



Request for Proposals

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

One-Stop Career Services

WIOA Title I-B: Adult, Dislocated Worker, and Youth Programming

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.

Partner4Work intends to fund any agreements resulting from this RFP with Workforce Innovation and Opportunity Act (WIOA) funding, including the following: WIOA Adult, Dislocated Worker, and Youth Programs - CFDA 17.258, 17.278, and 17.259. Availability of funds and eligibility of participants will determine actual funding by source. Partner4Work's WIOA funding is provided by the US Department of Labor via the Pennsylvania Department of Labor and Industry as part of a financial assistance award totaling up to \$2,800,000 with 100 percent federally funded. Any organizations receiving agreements from Partner4Work through this RFP must comply with all applicable regulations and the terms and conditions of these funding sources, as specified in this RFP and in agreements resulting from this RFP. 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 service provider to deliver Adult, Dislocated Worker, and Youth services within the One-Stop Career System in Pittsburgh and Allegheny County, in accordance with the Workforce Innovation and Opportunity Act (WIOA), including but not limited to providing career services, supportive services, training services, and business services. Bidders should review WIOA Title 1-B and other sources of guidance referenced throughout this RFP for a deeper understanding of the services sought by this RFP. The period of performance will include a base contract year that begins on July 1, 2023 and ends on June 30, 2024, with three subsequent option years, exercised at the full discretion of Partner4Work.

The selected bidder will implement a proven WIOA model with a dual-customer focus on employers and job seekers that aligns with the Partner4Work vision of a world-class workforce development system. The model will be operated primarily out of two comprehensive one-stop career centers (American Job Centers) located in Pittsburgh and Allegheny County - PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. These comprehensive career centers are the focal point and public face of the local workforce development system. They provide 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.

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 of Adult, Dislocated Worker, and Youth Services within the PA CareerLink® System who will be required to deliver the broad range of career, training, and related services defined by this RFP in close coordination with PA CareerLink® partner agencies defined by WIOA, as well as additional partners whose services and resources may benefit customers of PA CareerLink®. The Adult, Dislocated Worker and Youth Programs are defined by Title I-B of WIOA, which is why service providers are often called Title I providers. Title I of WIOA establishes the framework for providing career and training-related services to many job seekers and employers at the nation’s nearly 2,500 American Job Centers. The term “Title I provider” or “Title I-B provider” may be used interchangeably throughout this RFP with “Adult, Dislocated Worker, and Youth provider.”

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 - <https://www.partner4work.org/document/workforce-innovation-opportunity-act-one-stop-partner-memorandum-under-standing-city-pittsburgh-allegheny-county/>

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 F 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 recruit, enroll, assess and effectively serve PA CareerLink® customers through multiple programs and services 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 offer and collaborate on 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®. The selected bidder must assist and coordinate efforts with the Operator, Site Administrator, and staff within the CRC frequently.

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 may need to 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® and WIOA Title I-B services and resources to locations beyond the one-stop centers. As such, the current provider of Title I-B services in the one-stop centers provides information, general assistance and services in select

neighborhood-based locations on behalf of the PA CareerLink® Pittsburgh/Allegheny County system. Partner4work expects the selected bidder to continue such efforts in close collaboration with other partners of the PA CareerLink® system. Locations presently include library locations and other host organizations that provide community-based access.

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. Proposed programs must clearly demonstrate the potential for success in terms of the WIOA Primary Indicators of Performance. See *Statement of Work* for specific goals successful bidders will be required to meet.

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), PA CareerLink® recorded over 10,000 combined visits to the career centers in Pittsburgh and Allegheny county. For WIOA Adult and Dislocated Worker Programs, there were approximately 1,500 active participants. The successful bidder will be required to serve participants already enrolled in the WIOA Adult and Dislocated Worker Program as of July 1, 2023. Appendix E of this RFP provides an overview of past demographic and program-related data for PA CareerLink® and the WIOA Adult and Dislocated Worker Programs in Pittsburgh and Allegheny County. The successful bidder will be expected to implement a program model similar in scale and work with Partner4Work to grow and expand the reach of PA CareerLink®, as appropriate. The appended numbers illustrate the volume and potential diversity of customers the successful bidder will serve.

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®.

Youth and Young Adults

In Pittsburgh and Allegheny County, PA CareerLink® centers have historically provided WIOA Adult and Dislocated Worker programming. Through this RFP, Partner4Work is seeking proposals to also include delivery of WIOA Youth Services, as further described herein. Youth eligible for WIOA services are ages 14-24, with at least one barrier to employment. Offering WIOA Youth Services through PA CareerLink® is a new arrangement that will require a collaborative, developmental approach. Partner4Work and PA CareerLink® will work with the successful bidder to design, implement, continuously improve, and integrate WIOA Youth Services at PA CareerLink®. Proposals must include bidders' unique approach to delivering WIOA Youth Services; however, the standards and goals of PA CareerLink® programming should drive the overall design, objectives, and costs of the proposal.

The model to be developed for provision of WIOA Youth Services at PA CareerLink® in Pittsburgh and Allegheny County will prioritize high-quality services for youth, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training, such as pre-apprenticeships or internships, for in-demand industries and occupations, and culminating with employment, enrollment in postsecondary education, or a Registered Apprenticeship. See *Statement of Work* and *How to Apply* sections for further information on youth and young adult programming, including important guidelines for how proposals should address youth service provision.

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

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 \$2,500,000 to \$2,800,000² 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.

Workforce Development Areas (WDA): Partner4Work is a workforce development board that oversees two WDAs—Pittsburgh and Allegheny County. Each WDA is supported by separate WIOA funding streams, which Partner4Work and its network of contracted providers must allocate to residents of each WDA appropriately. Regardless of whether an individual resides in the Pittsburgh or Allegheny County WDA, they may participate in one-stop services in either WDA, although their residency must be tracked so costs can be allocated to the proper funding stream.

Funding Amounts & Sources: In addition to multiple WDAs, WIOA funds are further split by program - Adult, Dislocated Worker, and Youth - which Partner4Work and its network of contracted providers must assign to participants appropriately, based on funding availability, eligibility, and suitability for each respective program. The division of WDAs and WIOA programs creates six separate funding streams that will be used to fund any agreement resulting from this RFP, summarized below:

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

Partner4Work anticipates up to \$2,500,000 of WIOA Adult and Dislocated Worker funding and \$300,000 of WIOA Youth funding may be available to support any agreement resulting from this RFP. The actual amount of award in total and per funding source will be based on the proposed budget, successful contract negotiations, availability of funds, and standards for use of public funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). The successful bidder must deliver a program that reflects the amounts and sources of funding provided in any contract resulting from this RFP. However, Partner4Work, at its sole discretion, may adjust the contract amounts and sources of funding by WDA and WIOA program, as needed, according to the actual proportion of contract activities and customers served.

Partner4Work is unable to define with certainty the WIOA allocation (administrative and programmatic funds) that will be made available for any agreement resulting from this RFP. The federal government allocates WIOA Adult, Dislocated Worker, and Youth Program funds annually each spring. Final funding awards will be based upon WIOA funding allocations, Partner4Work priorities, and other factors, at the discretion of Partner4Work.

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,

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.

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 three additional contract periods, as shown in the table below, with the second, third, and fourth contract periods renewable at the discretion of Partner4Work, based on performance of the successful bidder and funds available. Partner4Work reserves the option to modify contracts on a year-to-year basis. The agreement is not renewable after the fourth 12-month period.

Anticipated Program Dates and Contract Periods		
Contract period 1 (base)	July 1, 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
Contract period 4 (option)	July 1, 2026 – June 30, 2027	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 implement an innovative and proven workforce development model, driven by the needs of employers and availability of career opportunities, to deliver WIOA Adult, Dislocated Worker, and Youth Services and support PA CareerLink® in Pittsburgh and Allegheny County. The proposed model must align with the principles and requirements of WIOA and the PARTNER4WORK vision of a collaborative, world-class workforce development system, the primary goal of which is to match the labor demands of employers with the skills and talents of jobseekers, helping businesses thrive and creating viable career pathways for residents of Pittsburgh and Allegheny County. As a key partner in the PA CareerLink® System, SUBRECIPIENT will align services and activities with the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County.

SUBRECIPIENT will deliver Adult, Dislocated Worker, and Youth Services (referred to collectively as WIOA Title I-B Services hereafter) as defined by the Workforce Innovation and Opportunity Act (WIOA) and all its implementing guidelines and regulations. The services described in this STATEMENT OF WORK will be delivered primarily at two PA CareerLink® comprehensive centers located at 914 Penn Ave, Pittsburgh, PA 15222 and 2040 Ardmore Blvd, Pittsburgh, PA 15221, known as PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East, as well as select neighborhood-based locations, upon approval or direction from PARTNER4WORK. The location of PA CareerLink® centers is subject to change throughout the term of this Agreement. The comprehensive centers have substantive representation from key partner agencies, including core partners of the one-stop system defined by WIOA, with whom SUBRECIPIENT will coordinate the conduct of work described herein.

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 WIOA Title I-B 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 into WIOA Title I-B Services and positive outcomes.

As a primary provider of WIOA Title I-B Services in Pittsburgh and Allegheny County, SUBRECIPIENT will actively participate with PARTNER4WORK in shaping and informing the local workforce development system. As such, SUBRECIPIENT will maintain current knowledge of and expertise in:

- Federal, state, and local PARTNER4WORK 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 trends 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 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: Guidance on Services provided through the Adult and Dislocated Worker Programs

- TEGL 21-16: WIOA Title I Youth Formula Program Guidance
- 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

Critical components of SUBRECIPIENT’s work will include:

- A workforce system that leverages multiple agencies and funding streams, and ensures full access for a broad and diverse range of stakeholders, including individuals with barriers to employment
- Employer engagement to determine human capital needs and match with skills and abilities
- Comprehensive outreach and recruitment strategies to engage a diverse range of jobseekers
- Strategies and practices to reach jobseekers in neighborhood locations through partnerships
- Virtual service delivery options that enable participants to fully participate remotely
- Use of best practices and career pathways to enhance service delivery to jobseekers
- A level of contact and engagement with jobseekers that addresses needs and meets outcomes
- Leveraged technology to support service delivery, innovation and continuous improvement
- Strong command of data and information systems, including CWDS—the Commonwealth Workforce Development System
- Development of strategy and policy improvements that can enhance the one-stop centers, in close collaboration with PARTNER4WORK and the One-Stop Operator
- Tracking and communication of jobseeker activity, employer needs, challenges, and opportunities
- Participation in meetings of PARTNER4WORK’s Board of Directors, as requested by PARTNER4WORK

As a core partner of PA CareerLink® and a provider of WIOA Title I-B Services in Pittsburgh and Allegheny County, SUBRECIPIENT may be asked by PARTNER4WORK to participate in special projects and initiatives within the scope defined by this STATEMENT OF WORK and related to SUBRECIPIENT primary role within the one-stop system.

2. Outreach & Recruitment

SUBRECIPIENT will collaborate with PA CareerLink® partners to conduct broad outreach, communication, and recruitment activities on a regular basis, raising awareness of and increasing participation in PA CareerLink®, WIOA Title I-B Services, and the larger workforce development system. Such activities will be directed toward potential customers and other partners, including jobseekers, employers, and community-based organizations, as well as the general public, as appropriate. SUBRECIPIENT must ensure such activities are coordinated with the plans and activities of other PA CareerLink® partners and adhere to statewide and local PA CareerLink® guidelines, including standards established by the One-Stop Operator and PARTNER4WORK, to ensure an integrated and unified system of workforce development.

Outreach and recruitment activities include but are not limited to the following:

- Collecting information, evaluating data, and conducting research to identify and inform engagement of potential customers, employers, partners, and other stakeholders
- Arranging or participating in information sessions, career or community resource fairs, and job recruitment events at PA CareerLink® centers, partner locations, and in virtual settings
- Participating in creation and distribution of local collateral to increase awareness of WIOA Title I-B Services and PA CareerLink®, including use of PA CareerLink® social media platforms, subject to approval by the One-Stop Operator and PARTNER4WORK
- Participating in the design and implementation of activities that target specific audiences for engagement in initiatives of PA CareerLink® and PARTNER4WORK
- Tracking the above described activities, and other outreach and recruitment activities, and reporting to PARTNER4WORK and PA CareerLink® partners

SUBRECIPIENT will focus outreach and recruitment activities on creating and maintaining a steady and diverse pipeline of customers utilizing the PA CareerLink® system adequate to meet the needs of employers seeking to utilize PA CareerLink® for candidate sourcing.

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

3. Remote & Community-Based Services

PARTNER4WORK is committed to increasing access for jobseekers and bringing PA CareerLink® and WIOA Title I-B Services and resources to locations beyond the one-stop centers.

SUBRECIPIENT will work closely with PARTNER4WORK to determine strategies for providing information, general assistance and PA CareerLink® services in neighborhood-based locations and through virtual mediums on behalf of the one-stop system. 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 participant contact and engagement, available during non-traditional working days and hours via phone call, text, or email. SUBRECIPIENT will also provide partner agencies with access to online resources, webinars, and virtual workshops so that all residents of Pittsburgh and Allegheny can utilize such resources on demand.

4. Enrollment & Orientation

SUBRECIPIENT will enroll individuals in WIOA Title I-B Services, as appropriate and according to the enrollment goals defined in this Agreement. SUBRECIPIENT must follow WIOA guidelines, state regulations, and PARTNER4WORK policies³ in making eligibility determinations and facilitating the enrollment process. Enrollment refers to the completed process by which an eligible participant has been referred for WIOA services and for whom required documents and records have been completed and entered into the Commonwealth Workforce Development System (CWDS). SUBRECIPIENT must provide enrollment services for other WIOA programs administered by PARTNER4WORK, upon request by PARTNER4WORK, on an as-needed basis. If an individual is not eligible or prepared for WIOA Title I-B Services, they must be referred to an appropriate vocational, educational or social service agency for assistance, according to their needs.

PARTNER4WORK is committed to ensuring an efficient, customer-friendly approach to enrollment for PA CareerLink® and WIOA Title I-B Services, balanced with the need to assess suitability and prepare customers for participation in WIOA activities. SUBRECIPIENT will employ enrollment practices that follow applicable regulations and assess/prepare candidates for WIOA activities, but do not impose unneeded requirements on jobseekers and employers. The enrollment process should be flexible and consist of only reasonable and necessary requirements for jobseekers and employers, minimizing barriers and streamlining steps to meaningful participation.

SUBRECIPIENT will conduct orientation activities regularly to ensure potential and newly enrolled participants are aware of all services and opportunities available through PA CareerLink®, including use of virtual platforms to conduct orientation.

³ www.partner4work.org/document/3rwib-eligibility-policy/ and www.partner4work.org/document/youth-eligibility-policy/

SUBRECIPIENT will comply with all federal, state, and local guidance and regulations regarding priority of service⁴ and track the number of individuals served that meet each criterion for priority service and related participant outcomes achieved.

5. Career Services

SUBRECIPIENT will deliver high quality WIOA Title I-B Services that create opportunities for economic and career success, and connect jobseekers with employer-driven placement, education, and training options. SUBRECIPIENT will facilitate services with other PA CareerLink® partners, including consideration of co-enrollment, and work with partner organizations in PA CareerLink® sites to promote the development of integrated intake, case management, and reporting.

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

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

Individualized career services. Individualized career services must be provided when staff determine that such services are required to retain or obtain employment. Generally, these services involve more significant staff time and customization to each individual's need. Individualized career services include but are not limited to comprehensive and specialized assessments of skill levels and service needs, in-depth interviewing and evaluation to identify employment barriers, customized career counseling, short-term pre-vocational skills, work experiences, etc. These services also include development of an individual employment plan (IEP) to identify appropriate career pathways, employment goals, related objectives, and combination of services for the participant to achieve goals.

Follow-up career services: SUBRECIPIENT must provide follow-up services, in accordance with PARTNER4WORK policy,⁵ for WIOA participants who are placed in unsubsidized employment for up to 12 months after the first day of employment. Follow-up services may include but are not limited to contact to determine work status; counseling regarding the workplace; additional career planning and counseling; staff assisted job search and re-placement assistance; access to additional workshops and job clubs; and referral to supportive services. Follow-up services must include more than just an attempted contact.

Workshops: SUBRECIPIENT will provide workshops to jobseekers at PA CareerLink® sites and participate in or provide support to workshops conducted by PA CareerLink® partner agencies. SUBRECIPIENT must also provide workshops online. Workshops will cover but not be limited to job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training. SUBRECIPIENT must coordinate with other partners at PA CareerLink® to ensure workshops are coordinated and duplication is reduced.

Additional services may consist of, but are not limited to:

- Group, individual, and career counseling, which may include networking and job clubs.
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct.

⁴ www.partner4work.org/document/3rwib-priority-service-policy/

⁵ www.partner4work.org/document/follow-services-policy/

- Internships and work experiences linked to career pathways.
- Provision of information and referral to additional services as appropriate including financial literacy services and English language acquisition programs.

These and other additional services should be determined appropriate for obtaining or retaining employment as identified through assessment, skill deficiency, or length of unemployment.

6. Training Services

SUBRECIPIENT is responsible for implementing an approach to training services in close coordination and consultation with PARTNER4WORK that is driven by the needs of local employers and aligned with viable career pathways, in accordance with the WIOA vision of career pathways (see WIOA Sec. 3, Def. 7). The emphasis will be on supporting occupational clusters and high priority occupations that are in-demand by employers and offer self-sustaining wages.

As directed or requested by PARTNER4WORK, SUBRECIPIENT will:

- Assist participants in navigating the array of training services defined by Section 134(c)(3) of WIOA.
- Identify and refer participants for training opportunities developed by PARTNER4WORK or its partner agencies.
- Enroll eligible individuals referred by PARTNER4WORK or its partner agencies in WIOA Title I-B Services and determine training suitability, as appropriate and allowable, facilitating participation in specific training programs as determined by PARTNER4WORK.
- Ensure training service provision and documentation are accurately entered into the Commonwealth Workforce Development System (CWDS); including coordinating with participants, training providers, or other stakeholders to collect and verify related data and information.
- Remain in regular contact with participants who engage in training, training providers, employers, and other stakeholders throughout the training experience to ensure successful engagement, completion of the program, and achievement of desired outcomes.
- Regularly promote and recruit for training programs supported by the broader workforce development system in Pittsburgh and Allegheny County.

Training Eligibility and Suitability: SUBRECIPIENT must determine eligibility and suitability for training activities before individuals can participate in WIOA-funded training. Suitability relates to a participant's assessed ability and perceived commitment to attend training activities, successfully complete a training program, and to get and keep employment related to training. Suitability determinations also consider alignment between a training program and the participant's career goals, expectations, and other factors. SUBRECIPIENT must determine suitability through interview, evaluation, or assessment, and in conjunction with career planning. If SUBRECIPIENT determines that a participant is not suitable for training activities, SUBRECIPIENT must clearly explain why and how the participant can address the factors preventing a positive suitability determination.

The specific process, criteria, and steps used by SUBRECIPIENT to determine training suitability must be approved by PARTNER4WORK and shared with participants, training providers, or other stakeholders upon request. Training suitability determinations must adhere to the guidelines of TEGL 19-16, PARTNER4WORK policies, and other applicable rules and regulations; however, the suitability process should consist of only reasonable and necessary requirements, minimizing barriers and streamlining steps to meaningful training participation. SUBRECIPIENT may determine training services are appropriate, regardless of whether the individual has received basic or individualized career services first.

Occupational Skills Training: SUBRECIPIENT will not directly provide occupational skills training but will advise participants on available opportunities and assist participants in applying to, enrolling and participating in, and completing training programs. SUBRECIPIENT should direct participants toward training programs that are well-aligned with their career objectives, skills, and background, and that they are most likely to complete and benefit from; however, SUBRECIPIENT will focus efforts on facilitating Individual Training Accounts (ITA) and supporting contracts with training providers established or promoted by PARTNER4WORK.

SUBRECIPIENT will facilitate the ITA application and selection process with eligible participants. Training supported by ITAs must be conducted by providers with programs included on the Eligible Training Provider List (ETPL). SUBRECIPIENT will maintain a working knowledge of available, effective training programs and advise participants interested in ITA

participation accordingly. SUBRECIPIENT will follow all required guidance and regulations regarding the use of ITAs, including related PARTNER4WORK policies,⁶ and ensure customer choice, as described in WIOA.

Work-Based/Employer-Based Training: SUBRECIPIENT will work closely with PARTNER4WORK to implement an approach to employer-based training that includes On-the-Job Training (OJT), Customized Job Training (CJT), and Incumbent Worker Training (IWT), is responsive to the needs of businesses, and is conducted in accordance with WIOA regulations, PARTNER4WORK policies,⁷ and other applicable guidance. SUBRECIPIENT will provide consultation to employers throughout the business engagement process, as appropriate, toward the development of work-based training opportunities that align with PARTNER4WORK priorities; however, such opportunities must be developed in close coordination with PARTNER4WORK and are subject to approval by PARTNER4WORK.

PARTNER4WORK frequently engages with businesses and prioritizes an employer-driven approach to workforce development. Through such activities, PARTNER4WORK often develops work-based training opportunities that result in OJT, CJT, or IWT agreements with employers. SUBRECIPIENT will support work-based training opportunities developed by PARTNER4WORK, providing the services described in this STATEMENT OF WORK to participants, employers, and other stakeholders involved in such opportunities.

Fiscal and Contract Administration: PARTNER4WORK will act as the fiscal agent for all occupational and work-based training activities, holding all training funds and directly executing and administering agreements for training, including funding and agreements for ITA, OJT, CJT, IWT, and other contracts for training programs. SUBRECIPIENT may engage in developing opportunities that lead to training-related agreements, in close coordination with PARTNER4WORK; however, all agreements for training funded by PARTNER4WORK will be issued directly by PARTNER4WORK, at PARTNER4WORK's sole discretion.

Training Participant Approval: SUBRECIPIENT must request approval from PARTNER4WORK to place any participant in a training service for a training program funded by PARTNER4WORK. PARTNER4WORK will define the process for requesting approval, which may vary according to the type of training or the specific agreement for training. SUBRECIPIENT must coordinate with PARTNER4WORK to ensure all training participation is tracked and adheres to the agreements and guidance governing the training. SUBRECIPIENT may not proceed in supporting an individual's participation in a training program funded by PARTNER4WORK until granted express approval by PARTNER4WORK.

The purpose of PARTNER4WORK's involvement in training participant approval is to effectively manage training funds, ensure adherence to training agreements, and maintain a systemwide accounting of training-related activities. PARTNER4WORK will not make training eligibility or suitability determinations for participants; such determinations will be made solely by SUBRECIPIENT.

7. Supportive Services

Jobseekers commonly face a wide variety of barriers that make it difficult to achieve and retain meaningful employment. SUBRECIPIENT will think critically and creatively about how to accommodate jobseekers with such barriers and provide or connect jobseekers with supportive services, as appropriate. SUBRECIPIENT will provide supportive services in accordance with the PARTNER4WORK Supportive Services Policy when:

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

SUBRECIPIENT will build and maintain an effective referral network of service agencies to ensure participants have access to the basic supports needed to fully participate in all services described herein. The supports available through SUBRECIPIENT's referral network must align with the needs of individuals with barriers to employment, as defined in WIOA Section 3, including but not limited to displaced homemakers; low-income individuals; individuals with disabilities;

⁶ www.partner4work.org/document/3rwib-individual-training-account-ita-policy/

⁷ www.partner4work.org/document/job-training-policy/, www.partner4work.org/document/customized-job-training-policy/, and www.partner4work.org/document/incumbent-worker-training-policy/

older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; English language learners and individuals facing substantial cultural barriers; individuals who have low levels of literacy; single parents (including single pregnant women); and long-term unemployed individuals.

SUBRECIPIENT will maintain and provide up-to-date information relating to such services and assistance, including but not limited to child care, child support, medical assistance, the Supplemental Nutrition Assistance Program (SNAP), the Earned Income Tax Credit, Temporary Assistance for Needy Families (TANF), transportation, tax preparation, mental and behavioral health services, financial literacy and counseling, housing assistance and other supportive services, as appropriate.

8. Youth & Young Adults

[This section will be customized based on proposal of successful bidder, contract negotiations, and future program design, as described below.]

SUBRECIPIENT will provide comprehensive youth services, as defined by WIOA Section 129 and TEGL No. 21-6, that focus on assisting out-of-school youth (OSY) and in-school youth (ISY) with one or more barriers to employment prepare for employment and postsecondary education opportunities; attain educational and/or skills training credentials; and secure employment with career/promotional opportunities. SUBRECIPIENT must follow all WIOA-related requirements of PARTNER4WORK's Youth Eligibility Policy⁸ in determining which individuals are eligible for WIOA Youth Services. SUBRECIPIENT will also ensure all services described in this RFP are made available to youth participants, as applicable.

Assessment and Planning. WIOA Youth Services delivered by SUBRECIPIENT must be highly responsive to the needs of young people and require the use of an objective assessment to understand participants' academic level, skill levels, and service needs, conducted during enrollment and updated throughout participants' engagement in services, as needed. Objective assessment includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs. Objective assessment must also consider a youth's strengths rather than just focusing on areas that need improvement. Career assessments may also be administered to uncover participants' strengths, areas of interest, and other qualities to drive career planning. If eligibility determination is based on basic skill deficiency, then a standardized basic skills assessment approved by PARTNER4WORK must also be administered.

Assessment results and discussion with youth participants will inform a service plan, known as an Individualized Service Strategy (ISS), that will empower them to achieve their career goals. The ISS will be completed within CWDS and must outline the goals, roles, responsibilities, services, and action steps that will be taken toward achieving placement in post secondary education or employment. All services provided to youth participants should be linked to their career goals and must be documented within the ISS.

WIOA Youth Program Elements. WIOA Section 129(c)(2) describes 14 program elements that youth programs must make available to youth participants. SUBRECIPIENT must ensure youth participants have access to all 14 program elements either through direct service or referral partnerships. SUBRECIPIENT is not required to directly deliver all 14 elements; however, SUBRECIPIENT must directly deliver elements 3, 7, 8, 9, and 13, at a minimum.

1. Tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies;
2. Alternative secondary school services or dropout recovery, as appropriate;
3. Paid and unpaid work experience that links academic and occupational education, employment opportunities, pre-apprenticeship programs, internships and job shadowing, and on the job training; SUBRECIPIENT must spend at least 25% of WIOA youth funding on paid or unpaid work experience, which may include staff time to develop and manage work experience opportunities or related wages and supportive services;
4. Occupational skills training,* as appropriate; particularly training that leads to industry recognized credentials aligned with in-demand industry sectors;

⁸ www.partner4work.org/document/youth-eligibility-policy/

5. Education* offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors, as appropriate;
7. Supportive services, per PARTNER4WORK's Supportive Services Policy;
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
9. Follow-up services, per PARTNER4WORK's Follow-up Services Policy;⁹
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market information, such as career awareness, counseling, and exploration;
14. Activities that help youth prepare for and transition to post-secondary education and training.

*When youth are enrolled in academic or occupational skills training in WIOA programs, they must be assisted in earning an industry recognized credential and demonstrating a measurable skill gain.

WIOA Youth Program Development and Continuous Improvement. Provision of WIOA Youth Services through PA CareerLink® in Pittsburgh and Allegheny County is a new development that will require significant effort to design, implement, and continuously improve. SUBRECIPIENT will collaborate with PARTNER4WORK and PA CareerLink® partners to develop a model for WIOA Youth Services that leverages the strengths of PA CareerLink®, complements and connects with other WIOA Youth Programs funded by PARTNER4WORK, and addresses core youth activities, including career exploration and development, educational and training opportunities, work experience and employment. SUBRECIPIENT will not begin enrolling and serving youth participants until granted approval by PARTNER4WORK to do so.

[Additional requirements will be added here in final agreements, based on SUBRECIPIENT's model for WIOA Youth Services, subject to continuous review and approval by PARTNER4WORK]

9. Dislocated Workers

SUBRECIPIENT will develop strategies and employ practices for recruiting and effectively serving dislocated workers, as defined by WIOA sec. (3)(15) and PARTNER4WORK's Adult/Dislocated Worker Eligibility Policy. Such strategies and practices must take into account the distinct experiences of dislocated workers and customize career, training and supportive services appropriately.

SUBRECIPIENT will actively participate in Rapid Response Services to assist employers and workers affected by permanent or substantial layoffs or business closures. Upon notification of a forthcoming layoff or plant closure (Worker Adjustment and Retraining Notification - WARN notice) or employer notification to the local PA CareerLink® office, SUBRECIPIENT will begin coordinating efforts with PARTNER4WORK and partner agencies to provide information and services to those affected. While participating in Rapid Response Services, SUBRECIPIENT will report to PARTNER4WORK monthly on efforts to transition displaced workers including use of training funds, job placement, wages, and retention.

10. Business Services

SUBRECIPIENT will provide business services through a proven, demand-driven and highly collaborative WIOA model, to better connect jobseekers with employment opportunities and sustainable careers. SUBRECIPIENT will work closely with PARTNER4WORK and other PA CareerLink® partners and stakeholders to develop, deliver, and coordinate quality business services that assist employers and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. SUBRECIPIENT will inform, participate in, and align all business service activities with PARTNER4WORK's employer engagement and industry partnership efforts, as well as the PA CareerLink® Business Service Team (BST). SUBRECIPIENT will have a clear understanding of industry skill needs; identify appropriate approaches for assisting employers; and employ a joint business services strategy that integrates with all PA CareerLink® stakeholders, to ensure coordination and consistency for employers in Pittsburgh and Allegheny County.

⁹ www.partner4work.org/document/follow-services-policy/

Business services performed by SUBRECIPIENT will include those defined by 20 CFR § 678.435. Business services will also include but not be limited to:

- Establish strategic relationships with employers that lead to increased use of PA CareerLink® as a complete end-to-end recruiting service for jobseekers from all classifications.
- Identify potential employers to partner with PA CareerLink® through data analysis and market research.
- Assist employers in effectively utilizing the PA CareerLink® system.
- Contact employers newly registered in CWDS within two business days of registration to confirm hiring needs and offer information and assistance.
- Develop and promote employer job openings to jobseekers throughout the PA CareerLink® system.
- Utilize multiple strategies to recruit and place participants in job openings to meet the hiring needs of employers, including data mining, screening resumes, and sourcing referrals from partners.
- Prepare jobseekers for applications and interviews with participating employers.
- Develop work-based training opportunities in partnership with businesses, as allowable and appropriate. See *Training Services* for further information on OJT, CJT, and IWT.
- Facilitate access to space for employers to conduct interviews, recruitment events and other meetings.
- Connect businesses with resources and opportunities available through PARTNER4WORK, PA CareerLink® partners, and the larger workforce development system.
- Provide businesses with information and assistance regarding the labor market and workforce development system, including industry trends, jobseeker characteristics and promising practices.
- Mobilize staff and resources in response to employer events including mass hiring and recruitment events.
- Work closely with PARTNER4WORK, employers, and training providers to identify customized training, pre-employment, and incumbent worker training opportunities.

SUBRECIPIENT will conduct all interactions with employers using the highest level of professionalism, responsiveness, and customer service. PARTNER4WORK places a very high priority on business relationship management and requires SUBRECIPIENT to implement business services accordingly.

11. Site Administration & Operations

The PA CareerLink® system relies on multiple partner agencies to deliver the many services available through the one-stop centers. In Pittsburgh and Allegheny County, the One-Stop Operator and PA CareerLink® Site Administrator provide daily operational support for the centers, facilitate coordination of PA CareerLink® partners and services, and manage common administrative tasks on behalf of all PA CareerLink® partners. Staff of the Operator also work at the PA CareerLink® centers to provide reception, support within the Career Resource Center (CRC), and connection to other partners within the PA CareerLink® system.

SUBRECIPIENT will coordinate closely with the One-Stop Operator, Site Administrator and related staff, providing full support to the Operator's efforts as defined in the WIOA One-Stop Partner MOU for the City of Pittsburgh and Allegheny County. SUBRECIPIENT will participate in meetings convened by the Operator, respond to requests for information and assistance from the Operator, and comply with directives made by the Operator to ensure PA CareerLink® provides accessible, seamless, customer-driven services to jobseekers, employers and other stakeholders in a professional, timely and efficient manner.

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.

SUBRECIPIENT will ensure proper use of equipment, furnishings and other materials onsite at PA CareerLink® by all its staff members.

12. Career Resource Centers

The two PA CareerLink® comprehensive centers located in Pittsburgh and Allegheny County each maintain a Career Resource Center (CRC) 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. The CRCs are primarily staffed by the One-Stop Operator; however, SUBRECIPIENT must provide staff to assist customers within the CRCs, working with the Operator to ensure an adequate level of coverage. SUBRECIPIENT should view the CRCs as a strong opportunity for outreach and recruitment into WIOA Title I-B Services.

13. 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 by federal, state, and local regulations and PARTNER4WORK.

14. 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.

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; core partner agencies providing WIOA Title I, II, III, and IV Services; signatories of the One-Stop Partner MOU for the City of Pittsburgh and Allegheny County; and other activities of stakeholders affiliated with PARTNER4WORK.

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 developing a strong portfolio of workforce programs
- Assist PARTNER4WORK in developing strategies for co-enrollment with partner programs
- Participate in meetings, conference calls, pilot programs and recruitment events organized by PARTNER4WORK and its network of providers, including meetings of the PA CareerLink® partner agencies
- Provide WIOA eligibility screening and recruitment support for PARTNER4WORK and its network of providers
- Assist PARTNER4WORK in obtaining additional public and private funds that build capacity of the local workforce development system
- Participate in creating and implementing consistent and collaborative messaging for PA CareerLink®

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. Co-enrollment is especially encouraged among required partner programs of the one-stop system defined by WIOA. For example, SUBRECIPIENT will work closely with adult basic education and literacy programs offered through

Title II of WIOA, ensuring jobseekers with basic skills deficiencies or in need of GED or ESL instruction are aware of and have access to programming offered by Title II partner agencies.

15. Referrals

To ensure all customers have access to the services and resources that best meet their needs, SUBRECIPIENT must build and maintain a robust referral network and procedures to facilitate and track referrals. SUBRECIPIENT must have strong capacity to make 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. SUBRECIPIENT must utilize practices for triaging clients, asking questions that lead to appropriate referrals, and ensuring participants can make informed decisions about the network of referral services made available through SUBRECIPIENT.

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 may utilize the CWDS referral tool in measuring the number and type of SUBRECIPIENT's referrals, to ensure such activity reflects the robust referral network intended by PARTNER4WORK.

Referrals to PARTNER4WORK Initiatives and Opportunities. SUBRECIPIENT will coordinate with PARTNER4WORK to refer quality candidates from WIOA or other programs for partnership opportunities, including but not limited to occupational training, work/employer-based training, employment and/or additional opportunities. SUBRECIPIENT will respond to PARTNER4WORK requests for work ready candidates in a timely fashion and will refer candidates appropriately, according to the criteria of requests by PARTNER4WORK. SUBRECIPIENT will ensure staff have adequate knowledge of and make seamless referrals to and from programs administered by PARTNER4WORK.

16. 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.

17. Staff Qualifications & Development

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
- Delivery of workforce services to job seekers and businesses remotely, through virtual platforms
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Effective methods for engaging and managing relationships with employers
- Initiatives, programs and services of PARTNER4WORK and the broader workforce development system
- Viable career pathways and how to connect PA CareerLink® appropriately
- Availability of industry and employer-recognized training and educational opportunities
- Commonwealth Workforce Development System (CWDS)
- Impact of trauma and poverty on jobseekers and related interpersonal strategies
- Local resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery
- Federal, state, and local policies, including WIOA and its implementing guidance

Staff must have the capacity to work remotely and deliver the services required by this STATEMENT OF WORK through virtual mediums.

18. Performance Indicators & Goals

SUBRECIPIENT must meet or exceed the goals described below, consisting of two parts - WIOA Primary Indicators of Performance and Additional Performance Indicators and Goals. PARTNER4WORK may utilize other criteria, reasonably related to the work defined herein, in determining the success of SUBRECIPIENT’s efforts, as described below.

The below goals are based on PARTNER4WORK’s negotiated WIOA performance goals, analysis of historical performance, comparable benchmarks, and PARTNER4WORK’s interpretation of reasonable value for this Agreement. They reflect the intended size, scope, and impact of services defined herein. PARTNER4WORK expects SUBRECIPIENT to meet or exceed these goals during the term of 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 these 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.

WIOA Primary Indicators of Performance: The below WIOA Primary Indicators of Performance are central to the success of PARTNER4WORK’s effectiveness as a Workforce Development Board. SUBRECIPIENT will meet or exceed the following goals for each indicator. Performance across these indicators will be evaluated according to definitions, calculations and guidance from the U.S. Department of Labor, including but not limited to TEGL 10-16, Change 1, PM (Program Memorandum) 17-2, and TAC (Technical Assistance Circular) 17-01, as well as related WIOA guidance and directives from the Pennsylvania Department of Labor & Industry.

WIOA Primary Indicators of Performance Goals for period of 7/1/2023 - 6/30/2024	Adult	Dislocated Worker	Youth
A. Employment 2nd Quarter after Exit: Percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (see A-1 for Youth).	77%	80%	
A-1. Youth Education and Employment Rate 2nd Quarter after Exit: Percentage of participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit.			75%
B. Employment 4th Quarter after Exit: Percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (see B-1 for Youth).	75%	78%	
B-1. Youth Education and Employment Rate 4nd Quarter after Exit: Percentage of participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit.			65%
C. Median Earnings - 2nd Quarter After Exit: The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.	\$6,000	\$9,000	\$3,500
D. Credential Attainment: The percentage of participants in an education or training program who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent.	75%	75%	85%
E. Measurable Skill Gains: The percentage of participants in an education or training program who achieve measurable skill gains - documented academic, technical, occupational, or other forms of progress.	75%	75%	85%

Additional Performance Indicators and Goals - WIOA Adult, Dislocated Worker, and Youth Services: In addition to the WIOA Primary Indicators of Performance, SUBRECIPIENT must meet or exceed the following annual performance goals.

Additional Performance Indicators and Goals Goals for period of 7/1/2023 - 6/30/2024	Adult & DW	Youth
1. WIOA Enrollment. Number of new cases registered for WIOA Title I-B Services during the contract period. Individuals may have multiple cases depending on their history of involvement in WIOA Services.	1600	Proposed by bidder*
2. Job Placements. Specific to A/DW. Number of job placements for cases exited from A/DW Services during the contract period. Determined by all instances of employment. Multiple placements for one individual or case may be included.	Proposed by bidder*	
2-A. Youth Outcomes - Education and Employment. Specific to Youth. Number of placements in employment or enrollment in post-secondary education for cases exited from Youth Services during the contract period.		Proposed by bidder*
3. Job Placement Rate. Specific to A/DW. Number of “Job Placements” divided by program exits from A/DW Services during the contract period.	80%	
3-2. Youth Outcome Rate. Specific to Youth. Number of positive “Youth Outcomes” divided by program exits from Youth Services during the contract period.		85%
4. Self-Sufficiency Wage. Specific to A/DW. Percentage of “Job Placements” that meet or exceed PARTNER4WORK’s self-sufficiency wage (subject to change). ¹⁰	80%	

*All proposals must include proposed goals for these indicators. Proposed goals should be based on bidders’ capacity and proposed program model, assessment of the requirements in this RFP, the amount of funds made available through this RFP for each WIOA program, and any other factors deemed relevant by bidders to the development of goals. PARTNER4WORK reserves the right to accept, reject, or negotiate goals proposed by bidders.

Other areas of performance that PARTNER4WORK will monitor and assess to evaluate success of SUBRECIPIENT may include but are not be limited to the following:

- Volume of visitors at PA CareerLink® centers
- Participant engagement and level of activity in WIOA Services
- Referrals to and from partner agencies
- Referrals to PARTNER4WORK-led initiatives, including occupational training, work-based training, employment and/or additional opportunities
- Participant completion of occupational and work-based training
- Participant exits from WIOA Services
- Recruitment events and job fairs
- Additional partners in the PA CareerLink® system

In addition to the above performance measures, SUBRECIPIENT will also be accountable to effectiveness in serving employers. Indicators used by PARTNER4WORK to measure such effectiveness may include but are not limited to the following, exact goals for which are yet to be determined.

- Employers recruited to the PA CareerLink® system
- Employer job orders or job postings added
- Fulfillment of employer job orders
 - Fulfillment directly by SUBRECIPIENT and through partnerships of SUBRECIPIENT
 - Fulfillment of job orders developed by SUBRECIPIENT, other PA CareerLink® partners, or PARTNER4WORK

¹⁰ www.partner4work.org/document/3rwib-self-sufficiency-policy/

- Time required to fulfill employer job orders
- Effective collaboration with and production through the PA CareerLink® Business Service Team (BST)
- Employer satisfaction
- Repeat business customers
- Employer penetration rate

WIOA Program Exiting. Time periods for many of the measures described in this section relate to participants’ exit from WIOA programming; i.e., closure of WIOA application. SUBRECIPIENT must understand WIOA exiting guidelines and related rules within the Commonwealth Workforce Development System (CWDS). SUBRECIPIENT must closely monitor service activity, effectively utilize CWDS, and actively manage program exits to maximize performance across the indicators described in this section.

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.

19. Data Management & Reporting

SUBRECIPIENT must regularly track and monitor data related to outreach, participation, and outcomes, using observations and evaluation to ensure continuous program improvement. Such efforts must be supported by strong administrative capacity and utilize the Commonwealth Workforce Development System (CWDS) as the exclusive information system of record. SUBRECIPIENT is required to provide PARTNER4WORK with timely reports and supporting documentation that clearly demonstrate program enrollment, participation, progress, outputs, and outcomes. PARTNER4WORK will work with SUBRECIPIENT to understand reporting requirements and program exiting procedures, and to determine the appropriate template for reporting outcomes and performance. Reporting frequency and content are subject to change at the discretion of PARTNER4WORK.

Possible reporting criteria include but are not limited to:

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

20. 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 Title I-B 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.

21. 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.

22. Contract Oversight & Evaluation

PARTNER4WORK is responsible for all levels of program monitoring, compliance and evaluation for WIOA Title I-B 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.

23. 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 WIOA Title I-B Services for Pittsburgh and Allegheny County

24. 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 WIOA Title I-B Services in Pittsburgh and Allegheny County, as established herein.

PROPOSAL REQUIREMENTS & PROCESS

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 T1-B 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 training and 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 12 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 WIOA Title I-B Services in PA CareerLink® centers overseen by P4W, see the below section on transition planning for further guidance on staffing.

- b. **Outreach:** Describe your proposed strategies, technologies, and partnerships for outreach and recruitment, ensuring strong participation of jobseekers, employers, and other stakeholders in WIOA Title I-B Services and PA CareerLink® activities. Address how you will build and maintain a pipeline of jobseekers, including participants of WIOA Adult, Dislocated Worker, and Youth Services in both workforce development areas (City of Pittsburgh and Allegheny County), as described in this RFP, to adequately meet the needs of employers seeking to utilize PA CareerLink® for candidate sourcing. 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.

Strong responses will address the challenges of current labor market dynamics and provide strategies that have been successful in recruiting and engaging participants at the scale described in this RFP.

- c. Service Delivery - Jobseekers: Describe your proposed model for effectively delivering career services, training services, supportive services, and follow-up services, as defined in the Statement of Work for this RFP. Strong responses will illustrate a comprehensive, effective, and logical model that aligns these services in a customer-centered approach, driven by the goal of connecting participants to quality career opportunities. Attach a flow chart depicting the experience of jobseekers within your proposed model, including but not limited to program entry, participation, progress, and exit that clearly connects your model to desired outcomes described in this RFP.
- d. Service Delivery - Businesses: Describe your proposed model for effectively delivering business services, as defined in the Statement of Work for this RFP, toward the goal of assisting employers and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. Strong responses will demonstrate how your approach aligns the broader services and activities defined in this RFP, and in your proposal, to provide value for businesses engaged or seeking to engage with PA CareerLink®. Be sure to address how you will coordinate your efforts with the business engagement activities of Partner4Work, PA CareerLink® partners, and others within the workforce development system, including the PA CareerLink® Business Service Team (BST).
- e. Youth & Young Adults: Through this RFP, Partner4Work is seeking proposals that include provision of WIOA Youth Services (see *Statement of Work, Youth & Young Adults*), which are currently not provided through PA CareerLink® in Pittsburgh and Allegheny County. Describe your proposed model for delivering WIOA Youth Services, understanding that program design, implementation, and continuous improvement will be coordinated with and subject to approval by Partner4Work. Be sure to describe outreach and recruitment strategies to reach young people with barriers to employment. Also describe how you will make the 14 WIOA Youth Program Elements available to participants, including which elements you will directly make available and which will be available through partnerships. The size and scale of your proposed youth model should reflect the amount of WIOA Youth funding made available through this RFP (see *General Information, Anticipated Award & Funding Sources*). At a minimum, your proposal should employ a dedicated youth specialist at each PA CareerLink® center and build and maintain the capacity to serve up to 100 Youth participants annually. All Youth Services must adhere to WIOA and its implementing guidance, including WIOA Section 129 and TEGL No. 21-6, and follow any other related rules and regulations
- f. Partnership & Integration: Describe how you will operate a program that realizes the vision of a fully integrated, highly collaborative workforce system held by Partner4work and PA CareerLink®. Strong responses will acknowledge and provide plans for close coordination and cooperation with key partners of the workforce development system in Pittsburgh and Allegheny county, including but not limited to other PA CareerLink® programs, the One-Stop Operator, and initiatives funded or supported by Partner4Work. Be sure to address how you will build, maintain, and actively use referral relationships within and beyond the workforce development system.
- g. Performance: Describe the strategies and mechanisms you will use to ensure success and meet or exceed the performance goals described in the Statement of Work for this RFP, especially the *WIOA Primary Indicators of Performance* and *Additional Performance Indicators and Goals*. Be sure to propose and describe specific goals for performance indicators 1, 2, and 2-A. Strong responses will clearly connect proposed program components to the outcomes sought by this RFP, describing the logical sequence of programming leading to desired goals. Bidders are encouraged to include additional goals that would indicate success of the proposed program. Be sure to address how you will regularly track performance, communicate progress or performance challenges, and continuously monitor operations to inform and improve your program. You may propose adjustments to the goals described in this RFP; however, proposed adjustments must be clearly identified, justified, and supported by reasonable evidence. Partner4Work reserves the right to reject any proposed adjustments. If you are a provider who has not met performance goals of any prior Partner4Work contracts, address how you will ensure goals are met for this program.
- h. 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.

- i. 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.
- j. Transition Plan (if applicable): Should the outcome of this RFP result in a change to the current provider of WIOA Title I-B 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 jobseekers and employers. 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 WIOA Title I-B 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. The selected bidder will be required to fully serve participants already enrolled in WIOA Title I-B Services as of July 1, 2023. 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 – Use the required budget template (see the Partner4Work webpage for this RFP)¹¹ to submit two budgets for the period of July 1, 2023 to June 30, 2024.¹²

- Budget A must include all costs for proposed WIOA Adult and Dislocated Worker programming
- Budget B must include all costs for proposed WIOA Youth programming

Do not allocate the costs in Budget A to Adult or Dislocated Worker programming. Also, do not allocate the costs in either budget to specific workforce areas (Allegheny County vs. City of Pittsburgh). However, your staffing plan must indicate which proposed positions will be dedicated to PA CareerLink® Downtown Pittsburgh, PA CareerLink® Allegheny East, or both (see *Program Narrative, Staffing Plan*). Please note that Partner4Work will award specific funding amounts to the successful bidder for each WIOA program (i.e., Adult, Dislocated Worker, and Youth) and workforce development area (i.e., Allegheny County and City of Pittsburgh), according to funds available, contract discussions, Partner4Work priorities, and other factors. The successful bidder will be asked to provide multiple budgets for any contract resulting from this RFP, reflecting the specific funding sources and amounts awarded by Partner4Work, and deliver services in proportion to the funding sources and amounts awarded.

Do not include tuition or other direct occupational or work-based training costs for participants in Budget A, such as costs related to ITA, OJT, CJT, or IWT activities (see *Statement of Work, Training Services* for further information). However, make sure at least 25% of costs in Budget B are allocated to paid or unpaid work experience for youth participants, which may include staff time to develop and manage work experience opportunities or related wages and supportive services.

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

¹¹ The template file must be opened and completed using MS Excel only.

¹² Reference *General Information, Anticipated Award & Funding Sources* for information regarding possible contract values and sources of funding to help guide your budget development.

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.

One-Stop Operating Costs vs. Title I Provider 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 Understanding¹³ 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 Title I-B 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 Title I-B provider's share of one-stop operating costs, and as such, these costs should not be included in proposed budgets. 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 WIOA Title I-B 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 Title I-B Services, as described in this RFP. Such costs include but are not limited to general office supplies, laptops or desktop computers for Title I-B staff, software applications, server(s) or cloud storage to host files and information, and service/support for information technology specific to the Title I-B operation. 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 WIOA Title I-B 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 Title I-B 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 the proposed Title I-B operation. 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, supportive services, 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.

¹³ www.partner4work.org/uploads/wioa_mou_2022_pgh_final.pdf

- 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, Service Delivery*.
- 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 12:00pm 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 T1-B 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 12:00pm 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 T1-B 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 ¹⁴
	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. ¹⁵
	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

¹⁴ 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.

¹⁵ 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 are 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 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.

Customized Job Training: Training by an employer or employers or by a training provider in conjunction with an employer that is provided to five or more paid participants concurrently while engaged in productive work.

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.

Incumbent Worker Training: Training by an employer or training provider in close partnership with an employer that is provided to paid participants who have an established employment history with the employer for 6 months or more.

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

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.

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

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.

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

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

Youth Work Experience: Paid or unpaid employment and training provided by an employer or provider to a WIOA Youth Participant while engaged in productive work.

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 – Past Program and Demographic Data

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

Figure 1 - Program Year 2021 (7/1/21 - 6/30/22), PA CareerLink® and WIOA Title I Adult & Dislocated Workers

Program Information for PA CareerLink® in Pittsburgh & Allegheny County			
	Indicators	PY21	Indicator Description
PA CareerLink® Registration	PA CareerLink® Accounts	61,216	Number of accounts in PA CareerLink® system
	New PA CareerLink® Accounts	17,064	Number of newly registered accounts in PA CareerLink®
PA CareerLink® Locations	PA CareerLink® Visits	10,029	Number of sign-ins to PA CareerLink® Resource Centers
WIOA Title I Participation	New Registrations	1,504	Number of new cases registered for A/DW services
	Active Participants	1,513	Individuals actively receiving A/DW services
WIOA Title I Training	Active ITA Participants	114	Number of ITA services
	Active OJT Participants	20	Number of OJT services
	IRTP (cohort training) Participants	132	Number of IRTP (cohort training) services
	Active Apprenticeship Participants	18	Number of Apprenticeship services
	Partner Program Training Services	48	Number of training services funded by partner programs and co-enrolled with WIOA services
WIOA Title I Outcomes	Program Exits	1,035	Number of cases exited from A/DW services
	Job Placements	629	Number of placements from A/DW services to a job
	Placements above self-sufficiency	401	Number of placements above \$16.33 per hour
	Credentials Attained	193	Number of credentials attained by A/DW participants
	Median wage from all job placements	\$18.00	The median wage of all job placements

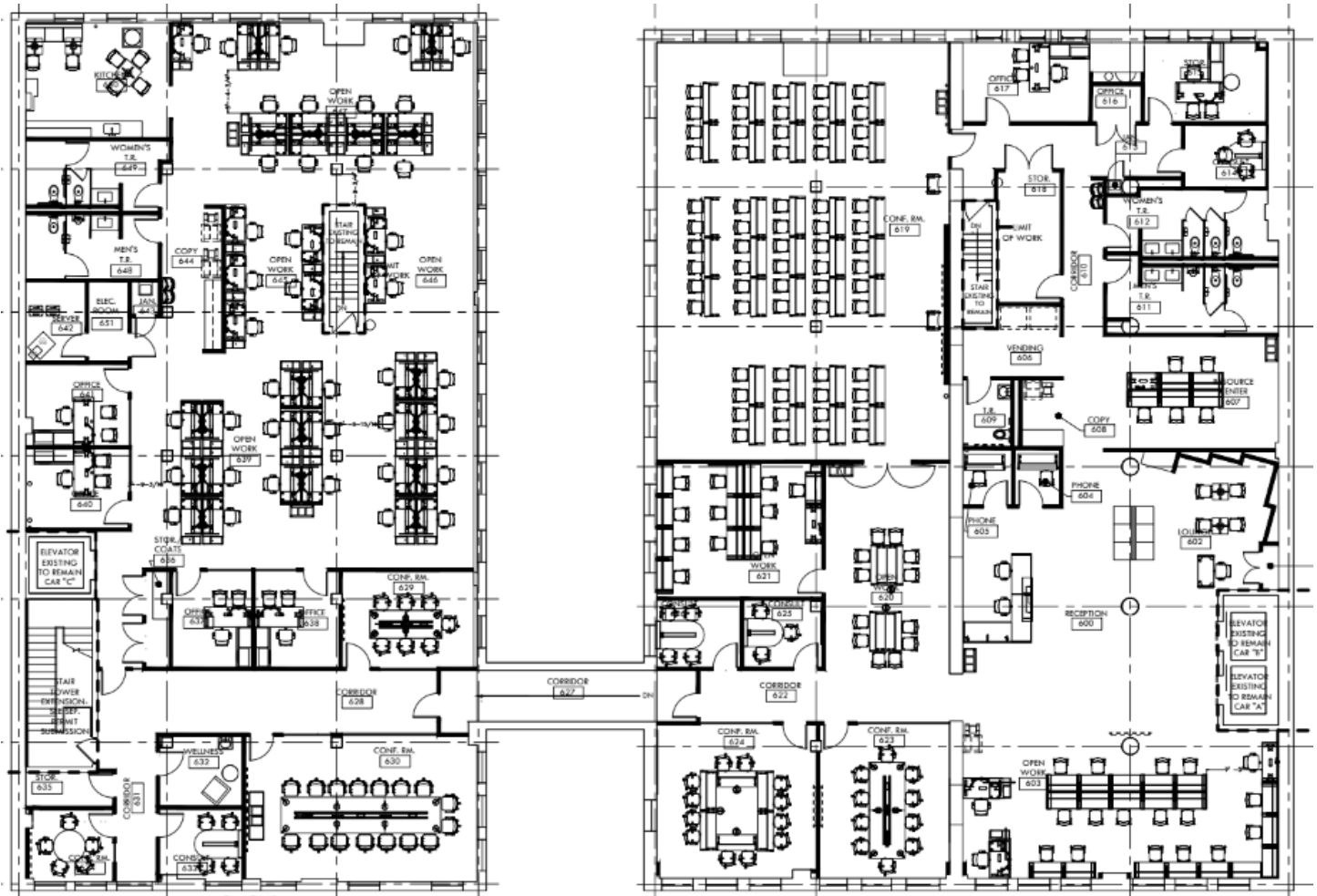
Figure 2 - Demographic Data, Program Year 2021 (7/1/21 - 6/30/22), WIOA Title I Adult & Dislocated Workers

Demographic Information - PA CareerLink® Pittsburgh & Allegheny County		
Program Year 2021	Adult Program	DW Program
Female	500 (43.9%)	179 (46.4%)
Male	635 (55.8%)	206 (53.4%)
24 and younger	191 (16.8%)	14 (3.6%)
25 to 54	743 (65.2%)	259 (67.1%)
55 and older	205 (18%)	112 (29%)
Less than a HS diploma	45 (4%)	5 (1.3%)
HS diploma or GED or equivalent	439 (38.5%)	98 (25.4%)
Associate's degree or some post-secondary education	361 (31.7%)	128 (11.2%)
Bachelor's or advanced degree	253 (22.2%)	149 (38.6%)
Missing education data	41 (3.6%)	6 (1.6%)
Person of color	670 (58.8%)	148 (38.3%)
White	355 (31.2%)	202 (52.3%)
Missing race data	114 (10%)	36 (9.3%)
Veteran	24 (6.2%)	10 (2.5%)

Appendix F – Description of PA CareerLink® Centers

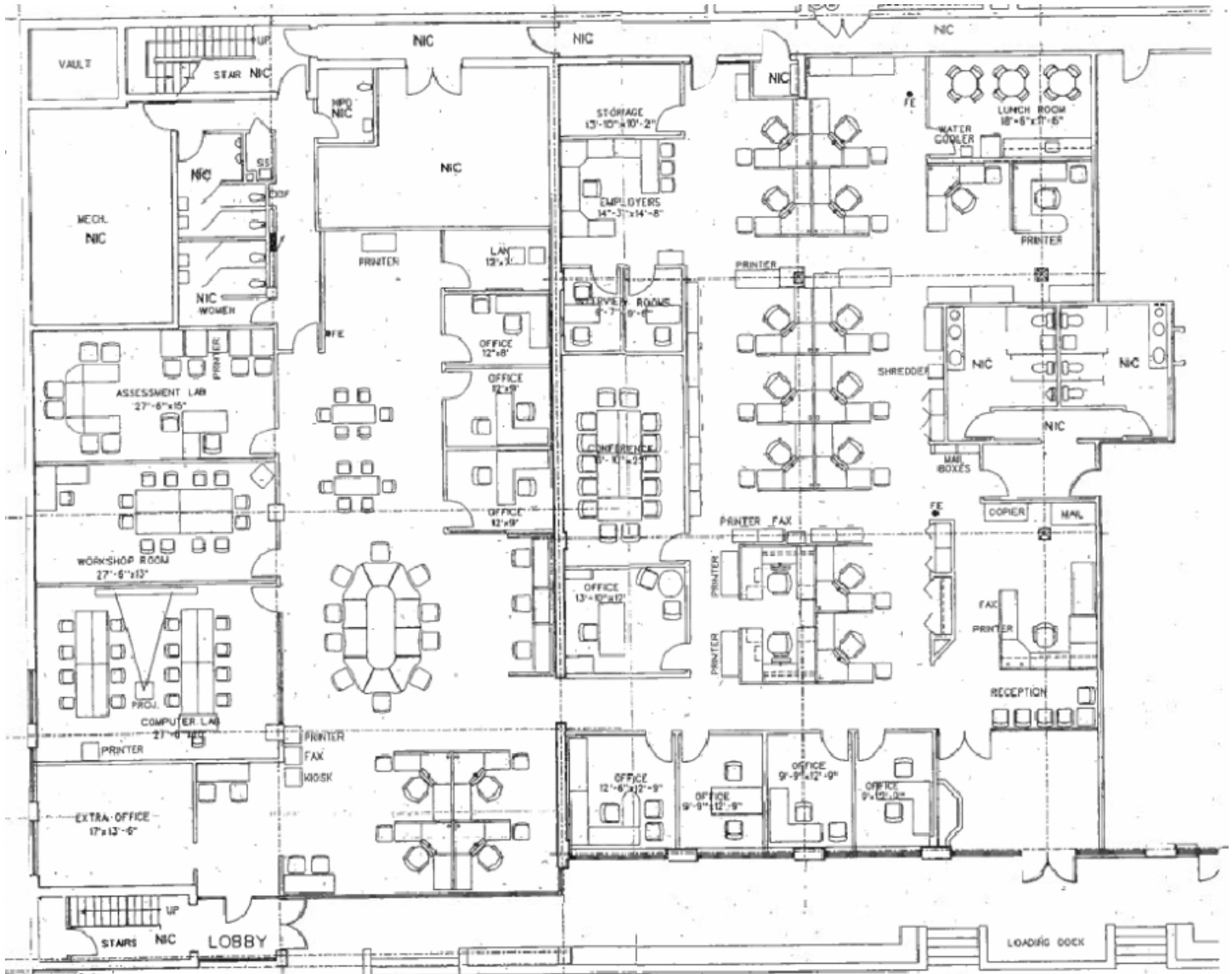
Provided below are basic descriptions and floorplans for PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East. This information is provided for general information and proposal planning purposes only. Actual configurations, operational details, and other factors may differ and are subject 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. Staff of the currently contracted provider of WIOA Title I-B Services (services sought by this RFP) consist of approximately 15 to 20 individuals, depending on staff vacancies and hybrid work arrangements, including a program director, career service professionals, business service professionals, and speciality positions focusing on community outreach, quality, data, and operations. Information regarding the current staffing model for WIOA Title I-B Services is provided here for informational purposes only. Bidders should propose staffing plans that reflect the requirements described in this RFP and the program model being proposed. Other programs represented within the center include but are not limited to 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. Staff of the currently contracted provider of WIOA Title I-B services (services sought by this RFP) consist of approximately 12 to 15 individuals, depending on staff vacancies and hybrid work arrangements, including a program director, career service professionals, business service professionals, and speciality positions focusing on community outreach, quality, data, and operations. Information regarding the current staffing model for WIOA Title I-B services is provided here for informational purposes only. Bidders should propose staffing plans that reflect the requirements described in this RFP and the program model being proposed. Other programs represented within the center include but are not limited to 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).