partnerships for PA CareerLink® outreach and recruitment, ensuring a high level of community awareness and a steady pipeline of jobseekers, employers, and other stakeholders utilizing the PA CareerLink® system. Include how you will coordinate outreach efforts with other PA CareerLink® partners and incorporate community-based approaches, including working collaboratively with PA CareerLink® host locations. Address how you will establish and ensure partners follow consistent messaging and communication standards for PA CareerLink® in Pittsburgh and Allegheny County. Also address how you will include an engagement platform that utilizes social media, online resources and other collateral, and regular reporting of related analytics-based metrics.
- f. **Performance and reporting:** Describe how you will regularly track performance and monitor operations to inform and improve your program and the broader services of PA CareerLink®. Strong proposals will describe how the methods of evaluation and indicators described in the Statement of Work for this RFP will be used to support, measure, and improve proposed activities. Bidders are encouraged to propose additional performance indicators and related goals that would demonstrate success of the proposed program. Also address how you will create and regularly issue a shared PA CareerLink® performance report that consolidates key indicators of PA CareerLink® partner programs, illustrating the primary activities and outcomes of the PA CareerLink® system in Pittsburgh and Allegheny County. If you are a provider who has not met performance goals or expectations of any prior Partner4Work contracts, address how you will ensure standards are met for this program.

- g. **Administration:** Describe how you will utilize the administrative capacity and technologies of your agency to carry out the work described in this RFP. Be sure to address how you will use fiscal and technical competence, financial and administrative resources, and information systems to support the proposed program model. Bidders must also meet the administrative requirements described in Appendix C.
- h. **Other Factors** (optional): Describe any other factors Partner4Work should consider in evaluating the strength of your proposal, in terms of its value to jobseekers, businesses, PA CareerLink® partners, or the broader workforce development system in Pittsburgh and Allegheny County. Examples include but are not limited to additional services or benefits available to participants, leveraged resources, key partnerships, or technologies that could enhance programming. These and other factors may also be included in other sections of your proposal, depending on their relevance.
- i. **Transition plan** (if applicable): Should the outcome of this RFP result in a change to the current provider of One-Stop Operator Services at PA CareerLink® in Pittsburgh and Allegheny County, Partner4Work reserves the right to negotiate a transition period during which incoming and outgoing providers work concurrently to ensure a smooth transition and minimize disruptions to customers. In the event of such a transition, Partner4Work expects all parties involved to work together to ensure services and customers are not negatively affected, prioritizing stability and continuity within the PA CareerLink® system. If you are not currently providing Operator Services through PA CareerLink® in Pittsburgh and Allegheny County, describe how you would handle a transition if your proposal is selected, including but not limited to establishing relationships with PA CareerLink® stakeholders, potential employment of existing staff members, and transfer of important data and documentation. Partner4Work also requests, in the event of a transition, that the successful bidder give first consideration in employment to staff of the outgoing provider already working within the PA CareerLink® system.

5. Program Costs/Budget – Provide a budget including all program and administrative costs, using the required budget template provided (see the Partner4Work webpage for this RFP).⁴ See *General Information, Anticipated Award & Funding Sources* for guidance regarding possible contract values.

You do not need to allocate the costs in your budget to specific PA CareerLink® centers (PA CareerLink® Downtown Pittsburgh vs. Allegheny East). However, your staffing plan must indicate which positions will be dedicated to PA CareerLink® Downtown Pittsburgh, PA CareerLink® Allegheny East, or both (see *Program Narrative, Staffing Plan*). The successful bidder may be asked to provide multiple budgets for any contract resulting from this RFP, reflecting the specific funding sources and amounts awarded by Partner4Work.

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 requirements of the contract, while being realistic and reasonable, avoiding unnecessary or unusual expenditures. Refer to the appropriate regulations per the funding sources described in this RFP in conjunction with the Uniform Guidance to identify disallowed costs associated with this grant. See Appendix D for further guidance regarding the budget and budget narrative.

Shared Operating Costs vs. Provider-Specific Costs. Do not include in your proposed budget costs that would be considered one-stop operating costs shared by partners of PA CareerLink®. See Partner4Work’s WIOA One-Stop Partner Memorandum of Understanding⁵ for an in-depth description of PA CareerLink® operating budgets, the Infrastructure Funding Agreement (IFA), and mechanisms for shared cost allocation.

Through the one-stop budgeting and resource sharing process, staff of PA CareerLink® partner agencies, including the contracted provider of One-Stop Operator Services, 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. Partner4Work covers the share of these costs assigned to the

⁴ The template file must be opened and completed using MS Excel only.

⁵ https://www.partner4work.org/uploads/wioa_mou_2022_pgh_final.pdf

contracted provider of One-Stop Operator Services, and as such, these costs should not be included in your proposed budget. Shared operating costs also include rent, utilities, and building maintenance services, as well as information technology, equipment, supplies, and furniture common to all PA CareerLink® partners utilizing the one-stop centers (e.g., conference rooms, signage, brochures) or made available to the public (e.g., Career Resource Center, classrooms).

The provider of One-Stop Operator Services is responsible for the cost of supplies and equipment that are not considered one-stop operating costs and are not shared by partners of PA CareerLink®, but are necessary to carry out the provision of One-Stop Operator Services, as described in this RFP. Such costs include but are not limited to general office supplies, laptops or desktop computers for One-Stop Operator staff, software applications, server(s) or cloud storage to host files and information, and service/support for information technology specific to One-Stop Operator activities. Ownership of equipment, materials and supplies, including computing devices, will be determined by the Uniform Guidance.

The supplies and equipment in use by the current provider of One-Stop Operator Services may or may not be available to an incoming provider in the case of a transition. If a transition occurs, the condition and ownership of all supplies and equipment would need to be assessed to determine appropriateness for use by the incoming provider. As such, non-incumbent bidders should include and clearly identify the costs of supplies and equipment necessary to carry out the activities of their proposed budgets, excluding one-stop operating costs that are shared by partners of PA CareerLink®. These costs should be well-described in the budget narrative so Partner4Work can identify and classify one-time start-up costs, allowing proposal reviewers to differentiate them from the ongoing, longer-term costs of proposed One-Stop Operator Services. If a provider transition occurs, one-time start-up costs will be determined and negotiated during or after contract award.

6. **Budget Narrative** (maximum 2 pages) – Provide a narrative to accompany the budget that describes the purpose of each cost, explains how all costs were estimated, assigns costs to PA CareerLink® Downtown Pittsburgh or PA CareerLink® Allegheny East (where applicable), and justifies the need for all costs in meeting contract requirements. In your narrative, be sure to clearly communicate the calculation for staff, equipment, general operations, technology, administration, indirect and any other costs necessary to perform the services described in this RFP. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. If your proposal includes in-kind services or donations, including cash contributions, fee-for-service or other revenue generation, or any other leveraged resources, use the budget narrative to describe the actual or estimated value of such contributions. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal. See Appendix D for further guidance regarding the budget and budget narrative.

7. Attachments

- a. Required attachments - These attachments will not count against the page limitations for each proposal section above.
 - i. Reference letters. See *Organization Description, Past Experience*.
 - ii. Program organizational chart. See *Program Narrative, Staffing Plan*.
 - iii. Key staff resumes or minimum qualifications. See *Program Narrative, Staffing Plan*.
 - iv. Service flow chart. See *Program Narrative, PA CareerLink® Service Model*.
- b. Optional attachments - You may choose to include optional attachments with your proposal; however, all attachments must clearly relate to your proposal. Examples may include letters of support, MOUs, a timeline or schedule of activities, or a table illustrating past performance. Optional attachments containing general information not directly relevant to the proposed program will not be considered. Strong letters of support or MOUs will attest to specific partnerships or relationships with organizations or businesses that you plan to leverage or involve directly in your program, as described in your proposal. Letters of support or MOUs should agree with the description of the support in your proposal and quantify the direct value of services or resources leveraged. Proposal readers may consider optional attachments in evaluating the proposed program, to the extent they strengthen the content of your

proposal, as described herein. Attachments will not count toward the page limitations established herein.

Review and Selection Process

All proposals received by the submission deadline will be initially reviewed by Partner4Work for completeness and compliance with this RFP. Proposals passing the initial review will be scored by qualified 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, deliver the proposed program, and meet the standards and intended outcomes of this RFP. Certain bidders may be requested to participate in presentations or discussions with proposal evaluators and other Partner4Work staff, at the full discretion of Partner4Work. Partner4Work reserves the right to consider information gathered during presentations or discussions with bidders in its evaluation and selection process. Award recommendations of the evaluators will be presented to the Partner4Work Board of Directors for final decision.

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

Proposal Review Scoring Rubric	
1 & 2. Cover Sheet and Executive Summary	Required, but not scored
3. Organization Description	20 points
4. Program Narrative	60 points
5 & 6. Program Costs/Budget	20 points
7. Attachments	Used to support scores of related proposal sections
Total points available	100 points

Selection of a proposal for contract award will be subject to successful contract negotiations. The selected bidder 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 related funding sources.

Procurement Timeline (all dates are subject to change):

Release of RFP:	November 21, 2022
Due date - questions for bidder’s conference:	December 2, 2022 at 11:59pm ET
Due date - registration for bidder’s conference:	December 6, 2022 at 11:59pm ET
Bidder’s conference:	December 7, 2022 at 11:00am ET
Due date - all questions regarding this RFP:	January 9, 2023 at 11:59pm ET
Due date - proposal submission:	January 17, 2023 at 11:59pm ET
Potential bidder presentations or discussions:	From late February to mid-March, 2023
Notification to bidders:	End of March, 2023
Contract development and transition (if applicable):	From April to June, 2023
Contract start date:	July 1, 2023

Questions

All questions or requests for additional information regarding this RFP must be made in writing to RFP@partner4work.org by January 9, 2023 at 11:59pm ET. Emails must have the subject line “Questions, CareerLink Operator Services [Organization name].” Answers will be posted publicly at www.partner4work.org. Interested parties are encouraged to check the website frequently for updates. Partner4Work may not answer questions received after January 9, 2023 at 11:59pm ET.

Bidder’s Conference

Partner4Work intends to conduct a bidder’s conference on December 7, 2022 at 11:00am ET. However, Partner4Work reserves the right to reschedule or cancel the bidder’s conference and will post notice via the Partner4Work website if it chooses to do so. All interested parties are highly encouraged to attend the bidder’s conference, which should be viewed

as a vital opportunity to ask questions, understand proposal requirements, and obtain guidance on the scope and nature of the work required by this RFP.

The bidder's conference will be conducted virtually. Attendees must register no later than December 6, 2022 at 11:59pm ET by emailing RFP@partner4work.org and including names of organization and attendees. Emails must have the subject line "Bidder's Conference, CareerLink Operator Services [Organization name]." Partner4Work will reply to confirm attendance and send instructions regarding how to attend the event.

Questions may be asked during the bidder's conference, but complete answers may not be available until a question/answer document is released or updated following the conference. Interested parties are encouraged to submit questions in advance of the bidder's conference, following the guidance provided in the *Questions* section above, no later than December 2, 2022 at 11:59pm ET.

Disclaimers

- [Executive Order 2021-06, Worker Protection and Investment](#) must be followed throughout this RFP.
- 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 to 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.
- Applicants must be capable of agreeing to the requirements set forth in the Partner4Work contract templates, available at <https://www.partner4work.org/document/partner4work-contract-templates/>.

Appendix A – Request for Proposals Cover Sheet

See webpage for this RFP for fillable version of this form

Name of RFP for this Proposal: Enter text here
Use title of RFP on Partner4Work website

Lead Applicant: Enter text here

A. Contact Information

Organization Name: Enter text here

Address: Enter text here

City: Enter text here State: Enter text here Zip Code: Enter text here

Principal Contact Person: Enter text here Title: Enter text here.

Phone: Enter text here Email: Enter text here

Fiscal Contact Person: Enter text here Title: Enter text here

Phone: Enter text here Email: Enter text here

Executive Director: Enter text here

Phone: Enter text here Email: Enter text here

B. Legal Information

Type of organization (place a check mark (X) in the left column to indicate the type of your organization):

Select	Type of organization
<input type="checkbox"/>	For-Profit
<input type="checkbox"/>	Non-Profit
<input type="checkbox"/>	Government
<input type="checkbox"/>	Educational Institution

Federal Employer Identification Number (FEIN): Enter text here

Please provide your current [Unique Entity ID](#): Enter text here

Please provide your current [CAGE Code](#): Enter text here

C. Requirements / Documents

*Proposals submitted without these documents or requirements will be considered **incomplete**; please see associated links for more information and instructions on how to acquire them. Please note that a single copy of all requirements below must be submitted for EACH Partner, in addition to the lead applicant (if applicable). Place a check mark (X) in the left column of the table to indicate each of these requirements has been met and your proposal includes supporting documentation.*

Check	Requirements / Documents
<input type="checkbox"/>	Registration in the System for Award Management (SAM)

	Certificate of Liability Insurance; Including Cyber Security Coverage ⁶
	Most recent financial audit
	Certificate of Worker’s Compensation Insurance
	W9

D. Certifications and Signatures

Please carefully review the below certifications and assurances. Place a check mark (X) in the left column and complete the signature section to certify the below statements.

Check	Certifications and Assurances
By submitting this proposal and signing below, I certify and represent to Partner4Work the following:	
	The above-named organization is legally authorized to submit this proposal.
	All submitted proposal materials are true and accurate to the best of my knowledge.
	My organization intends to comply with the terms, conditions, and requirements described in this RFP, if offered a contract.
	My organization understands and agrees to abide by the payment provisions described in this RFP, if offered a contract. ⁷
	My organization will use Partner4Work’s Contract Management Software, Parley Pro, for contract negotiation and administration, if offered a contract.
	My organization is compliant with the following PA state integrity policy . If not, please submit along with your proposal a written explanation of why such certification cannot be made.

Signature required on next page

⁶ Comprehensive Commercial General Liability Insurance with limits not less than \$1,000,000 per occurrence and Aggregate not less than \$2,000,000. Automobile Liability Insurance with limits not less than \$1,000,000 per occurrence, combined single limit for bodily injury (including death) and property damage liability covering all owned, non-owned, and hired vehicles. Privacy/Cyber Liability Security Insurance with limits of not less than \$1,000,000.

⁷ This program operates on a reimbursement model. Successful bidders must front costs related to the program until requirements for reimbursement are met and funds are available for reimbursement.

Signature of Authorized Representative

By signing below, I certify that I am legally authorized by the organization named herein to submit this proposal and represent the above certifications and assurances on behalf of the organization named herein. I understand that Partner4Work is relying on this representation to effectively conduct the procurement process and develop any agreements that may result from this RFP.

Name of Authorized Representative: Enter text here

Title of Authorized Representative: Enter text here

Phone: Enter text here Email: Enter text here

Signature of Authorized Representative:

Date: Enter text here

Appendix B – Key Terms and References

The basic terms and definitions below may be used throughout this RFP and are provided here for informational purposes only to help readers better understand this RFP. Official definitions provided in WIOA or its implementing guidelines, Partner4Work policies, or other regulations governing the work described in this RFP will supersede information contained in this appendix.

American Job Center: An American Job Center is the national branding of the one-stop delivery system as defined in WIOA. An American Job Center is defined as a physical location where employers and job seekers can access the services of all required partners under WIOA and other partners determined by the Local Workforce Development Board (i.e., Partner4Work). For more information about the requirements of an American Job Center, please review TEGl No. 16-16.

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

Barriers to Employment: Conditions that may make securing and retaining 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. The successful bidder will utilize CWDS to track and manage services delivered to individuals and employers as they engage with PA CareerLink® and participate in services. Other than service providers, both job seekers and employers interface with the system directly as users. Primarily, job seekers use the system to seek employment opportunities and employers use the system to find talent for open positions.

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

Follow-up Services: Services provided to participants following exit from a program, intended to help individuals retain employment, successfully complete educational programming, earn wage gains, advance within their occupation, and/or connect with other supports to help meet their needs.

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

Local One-Stop Delivery System: The network of workforce-related products, programs, services, activities, and service locations established to meet business and jobseeker needs in a local workforce area. Partner4Work oversees and coordinates the local one-stop delivery system in Pittsburgh and Allegheny County.

Local One-Stop Partner MOU: An agreement negotiated, developed, and executed between the Local Workforce Development Board and the one-stop partners, with the agreement of the Chief Elected Officials and the one-stop partners.

Local Plan: WIOA requires local workforce development boards and chief elected officials to maintain a plan that develops, aligns, and integrates service delivery strategies and resources in a specific local area.

Measurable Skill Gains: Documented academic, technical, occupational, or other forms of progress for participants who are in an education or training program leading to a credential or employment.

One-Stop Operator: The entity designated to provide functional supervision of one-stop centers and coordinate delivery of one-stop partner services, ensuring the one-stop system provides a quality, integrated experience for job seekers, employers, and other stakeholders.

PA CareerLink®: In Pennsylvania, the one-stop career system is branded and referred to as “PA CareerLink®.” The term PA CareerLink® is also used to refer to comprehensive one-stop centers, or American Job Centers, which include a collection of agencies responsible for providing seamless service delivery to job seekers and employers, meeting the workforce development and employment needs of local employers and job seekers.

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

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

Appendix C – Administrative 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 (2 CFR 200.302) 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.

Links to Relevant Fiscal and Program Policies and Regulations

[2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#)

[Pennsylvania Workforce System Policy 3-2015 Financial Management Policy](#)

[Pennsylvania Solicitation of Funds for Charitable Purposes Act](#)

[Workforce Innovation and Opportunity Act](#)

[US Dept of Labor Employment and Training Administration WIOA Related Advisories](#)

[Pennsylvania Dept of Labor and Industry Workforce System Directives](#)

Appendix D – Budget Narrative Instructions

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

Use the following guidance for preparing the budget narrative:

Personnel (1): List all staff positions by title (both current and proposed). Give the annual salary of each position, the percentage of each position time devoted to the project, the amount of each position's salary funded by the grant, and the total personnel cost for the period of performance.

Fringe Benefits (2): Provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement, etc.

Other Program Costs (3): Detail out other program expenditures, such as materials and supplies, technology, travel, etc. and break them down between 3 categories: program; work experience; training.

Direct Admin Costs (4): Provide type of direct administrative cost being charged directly to grant along with amount.

Indirect Costs (5): 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. Participant support costs are defined below.

2 CFR 200.75 Participant Support Cost (6) means direct costs for items such as stipends or subsistence allowances, 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>.

On the spreadsheet, please follow the below steps for indirect:

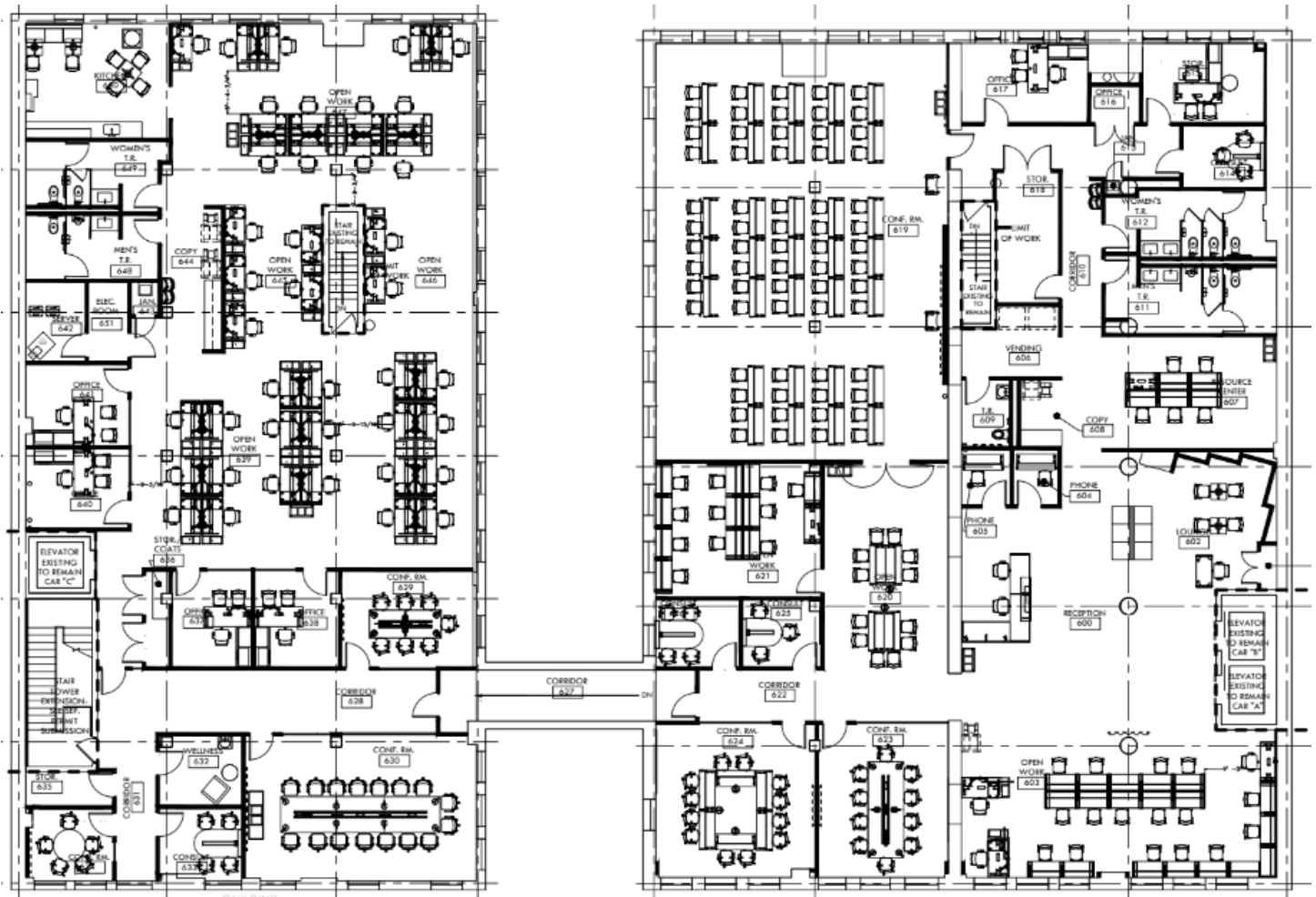
- Enter Cost Rate into Cell E3 (This will calculate the amount of allowable indirect in cell E4)
- In cell E5, enter the amount of indirect being charged to this budget.
- In cells E6 and F6, you will enter a percentage to split the indirect between admin and program
- Once you have completed the above steps, cells F5 and G6 should read "OK", if it reads "ERROR" something was incorrect
- Detail out the type of indirect expenses (column A) with total cost (column B)

Other (7): Provide clear and specific detail, including costs, for each item so that we are able to determine whether the costs are necessary, reasonable and allocable. List any item, such as stipends or incentives, not covered elsewhere here.

Appendix E – Description of PA CareerLink® Centers

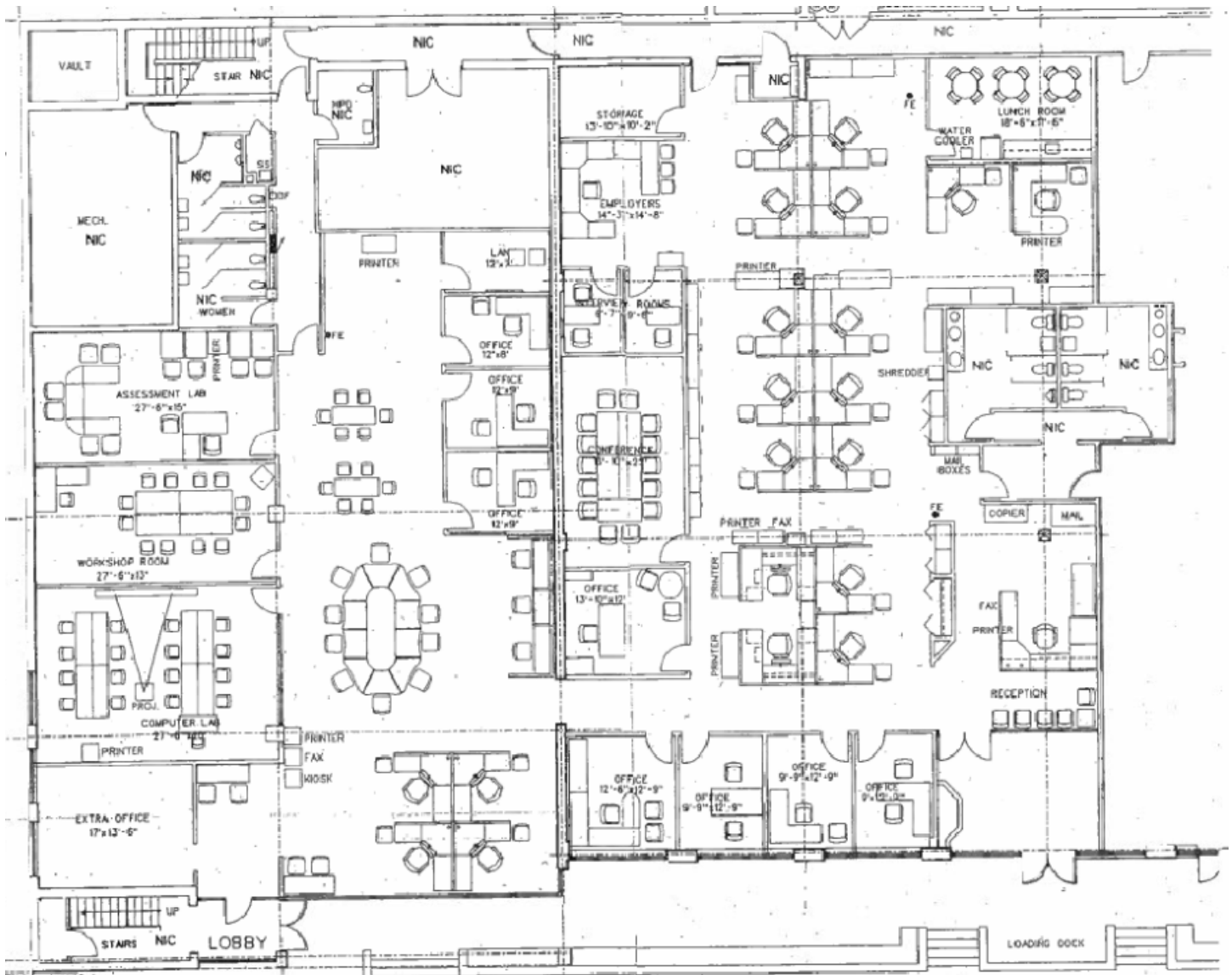
Provided below are basic descriptions and floorplans for PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. This information is provided for general information and proposal planning purposes only. Actual configurations, operational details, and other factors may differ and are subject to change.

PA CareerLink® Downtown Pittsburgh is located on the sixth floor of 914 Penn Avenue, Pittsburgh, PA 15222. The center consists of one floor that provides approximately 15,000 square feet of office space, as shown below. The larger area on the right side of the floorplan below consists mainly of customer-focused spaces, including a reception area, a career resource center, and consultation, conference, and training rooms. The smaller area on the left side of the floorplan below consists mainly of staff-focused spaces, including workstations, private offices, consultation and conference rooms, and a kitchen.



PA CareerLink® Downtown Pittsburgh hosts approximately 35 to 40 staff members, depending on staff vacancies, employed by various agencies, including contracted providers of WIOA Services, PA Department of Labor and Industry, and other employers of record. Programs represented within the center include but are not limited to those defined by WIOA Title I-B, Wagner-Peyser, Reemployment Services and Eligibility Assessment (RESEA), Jobs for Veterans (JVSG), Trade Adjustment Assistance (TAA), Adult Education, Vocational Rehabilitation, Rapid Response, Unemployment Compensation (UC), and New Employment Opportunities for Non-Custodial Parents (NEON).

PA CareerLink® Allegheny East is a first-floor office suite that is part of a larger strip mall, located at 2040 Ardmore Boulevard, Pittsburgh, PA 15221. The center consists of one floor that provides approximately 10,000 square feet of office space, as shown below, including a reception area, a career resource center, conference and training rooms, workstations, private offices, and a lunch room.



PA CareerLink® Allegheny East hosts approximately 25 to 30 staff members, depending on staff vacancies, employed by various agencies, including contracted providers of WIOA Services, PA Department of Labor and Industry, and other employers of record. Programs represented within the center include but are not limited to those defined by WIOA Title I-B, Wagner-Peyser, Reemployment Services and Eligibility Assessment (RESEA), Jobs for Veterans (JVSG), Trade Adjustment Assistance (TAA), Adult Education, Vocational Rehabilitation, Rapid Response, and Unemployment Compensation (UC).