



# Request for Proposals

For the period of October 1, 2019 – September 30, 2023

## Allegheny County Work Ready Program:

**Proposals Due:**

June 21, 2019 at 5:00 PM

Partner4Work  
650 Smithfield Street, Suite 2600  
Pittsburgh, PA 15222

**RFP Release Date:**

May 24, 2019

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

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

Partner4Work's Work Ready Program is funded by Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) through the US Department of Health and Human Services (USHHS) and the Pennsylvania Department of Human Services (PADHS). Any agreements resulting from this RFP may be funded by Partner4Work through TANF and SNAP funds provided by USHHS and PADHS. The selected applicant must comply with all applicable regulations and the terms and conditions of TANF, SNAP, USHHS and PADHS

# Table of Contents

GENERAL INFORMATION .....	3
About Partner4Work.....	3
Purpose of this RFP .....	3
Overview .....	4
Population to be Served.....	4
Location and Space .....	5
Program Dates .....	5
Anticipated Award .....	5
Program Cost Reimbursement.....	6
How can you partner with us? .....	6
Who can apply?.....	6
STATEMENT OF WORK.....	7
1. Program Summary .....	7
2. Performance Standards and Evaluation.....	9
3. Service Delivery.....	10
4. Direct Service Team (DST) Meetings.....	12
5. Employer Engagement.....	12
6. Collaboration.....	13
7. Data Entry and Validation .....	13
8. Case Records .....	13
9. Confidentiality.....	14
10. Monitoring .....	14
11. Data Management and Reporting .....	15
PROPOSAL PROCESS & REQUIREMENTS.....	15
How to Apply.....	15
Review and Selection Process.....	20
Questions .....	21
Disclaimers .....	21
Appendix A – TANF and Work Ready Data for Allegheny County .....	22
Appendix B – Overview of Fiscal System and Budget Narrative Requirements .....	25
Appendix C – Terms and Definitions.....	28

## GENERAL INFORMATION

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

### **About Partner4Work**

Partner4Work (P4W) is the Workforce Development Board (WDB) for Pittsburgh and Allegheny County. We connect funding, expertise and opportunities to develop a thriving workforce in the Pittsburgh region. Nationally recognized for innovation, P4W delivers workforce development solutions to meet the current and future needs of businesses and 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 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.

### **Purpose of this RFP**

Partner4Work (P4W) is issuing this Request for Proposals (RFP) to identify a qualified agency to deliver the services of the Allegheny County Work Ready Program, the primary purpose of which is to help participants of Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) stabilize barriers to employment and take steps toward self-sufficiency and meaningful employment. Primarily governed by the Pennsylvania Department of Human Services (PADHS), Work Ready aims to support participants in their transition from receiving public benefits to sustained participation in the workforce by focusing on Intensive Case Management (ICM), career services, supportive services, training services, and job placement and retention services. Although Work Ready is a workforce development program, the approach to services is holistic, focusing on addressing a broad range of needs at the individual and household level. The selected applicant will propose and implement a model of services proven effective with TANF and SNAP clients, combining

strong case management and supportive services with effective job training and preparation, aligning with the P4W vision of a world-class workforce development system. The period of performance will include a base contract year that begins on October 1, 2019 and ends on September 30, 2020, and three subsequent option years, exercised at the discretion of P4W, based on performance of the selected applicant and funds available.

## **Overview**

P4W seeks a qualified service provider to ensure clients of the Work Ready program participate in a high-quality service strategy that will assist them in addressing barriers to employment, developing and attaining meaningful goals related to work readiness, career planning, skill attainment, educational attainment, job placement, job retention and self-sufficiency outcomes. Participants of the program are referred exclusively through the Pennsylvania Department of Human Services (PADHS) by staff of local County Assistance Offices (CAO). P4W administers the Work Ready program with funding provided by TANF and SNAP through a grant from PADHS, the state agency responsible for the fiscal, administrative and programmatic oversight of the TANF Program in Pennsylvania. As such, the federal, state and local rules and regulations governing TANF and SNAP apply to any agreement resulting from this RFP. All qualified parties interested in submitting a proposal in response to this RFP must be familiar with the federal and state goals and requirements related to TANF and SNAP, including implementing guidelines, especially related to employment and training programs.

As CAO staff make determinations regarding mandated work activities for TANF recipients, they identify and assess barriers to employment. Those individuals mandated to participate in work activities who do not face significant barriers to employment or involvement in work activities are referred to the EARN program (Employment Advancement and Retention Network), which is also funded by PADHS and administered locally by P4W. Those who do face significant barriers to employment or involvement in required work activities are referred to the Work Ready program. As clients participate in Work Ready, they remain connected with their CAO caseworker, fulfilling any further conditions of their cash assistance and other benefits. Although P4W and the selected applicant will work closely with the CAO, the selected applicant will not directly administer cash assistance or any other TANF benefits, which is handled exclusively by the CAO. During their participation in Work Ready, clients are provided with a number of supports directly from the CAO and other agencies, including but not limited to transportation benefits and childcare subsidies.

In addition to the Allegheny County Work Ready program overseen by P4W, PADHS funds another Work Ready program operated by Pittsburgh Community Services, Inc. (PCSI). Although the PCSI Work Ready program operates independently from the P4W Work Ready program, both programs serve residents of Allegheny County living in and outside the City of Pittsburgh. This RFP is not soliciting Work Ready services currently offered by PCSI. P4W does not oversee the funding or programming for the PCSI Work Ready program.

## **Population to be Served**

The Work Ready Program receives referrals from the general population of TANF and SNAP recipients in Allegheny County, which represents a diverse range of individuals who present differing levels of experience, skills and barriers to employment. Clients who enroll in Work Ready generally face multiple barriers that create challenges for workplace participation. Such barriers are typically seen in childcare, housing, transportation, education, physical and behavioral wellness, and household dynamics. The selected applicant must employ a staff capable of delivering intense case management and differentiating services to accommodate unique client backgrounds and experiences while participants seek various career and educational goals.

In program year 2017-2018, the Allegheny County Work Ready program enrolled 315 cases referred from the County Assistance Office (CAO). On average, there are 60 to 80 active participants in the program at any given time. Appendix A of this RFP provides an overview of TANF and SNAP participation and past demographic data for the Work Ready Program in Allegheny County. Selected applicants will have demonstrated experience in delivering workforce development services to a similarly diverse population on a comparable scale. Selected applicants will be required to fully serve participants already enrolled in the Work Ready Program as of October 1, 2019.

**Location and Space**

Presently, P4W contracts for Work Ready service delivery with one service provider located in the Uptown neighborhood of Pittsburgh, although participants reside in locations throughout Allegheny County. P4W does not maintain site control or ownership of the location where Work Ready services are delivered. All proposals must clearly describe the exact location proposed for Work Ready service delivery, including description of the physical space, and meet the site standards described in the Statement of Work below. The proposed space for Work Ready service delivery must provide consistent and convenient access to the full spectrum of services defined by the Statement of Work below and have the capacity to serve several hundred Work Ready participants per year, during normal business hours, at minimum. Applicants may propose service delivery in multiple locations; however, such proposals must provide justification based on clear rationale and added value of utilizing multiple locations.

**Program Dates**

The selected applicant will begin delivering the full range of services as described herein on October 1, 2019. Any agreement resulting from this RFP will include four 12-month contract periods, as shown in the table below, with the second, third and fourth contract periods renewable at the discretion of P4W, based on performance of the selected applicant and funds available. P4W reserves the option to modify contracts on a year-to-year basis. The Agreement is not renewable after the fourth 12-month period. Should the outcome of this procurement result in a change of Work Ready providers in Allegheny County, P4W reserves the right to negotiate a transition period during which the incoming and outgoing providers work concurrently to ensure a smooth transition and minimize disruption to participants. Such a transition period will be dependent on need, as determined by P4W, and funds available, and could accelerate the start of any agreement resulting from this RFP by an estimated period of one month, requiring the selected applicant(s) to begin on September 1, 2019.

Anticipated Program Dates and Contract Periods		
Contract period 1 (base)	October 1, 2019 – September 30, 2020	Base contract award
Contract period 2 (option)	October 1, 2020 – September 30, 2021	Renewable by P4W
Contract period 3 (option)	October 1, 2021 – September 30, 2022	Renewable by P4W
Contract period 4 (option)	October 1, 2022 – September 30, 2023	Renewable by P4W

**Anticipated Award**

As a result of this RFP, P4W expects to award one cost-reimbursement contract for up to \$550,000 (in total) for delivery of all services described in this RFP for the period of October 1, 2019 – September 30, 2020. The actual amount of award will be based on the proposed budget, availability of funds, and standards for the use of public

funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). P4W is unable to define with certainty the allocation (administrative and programmatic funds) that will be made available for any agreement resulting from this RFP. The proposal most advantageous to P4W in terms of quality and cost will be recommended for funding.

### **Program Cost Reimbursement**

Funds for any agreement resulting from this RFP will be made available on a cost reimbursement basis. See the section on anticipated award for estimated amounts. This means your organization must have the financial capacity to pay all program costs up front. P4W will require an invoice, proof of expenses, and required documentation to process a reimbursement. P4W will only reimburse the provider for actual expenses incurred during the effective dates of the contract. The reimbursement timeline will be finalized during the contract negotiation. Allowable costs will be determined by all applicable federal, state and local regulations, including but not limited to the Uniform Guidance.<sup>1</sup>

### **How can you partner with us?**

The selected applicant will be a subrecipient of TANF and SNAP funding from the Pennsylvania Department of Human Services (PADHS) through an agreement with P4W. Potential applicants must think strategically and innovatively about proposing a service delivery model that best meets the needs of Work Ready clients and will lead to long-term success while also satisfying the requirements of PADHS and P4W. Applicants are highly encouraged to include program components that recognize and address the holistic needs of families in their proposed model. P4W also encourages potential applicants to consider ideas for collaboration with or integration of additional programs and services delivered or overseen by P4W. Qualified applicants must demonstrate programmatic capacity to successfully deliver Work Ready services, site management capacity to effectively operate the proposed Work Ready location, and administrative capacity to ensure all fiscal requirements of any agreement resulting from this RFP are met.

### **Who can apply?**

Eligible applicants include non-profit and for-profit organizations, private sector entities, educational institutions, community-based organizations and other entities operating in accordance with federal, state and local law, and in business for at least three years. Applicants must be an incorporated organization. **Eligible applicants must be registered in the federal System for Award Management (SAM) and have proof of insurance.** 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 B 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

---

<sup>1</sup> See the Office of Management and Budget's Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.

will become the responsibility of the lead applicant/fiscal agent.

The selected applicant will have demonstrated experience and expertise in the provision of high-quality services to the target populations described in this RFP. 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.

**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 program operations. Applicants are responsible for being knowledgeable of all laws, regulations, rules, and policies of the funding sources identified in this RFP. If P4W determines, at its sole discretion, that the selected applicant is not responsible, that it does not possess the administrative, fiscal, and/or technical resources and capabilities necessary to successfully perform under the terms and conditions of an agreement, it shall terminate the agreement immediately.

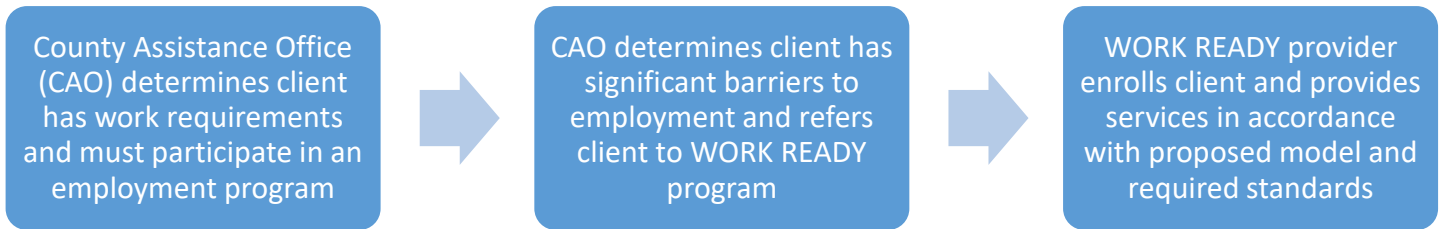
## STATEMENT OF WORK

The selected applicant will perform the following described work for the WORK READY program.

### **1. Program Summary**

The primary purpose of WORK READY is to help participants of Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) achieve successful outcomes, as defined by the Pennsylvania Department of Human Services (PADHS), including but not limited to securing and retaining employment, or transition to the EARN program (Employment Advancement and Retention Network), so participants may transition from receiving public benefits to sustained participation in the workforce, moving toward self-sufficiency and meaningful employment. As with all Partner4Work (P4W) programming, the selected applicant will implement an innovative and tested model to deliver WORK READY services that aligns with the P4W vision of a world-class workforce development system, complies with all federal, state and local rules and regulations, and furthers P4W efforts in shaping and informing the local workforce development system.

The County Assistance Office (CAO) of PADHS will determine client eligibility for the WORK READY program and refer clients to the WORK READY program based on CAO policies and procedures. In general, CAO clients who are required to participate in employment and training activities, but who have significant barriers to such participation, are referred by the CAO to the WORK READY program. The selected applicant will work closely with P4W to promote their program to the CAO and provide a high level of customer service to CAO staff at all points of interaction.



CAO clients mandated to participate in work activities who do not face significant barriers to employment or participation in work activities are referred to the EARN program (Employment Advancement and Retention Network), also administered locally by P4W. The selected applicant will work closely with P4W and contracted EARN service providers to ensure a strong connection between EARN and Work Ready programs, as appropriate.

The primary model of services to assist WORK READY clients in attaining program goals is provision of Intensive Case Management (ICM), which seeks to stabilize barriers that may hinder clients from achieving self-sufficiency. Although WORK READY is a workforce development program, the approach to services is holistic, focusing on addressing a broad range of needs at the individual and household level, including but not limited to full family assessment, job readiness, training and education, and referral to social supports.

In providing the services described herein, the selected applicant will:

- Maintain and employ a current knowledge of effective case management, workforce development services, career pathways, work readiness practices and local labor market conditions
- Ensure meaningful client participation in required work and work-related activities
- Leverage the resources of the workforce development system in Allegheny County
- Utilize professional assessment and planning to determine client and family needs and connect clients to community resources and supportive services accordingly
- Focus on the clients' strengths and positive attributes, rather than just barriers
- Identify and use client motivations to promote work and education
- Help clients learn problem-solving skills so they can help themselves
- Build plans with clients that promote ownership and commitment
- Follow all applicable federal, state and local laws and policies, including TANF, SNAP and related guidance

Central to successful delivery of services solicited by this RFP is compliance with all provisions of the WORK READY Program Policy and Procedures Manual (referred to herein as the WORK READY MANUAL), published by PADHS, including any subsequent changes to the manual. See the WORK READY MANUAL for a listing of program activities that selected applicants must be prepared to provide for WORK READY clients.<sup>2</sup> Selected applicants should also be familiar and compliant with the PADHS Cash Assistance Handbook,<sup>3</sup> especially Chapter 135: Employment and Training Requirements, and the TANF State Plan for Pennsylvania.<sup>4</sup>

**NOTE ON SNAP CLIENTS:** The WORK READY program enrolls both TANF and SNAP recipients; however, WORK READY programming is driven mainly by TANF-related guidance provided by PADHS. Guidance and criteria specifically related to SNAP recipients in the WORK READY program is generally less than for TANF recipients.

<sup>2</sup> The WORK READY MANUAL can be found on the P4W webpage dedicated to this RFP.

<sup>3</sup> PADHS Cash Assistance Handbook: [http://services.dpw.state.pa.us/oimpolicymanuals/cash/Cash\\_Assistance\\_Handbook.htm](http://services.dpw.state.pa.us/oimpolicymanuals/cash/Cash_Assistance_Handbook.htm)

<sup>4</sup> TANF State Plan for Pennsylvania: [http://www.dhs.pa.gov/cs/groups/webcontent/documents/document/c\\_095465.pdf](http://www.dhs.pa.gov/cs/groups/webcontent/documents/document/c_095465.pdf)



Because SNAP may comprise a population of participants with different characteristics than TANF, the selected applicant will differentiate services for SNAP clients to accommodate their unique situation and experience, as allowed and appropriate. The selected applicant will work closely with P4W and PADHS to identify and incorporate any unique guidelines for SNAP clients participating in WORK READY.

## 2. Performance Standards and Evaluation

The selected applicant’s performance and effectiveness in serving WORK READY clients will be evaluated based on criteria included in the WORK READY MANUAL, and as shown below. These indicators and goals were introduced to the WORK READY program by PADHS in January 2019, indicating a shift toward intensive case management and more intentional barrier remediation activities.

WORK READY PERFORMANCE INDICATORS AND GOALS	
<b>Referral to enrollment</b> <b>Goal: 65%</b>	Number of cases enrolled in the WORK READY program within the contract period divided by number of referrals made to the WORK READY program by the County Assistance Office (CAO).
<b>Family assessment and plan</b> <b>Goal: 80%</b>	The percentage of clients who have completed a full-family assessment plan within 5 calendar days of enrollment into WORK READY must be at least 80 percent
<b>Case management meetings</b> <b>Goal: 80%</b>	The percentage of clients who have completed a full-family assessment and who complete 4 case management meetings per month, including 2 in-person meetings per month must be at least 80 percent
<b>Referrals</b> <b>Goal: 80%</b>	The percentage of clients with a referral to an appropriate barrier remediation activity within 30 calendar days of WORK READY enrollment must be at least 80 percent
<b>Activity completion</b> <b>Goal 80%</b>	The percentage of clients who have successfully completed WORK READY activity (CWDS Activity Termination Code 9) must be least 80 percent
<b>Successful outcomes</b> <b>Goal: 50%</b>	<p>The total percentage of clients who have successful outcomes from WORK READY through barrier remediation and stabilization must be at least 50% of clients served. Successful outcomes are:</p> <ul style="list-style-type: none"> <li>– Client obtains employment for 20-29 hours per week (CWDS Termination Code 1)</li> <li>– Client obtains employment of at least 30 hours per week (CWDS Termination Code 8)</li> <li>– Client transitions successfully to EARN, Keystone Education Yields Success (KEYS), or another appropriate employment and training program; or TANF case closing due to change in circumstances based on identifiable factors, leading to clients’ self-sufficiency (CWDS Termination Code 5)</li> <li>– Client obtains SSI/RSDI benefits (CWDS Termination Code J)</li> </ul>

Unsuccessful or neutral participant outcomes for WORK READY clients will consist of:

- Client withdraws or terminates without good cause. Clients who withdraw from WORK READY without medical good cause and clients who fail to comply with WORK READY absence policies (CWDS Termination Code 3)
- Client's reason for termination does not fit other termination codes listed in this section (CWDS Termination Code 7)

The selected applicant will also emphasize, monitor and report on additional indicators of client progress toward increased employability and self-sufficiency, including but not limited to credential attainment and remediation of barriers to employment. The selected applicant's performance of these standards will be determined by reports generated from CWDS, or other reports required by P4W, and will be verified for accuracy by P4W and PADHS.

### **3. Service Delivery**

**Referrals and Outreach.** The selected applicant will accept eligible client referrals from the CAO for the WORK READY program and conduct a case review to become familiar with the client's background and circumstances, including, if available:

- Case Narratives
- Agreement of Mutual Reasonability (AMR), with attention to education, age of youngest child and identified barriers; the AMR is a written individualized document establishing client responsibilities, including participation in approved WORK READY activities
- Child care and transportation arrangements
- Medical Information, including physician, clinic, and hospital records (if applicable)
- Assessments and evaluations (physical, psychological, and functional capacity)
- Disability Advocacy Program (DAP) History
- Work History
- Family and social history and characteristics, including household composition
- Information regarding the client's current and past participation in employment and training programs
- Educational activities and the outcomes of those experiences
- Information regarding services the client is currently receiving from other agencies
- Any other relevant information

For TANF and SNAP recipients referred to WORK READY by the CAO, the selected applicant will make every attempt to contact referred clients to encourage WORK READY participation and address any concerns before enrollment. For SNAP recipients, in addition to accepting eligible referrals from the CAO, the selected applicant will conduct outreach to individuals receiving SNAP benefits or who have applied for SNAP benefits and have not been referred to WORK READY by the CAO. The goal of such outreach is to identify individuals who are eligible for WORK READY, make reverse referrals for these individuals to the CAO, and upon CAO approval, enroll these individuals in WORK READY.

**Enrollment and Orientation.** The selected applicant will enroll and orient all WORK READY clients to program policies and requirements, including all responsibilities of the client and the selected applicant, resources and staff of WORK READY, work and work-related activities and hourly participation requirements. The selected

applicant will work with clients to ensure all requirements of WORK READY program enrollment are complete, including the Authorization for Release of Information, registration in required information systems and completion of forms required by the WORK READY MANUAL and by P4W. The selected applicant will employ a flexible approach to enrollment and orientation to accommodate the life circumstances and scheduling challenges of WORK READY participants.

**Assessment and Planning.** The selected applicant will provide initial and ongoing full-family assessment of WORK READY clients that focuses on barriers to employment and self-sufficiency, family characteristics and dynamics, supportive service needs, educational and employment-related background and goals, and any other factors relevant to achieving personal and programmatic objectives. Using assessment results, the selected applicant will produce and maintain a full-family service plan (FSP) for each WORK READY client throughout their participation that will help stabilize barriers, promote job readiness and skills that lead to employment, and provide the skills and tools needed to maintain self-sufficiency, reach personal and employment goals, and fulfill required work and work-related activities. FSPs will address the needs and concerns of the client and the household and must include all recommended multi-generational services, activities, referrals, education, and supports.

In addition to the FSP, the selected applicant will develop an individualized service plan (ISP) in accordance with guidance provided by PADHS and P4W.

**Intensive Case Management.** The selected applicant will provide Intensive Case Management (ICM) to clients throughout their participation in the WORK READY program to ensure clients can fully participate in the WORK READY program and make progress toward self-sufficiency. ICM will involve continually assessing the comprehensive needs of clients and facilitating the coordination of services and supports to address those needs. The selected applicant will conduct weekly meetings with each WORK READY client, with at least two meetings per month conducted in-person, documented according to the criteria of the WORK READY MANUAL. ICM will also involve connecting clients and their families to appropriate community agencies and resources that match their needs, such as shelter, legal assistance, education, financial literacy, parenting, nutrition and other life skills education. The selected applicant will encourage self-determination and individual agency of WORK READY clients throughout provision of ICM to promote self-sufficiency and ensure suitability of services.

**Referrals.** The selected applicant will recommend and facilitate referrals for WORK READY clients to additional services and supports in the community that can help address the needs of clients, as necessary, to promote full participation in the WORK READY program and enable progress toward identified goals. The selected applicant will establish and maintain relationships with external agencies, including but not limited to local social service agencies, training providers, community colleges, apprenticeship programs, and qualified literacy providers for the purpose of connecting clients to appropriate opportunities and barrier remediation services. Engagement with such community partners must result in access to vital support for WORK READY participants, including but not limited to housing assistance, childcare, mental and behavioral health services, legal support, financial literacy, food assistance, basic education, childhood development and parental support.

**Career Services.** The selected applicant will provide career-related services to assist WORK READY clients in meeting the goals of the WORK READY program and to identify and utilize resources needed for clients and families to transition to the EARN program, secure and maintain employment, and reach self-sufficiency. Such services include but are not limited to, career counseling, job searching, job readiness, job placement and supportive services. In addition to providing career services directly, the selected applicant will leverage

additional career resources of the workforce development system in Allegheny County, such as PA CareerLink<sup>®</sup> Pittsburgh/Allegheny County, as appropriate and according to the needs and goals of clients.

**Training and Education Services.** The selected applicant will provide or connect eligible WORK READY clients to training and educational opportunities, including but not limited to adult basic education, English as a second language (ESL), on-the-job training and other types of occupational training or post-secondary education likely to enhance client employability and career prospects. The selected applicant will ensure that participation in training and educational programs is well-aligned with AMR<sup>5</sup> requirements and provides a meaningful opportunity for clients to progress toward goals of service plans. Eligibility to participate in training and education services will be determined by the CAO and must comply with the provisions of the WORK READY MANUAL.

**Hours of Participation and Attendance.** The selected applicant will ensure that WORK READY clients participate in at least the minimum number of hours as determined by the CAO, recorded on the client's AMR, and maintain documentation verifying client participation and attendance in work and work-related activities per the WORK READY MANUAL. The selected applicant will ensure that individualized service plans (ISP) provide flexibility in meeting some or all of the client's core participation requirements.

**Client Incentives.** The selected applicant will administer and distribute incentives to WORK READY clients in accordance with the WORK READY MANUAL. Incentives are intended to encourage program participation by providing positive reinforcement when clients meet certain objectives or standards, including but not limited to job placement, job retention, credential attainment and other goals or achievements. The selected applicant will submit to P4W a client incentive policy describing the standards and processes for the selected applicant's client incentive program, ensuring that such a policy adheres to requirements particular to TANF and SNAP participants, which will be subject to approval by P4W.

**Other Service Delivery.** The selected applicant will provide other workforce development and related services to WORK READY clients, such as motivational interviewing, peer networking, mentoring, and life coaching from qualified staff, as needed and as determined by PADHS and P4W to ensure successful participation of clients in the WORK READY program.

#### **4. Direct Service Team (DST) Meetings**

The selected applicant, in partnership with local CAO staff, must conduct Direct Service Team Meetings (DST). The meetings must be conducted at a weekly frequency. The purpose of the DST meetings is to discuss progress, challenges and barriers for individual clients with CAO and jointly determine the correct course of action. Topics to be covered at DST meetings include but are not limited to client outreach, enrollment, client barriers and challenges ISP/FSP plans, client activities, hours of participation, client incentives and terminations.

#### **5. Employer Engagement**

The selected applicant will promote the WORK READY program to businesses and other potential employers of WORK READY clients and advocate for employment of WORK READY clients. The selected applicant will utilize a broad range of workforce development activities in collaboration with employers to create meaningful work or

---

<sup>5</sup> The AMR (Agreement of Mutual Responsibility) is a written individualized document establishing client responsibilities, including participation in approved WORK READY activities.

work-related opportunities for WORK READY clients, including but not limited to on-the-job training (OJT), paid work experience (PWE), and community service activities (CS), in accordance with the WORK READY MANUAL. The selected applicant will develop and implement an employer engagement strategy for WORK READY and coordinate related efforts closely with P4W to ensure alignment with the larger workforce development system in Allegheny County and other initiatives of P4W.

## **6. Collaboration**

The selected applicant will participate in WORK READY-related meetings and other events, including but not limited to meetings of the Local Management Committee (LMC), Direct Service Team (DST) meetings, and meetings convened by the CAO. The selected applicant will also collaborate with P4W to represent WORK READY at meetings, forums and conferences and promote WORK READY by identifying and creating content to highlight in communication tools.

The selected applicant will make every effort to participate in key initiatives of P4W to help ensure an integrated system of workforce development services in Pittsburgh and Allegheny County, and to ensure its efforts are closely aligned with P4W priorities and activities. The selected applicant will work closely with P4W to accommodate requests for WORK READY program involvement in other P4W initiatives, including referrals of WORK READY participants to other P4W initiatives and development of customized programming linking the WORK READY program to other P4W initiatives.

## **7. Data Entry and Validation**

The selected applicant will ensure accurate and timely entry and validation of WORK READY client data and other program-related data in systems required by P4W and PADHS, including the Commonwealth Workforce Development System (CWDS), the Client Information System (CIS) and other required systems. Such data will include but will not be limited to individual client and household demographics, referrals and enrollments, hours of participation and attendance, work and work-related activities, job placement and retention, employment verification, credential attainment, program exit data and other program-related information. The selected applicant will review and reconcile data maintained throughout all systems and case files to ensure the accuracy of WORK READY client data, in accordance with the timeframes and deadlines defined in the WORK READY MANUAL or as otherwise specified by PADHS and P4W.

The selected applicant will identify staff members whose work requires access to CWDS and submit applications for CWDS access to P4W, subject to approval by P4W. Appropriate staff members to receive CWDS access include case managers, job developers, and other staff members who have regular contact with WORK READY clients or whose work requires monitoring and oversight of WORK READY client data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. The selected applicant must notify P4W if any staff member with CWDS access is terminated, voluntarily or involuntarily, within 24 hours of termination. Failure to do so may result in revocation of CWDS access for the selected applicant and contract termination.

## **8. Case Records**

The selected applicant will complete and maintain confidential case records for WORK READY clients, which must be kept in a secure location with limited accessibility. Staff members and other individuals not associated with

provision of WORK READY services to the client may not have access to the client's case records. Case records must be maintained in the form and content required by PADHS, and as determined by P4W policies and protocols. The selected applicant will ensure all records are made available to P4W and PADHS for monitoring upon request.

## **9. Confidentiality**

The selected applicant will ensure confidentiality and protection of all personal data collected from WORK READY clients per PADHS and P4W requirements. The selected applicant will ensure that each staff member who has contact with clients or client information receives training on the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and any other confidentiality requirements applicable to the services described here. New staff members must be trained in HIPAA requirements within 14 days of the start of employment. The selected applicant must maintain documentation demonstrating completion of confidentiality training for each staff member who has contact with clients or client information related to the services described here.

The selected applicant acknowledges that the use or disclosure of client information, including information of applicants or recipients of public assistance, for purposes other than the effective delivery of the services described here is strictly prohibited by state and federal law. The selected applicant and its employees may have access to this information only on a "need to know" basis. The selected applicant must inform employees that inappropriate use of such information may result in disciplinary action, including discharge or criminal prosecution if the employee knowingly uses the information for fraudulent purposes. The selected applicant will require staff members accessing confidential information related to the services described here to sign an acknowledgement evidencing their understanding and agreement concerning the confidential nature of the information. These obligations will survive the expiration or termination of this Agreement.

## **10. Monitoring**

P4W is responsible for all levels of program monitoring, compliance and evaluation for all activities of the WORK READY Program. The selected applicant is required to keep good records and collect data that will help P4W comply with such requirements and sustain highly effective workforce development programming.

SUBRECIPIENT will conduct periodic programmatic and fiscal monitoring of services provided through this Agreement to ensure compliance with all relevant federal, state, and local regulations. At its discretion, PADHS may also monitor SUBRECIPIENT and may require information related to program and services.

SUBRECIPIENT will permit P4W to carry out monitoring and evaluation activities, including any performance measurement system required by applicable law, regulation, and funding source guidelines. SUBRECIPIENT shall cooperate fully with any reviews or audits of the activities conducted through this Agreement by authorized representatives of P4W, or federal or state agencies, and SUBRECIPIENT agrees to ensure the full cooperation of its agents, employees and board members in any such reviews and audits. This provision shall survive the expiration or termination of this Agreement.

SUBRECIPIENT understands that all books and records pertaining to activities conducted through this Agreement, 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 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 related to this Agreement, SUBRECIPIENT shall retain records until otherwise instructed by P4W.

## **11.Data Management and Reporting**

The selected applicant must regularly track and monitor data related to program participation and outcomes. Such ongoing efforts must be supported by established internal systems and applications. The selected applicant is required to submit timely reports and supporting documentation that clearly demonstrate program outputs and outcomes. The selected applicant is responsible for understanding reporting requirements and procedures, and to determine the appropriate template for reporting outcomes and performance, unless P4W has defined the reporting template. Reporting frequency and content will be defined by P4W and are subject to change at the discretion of P4W.

## **PROPOSAL PROCESS & REQUIREMENTS**

This section provides instructions for preparing and submitting a proposal in response to this RFP, including required proposal contents and format, important dates and deadlines, and how to find out more about the RFP. Before preparing and submitting a proposal, interested and qualified applicants are highly encouraged to read all other sections of this RFP and key source documents referenced throughout, especially the Statement of Work, to gain a full understanding of the services requested and provider characteristics and competencies sought.

### **How to Apply**

All proposals must be submitted to P4W electronically via email to [WorkReady@partner4work.org](mailto:WorkReady@partner4work.org). Emails must have the subject line "Work Ready Proposal [Organization name]." Late proposals will not be considered. Proposals must be submitted in 12-point, Times New Roman font, double-spaced with 1-inch page margins. Your proposal may not be considered if page limitations and formatting requirements are not met. Your proposal must contain all the content below in the same general order illustrated. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP and establish the capacity, expertise and program design needed to meet the required standards and goals.

1. **Cover Sheet** – Use template provided. (See P4W webpage for this RFP)
2. **Executive Summary** (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 programs and services.
  - c. Synopsis of the proposed program.
  - d. The amount of funding requested for the period beginning on October 1, 2019 and ending on September 30, 2020. See *General Information* section for further detail on funding amounts and types available.
3. **Organization Overview** (maximum 2 pages) – Describe each of the following for your organization:
  - 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 programs similar in size and scope to this RFP, including but not limited to individuals served, services delivered, contract values and performance outcomes. Attach three (3) reference letters (along with contact information) from funders (other than P4W) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals. Please ensure the accuracy of contact information. P4W will not contact respondents for updated reference information. P4W reserves the right to consider any previous performance data from workforce development and related 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 Narrative** (maximum 12 pages) – Working within allowable WORK READY activities, program design should be centered on the individuals served, addressing and stabilizing barriers to employment, and promoting self-sufficiency. P4W values a holistic approach to Work Ready program delivery that employs Intensive Case Management (ICM), considers the comprehensive needs of clients and utilizes collaboration with partners to leverage resources and help participants succeed.

Applicants should directly respond to each of the sections below; however, strong program descriptions will clearly demonstrate how the applicant will meet all the standards, expectations and desired outcomes found in this RFP. Responses will also be strengthened by connecting proposed program components with evidence-based practices or well-established success in other projects. Applicants are encouraged to think creatively and strategically in developing program design, exceeding basic requirements and incorporating innovative ideas and technologies. Attach a flow chart<sup>6</sup> depicting program entry, client engagement and participation, progress and exit that clearly connects the services and activities of your proposal with desired outcomes.

- a. WORK READY service location(s): Indicate where you intend to deliver WORK READY services. Specify the address and describe the physical location. Locations must provide a convenient, accessible space in which clients can fully participate in programming. Strong proposals will address ease of access, proximity to prospective clients (see Appendix A), added value of additional services or resources, and any other factors supporting the proposed location. Applicants may propose service delivery in multiple locations; however, such proposals must provide justification based on clear rationale and added value of utilizing multiple locations.
- b. Staffing plan:<sup>7</sup> Describe your proposed staffing plan to support the programmatic, administrative and executive components of the program. Attach an organizational chart to your proposal illustrating all positions with substantive involvement in the proposed program and lines of authority. Use this section of the narrative to clearly describe the organizational chart, including brief job descriptions for key positions. Include the staff to client ratio you envision for proposed staff members directly delivering services. Also attach staff resumes (or minimum qualifications) for key positions of your proposed model involving director-level responsibilities. Be sure to address how you will accomplish the following:
  - i. Employ professional staff with the knowledge and expertise in the Statement of Work.

---

<sup>6</sup> The attached service flow chart will not count toward the 12-page limitation of the program narrative.

<sup>7</sup> The attached organizational chart and staff resumes will not count toward the 12-page limitation of the program narrative.



- ii. Provide training and professional development relevant to the services sought by this RFP.
- iii. Ensure a high level of staff performance, competency and quality customer service.
- iv. Maintain regular and clear communication between proposed staff and P4W.

P4W encourages applicants to ensure that all staff members employed through any agreements resulting from this RFP receive at least the P4W self-sufficiency wage effective.<sup>8</sup> Should the outcome of this procurement result in a change of contracted agencies currently providing services for the Allegheny County WORK READY Program, P4W expects the selected applicant to give first consideration in employment to current employees providing WORK READY services who may be displaced because of this procurement.

- c. Enrollment and orientation: Describe your proposed strategies for contacting, enrolling and orienting clients to the WORK READY program and related services. Be sure to describe how you will ensure a professional level of customer service during initial engagement that continues throughout your proposed program to ensure positive interactions for all clients.
- d. Communication with the CAO: Your ability to develop and maintain effective and positive working relationships with the County Assistance Office (CAO) is critical. Describe how you will establish and maintain productive connections with the CAO, receive and respond to requests and guidance from the CAO, and ensure your staff provide a high level of customer service to the CAO.
- e. Intensive Case Management (ICM): Describe how you will provide ICM to assess the holistic needs of clients and their families, address barriers to employment to ensure clients can fully participate in the WORK READY program, and make steady, meaningful progress toward WORK READY program goals and self-sufficiency. Be sure to include any innovative ideas, including use of trauma-informed care, motivational interviewing and two generational program components that meet the needs of parents and children.
- f. Supportive services and referrals: Describe how you will connect clients and their families to appropriate community agencies and resources that match their needs and help address barriers, such as housing assistance, childcare, mental and behavioral health services, legal support, financial literacy, food assistance, basic education, childhood development and parental support. How will you develop and maintain effective relationships with referral partners and ensure success of referrals made for clients and their families? Include specific examples of agencies you have worked with that provide services and supports beneficial to WORK READY clients, including your process for identifying such partners, integrating them into your program model and connecting them to your case management efforts. Highly rated responses will include letters of support from partnering organizations, which can be attached to your proposal.
- g. Career-related services: Describe your proposed model and approach for effectively delivering the career services described in the Statement of Work. Be sure to address how you will accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Assess clients comprehensively and create individualized plans and goals accordingly.
  - ii. Structure activities for clients in customized arrangements toward desired outcomes.
  - iii. Provide quality career counseling and provision of current labor market information.
  - iv. Provide work readiness, job searching and placement services to clients.
  - v. Offer workshops to support job search, skills development, placement and retention.
  - vi. Provide timely, quality retention and follow-up services that encourage job sustainability and advancement.

---

<sup>8</sup> The self-sufficiency wage is subject to change at any time throughout the contract period, per the P4W Self-Sufficiency Policy: <https://www.partner4work.org/document/3rwib-self-sufficiency-policy/>

- h. Training and Education Services: Describe your proposed model and approach for providing access to training and educational opportunities, including but not limited to adult basic education, English as a second language (ESL), on-the-job training and other types of occupational training or post-secondary education likely to enhance client employability and career prospects. Highly rated responses will describe specific opportunities that will be available to WORK READY clients, or steps that will be taken to make such opportunities available. Be sure to address how you will accomplish the items below and describe any other components vital to the success of your model:
  - i. Provide access to credentialing opportunities, aligned with employer needs.
  - ii. Determine training suitability and provide counseling to participants regarding training.
  - iii. Facilitate application and participation in vocational and work-based training.
  - iv. Arrange meaningful community service activities to increase client employability.
- i. Activity tracking and engagement: Describe how you will track client participation in the WORK READY program. Also explain the optimal level and frequency of engagement with clients and how you will ensure such engagement occurs.
- j. Client incentives: Client incentives are positive reinforcements based on client performance to promote participation and achievement. Describe your proposed model for issuing incentives to WORK READY clients, including the client performance standards you will incentivize and the form and value of each incentive you will make available to clients. Standards on which to provide client incentives may include job placement, job retention, credential attainment and other goals and achievements. All incentives must be reasonable, allowable and comply with the WORK READY MANUAL and other applicable guidance. All plans for and distribution of incentives are subject to approval by P4W. See *Statement of Work, Client Incentives* for further information.
- k. Business engagement: Describe the strategies you will use to engage employers and match WORK READY participants with work-based learning and employment opportunities, when appropriate. Be sure to address how you will collaborate with P4W to ensure business engagement is closely coordinated and tied to the larger workforce development system.
- l. 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. Be sure to address how you will effectively accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Track performance and communicate results to P4W and other stakeholders.
  - ii. Utilize data to continuously monitor operations and inform and improve your program.
  - iii. Conduct self-monitoring of contract performance and ensure continuous improvement.
- m. Site administration and operations: If your proposal is successful, you will be responsible for site administration, operations and service delivery at locations approved by P4W. Describe how you will accomplish the items below and describe any other components vital to the success of your proposed model:
  - i. Establish and maintain a safe, secure and professional environment for service delivery.
  - ii. Ensure convenient access to the location for clients.
  - iii. Arrange space in the location conducive to effective delivery of services.
  - iv. Maintain policies and procedures governing security, service delivery and use of space.
- n. Technology: Describe the technologies you will use and how you will use them to support service delivery, program reporting and other key elements of your proposed model. Be sure to address how you will utilize CWDS and other information systems to track customer participation in WORK READY activities. Also describe how you will ensure clear policies and procedures are in place to enter and validate data in CWDS and other information systems.

- o. Administration: Describe how you will utilize the administrative capacity 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. The selected applicant(s) must also meet the administrative requirements described in Appendix B.
- p. Transition plan (if applicable): Should the outcome of this procurement result in a change of contracted agencies currently providing services for the Allegheny County WORK READY Program, P4W 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 clients and employers. If you are not currently providing contracted services for the Allegheny County WORK READY Program, describe how you would handle the transition of services and responsibility from the existing provider if your proposal is selected, including establishing relationships with clients and program stakeholders, potential employment of existing staff members, and transfer of important data and documentation. The selected applicant will be required to fully serve participants already enrolled in the WORK READY program as of October 1, 2019. P4W expects that parties involved in a transition will work together to ensure that services to clients are not negatively affected. P4W expects the selected applicant to give first consideration in employment to current employees providing services who may be displaced because of this procurement.

5. **Budget** – Provide a budget including all program-related 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 allocable to the proposed program. Effective budgets will enable the proposed program to meet the intent and requirements of the contract, while being realistic, reasonable and prudent, avoiding unnecessary or unusual expenditures. See *General Information* sections on *Anticipated Award* and *Program Cost Reimbursement* for further information. Refer to the appropriate regulations per the funding source in conjunction with the Uniform Guidance to identify disallowed costs associated with this grant. 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, space, training, credentialing, supportive services, general operations, equipment, technology, administrative, indirect and any other costs necessary to perform the services described in this RFP. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. See Appendix B for further guidance regarding the budget and budget narrative. If your proposal includes leveraged resources of your organization or another organization, use the budget narrative to describe the actual or estimated value of the leveraged resources. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal.

## 7. Attachments

- a. Required attachments
  - i. Reference letters. See *Organization Overview, Past Experience*.
  - ii. Service flow chart. See *Program Narrative*.
  - iii. Program organizational chart. See *Program Narrative, Staffing Plan*.

- iv. Key staff resumes or minimum qualifications. See *Program Narrative, Staffing Plan*.
- b. Optional attachments
  - i. Letters of support. Only attach letters of support attesting to partnerships and relationships with other organizations, including related services and resources, that you plan to leverage or involve directly in your program model, as described in your proposal. Strong letters of support will agree with the description of the support in your proposal and quantify the value of services or resources leveraged in support of your proposed program.

**Review and Selection Process**

All proposals received by the submission deadline will be initially reviewed by P4W for responsiveness and compliance with the specifications and requirements contained in this RFP. Proposals passing the initial review will be scored by evaluators according to the criteria below, with attention to clarity, completeness and quality. High scoring proposals will clearly demonstrate an ability and likelihood to effectively perform the Statement of Work and meet the standards and intended outcomes of this RFP. Select applicants may be requested to participate in presentations or discussions. Award recommendations of the evaluators will be presented to the Board for final decision. Selection of a proposal for contract award will be subject to successful contract negotiations.

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

<b>Proposal Review Scoring Rubric</b>	
Cover Sheet	Required, but not scored
Executive Summary	Required, but not scored
Organization Overview	15 points
Program Narrative	60 points
Budget & Budget Narrative	15 points
Attachments	10 points; will also support the scores of related proposal sections
<b>Total points available</b>	<b>100 points</b>

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:	May 24, 2019
Questions regarding this RFP due:	June 12, 2019 by 5:00 PM EST
Proposal due date:	June 21, 2019 by 5:00 PM EST
Selection of providers:	Late July 2019

## Questions

All questions or requests for additional information must be made in writing to [WorkReady@partner4work.org](mailto:WorkReady@partner4work.org) by 5:00 PM EST on June 12, 2019. Answers will be posted publicly at [www.partner4work.org](http://www.partner4work.org). Interested parties should check the website frequently for updates. Questions received after 5:00 PM EST on June 12, 2019 will not be answered. P4W will not conduct a bidder's conference for this RFP, so interested parties are highly encouraged to engage in the question and answer process. Interested applicants should view the question and answer process as an important opportunity to obtain guidance on the scope and nature of the work required in this RFP or to ask technical questions concerning this solicitation.

## Disclaimers

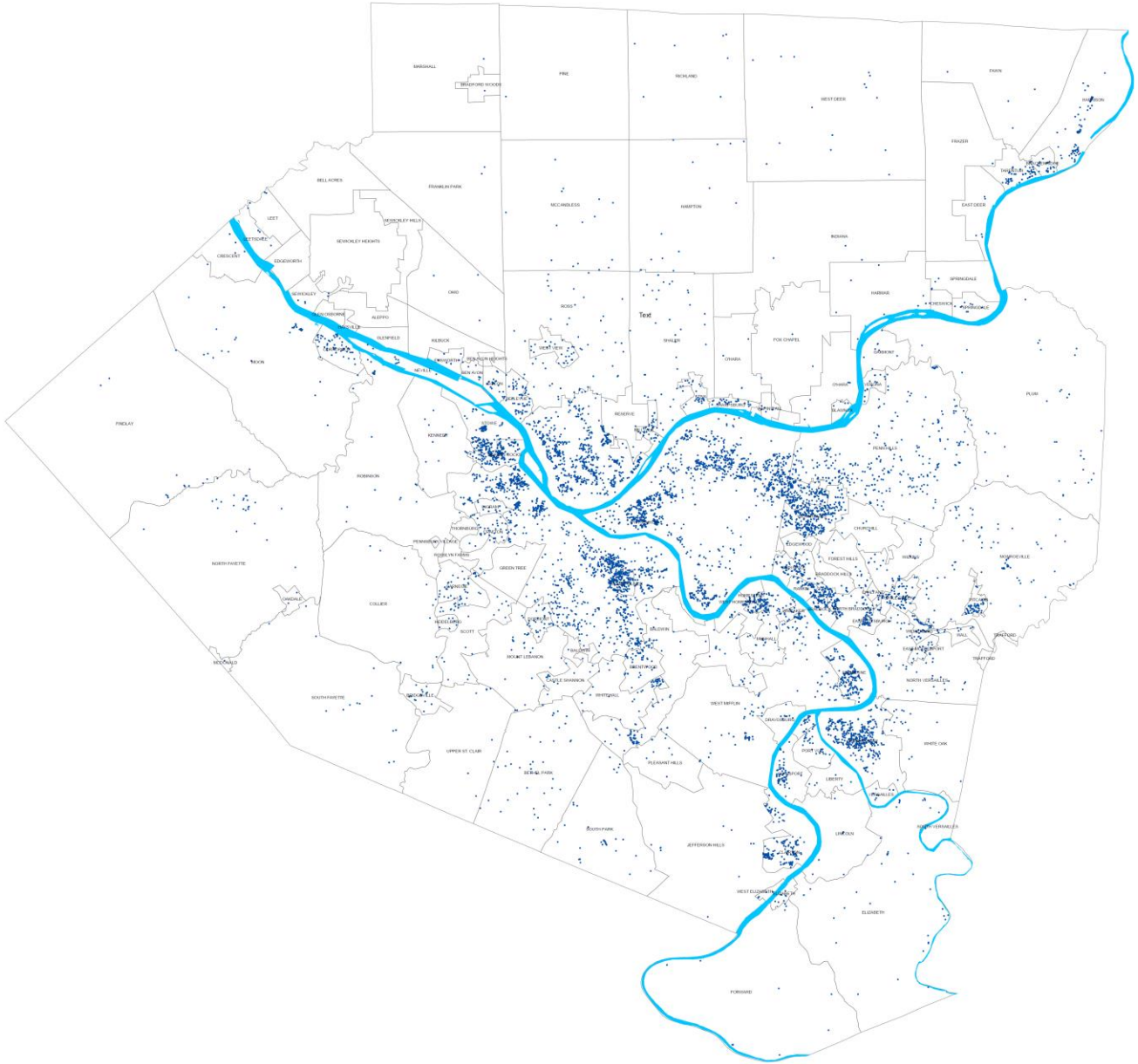
- This Request for Proposals (RFP) does not commit Partner4Work to award a contract.
- Partner4Work may select a firm based on its initial proposal received, without discussion of the proposal. Accordingly, each proposal should be submitted on the most favorable terms, from a price and technical standpoint, 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 – TANF and Work Ready Data for Allegheny County

## TANF Recipient Maps for Allegheny County

The following maps illustrate the geographic distribution of a large proportion of total TANF recipients in Allegheny County (estimated 80%), provided for general reference. Data used to produce these maps represent only TANF recipients who also had a service record with the Allegheny County Department of Human Services (ACDHS) during the period of January 2017 to November 2018. As such, these data do not represent all Allegheny County residents who received TANF assistance.

INDIVIDUAL LOCATIONS OF ALLEGHENY COUNTY TANF RECIPIENTS





## Demographic Data for the Allegheny County Work Ready Program

The following table provides basic demographic data related to the Allegheny County Work Ready program. The Work Ready data presented reflect the 2017-2018 program year, retrieved from the Commonwealth Workforce Development System (CWDS), during which time 315 cases were enrolled in Work Ready.

<b>Allegheny County TANF Work Ready Participants (2017/18)</b>	
<b>TOTAL ENROLLMENTS</b>	168
<b>Gender</b>	
Female	94%
Male	6%
<b>Race</b>	
African American	71.4%
White	23.8%
Other/not disclosed/unknown	4.8%
<b>Age</b>	
18-29	53%
30-39	31.6%
40-49	13.7%
50-59	1.8%
<b>Education</b>	
Not reported	37.5%
Grades 9-12	12.5%
High school Diploma/GED	45.8
Post-secondary/Associates Degree	2.4%
Vocational/Technical Certificate	1.2%
Bachelor's Degree	0.6%

<b>Allegheny County SNAP Work Ready Participants (2017/18)</b>	
<b>TOTAL ENROLLMENTS</b>	147
<b>Gender</b>	
Female	47%
Male	53%
<b>Race</b>	
African American	70.1%
White	23.8%
Other/not disclosed/unknown	5.4%
<b>Age</b>	
18-29	30%
30-39	28.6%
40-49	28.6%
50-59	12.8%
<b>Education</b>	
Not reported	25.9%
Grades 9-12	6.8%
High school Diploma/GED	47.6%
Post-secondary/Associates Degree	8.2%
Vocational/Technical Certificate	8.8%
Bachelor's Degree	2.7%



## Appendix B – Overview of Fiscal System and Budget Narrative Requirements

### Overview of Fiscal System Requirements

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

1. Tracking spending on multiple individual funding streams

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

2. Fiscal reporting on an accrual basis

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

3. Maintaining documentation supporting all spending and assets

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

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

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

5. Producing a budget to actual report

Comparison of expenditures with budget amounts for each Federal award.

6. Processing payments on a reimbursement basis

Written procedures to implement the requirements of § 200.305 Payment.

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

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

## Budget Narrative Instructions

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

In addition to a description of costs included in each line item on the budget template, please include the following in the budget narrative:

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

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

**Other:** Provide clear and specific detail, including costs, for each item so that Partner4Work can determine whether the costs are necessary, reasonable and allocable. List any item not covered elsewhere here.

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

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

or

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

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

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

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

2 CFR 200.75 Participant Support Cost means direct costs for items such as stipends, travel allowances, and registration fees paid to or on behalf of participants or trainees (but not employees) in connection with conferences, or training projects.

See Section IV.B.4. and Section IV.E.1 for more information. Additionally, the following link contains information regarding the negotiation of Indirect Cost Rates at DOL: <https://www.dol.gov/oasam/boc/dcd/index.htm>

## Appendix C – Terms and Definitions

CAO: County Assistance Office's throughout Allegheny County assist residents and families in applying for/renew cash assistance, Supplemental Nutrition Assistance Program (SNAP), help with child care, health care coverage, home heating assistance (LIHEAP), school meals, family planning services, and long term living services. The CAO is responsible for referring eligible individuals to the Work Ready program.

CWDS: The Commonwealth Workforce Development System, known as CWDS, is the state of Pennsylvania's internet-based record system for employment and training programs. The successful applicant(s) will utilize CWDS to track and manage participant progress throughout their time in EARN and Work Ready.

EARN: Employment Advancement and Retention Network (EARN) is designed to assist clients in their transition from public benefit receipt, to the workforce. The focus of all programming is to move the clients towards self-sufficiency, eliminating their need for public assistance.

OJT: On the Job Training provides public or private sector employers with a wage subsidy for a negotiated period of time. OJT programs require the employer to provide specialized training to the participant. To use OJT as Work Ready activity, programs must enter into a written agreement with the employer.

PADHS: As the primary funder of statewide TANF employment and training programs, the Pennsylvania Department of Human Services offers policy guidance for Work Ready programming across the state.

PWE: Paid Work Experience is subsidized employment that provides an opportunity for clients to enhance workplace skills and employability.

SNAP: The Supplemental Nutrition Assistance Program helps Pennsylvanians buy food. People in eligible low-income households can obtain more nutritious diets with SNAP increasing their food purchasing power at grocery stores and supermarkets.

TANF: The Temporary Assistance for Needy Families (TANF) block grant was created in the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. The program is designed to help families achieve self-sufficiency and transition off public assistance.

WR: Work Ready program that provides case management to help people receiving TANF or SNAP benefits stabilize barriers to secure employment.