

Westmoreland-Fayette Workforce Development Board Request for Proposals (RFP) for One-Stop Operator and/or the Title 1 Career Services

Under the direction of the Westmoreland and Fayette County Commissioners and the Westmoreland-Fayette Workforce Development Board, we are seeking proposals from providers who are interested in providing One-Stop Operator and/or the Title 1 Career Services in Westmoreland and Fayette Counties beginning on July 1, 2017. This RFP was previously due March 17, 2017. The deadline for submission has been extended until April 24, 2017.

Background: The Westmoreland-Fayette Workforce Development Board (FWFDB) is the entity designated by the Westmoreland and Fayette County Commissioners to provide staff support and act as the administrative entity and the fiscal agent for the operation of Workforce Innovation and Opportunities Act (WIOA) Programs in the Westmoreland-Fayette Workforce Development Area.

It is the mission of the Westmoreland-Fayette Workforce Development Board to serve as the local entity, responsible for the strategic planning and promotion of an effective workforce development system in Westmoreland and Fayette Counties that responds to regional labor market needs.

The Workforce Innovation and Opportunities Act (WIOA)

The Federal Workforce Innovation and Opportunity Act (WIOA) passed in July 2014 and full implementation was required in stages from July 1, 2015 to July 1, 2016. WIOA replaces the Workforce Investment Act (WIA) which had been the primary Federal workforce development law for the past 16 years. The purpose of WIOA is to move toward a higher level of service for employers and job seekers through better alignment of education, economic development and workforce development systems at the state, regional and local levels. WIOA maintains the primary service delivery structure, the nation's network of one-stop career centers (CareerLink® in Pennsylvania), but challenges center Service Providers with higher expectations for partner investments, system leadership, engaging employers, sector strategies, prioritizing services for under-served populations and achieving better performance outcomes. A new emphasis is placed on achievement of credentials that are valued by multiple employers and are stackable toward more advanced certifications and degrees.

All WIOA information throughout this RFP is designated through the guidance provided by the US Department of Labor and the PA Department of Labor and Industry's Bureau of Workforce Development Administration and is subject to change by these funding organizations.

Eligible Applicants

A. One-Stop Operator / Title 1 Career Service Provider

Entities eligible to apply to be the One-Stop Operator and/or the Title 1 Career Service Provider include institutions of higher education, community-based organizations, nonprofit organizations, workforce intermediaries, private for-profit entities, government agencies, or any interested organization that is not a restricted entity, that can carry out the duties of a One-Stop Operator and/or the Title 1 Career Service

Provider, to include nontraditional entities such as chambers of commerce, labor organizations or economic development corporations.

The selected contractor will be accountable to the Westmoreland-Fayette Workforce Development Board and the Board of Commissioners of Westmoreland and Fayette Counties for overall performance of CareerLink® - Westmoreland and Fayette County and will be required to adhere to all laws and policies of federal, state and local governments that apply to the funding sources.

B. All Applicants

1. Applicants shall disclose all potential conflicts of interest in their proposal, including but not limited to, relationships with particular training or other service providers, through the Disclosure of Conflict of Interest Form.

The service provider may apply to be the One-Stop Operator and the Title 1 Career Service Provider; however, the applicant shall describe in its proposal all firewalls and internal controls within the applicant-service provider entity in regard to competition, oversight, monitoring and evaluation of the performance of the service provider if selected as contractor.

In the event the same entity is selected to be the One-Stop Operator and Title 1 Career Service Provider, then the selected entity will need to establish clear internal controls and fire walls between the staff serving as the One-Stop Operator and Title 1 Career Services Provider.

Firewalls are a type of internal control set within an organization to prevent conflicts of interest situations while allowing for clear separation of duties between the involved parties. Such firewalls serve as an ethical barrier between involved parties to prevent an exchange of information or communication that can lead to a conflict of interest or the perception of a conflict. Internal controls are criteria established as a business practice, policy or procedure within an organization to create a value while minimizing risk. These controls are set in a manner to ensure the organization operates in compliance with all applicable laws, regulations, policies, procedures and agreements.

Firewalls and internal controls shall be shared, in writing, as part of the proposal. All firewalls and internal controls shall conform to the specifications in WIOA and its regulations and guidance, relevant OMB circulars and all other federal, state and local regulatory guidance, rules and regulations.

The successful applicant will work with the WFWDB to develop a written agreement to clarify how the successful applicant will carry out its responsibilities regarding these functions while demonstrating compliance with WIOA and its corresponding regulations and guidance, relevant OMB circulars and the State's workforce system.

Please be advised that the level of funding available is subject to change. All funding is contingent upon the availability of state and federal funds and also upon the continued authorization of the Workforce Innovation and Opportunities Act activities in Westmoreland and Fayette Counties. Additionally, please be advised that any applicable budgetary items relating to profit will be negotiated separately at the time of contracting.

Successful provider may provide both One-Stop Operator and/or Title 1 Career Services Provider.

2. General Policies

1. The Board is not liable for any cost associated with responding to this RFP and will not authorize such costs as part of the contract with the selected organization.
2. The Board reserves the right to accept or reject any or all proposal received, to cancel or reissue this RFP in part, or its entirety.
3. The Board reserves the right to award a contract for any items/services solicited via this RFP in any quantity the Board determines is in its best interest.
4. The Board reserves the right to correct any error(s) and/or make changes to this solicitation as it deems necessary.
5. The Board reserves the right to negotiate the final terms of any and all contracts or agreements with proposers selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended in order to successfully meet the needs of the workforce area.
6. The Board reserves the right to contact any individual, agency, employer or grantees listed in the proposal, to contact others who may have experience and/or knowledge of the proposer's relevant performance and/or qualifications; and to request additional information from any and all proposers.
7. The Board reserves the right to conduct an on-site review of records, systems, procedures, including credit and criminal background checks, etc. of any entity selected for funding. This may occur either before or after the award of a contract or agreement. Misrepresentation of the proposer's ability to perform as stated in the proposal may result in cancellation of any contract or agreement awarded.
8. The Board reserves the right to withdraw or reduce the amount of an award or to cancel any contract or agreement resulting from this procurement if adequate funding is not received from the U.S. Department of Labor via the Pennsylvania Department of Labor & Industry or other funding sources or due to legislative changes.
9. Proposers shall not under penalty of law, offer or provide any gratuities, favors, or anything of monetary value to any officer, member, employee, or agent of the Board for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder.
10. No employee, officer, or agent of the Board shall participate in the selection, award or administration of a contract supported by WIOA funds, if a conflict of interest, or potential conflict, would be involved.
11. Proposers shall not engage in any activity that will restrict or eliminate competition. Violation of this provision may cause a proposer's bid to be rejected. This does not preclude partnerships or subcontracts.
12. All proposals submitted must be an original work product of the proposers. The copying, paraphrasing or otherwise using substantial portions of the work product from other entities and submitted hereunder as original work of the proposer is not permitted. Failure to adhere to this instruction may cause the proposal to be disqualified and rejected.
13. The contents of a successful proposal may become a contractual obligation if selected for award of a contract. Failure of the proposer to accept this obligation may result in cancellation of the

award. No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at the stated price/cost. Any damages accruing to the Board as a result of a proposer's failure to contract may be recovered from the proposer.

14. A contract with the selected proposer may be withheld, at the Board's sole discretion, if issues of contract or questions of Federal or State regulatory non-compliance, or questioned/disallowed costs exist, until such issues are satisfactorily resolved. The Board may withdraw award of a contract if the resolution is not satisfactory to the Board.

Proposals – One-Stop Operator Specifications

Scope of Work

The duties of the One-Stop Operator shall include the following and be assigned to the appropriate Operator staff, which must include the CareerLink® Administrators and Support Staff:

- Establishes and communicates specific and measurable PA CareerLink® performance standards in conjunction with the Westmoreland-Fayette Workforce Development Board, the State Workforce Development Board and input from PA CareerLink® site staff.
- Community outreach activities within the budget, including community notifications, creation and distribution of promotional materials, press releases, e-newsletters, maintain and update website.
- Serve as an intermediary with all the one-stop partners.
- Ensure that an effective partner referral mechanism is in place for the benefit of individuals and the partners' performance, and that the mechanism is followed.
- Implements an action plan that is developed in conjunction with partners who supports the WFWDB's strategic plan to meet the needs and expectations of all key stakeholders. Develops continuous improvement processes to respond to immediate operational needs while ensuring that short-term actions support long-term objectives. Ensures quality service delivery to customers with special needs and maintains a current enhancement plan.
- Capture data related to services, projections, costs, etc.; prepare reports and analysis of the data; and make recommendations for adjustments and improvements.
- Maintain required metrics and data as required, including but not limited to foot traffic and workshop registration.
- Know and understand the parameters under which the partners provide services and each partner's performance measurement goals.
- Identify workshop needs; engage with volunteers to put on workshops.
- Recommends, maintains and retires technologic tools and services needed for the operation of the one-stop center.
- Maintain PA CareerLink® - Westmoreland and Fayette Counties calendar scheduling.
- Ensure that the Workforce Development Board mission and objectives are met and carried out.
- Convene quarterly meetings of all staff at the One-Stop.
- Ensure the involvement and inclusion of and integration with the Youth, EARN Program, and all other programs at the PA CareerLink® - Westmoreland and Fayette Counties.
- Creation and implementation of a marketing and outreach plan for the community and employers. This plan should include, but not be limited to: flyers, social media, website maintenance, e-newsletters, meeting attendance and promotional materials.

- Ensuring that customer service standards are met and that action is taken as needed to modify approaches.
- Maintaining relationships with human service providers and educational providers and recruitment of additional service partners.
- Continuously assess customer needs and feedback to make recommendations to partners and WDB for continuous improvement.
- Creation and implementation of a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Scheduling of workshops and events at the PA CareerLink® - Westmoreland and Fayette Counties and assuring representation by partner staff at outside events such as job fairs and career fairs.
- Supervision of the PA CareerLink® Administrator and Support Staff.
- Facilitate the Business Services Team and ensuring the sharing of information and resources among all service partners.
- Disseminating applicable updates from the Westmoreland-Fayette Workforce Development Board, Pennsylvania Department of Labor and Industry, and the Federal Department of Labor Employment & Training Administration.
- Assure compliance with One-Stop center certification criteria.
- Ensure center staff are cross-trained, as appropriate, to increase staff capacity, expertise and efficiency.

Proposals – Title 1 Career Services

Scope of Work

The duties of the Title 1 Career Services Provider include:

- Provisions of Career Services
 - Determinations of eligibility for WIOA adults, dislocated worker, or youth programs
 - Initial assessment of skill levels, including literacy, numeracy, and English language proficiency
 - Labor Exchange Services
 - Job search and placement
 - Provisions of information on in-demand industry sectors
 - Local labor market information
 - Apprenticeship recruitment and other business services
 - Individualized career services
 - Comprehensive and specialized assessment of skill levels
 - Development of an individual employment plan as defined in Section 20 CFR 678.430b.
- Access to training services as defined in 20 CFR 680.200.
- Access to employment and training services as defined under Section 134 (d) of WIOA.
- Access to programs and activities carried out by all WIOA One-Stop Partners.
- Career services available to local businesses, specifically labor exchange services and labor market information
- Customized business services including recruitment, job-matching services, as defined in Section 20 CFR 678.435.

Proposals – Title 1 Career Services

- Staffing

- Adequate staffing in each PA CareerLink® should be at a minimum:

Westmoreland Region Northern - Two (2) Employment Specialists
.5 Account Representative

Westmoreland Region Central - 1 Employment Supervisor
5 Employment Specialists
2 Account Representatives
1 Youth Supervisor
1 Office Support Personnel

Fayette Region 1 Employment Supervisor
3 Employment Specialists
3 Account Representatives
1 Peer Recruiter
1 Office Support Personnel

Program Management .35 Director of Workforce Development

Copies of job descriptions are available upon request.

- Include a list of all proposed personnel who will be involved in the delivery of the proposed activities.
- Include the minimum requirements for each position proposed.
- Describe plans for transition, as well as how staff turnover and changes will be handled while maintaining integrity of services and contractual obligations.
- Identify any interim staff who will oversee the program and transition while permanent staff is being hired, if applicable.

- Facilities

- The Westmoreland-Fayette Workforce Development Board is requesting bidder provide all necessary services in its bid. Cost of current facility is available upon request.
- The successful bidder will be required to hold all building leases, utilities, phone systems, internet, furniture, copiers, cleaning and others as needed for a complete turn- key facility.
- The successful bidder must provide locations for Career Services in the Westmoreland Region – Northern (New Kensington area); Westmoreland Region – Central (Greensburg – Youngwood area); and Fayette Region – (Uniontown area)
- Facilities must have visibility to public and mass transportation available.
- Estimated size of building – one floor only
 - Westmoreland Region Northern – 6,110 sq. ft.
 - Westmoreland Region Central – 8,404 sq. ft.
 - Fayette Region – 5,500 sq. ft.

Questions and Bidder's Conference:

One-Stop Operator and Title 1 Services Bidder's Conference will be held on **March 3, 2017 at 2 PM** at 145 Pavilion Lane, Youngwood PA 15697. **Due to the deadline being extended until April 24, 2017, a second Bidders Conference will be held April 13, 2017, at 2 PM, Room 4104, 145 Pavilion Lane, Youngwood, PA.**

- Questions will be answered by William Thompson at 724-755-2145.
- **Submission Format:** Please submit hard copy to: William Thompson, Executive Director, Westmoreland-Fayette Workforce Investment Board, 145 Pavilion Lane, Youngwood PA 15697.
- **Scoring:** Scoring will be based on the following topics: Title 1 – Program Management and Organizational Capacity, Program Design and Service Strategy, Leveraging of Resources and Existing Partnerships, Past Performance and Best Practices, Staffing, Facilities and Budget. One Stop Operator – Vision, transition and implementation of One Stop Operator and internal controls and firewalls.
- **Due Date:** Applications were previously due by March 17, 2017 by close of business 4 PM. **Due to the deadline being extended applications are due April 24, 2017.**
- **Start Date:** All program operations will be expected to commence **no later than July 1, 2017.**
- All topics listed for scoring should be addressed.

Pre-Award Review Procedures
One-Stop Operator and/or the WIOA Title 1 Career Service Provider

The Westmoreland-Fayette Workforce Development Board is requesting the following information be submitted by all interested parties to the Request For Proposals of the On-Stop Operator and/or the WIOA Title 1 Career Service Provider.

Complete and enclose Attachment A with your One-Stop Operator and/or the WIOA Title 1 Career Service Provider proposal.

Please submit this form prior to or on the day of the Bidder's Conference. You will need to address all questions. Use additional pages if needed.

This form must be completed and submitted to be considered in the review process.

Attachment A

Pre Award Review Procedures

1. What are the Mission and Goals of your organization?
2. Who are the primary customers that you serve?
3. What are the primary services that you currently offer?
4. What motivates you to consider participating in a formal RFP to become the One-Stop Operator and WIOA Title 1 Adult and Dislocated Worker service provider for the WDB?
5. Detail why your organization is interested in and well-positioned to serve job-seekers and employers in the Westmoreland-Fayette Workforce Development area.
6. What experience does your organization have in assisting individuals along career pathways to “opportunity occupations”? Why is this experience significant?
7. What experience does your organization have in operating/being a partner of a One Stop that includes other partners?
8. Is your organization in compliance with all federal, state and local policies?
9. Is your organization in debarment or suspended from federal or state awards?
10. Enclose copy of most recent audit report.
11. DUNS#
12. Federal EIN#
13. Evidence of Liability Insurance

Company Name

Street Address	PO Box	City	State	Zip
----------------	--------	------	-------	-----

Telephone #

Fax #

E-mail

Signature

Signatory’s Name

Signatory’s Title

1. **Proposal Format:** The proposal must be submitted in the order outlined below:
 - a) **Proposal Cover Sheet**
 - b) **Proposal Narrative** – Follow the order in the Proposal Narrative Requirements describe in Proposal Narrative Requirements below, using the same titles for section headings.
 - c) **Budget and Budget Narrative**
 - d) **Attachments** – Three letters of reference or recommendations from previous partners or grantors.

Proposal Narrative Requirements

The following requirements apply:

1. Bidder Eligibility

Demonstrate your organization’s eligibility to participate as a WIOA One-Stop Operator and/or Title 1 Service Provider, as described in Eligible Bidders. Please include your organization’s incorporation status and where incorporated, along with that of any partners or subcontractors included in your proposal.

2. Organizational Capacity

- a. **Alignment with WIOA Program Goals.** Briefly describe your organization’s mission and/or vision. How does it align with this funding opportunity and its goals? Why is your organization in the best position to deliver an innovative One-Stop delivery system? How does the proposed program of work align with the economy and workforce needs of the Westmoreland-Fayette Workforce Development Area?
- b. **Experience.** Provide examples of types of relevant contracts the bidder has previously entered into, including type of contracting entity, location of the work, and general types of services provided. Include a description of the bidder’s past experience with the One-Stop service delivery model under WIA/WIOA or similar programs. Describe any major workforce development achievements the organization has experienced outside of WIA/WIOA federal performance standards.

If the organization has previously delivered WIA/WIOA services, or has overseen delivery of WIA/WIOA service contracts, please provide performance data for the most recent two program years available and most recent program monitoring report in an attachment. Cite the page number for the attachment in this portion of the narrative.

- c. **Data and Performance Management.** The successful applicant will be responsible for tracking services and outcomes in the state case management Commonwealth Workforce Development System (CWDS) as well as the local data metrics currently under development. Staff of the One-Stop Operator will be required to complete CWDS training within three months of the award announcement for the Local Workforce Development One-Stop Operator contract.

The provider will be accountable for the integrity of the data presented and responsible for ensuring that staff is appropriately trained in the use of these systems. Explain how

accountability and integrity will be assured throughout the system for this automation. It is intended that the CWDS data system will serve as the primary information management system for the One-Stop Center, without external supplementation. However, if it is your intent to supplement this with any other information management system(s), please explain. Explain your understanding of automated management systems and their connection to performance standards.

The One-Stop Operator will be responsible for developing, implementing and overseeing processes to collect, manage and utilize information about the system. How do you measure success for the One-Stop delivery system? How would you track the performance measures as described in 4A? Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved. Describe how monthly reports will be submitted. Describe your approach to identifying points in performance that would be “triggers” to take action to avoid performance failure, and how information will be used to make decisions that will improve efficiency and effectiveness. How will you ensure that providers input timely data entry on program participants and validate program eligibility? Give examples of midcourse corrections made in order to ensure successful outcomes.

The successful applicant must identify assessment instruments to be used and must demonstrate how assessment data will be tracked. Assessment instruments identified should address primary objectives by assisting the service provider in identifying skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs and should lend themselves to pre- and post-assessment opportunities to ensure aggregate data can be tracked.

Provide an assurance that data will be tracked and reported in accordance with all applicable requirements utilizing the CWDS.

- d. **Organizational Structure & Proposed Staff.** The operator will be required to name an individual to act as the full-time One-Stop System Manager. Describe how the System Manager will function in a supervisory capacity at the Center, in particular when dealing with functional supervision of state, merit-based staff that, in many cases, would not be direct reports.

If the individual has already been identified, provide a resume. If the individual will be a new hire, list the qualifications, process for selection, and timetable you will use to identify and hire an appropriate person. Describe any other staff that the bidder believes would be necessary to the success of the operator function. Additionally, resumes are required for all organization personnel affiliated with the One-Stop delivery system. For any positions for which no staff have been identified, describe the qualifications sought and the process by which individuals will be selected.

Provide an organizational chart that shows how the staff will fit into the bidder’s overall organization.

Describe what precautions are taken to determine whether personnel are suitable to work with vulnerable populations.

How will you manage staff communications and staff satisfaction? How will you manage the process for addressing center grievances (internal and external)? Provide an overview of how

you will address staff-turnover and training. How will staff development plans be created and managed?

If the entity has a board, identification of board members.

3. Program Elements / Implementation Plan

The Westmoreland-Fayette Workforce Development Board has established a One-Stop Delivery system that serves as a community resource for both job seekers and employers to increase the efficiency with which the right person is matched with the right job, and to offer an abundance of career exploration and job readiness resources in a user-friendly, customer-focused, results-driven environment. This system is based on the following WIOA principles:

- Streamlining services.
- Empowering individuals.
- Universal access.
- Increased accountability.
- Strong leadership, oversight and management roles for local Workforce Boards and the private sector.
- Local flexibility.
- Improved youth programs.

In addition the Westmoreland-Fayette Workforce Development Board has established the following tenets that must be followed by the successful bidder for one-stop operator in the Westmoreland-Fayette workforce region:

1. The one-stop is in a visible location, meets all accessibility standards and presents a professional, well-maintained environment.
2. The one-stop will provide quality service to all job seekers regardless of age and to all companies regardless of size or industry type, using data as well as customer input to drive both improvement and quality service.
3. The one-stop will be run efficiently using Lean and/or other system approaches ensuring efficient and effective investment of public funds and resulting in the attainment of WIOA and other grant goals.
4. The one-stop must partner with the WORKFORCE BOARD to bring in other resources beyond WIOA and must implement services provided through these resources in a seamless fashion to both companies and job seekers.
5. The one-stop must fully incorporate WIOA-mandated and other community partners in career center operations through integrated staff management and must also provide services at both the center and in the community, and
6. The one-stop will be fully aligned with the WORKFORCE BOARD strategic plan, providing consistent focus on the critical and emerging industries in the region.

a. Population Served. Describe the population to be served (target population and eligibility). Discuss the proposed philosophy, approach and implementation plan for outreach and recruitment of diverse target groups. Address how the Center will serve people with disabilities, Limited English Proficiency, and prioritized populations (i.e., recipients of public assistance, other low-income individuals, Veterans, and individuals who are basic skills-deficient).

Discuss how you would manage your assessment and referral process. How would your agency supervise this function to ensure accuracy? How will you determine appropriateness to minimize the risk of public investment? Not all customers will be determined eligible or appropriate, but the program should still address their workforce needs. Describe the process for ensuring these individuals do not “fall through the cracks.”

Discuss varying orientation techniques for the Center and the system as a whole. How will you ensure that people who come to the Center will know about the services and programs available? Discuss how these sessions may be coordinated with other partners in the One-Stop. Propose the content of customer orientation. Include where and how services will be delivered to meet the needs of the target population.

b. Required Elements. The One-Stop Operator and/or Title 1 Career Services Provider will be responsible for development and on-going functioning of the Westmoreland-Fayette Workforce Development Board One-Stop delivery system and center(s). The One-Stop system shall include but not be limited to:

- Provision of career services;
- Access to training services;
- Access to employment and training activities;
- Access to programs and activities carried out by all WIOA one-stop partners;
- Access to data, information, and analysis for the local labor market;
- Provision of job search, placement, recruitment, and employment activities.

Bidders are encouraged to read the WIOA to understand the scope of authorized activities.

Describe how required activities will be provided. Describe creative or innovative ideas you have for one-stop system services and how you would implement those ideas (demonstrate knowledge of best practices or evidence-based practices).

- For Information Management, describe your experience in working with a transactional customer database such as the Commonwealth Workforce Development System (CWDS) or another. This may also include on-line tools that jobseekers and one-stop staff could utilize in their job search such as TORQ or similar.
- For Marketing and Public Relations, describe how you will develop an overall marketing plan. Include your ideas for marketing the One-Stop delivery system and describe marketing techniques you have used in the past. How will you evaluate the effectiveness of marketing strategies? How will you assist the staff in developing a public image for the center(s) and improve public relations? Describe any abilities of the bidder’s firm to develop / manage a One-Stop website.
- For Workshops and Events, the One-Stop Operator will be expected to coordinate with the Service Provider representatives under the WIOA program and other co-located partners, as well as fulfill business service responsibilities that include developing and providing employer and job-seeker workshops, hiring events, job fairs, and other related services. Describe your related experiences in these areas. Workshops may be topical (financial literacy, parenting, etc.) or career-related (job search workshops, mock interviews, etc.). Describe the process to ensure that workshops will be relevant and beneficial to clients, as well as the process for determining frequency and timeliness of workshops/events/special programs.

- For Facility Responsibilities, describe your experience in managing a property with multiple tenants. How will you provide management of facilities, property, and inventory for the One-Stop Center?

Describe how you will ensure facility compliance with the Americans with Disabilities Act that meets the intent, not just the letter of the law.

How will you develop a plan for assessing the best flow of traffic design? (Provide an example of a customer flow chart that you have operated under in a one-stop environment and the principles behind the selected customer flow).

Describe how facility needs and requirements will be identified. How will facilities be used to maximum potential (include usage of community rooms, leasing of office space, and generation of rental revenue).

Describe the rationale, facilities, and any experience you have had with an office move.

Prepare a time line for full operation of services, assuming full operation of a contract by July 1, 2017. At a minimum, include:

- Hiring of staff;
- Training of staff;
- Preparation of space: electronic access for all staff available, e-mail accounts assigned, moving time and readiness to begin functions; and
- Full operation in place; all services functional, all agreements in place.

- c. **Involvement of Local Employers, Business and Community Resources.** If the proposal is from two or more organizations, whether partners or subcontractors, explain how those organizations achieved the coordination necessary to submit the proposal and how that collaborative effort will be maintained throughout service delivery. Describe how services will be coordinated if the organization applying is partnering with another entity or entities to provide the required elements.

The Operator will be responsible for working with all partners to create a One-Stop Business Plan. Describe your experience in creating one-stop business plans and how partner staff were involved. Attach an example and cite the page number of the attachment.

Describe your experience in working with industry partnerships and/or sector initiatives. How do you plan to emphasize this in your business plan?

4. Program Outcomes and Deliverables

- a. **Performance Measures.** The Westmoreland-Fayette Workforce Development Board is required to establish local performance measures in order to evaluate program effectiveness and achieve continuous improvement in the delivery of Workforce Innovation and Opportunity Act programs.

In addition to One-Stop Operator Performance Measures proposed, the Westmoreland-Fayette Workforce Development Board may negotiate quarterly benchmarks with the provider by which contract performance of the provider will be measured. The provider will report performance measures to the Westmoreland-Fayette Workforce Development Board on a monthly basis.

Achievement of measurable Performance Outcomes is a critical expectation of the WIOA Adult, Dislocated Worker, and Youth Work Development Service Providers.

Adult	Dislocated Worker	Youth
<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Employment Rate (2nd quarter after exit) • Employment Rate (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Measurable Skills Gain (real time measure) 	<ul style="list-style-type: none"> • Placement in Employment, Education or Training (2nd quarter after exit) • Credential Rate (within 1 year after exit) • Placement in Employment, Education, or Training (4th quarter after exit) • Median Earnings (2nd quarter after exit) • Measurable Skills Gain (real Time measure)

Provide a description of how the One-Stop Operator will support WIOA service providers and all co-located partners in attaining their Performance Outcome goals. What metrics will allow you to evaluate your support of these goals? What is your proposed method of measuring effectiveness in serving employers?

Describe your approach to continuous improvement, including how you will develop additional means for “listening to the customer” beyond written surveys. These could include tools such as Customer Centered Design. How will you ensure all feedback is evaluated? How will you work with the partners to address concerns and service gaps?

- b. **Managing Performance Outcomes.** Discuss your organization’s approach to managing performance outcomes, including any additional indicators of performance you have experience managing and believe to be relevant to this RFP.

Describe the strategies to be implemented to ensure federal and state performance standards and local objectives will be achieved. Describe the methods to be used to measure and track success in addressing primary objectives. Describe how monthly reports will be submitted.

5. Fiscal Accountability & Budget

- a. **Financial Capacity.** Provide a description of the administrative and financial management capabilities of the organization. How will contracted funds be kept separate from other funds? How will financial information be made available for monitoring and auditing purposes? What are the qualifications of the organization's key program management and financial staff, and to what extent will they be involved with this project?

Describe your experience with cost reimbursement contracts. How will you provide and fund the start-up costs of the program? Describe how the Bidder's organization will financially support the costs of doing business until an invoice can be submitted and paid by the Board's fiscal agent.

Provide a copy of the recent audit reports for the bidding entity as an attachment, and cite the page number of the attachment in this section of the narrative.

Describe any work you are doing or may be proposing to do in addition to this contract. Estimate what percentage of your overall organization's work would be represented by this contract.

Include the organization's major funding sources. If the proposal is from two or more organizations, whether partners or subcontractors, provide the major funding sources for each.

A Certificate of Insurance should be furnished with the proposal. In the event that a certificate of insurance cannot be furnished with the proposal, a letter from the bidder's insurance broker/company indicating that in the event the bidder is successful in obtaining this contract that the required insurance would be available for certification before the contract becomes effective.

Certification of Insurance Coverage should include:

A. Statutory workers compensation and employer's liability insurance;

B. Comprehensive, all risks general liability coverage for personal injury and property damage;

Liability of not less than \$1 million for each occurrence and \$2 million annual aggregate;

C. Comprehensive automobile bodily injury and property damage coverage liability of not less than \$1 million combined single unit;

D. Crime and Fidelity coverage in the amount of \$500,000.

- b. **Budget.** A budget must be inserted here using the on-line budget forms listed in *Appendix 2*. Costs included in the proposed budget cannot already be paid by another source; they must be actual costs incurred in delivering the proposed services, and these funds cannot supplant funds already received by the proposing organization. Please note that while an "other" category is included, cost should be categorized as "other" judiciously. All costs should be accounted for in the budget line items supported by a strong narrative justifying why the funds are needed/critical to the program.

Appendix 1: Cover Sheet

Applicant Name: _____

Address: _____

Proposed Contact Person: _____

Proposed Contact Title: _____

Telephone/Cell Phone: _____

Website: _____

Total Funding Requested: \$ _____

I hereby certify that the information provided in this submission is accurate.

(Print Name / Title)

Signature

I hereby certify that I am duly authorized to sign contracts on behalf of this organization

(Print Name / Title)

Signature

Appendix 2: Budget – Title 1 Career Services

- Submission of a detailed budget on provided template as well as a budget narrative. The budget should be calculated and submitted based on one year of service provision.
- The budget shall clearly identify which costs are programmatic and which costs are administrative. Administrative costs shall be consistent with the cost limits in the WIOA program for the local area.

Budget Narrative: WIOA Title 1 Career Services

- Include staff positions, percentage of time dedicated to each position, proposed wage/salary and justification for including each position in this proposal.
- Attach a copy of your corporate Personnel Policy.
- Describe any anticipated professional development opportunities and how you estimated the costs.
- Identify any in-kind resources/support for the one-stop work beyond what is requested in the budget. Include each committed or proposed source of funding and the amount of that funding.
- Explain how you arrived at your estimate for dues, membership, and publications, and what memberships and subscriptions are anticipated.

Budget – One Stop Operator

- Submission of a detailed budget on provided template as well as a budget narrative. The budget should be calculated and submitted based on one year of service provision.

Budget Narrative

- Include staff positions, percentage of time dedicated to position; proposed wage/salary.
- Complete other applicable line items.

Evaluation and Selection and Review Criteria:

Proposals will be reviewed, scored and evaluated through a review committee, consisting of Workforce Development Board Members and other knowledgeable individuals. The Review Team will make recommendations to the WFWDB and the Westmoreland and Fayette County Commissioners who will select the providers and make final decisions for the One Stop Operator and Title I Career Service Provider for Adult and Dislocated Workers Services.

- A committee selected by the WFWDB will review proposals that meet the general criteria established by the RFP. The review committee consists of WFWDB members and other knowledgeable individuals identified by the WFWDB. The proceedings of the review committee are confidential. Members of the review committee are not to be contacted by proposers. Proposers who violate this provision risk exclusion from consideration.
- Through this review and evaluation process, each member of the review committee will evaluate each proposal to assess quality of the proposed services and activities.
- Upon review and evaluation of proposals, the review committee will then meet to discuss each proposal and to discuss the combined rating sheet that is based on the average scores of each review committee member. Cost and budget data will be reviewed separately from technical information.
- During the evaluation process, the review committee may at its discretion, request any one or all proposers to make oral presentations. Such presentations will provide proposers with an opportunity to answer any question the review committee may have on a proposal. Not all proposers may be asked to make such oral presentations.
- Upon conclusion of the review and evaluation process, the review committee will recommend a provider to the Executive Director of the WFWDB. A recommendation will be made to the Westmoreland-Fayette Workforce Development Board for approval. A recommendation will be made to the Westmoreland-Fayette County Commissioners for approval.

Potential Conflict of Interest during the Selection Process

Some WFWDB members and/or the entities the member represents or is employed by may be eligible to submit a proposal under this RFP.

- If a WFWDB member participates in discussions regarding the creation, review, or release of this RFP, the member and/or the entity s/he represents or is employed by will be disqualified from submitting a proposal or partnering with a lead applicant on a proposal.
- If a WFWDB member or the entity s/he represents or is employed by submits a proposal in response to this RFP, and the WFWDB member subsequently participates in discussion, review, or evaluation of proposals or the award of a contract to a successful applicant, the member and/or the entity s/he represents or is employed by will be disqualified from being awarded the contract under this RFP or partnering with the successful applicant.

Points Awarded Per Category

One-Stop Operator

<u>Points</u>	<u>Category</u>
15	Vision of One-Stop Operator roles and responsibilities in the CareerLink® system based on the provided scope of work.
5	Transition and implementation of the One-Stop Operator.
10	Describe clear internal controls and firewalls between One Stop Operator and Title 1 Service Provider.
<hr/> 30	

Points Awarded Per Category

Title 1 Career Services Provider

5	Program Management and Organizational Capacity <ul style="list-style-type: none">• The fiscal controls in place for auditing and accountability procedures• Current annual budget• Understand WIOA federal and state training guidelines• Data collection and performance management
10	Program Design and Service Strategy <ul style="list-style-type: none">• Services and activities proposed, including customer flow and integration with other partners and services at the PA CareerLink® - Westmoreland and Fayette Counties• All required elements addressed• Assessments or other tools that will be utilized to maximize service delivery listed• Collaboration with industry partnerships, economic development, community-based organizations, other workforce development services, education providers, or other agencies listed.
10	Leveraging of Resources and Existing Partnerships <ul style="list-style-type: none">• Partnerships and the leveraging of additional resources in providing successful services under this proposal listed• Title 1 Services integrated with other programs at the PA CareerLink® - Westmoreland and Fayette Counties• Fiscal and in-kind resources that would be leveraged through this proposal
5	Past Performance and Best Practices
10	Staffing
10	Facilities
<u>20</u>	Budget
70	

Appeal Process

This Request For Proposal contains an allowance for written appeals for disputes involving this procurement action. Appeal dispute sources may include, but are not limited to:

- Unfair competition in the decision-making process
- Illegal/improper act or violation of law

Written appeals must be made to William Thompson, Executive Director, Westmoreland-Fayette Workforce Development Board, 145 Pavilion Lane, Youngwood PA 15697. All disputes will be reviewed by the Executive Director and Customer Service Committee with written response in twenty (20) days. If appealed, the WDB will review, and the WDB's decision is final.

Post Award Administration

The Westmoreland-Fayette Workforce Development Board will provide technical assistance and perform financial and programmatic monitoring, careful analysis of performance and the review of documentation and reports throughout the length of the contract award.

In addition, an initial six month assessment, and then, at least an annual assessment of the One- Stop Operator and Title 1 Career Service Provider will occur. Such assessment will include, but not limited to: primary indicators of performance of all WIOA core programs, participating partner surveys, other performance measures, consideration of oversight and monitoring activity reports, and will be consistent with PA CareerLink® certification requirements and applicable MOU(s) agreements. The Westmoreland-Fayette Workforce Development Board Customer Service Committee will be responsible for assessment of the One-Stop Operator and Title 1 Career Service Provider, reporting assessment results to the Westmoreland-Fayette Workforce Development Board and Chief Elected Officials.

Contract Close Out and Record Retention

The sub-recipient must maintain a closeout contract file that includes an official notice of closeout (specify the last invoice date and payment date); all necessary records and appropriate release of liabilities, records, or payments; and the transfer of financial and customer records.

Records are to be retained for a period of three (3) years from the date of the final expenditure report for that funding period to the awarding agency. Regulations that cover records maintained by contractors or subcontractors can be found at 29 CFR 97.36(i)(10).

However, any litigation, claim, negotiation, audit or other action involving the records that has been started before the expiration of the three-year period will necessitate retaining the records until completion of the action and resolution of all issues that arise from it.

All sub-recipient contracts contain a provision to return participant files to the Westmoreland-Fayette Workforce Development Board in the event that the contract is not renewed or the agency goes out of business.