

Request for Proposals

For the period of February 1, 2020 – June 30, 2021

Potential for two subsequent option years for the periods of
July 1, 2021 – June 30, 2022 and July 1, 2022 – June 30, 2023

Transitional Jobs Program

Proposals Due:

December 2, 2019 at 5:00 PM EST

Partner4Work
650 Smithfield Street, Suite 2600
Pittsburgh, PA 15222

RFP Release Date:

November 1, 2019

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

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

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GENERAL INFORMATION

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

About Partner4Work

Partner4Work (P4W) is the Workforce Development Board (WDB) for Allegheny County and the City of Pittsburgh. We connect funding, expertise and opportunities to develop a thriving workforce in the Pittsburgh region. Nationally recognized for innovation, P4W delivers workforce development solutions to meet the current and future needs of businesses and job seekers. Through collaboration with 100+ partners, P4W connects more than 60,000 adults and more than 8,000 young adults to training and employment opportunities each year. We help employers, job seekers, public agencies and policymakers by:

- Providing labor-market insights to help employers and policy-makers make informed decisions.
- Bridging the gap between job seekers and businesses in need of talent.
- Preparing young adults for their career paths.

Helping businesses find and prepare the talent they need to thrive

As a non-profit organization, P4W offers a wide variety of no-cost services to help regional employers attract the talent they need to thrive. From customized labor market data to assistance with finding diverse talent, P4W is the resource to deliver customized employment solutions for any business.

Breaking down barriers to career opportunities

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

Providing community organizations with resources to make an impact

P4W proudly partners with more than 80 organizations in Allegheny County and the City of Pittsburgh to provide opportunities for job seekers and businesses alike. We partner with community-based organizations, economic development agencies, training providers, businesses and educators to collectively bridge the gap between people looking for work and employers in need of talent.

As the WDB for Allegheny County and the City of Pittsburgh, P4W has programmatic and administrative responsibility for services of the Workforce Innovation and Opportunity Act (WIOA) provided in the workforce development areas of Allegheny County and the City of Pittsburgh.

Purpose of this RFP

Defined by the Workforce Innovation and Opportunity Act (WIOA), Transitional Jobs (TJ) combine individualized career and supportive services with time-limited, wage-subsidized work experiences to develop important workplace skills and behaviors, establish an employment record, and generate employer references, all within the context of an employee-employer relationship, to enhance competitiveness in the job market. The temporary jobs provided through TJ programs can be with for-profit, non-profit, or government employers and are made available for individuals with barriers to employment who are chronically unemployed or who have an inconsistent work history, toward the goal of helping them reattach to the workforce.

TJ programs can come in a variety of forms, including work crews that place teams of participants in project-based environments, scattered employment sites that draw from numerous employers to make TJ placements, and in-house models where participants work for the agency delivering TJ services. TJ programs can focus on a single occupation or take a sector-based approach that includes multiple occupations.

P4W is seeking creative TJ proposals that focus on providing meaningful work experience, building a positive work history, leveraging principles of experiential learning, addressing the broad needs of jobseekers, and supporting individuals in permanently reattaching to the workplace. Interested applicants are encouraged to think strategically and innovatively about creating a program model that best meets the needs of job seekers and will lead to long-term success.

Population to be Served

Funds will be awarded to TJ programs that serve residents of Allegheny County and the City of Pittsburgh who are WIOA-eligible Adults, according to P4W's Adult/Dislocated Worker Policy,¹ and who meet the eligibility criteria of P4W's Transitional Jobs Policy,² which requires all TJ participants to be chronically unemployed or have an inconsistent work history. Individuals with chronic unemployment or inconsistent work history are defined as those who:

- Have been unemployed for 13 weeks or longer;
- Were unemployed at least 26 of the past 52 weeks; or
- Have held three or more jobs in the past 52 weeks and are currently unemployed or underemployed.

Selected applicants will be required to establish and document eligibility for the WIOA Adult Program and for the proposed TJ Program, utilizing the Commonwealth Workforce Development System to record eligibility determinations. Further information regarding CWDS can be found in the sections below.

Program Dates

Partner4Work (P4W) has issued this Request for Proposals (RFP) for programs beginning on February 1, 2020 and ending on June 30, 2021 with the potential for two subsequent option years (12-month periods), beginning on July 1, 2021 and July 1, 2022. Option year agreements are renewable at the sole discretion of P4W, based primarily on contractor performance and availability of funding. All program dates described in this RFP are subject to change at the sole discretion of P4W.

Anticipated Awards

Partner4Work plans to award up to \$300,000, in total, for TJ programs beginning on February 1, 2020 and ending on June 30, 2021. Although we anticipate awarding multiple contracts, Partner4Work reserves the right to award one or no contracts. Past annual awards have ranged from \$50,000 to as much as \$210,000. The cost of proposed TJ programs on a per participant basis should be reasonable, justified in the budget narrative (see *How to Apply* section for further information), and comparable to similar TJ programs operating regionally and nationally.

Program Cost Reimbursement

Payment related to any agreement resulting from this RFP will be made on a cost reimbursement basis. This means your organization must have the financial capacity to pay all program costs up front. P4W will require an invoice, proof of expenses, and required documentation to process a reimbursement. P4W will only reimburse the provider for actual expenses incurred during the effective dates of the contract. The reimbursement timeline will be finalized during the contract negotiation. Allowable costs will be determined by all applicable federal, state and local regulations, including but not limited to the Uniform Guidance³ and WIOA regulations.

Funding streams – City and County WIOA funds

Agreements resulting from this RFP will be funded by Workforce Innovation and Opportunity Act (WIOA) grants provided to P4W by the US Department of Labor, via the Pennsylvania Department of Labor & Industry. P4W is the workforce development board that oversees two workforce development areas (WDA)—Pittsburgh and Allegheny County. Each WDA is supported by separate WIOA funding streams, which P4W and its network of contracted providers must allocate to residents of each WDA appropriately. As such, for purposes of this RFP and any resulting agreement, City of Pittsburgh

¹ P4W's Adult/Dislocated Worker Policy: <https://www.partner4work.org/uploads/p4w-wioa-adult-dw-eligibility-policy-py2019.pdf>

² P4W's Transitional Jobs Policy: <https://www.partner4work.org/uploads/p4w-transitional-jobs-policy-py2019.pdf>

³ See OMB's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.

residents are not considered Allegheny County residents. Selected applicants will be expected to track city and county residency of participants and allocate program costs accordingly.

P4W is the recipient of WIOA funds that will support any agreement resulting from this RFP. Providers selected through this RFP will be subrecipients of WIOA funds, through P4W, working in close coordination with P4W to implement TJ program activities. P4W will act as the fiscal and administrative agent of WIOA funds.

Who can apply?

Selected applicants will have demonstrated experience and expertise in the provision of high-quality workforce development services to the target populations described in this RFP. Implementation of TJ program activities by selected applicants will require demonstrated programmatic capacity and expertise to deliver case management, supportive services, career services, business services, and a history of effectively placing job seekers in career pathway employment. It will also require strong administrative capacity to ensure all fiscal requirements of any agreements resulting from this RFP are met. Programs should be grounded in the communities they serve, with staff focused on providing culturally competent services and a history of successful workforce development programming.

Eligible applicants include non-profit and for-profit organizations, private sector entities, educational institutions, community-based organizations and other entities operating in accordance with federal, state and local law, and in business for at least three years. Applicants must be an incorporated organization. Eligible applicants must be in good standing with the federal government, not debarred, and have proof of insurance and a DUNS number. Organizations currently barred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal, State, City or County department/agency, quasi-governmental agency, or Partner4Work (P4W) are ineligible to apply. See Appendix A for more information on administrative requirements for selected applicants.

A group of two or more applicants may apply as a consortium, but the lead applicant/fiscal agent must be clearly identified. In this scenario, P4W will contract with one lead organization. All entities whether directly contracted or subcontracted via the lead applicant/fiscal agent will be held to the requirements of federal, state, and local policies. Please be aware that additional monitoring, compliance, and assessment requirements will become the responsibility of the lead applicant/fiscal agent.

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

STATEMENT OF WORK

The selected applicants will implement an innovative and proven workforce development model that aligns with the goals of Partner4Work (P4W) to serve jobseekers through Transitional Jobs (TJ) programs in Allegheny County and the City of Pittsburgh. The proposed model must align with the principles and requirements of the Workforce Innovation and Opportunity Act (WIOA), P4W's Transitional Jobs Policy,⁴ and the P4W vision of a world-class workforce development system, the primary goal of which is to match the labor demands of employers with the skills and talents of jobseekers, helping businesses thrive and creating viable career pathways in the 21st century for residents of Allegheny County and the City of Pittsburgh. The selected applicant will engage participants at a meaningful frequency, driven by participants' needs and career goals, as well as the scope and objectives of the program.

Effective TJ programs offer time-limited, wage-paying employment that enables participants to learn through experience the customs and routines of work, acquire work-task skills, establish an employment record, and generate employer references to enhance their competitiveness in the labor market. With confidence gained from success in the workplace and appropriate case management to assist with any problems along the way, TJ programs provide participants with learning opportunities, pay, and the support necessary to transition to full-time, permanent employment and a pathway to job advancement.

Selected TJ programs will likely be funded through the WIOA Title I Adult Program. As such, selected applicants will become providers of WIOA Title I Adult Services and must adhere to all related rules and regulations. As a provider of WIOA Adult Services and TJ program activities in Allegheny County, selected applicants will participate with P4W in shaping and informing the local workforce system and must maintain current knowledge of and expertise in:

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

Selected applicants will ensure all services are made available to individuals and partner agencies in a safe, convenient, and accessible location that promotes full participation in the program. Selected applicants must also ensure participants have reasonable access to services where they are.

1. Recruitment

Selected applicants will conduct strategic outreach and recruitment of TJ participants, customized to effectively reach the target population, including developing and maintaining quality relationships with referring partner agencies and community organizations. Recruitment of TJ participants should focus on individuals with barriers to employment or limited work experience and those who have been chronically unemployed. Selected applicants will also accept referrals from key stakeholders within Allegheny County and the City of Pittsburgh, including but not limited to other P4W-funded programming and partner agencies of PA CareerLink®.

2. Eligibility and enrollment

Selected applicants must follow the rules and regulations established by Title I of WIOA for the Adult Program, including all criteria related to eligibility and enrollment. Selected applicants must also adhere to P4W's Adult/Dislocated Worker Eligibility Policy⁵ and P4W's Transitional Jobs Policy, including compliance with the following eligibility definitions - Individuals with "chronic unemployment" or an "inconsistent work history" are those who:

1. Have been unemployed for 13 weeks or longer;
2. Were unemployed at least 26 of the past 52 weeks; or
3. Have held three or more jobs in the past 52 weeks and are currently unemployed or underemployed.

⁴ P4W's Transitional Jobs Policy: <https://www.partner4work.org/uploads/p4w-transitional-jobs-policy-py2019.pdf>

⁵ P4W's Adult/Dislocated Worker Eligibility Policy: <https://www.partner4work.org/uploads/p4w-wioa-adult-dw-eligibility-policy-py2019.pdf>

Selected applicants will be responsible for making eligibility determinations for WIOA Title I Adult and Transitional Jobs Programs. Selected applicants must document all eligibility determinations and maintain related proof documentation establishing eligibility.

3. Assessment and planning

Selected applicants will provide initial and ongoing assessment of TJ participants, including identification of strengths and barriers to employment, educational and employment experience, basic skill levels, supportive service needs and any other factors relevant to achieving personal and programmatic goals. Selected applicants will assist TJ participants in identifying employment goals and establishing individualized plans consistent with assessments to reach goals and fulfill required program activities. In conducting assessment and planning activities, selected applicants will employ evidence-based practices that effectively and holistically evaluate participants to define and operationalize the most appropriate courses of action for TJ participants. Such activities should include all areas related to assessing barriers to employment, including but not limited to substance abuse and mental health challenges, disability, criminal history, housing, transportation, literacy and adult basic education, as well as a thorough assessment of academic skills, vocational skill development, employment experience, vocational and/or education goals and interests.

4. Case management and supportive services

TJ participants commonly face a wide variety of barriers that may make it difficult to achieve and retain meaningful employment. Selected applicants will provide case management and employ effective strategies to accommodate TJ participants with barriers, as appropriate. Case management will involve continually assessing the comprehensive needs of participants and facilitating coordination of services and supports to address needs, which may include involvement of multiple agencies and resources. Case management will also include communication and coordination with TJ employer sites to ensure successful participation in TJ placements (see below on transitional jobs placements for more information).

Selected applicants will provide supportive services in accordance with P4W's Supportive Services Policy.⁶ P4W may consider exceptions to the Supportive Services Policy. Applicants anticipating circumstances under which an exception would improve services to TJ participants should describe such circumstances and related exceptions in their proposals.

Selected applicants will also build and maintain an effective referral network of service agencies to ensure participants have access to the basic supports needed to fully participate in all services procured through this RFP. Selected applicants will maintain and provide information relating to such services and assistance, including but not limited to child care, child support, medical assistance, the Supplemental Nutrition Assistance Program (SNAP), the Earned Income Tax Credit, Temporary Assistance for Needy Families (TANF), transportation, tax preparation, mental and behavioral health services, financial counseling, housing assistance and other supportive services, as appropriate.

5. Transitional jobs placements

Transitional jobs placements are subsidized employment opportunities that help participants gain work experience while earning a wage and developing an employer reference. Selected applicants must provide participants with support and guidance throughout the TJ placement to ensure success.

TJ placement model options: The selected applicant must utilize one or more of the following TJ placement models:

- Scattered employment sites. The selected applicant develops TJ opportunities with various for-profit, non-profit, or government employers and matches participants with TJ opportunities appropriately.
- Work crews. The selected applicant facilitates work crews in a cohort-type model that places teams of TJ participants in a project-based environment.
- In-house placements. TJ participants work in positions provided directly by the selected applicant.

Selected applicants who develop TJ placements outside their own organization must develop an MOU or agreement with each employer site clearly laying out roles and responsibilities. Employer sites may be developed on an on-going basis.

⁶ P4W's Supportive Services Policy: <https://www.partner4work.org/uploads/p4w-supportive-services-policy-py2018.pdf>

Selected applicants must orient all employer sites so they have a clear understanding of TJ program rules and regulations and know what to do and who to contact should issues arise throughout the TJ placement.

Selected applicants may focus TJ placements on a single occupation or take a sector-based approach that includes multiple occupations. Regardless, all TJ placements must be intentionally developed for each participant, include a clear position description, and designate a qualified supervisor from the employer site with whom staff regularly discuss the status of the TJ participant. TJ participants should be matched with an appropriate employer site based on individualized assessment and work readiness determination. While ideally the TJ placement will align with the individual's eventual chosen field, TJ placements need not align with high priority occupations or a specific career path. However, priority will be given to applicants proposing programs that develop occupational skills along an in-demand career pathway and those that build systemic approaches to chronic unemployment. Priority will also be given to proposed programs that align with P4W's Industry Partnership efforts, which seek to develop the local and regional workforce system in nine (9) key industries, including: Finance, Advanced Manufacturing, Information Technology, Transportation and Logistics, Healthcare, Hospitality/Retail, Government, Early Childhood Education, and Building/Construction Trades.

TJ placement wages and duration: TJ placements must be time-limited (no more than 6 months and preferably 8 to 12 weeks) and require at least fifteen (15) but not more than forty (40) hours of work per week. All TJ placements must pay at least the currently effective minimum wage, although P4W encourages applicants to develop TJ placements that pay participants at least the wage established by P4W's Self Sufficiency Policy,⁷ which is subject to change. Wages more than \$10/hour will not be reimbursed. Applicants are encouraged to develop TJ placements that pay a self-sustaining wage, as defined by P4W policy, and leverage additional funding to offset costs above \$10/hour. Proposed programs that do so will be given priority consideration.

Employer of record: Regardless of the placement model, successful applicants will serve as the employer of record for the TJ participant and are responsible for ensuring that TJ wages, the employer's share of federal Social Security and Medicare taxes, unemployment, and worker's compensation insurance are paid.

TJ placements are meant to build a work history and job skills that help individuals secure and maintain unsubsidized employment and prepare for long-term success in the labor market; however, TJ placements are not required to directly lead to unsubsidized employment with the employer site, although the employer may hire the transitional worker at any time during the TJ program.

TJ supervision and support: Selected applicants must ensure all TJ participants receive day-to-day supervision while participating in TJ placements, including onsite and offsite support to balance the goals of barrier management and work-readiness of participants with the goals of employers. Such supervision and support should be provided frequently in the initial few weeks of the placement and on a regular basis thereafter. Selected applicants must also provide regular contact and support to the employer site, working with the employer to address any concerns that may arise regarding the TJ participant's placement.

Selected applicants will facilitate effective communication with the employer site, the participant, and other program staff to ensure a consistent flow of information and ongoing assessment of participant needs and progress, based on agreed-upon measures of job-readiness such as punctuality, cooperation with supervisors and coworkers, appropriate dress and personal presentation, following workplace rules, and work effort. The TJ program and employer site must ensure that timesheets are filled out appropriately. Selected applicants are responsible for training employer sites and holding employer sites accountable for TJ goals, rules, and policies.

Protection against displacement: Successful applicants must work with employer sites to ensure participants do not displace or substitute non-transitional workers, recently laid off employees, workers on leave, or striking workers. TJ placements must not interfere in any way with recall rights under collective bargaining agreements for union employees.

⁷ P4W's Self Sufficiency Policy. <https://www.partner4work.org/uploads/p4w-self-sufficiency-policy-py2018-02122019.pdf>

6. Job readiness

Selected applicants must provide TJ participants with job readiness assistance and workplace skill development to reinforce experience gained through TJ placements, as needed, prior to the start of, throughout, and following the TJ placement. Such efforts should address soft skills development in punctuality, personal maintenance, and professional conduct; customer service and positive workplace interaction; family resources and supports; and personal skills in areas such as anger management, conflict resolution, and other aspects of life to support TJ placements and unsubsidized employment thereafter. Other job readiness activities may include computer literacy, financial literacy, learning how to dress for the job, explanations of appropriate workplace behaviors, contextualized learning and opportunities to learn how to engage in education, training, and career planning and their benefits.

7. Training

Selected applicants may utilize occupational training to prepare participants for TJ placements and unsubsidized employment. However, TJ activities should focus mainly on helping participants obtain work experience, develop workplace skills and behaviors, and establish an employment record, toward the goals of enhancing competitiveness in the job market and securing unsubsidized employment. As such, comprehensive occupational training should not be the primary component of proposed TJ programs.

8. Career services

Selected applicants will deliver high quality career services to TJ participants that create opportunities for economic and career success, both in general and specific to participants' TJ placement and preferred career pathways. Career services comprise those services detailed in TEGE No. 19-16, including but not limited to:

- Comprehensive and specialized assessments of skill levels
- Provision of information and assistance regarding the labor market, available training opportunities, and unemployment compensation
- 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
- Targeted instruction on resume writing, job searching and interviewing
- Provision of individualized job coaching and job matching services

9. Job development and placement

A primary goal of TJ programs is to help participants reattach to the workforce in meaningful jobs that provide self-sustaining income and potential for career success. As such, selected applicants will work with employers to develop job opportunities that transition participants from TJ placements to unsubsidized employment. Through strategic employer engagement, selected applicants must ensure TJ programming reflects current employer needs and preferences, strengthening the likelihood of high-quality job placements and long-term job retention.

It is not required that unsubsidized employment for participants be obtained with the same employer hosting the TJ placement; however, the time between subsidized and unsubsidized employment should be minimal. Selected applicants must work with all participants throughout the program to prepare for, identify, and secure unsubsidized job placements.

10. Job retention and follow-up services

To ensure long-term career success, selected applicants will provide job retention and follow-up services to all TJ participants as soon as they enter unsubsidized employment and continuing for 12 months after exiting the TJ program. Follow-up services may include but are not limited to contact to determine work status; counseling regarding the workplace; additional career planning and counseling; job re-placement, if needed; and referral to supportive services. Follow-up services must include more than just an attempted contact. Participants must be exited from the TJ program throughout the program year on a rolling basis, according to selected applicants' assessment of each participant's needs and progress.

11. Staff qualifications

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

- Career counseling, customer service, and employer engagement best practices
- Local resources and services to assist individuals facing barriers to employment
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Initiatives, programs and services of P4W and the broader workforce development system
- Availability of industry and employer-recognized training and educational programs and opportunities
- Impact of trauma and poverty on job seekers and related interpersonal strategies
- Culturally competent service delivery

12. Performance indicators and goals

Selected applicants must meet or exceed the following goals during the term of any agreement resulting from this RFP.

Performance Measure	Definition	Contract Goal
Program Enrollment	Number of individuals enrolled in the TJ program	Proposed by applicant for contract period
TJ Placement Rate	Percentage of all participants who obtain a TJ placement	100% of all participants
Job Placement Rate	Percentage of all participants who obtain unsubsidized employment through the TJ program	85% of all participants
Average Placement Wage*	Average wage of participants who obtain unsubsidized employment through the TJ program	Proposed by applicant for contract period
WIOA Primary Indicators of Performance ⁸		Contract Goal
Employment Rate – 2nd Quarter After Exit	Percentage of participants who are in unsubsidized employment during the second quarter after exit from the program	77%
Employment Rate – 4th Quarter After Exit	Percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program	72%
Median Earnings – 2nd Quarter After Exit	Median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program	\$5,400
Credential Attainment (if applicable)**	Percentage of participants who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent	57%
Measurable Skill Gains (if applicable)**	Percentage of program participants who are in an education or training program and who are achieving measurable skill gains	Baseline

* At a minimum, must reflect alignment with P4W's negotiated goal for Median Earnings - 2nd Quarter After Exit, WIOA Title I Adult Program

** Credential Attainment and Measurable Skill Gains will only apply if a proposed program includes education or occupational training

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

⁸ Selected applicants must meet or exceed P4W's negotiated goals for the WIOA Primary Indicators of Performance, which are subject to change and can be found in P4W's WIOA Multi-Year Local Plan: <https://www.partner4work.org/uploads/p4w-wioa-local-plan-mod-public-comment-08232019.pdf>. More information about the WIOA Primary Indicators of Performance can be found at <https://www.doleta.gov/performance/>. Performance across the WIOA Primary Indicators of Performance will be evaluated according to definitions, calculations and guidance from the U.S. Department of Labor, including but not limited to TEGL 10-16, Change 1, PM (Program Memorandum) 17-2, and TAC (Technical Assistance Circular) 17-01, as well as related WIOA guidance and directives from the Pennsylvania Department of Labor & Industry.

13.Data management and reporting

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

Selected applicants will be required to use the Commonwealth Workforce Development System (CWDS) as the system of record for this project to track all participant information and progress throughout the program, including 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. P4W will use data from CWDS, as well as data collected from other sources, to determine program compliance and evaluate performance of the selected applicant. Selected applicants will adhere to the PA CareerLink® Systems Manual for guidance on proper documentation and data entry. In addition, selected applicants will maintain internal protocols for uniformed and detailed case notes to ensure clear and consistent tracking and documentation of progress throughout the program. Selected applicants will participate in quality and compliance activities, as well as regular meetings and review of performance reports, and other written reports when requested.

Selected applicants will identify staff members whose work requires access to CWDS and submit applications for CWDS access per local protocols, subject to approval by P4W. Appropriate staff members to receive CWDS access include case managers, employment specialists, job developers, and other staff members who have regular contact with participants or whose work requires monitoring and oversight of participant data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. Selected applicants 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 selected applicants and contract termination.

14.Records and documentation

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

Selected applicants are responsible for maintaining and securing participant case files at all times, as well as ensuring privacy and protection of all personal information collected from participants per applicable laws, regulations and P4W policies.⁹ 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. Selected applicants acknowledge that the use or disclosure of participant information for purposes other than the effective delivery of the services described in this RFP is strictly prohibited. Staff of selected applicant may have access to this information only on a "need to know" basis. Selected applicants 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.

⁹ P4W's Personal Information Policy: <https://www.partner4work.org/document/personally-identifiable-information-policy/>

15. Contract oversight and evaluation

P4W is responsible for all levels of program monitoring, compliance and evaluation for DWG activities. Selected applicants will be required to keep good records and collect data that will help P4W comply with such requirements and sustain highly effective workforce development programming.

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

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

Selected applicants shall cooperate fully with any reviews or audits of the activities under any agreement resulting from this RFP by authorized representatives of P4W or federal or state agencies and the selected applicant agrees to ensure to the extent possible the cooperation of its agents, employees and board members in any such reviews and audits. This provision shall survive the expiration or termination of any agreement resulting from this RFP.

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

PROPOSAL PROCESS & REQUIREMENTS

This section provides instructions for preparing and submitting a proposal in response to this RFP, including required proposal 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 Monday, December 2, 2019 at 5:00 pm EST to TJ@partner4work.org. Emails must have the subject line "TJ Program Proposal [Organization name]." Late or incomplete proposals will not be considered. Proposals must be submitted in 12-point, Times New Roman font, double-spaced with 1-inch page margins. Your proposal may not be considered if page limitations and formatting requirements are not met. Your proposal must contain all the content below in the same general order illustrated. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP and establish the capacity, expertise and program design needed to meet the required standards and goals:

1. **Cover Sheet** – Use form provided; see P4W webpage for this RFP
2. **Executive Summary**—Include each of the following: (maximum 2 pages)
 - a. Overview of the organization’s qualifications and alignment with the services sought by this RFP.
 - b. Concise description of the proposed program.
 - c. The total amount of funding requested.
3. **Organization Description** – Describe each of the following for your organization: (maximum 2 pages)
 - a. Basic organizational description, including but not limited to year established, legal status, governance structure, mission, principal programs and services, executive leadership, annual budget and number of full-time staff.
 - b. Past experience in managing quality workforce development programs, especially those similar to the program sought by this procurement, and effectively serving the target population, including related performance outcomes. Provide contact information for at least two past or current funders (other than P4W) who 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.¹⁰ P4W reserves the right to consider any previous performance data from workforce development programs.
 - c. Administrative and fiscal capacity, including but not limited to your organization’s proven ability to provide fiscal support and oversight, utilize information systems, manage resources and personnel, and produce timely and accurate program reports.
4. **Program Description** – Describe each of the following for your proposed TJ program: (maximum 8 pages)

Applicants should directly respond to each of the sections below; however, strong responses will clearly demonstrate how the applicant will effectively meet all the standards, expectations and desired outcomes found in this RFP. Applicants must think creatively and strategically in developing program design, exceeding basic requirements and incorporating innovative ideas and technologies. Priority will be given to programs that develop occupational skills along in-demand career pathways, build systemic approaches to chronic unemployment, and align with P4W’s Industry Partnership efforts, which seek to develop the local and regional workforce system in nine (9) key industries, including: Finance, Advanced Manufacturing, Information Technology, Transportation and Logistics, Healthcare, Hospitality/Retail, Government, Early Childhood Education, and Building/Construction Trades.

 - a. Program model. Major components of your proposed TJ program, according to the requirements described in this RFP. Be sure to address your plans for recruitment, enrollment, assessment and planning, case management and supportive services, transitional jobs placements, job readiness, career services, job development and placement, job retention and follow-up services, and how you will meet other important

¹⁰ References can be provided as an attachment and will not count toward the 2-page limitation of the organization description.

standards included in this RFP. Arrangements for TJ placements must be clearly described and adhere to the standards described in the Statement of Work.

- i. TJ placements are a critical component of a successful TJ program and will be evaluated accordingly. P4W encourages the inclusion of MOUs with employer sites in proposals to demonstrate arrangements for TJ placements, if applicable. In lieu of MOUs, P4W will accept letters of support from employer sites that demonstrate arrangements for TJ placements.
 - ii. If your proposed program includes occupational training, be sure to describe such training with attention to the role of occupational training described in the Statement of Work.
 - iii. Attach a flow chart¹¹ depicting program entry, participation, progress and exit that clearly connects the services and activities of your proposal with desired outcomes.
 - b. Target population. Describe the individuals you plan to serve in your proposed TJ program, including how you will effectively reach and engage them in your proposed, meet their unique needs, and ensure they can achieve the desired outcome of the program.
 - c. Performance goals. Describe how your proposed program will meet the performance standards required by this RFP. Be sure to address how you will track performance and regularly communicate status to P4W. Selected applicants are required to meet all goals defined by the Statement of Work. Selected applicants must propose goals for any indicators in the Statement of Work with goals to be “proposed by applicants.” Program enrollment goals must clearly indicate the number of participants from each Local Workforce Development Area (LWDA) - Allegheny County and the City of Pittsburgh.¹² If you are a provider who has not met performance goals of any prior P4W contracts, address how you will ensure goals are met for this program.
 - d. Staffing plan. Provide a staffing plan for program-related, administrative and executive positions that will support your program, including titles, basic roles, responsibilities, and level of effort. Be sure to address how you will accomplish the following: employ professional staff with the knowledge and expertise in the Statement of Work; ensure a high level of performance, competency and customer service; maintain regular and clear communication between proposed staff and P4W. P4W encourages applicants to ensure all staff members employed through any agreements resulting from this RFP receive a salary or wage of at least the P4W self-sufficiency wage. Attach an organizational chart to your proposal illustrating all positions with substantive involvement in the proposed program and lines of authority and responsibility.¹³
 - e. Location. Describe where you will deliver program services, including characteristics of the space, and how location and space will provide access and support effective service delivery to program participants. Include strategies to ensure participants may also be served in neighborhood-based locations.
 - f. Partnership and referrals. Describe how you will collaborate, coordinate and establish strong relationships with project stakeholders and other community agencies to benefit participants. Be sure to address how you will promote and facilitate referrals to and from your proposed program.
 - g. Timeline. Provide a timeline illustrating the major activities, tasks, and services of the proposed program. All TJ participants must be exited from the program by June 30, 2021. As such, provide a deadline for enrollment in the timeline that allows for positive program exits for all individuals enrolled.
 - h. Any other services, programs, or resources you will offer TJ participants, if applicable, and any funds or resources you plan to leverage in support of your proposed program, if applicable.
5. **Budget**—Provide a budget including all program and administrative costs, using the required budget template provided (see P4W webpage for this RFP). 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

¹¹ The attached service flow chart will not count toward the 8-page limitation of the program description.

¹² In Allegheny County, WIOA funding is designated for two distinct workforce areas – City of Pittsburgh and Allegheny County. For purposes of this RFP and any resulting agreements, City of Pittsburgh residents are not considered Allegheny County residents. See *Funding streams* in the *General Information* section of this RFP for further detail.

¹³ The attached organizational chart will not count toward the 8-page limitation of the program description.

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 source in conjunction with the Uniform Guidance to identify disallowed costs associated with this grant. The cost of proposed programs on a per participant basis should be reasonable, justified in the budget narrative, and comparable to similar TJ programs operating regionally and nationally. See Appendix B for further guidance regarding the budget and budget narrative.

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, and justifies the need for all costs in meeting contract requirements. In your narrative, be sure to clearly communicate the calculation for staff, supportive services, space, equipment, general operations, technology, administration, indirect and any other necessary costs. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. See Appendix B for further guidance regarding the budget and budget narrative. If your proposal includes leveraged resources of your organization or another organization, use the budget narrative to describe the actual or estimated value of the leveraged resources. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal.

7. Attachments

- a. Required attachments
 - i. Reference/past performance contact information. See *Organization Overview, Past Experience*.
 - ii. Service flow chart. See *Program Description, Program Model*.
 - iii. Staffing organizational chart. See *Program Description, Staffing plan*.
 - iv. If your proposal includes partnerships with outside organizations acting as employer sites for TJ participants, include MOUs to demonstrate arrangements for TJ placements. In lieu of MOUs, P4W will accept letters of support from employer sites to demonstrate arrangements for TJ placements.
- b. Optional attachments. Not required but may strengthen proposal sections they directly support.
 - i. Letters of support. Letters from community agencies, businesses or other institutions demonstrating support or commitment for the proposed program. Strong letters of support will attest to partnerships, services, and other resources that you plan to leverage or involve directly in your program model, as described in your proposal.

Review and Selection Process

All proposals received by the submission deadline will be initially reviewed by P4W 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 and meet the standards and intended outcomes of this RFP. Select applicants may be requested to participate in presentations or discussions with proposal evaluators and other P4W staff. Selection of a proposal for contract award will be subject to successful contract negotiations. Scoring for the required sections of the proposal will be assigned as follows:

Proposal Review Scoring Rubric	
1 & 2. Cover Sheet and Executive Summary	Required, but not scored
3. Organization Description	25 points
4. Program Description	55 points
5 & 6. Budget & Budget Narrative	20 points
7. Attachments	May support scores of related proposal sections
Total points available	100 points

The number of proposals selected will depend on the availability of funding and the quality of proposals. Selected applicants will be invited to negotiate a contract for services based on the project described in the proposal and stipulations of the funding source.

Review Timeline (all dates are subject to change):

Release of RFP:	November 1, 2019
Proposal due date:	December 2, 2019 by 5:00 PM EST
Questions regarding this RFP due:	November 20, 2019 by 5:00 PM EST
Selection of providers:	Mid-December 2019

Questions

All questions or requests for additional information must be made in writing to TJ@partner4work.org by November 20, 2019, no later than 5:00 PM EST. Answers will be posted publicly at www.partner4work.org. Interested parties are encouraged to check the website frequently for updates. Questions received after November 20, 2019 will not be answered.

Disclaimers

- This Request for Proposals (RFP) does not commit Partner4Work to award a contract.
- Partner4Work may select a firm based on its initial proposal received, without discussion of the proposal. Accordingly, each proposal should be submitted on the most favorable terms, from a price and technical standpoint, that the bidder can submit to Partner4Work. Partner4Work may, however, have discussions with those firms it deems in its discretion to fall within a competitive range.
- Partner4Work reserves the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits from any applicant before a contract award.
- Partner4Work reserves the right to fund portions of a proposal, or to reject any and all proposals in whole or in part. Rejection of a portion of a proposal does not necessarily negate the entire proposal.
- Partner4Work may, at its discretion, adjust the level of funding provided to successful bidders under this RFP and/or consider the funding of proposals not initially funded under this RFP at a later date.
- No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies.
- All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to Partner4Work and be subject to disclosure under the Freedom of Information Act, Right to Know Law, or other applicable legislation.
- The contract award will not be final until Partner4Work and the successful bidder have executed a mutually satisfactory contractual agreement. Partner4Work reserves the right to make an award without further discussion of the proposal submitted. No activity may begin prior to final Partner4Work approval of the award and execution of a contractual agreement between the successful bidder and Partner4Work.
- The submission of the proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the bidder.
- Applicants are advised that most documents in the possession of Partner4Work are considered public records and subject to disclosure. Partner4Work reserves the right to issue additional RFPs if and when it is in Partner4Work's best interest to do so and, may elect to negotiate and issue multi-year contracts to successful bidders under this or subsequent RFPs.
- All programs and activities are designated as equal opportunity employers/programs. Auxiliary aids and services are available upon request to individuals with disabilities. Contact staff to request assistance with access to this RFP.

APPENDIX A – ADMINISTRATIVE REQUIREMENTS

At a minimum, all subrecipient organizations must meet the Standards for Financial and Program Management found at 2 CFR 200 in the OMB Uniform Guidance, as well as any regulatory requirements related to the funds. Your organization's financial management system must provide for the following:

1. Tracking spending on multiple individual funding streams

Identification, in its accounts, of all Federal awards received and expended and the Federal programs under which they were received. Federal program and Federal award identification must include, as applicable, the CFDA title and number, Federal award identification number and year, name of the Federal Agency, and name of the pass-through entity (i.e., Partner4Work).

2. Fiscal reporting on an accrual basis

Accurate, current, and complete disclosure of the financial results of each Federal award or program in accordance with the reporting requirements set forth in 2 CFR 200.327 Financial Reporting and 200.328 Monitoring and Reporting Program Performance. If a Federal awarding agency requires reporting on an accrual basis from a recipient that maintains its records on other than an accrual basis, the recipient may develop accrual data for its reports on the basis of an analysis of the documentation on hand. Similarly, a pass-through entity must not require a subrecipient to establish and accrual accounting system and must allow the subrecipient to develop accrual data for its reports on the basis of an analysis of the documentation on hand.

3. Maintaining documentation supporting all spending and assets

Records that identify adequately the source and application of funds for federally-funded activities. These records must contain information pertaining to Federal awards, authorizations, obligation, unobligated balances, assets, expenditures, income and interest and be supported by source documentation.

4. Maintaining internal controls that ensure compliance with all funding regulations

Control over, and accountability for, all funds, property, and other assets. The non-Federal entity must adequately safeguard all assets and assure that they are used solely for authorized purposes. See § 200.303 Internal Controls.

5. Producing a budget to actual report

Comparison of expenditures with budget amounts for each Federal award.

6. Processing payments on a reimbursement basis

Written procedures to implement the requirements of § 200.305 Payment.

7. Budgeting and spending funds in allowable cost categories (i.e., direct, indirect, program, and admin costs)

Written procedures for determining the allowability of costs in accordance with Subpart E - Cost Principles of this part and the terms and conditions of the Federal award.

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 B – BUDGET NARRATIVE REQUIREMENTS

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

Other: Provide clear and specific detail, including costs, for each item so that 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.

Indirect Costs: If you include indirect costs in the budget, then include one of the following:

a) If you have a Negotiated Indirect Cost Rate Agreement (NICRA), provide an explanation of how the indirect costs are calculated. This explanation should include which portion of each line item, along with the associated costs, are included in your cost allocation base. Also, provide a current version of the NICRA.

or

b) If you intend to claim indirect costs using the 10 percent de minimis rate, please confirm that your organization meets the requirements as described in 2 CFR 200.414(f). Clearly state that your organization has never received a Negotiated Indirect Cost Rate Agreement (NICRA), and your organization is not one described in Appendix VII of 2 CFR 200, paragraph (D)(1)(b).

Applicants choosing to claim indirect costs using the de minimis rate must use Modified Total Direct Costs (see 2 CFR 200.68 below for definition) as their cost allocation base. Provide an explanation of which portion of each line item, along with the associated costs, are included in your cost allocation base. Note that there are various items not included in the calculation of Modified Total Direct Costs. See below the definitions to assist you in your calculation.

2 CFR 200.68 Modified Total Direct Cost (MTDC) means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.

The definition of MTDC in 2 CFR 200.68 no longer allows for any sub-contracts to be included in the calculation. You will also note that participant support costs are not included in modified total direct cost. Participant support costs are defined below.

2 CFR 200.75 Participant Support Cost 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>.