



Request for Proposals

**Philadelphia Workforce Integrated Services Delivery
Center Service Provider**

Bidder's Conference Questions Due: **February 13, 2019**

Bidders Conference: **February 15, 2019**

Deadline to Submit Notification of Intent to Submit: **February 19, 2019**

Deadline for Proposal Submission: March 15, 2019, 5:00 PM

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Section I: Introduction

Philadelphia Works is a non-profit organization that is responsible for investing public workforce resources and managing a network of employment and training services designed to build a skilled, thriving workforce and meet regional business needs. This network – PA CareerLink® Philadelphia – connects Philadelphia residents to current job openings and career growth opportunities, while also supporting businesses in finding and retaining qualified talent.

A. Background and Purpose

Philadelphia Works announces this Request for Proposals (RFP), for Workforce Innovation and Opportunity Act (WIOA) Title I Adult and Dislocated Worker funding and Temporary Assistance to Needy Families (TANF) funding to entities interested in providing workforce development services to Philadelphia job seekers and employers. Specifically, Philadelphia Works is soliciting proposals for the delivery of services offered at four PA CareerLink® Centers (hereafter referred to as Center(s)) located throughout Philadelphia.

The services offered by these four Center contractors will be offered along with two additional contractors who will be responsible for System-wide Services and One-Stop Operator Services. System-wide Services contractor will be responsible for city-wide, coordinated employer engagement, outreach and engagement, and additional services that impact the whole PA CareerLink® System. The One-Stop Operator will be responsible for the coordination of the mandated and other partners in the system, along with their associated referral processes. It is imperative to the success of the system that all partners work together to deliver services in a coordinated manner.

The target population served through the PA CareerLink® Philadelphia System is Philadelphia County residents, 18 and older, who are seeking employment and training support and/or opportunities. Last fiscal year, The PA CareerLink® system serviced approximately 11,000 unique customers, of whom 74% utilized PA CareerLink® basic services and resources. The primary goal of the programs offered within the Centers is to provide individuals with unique opportunities to build on their strengths and achieve their personal and employment goals. The Centers will provide coaching and career readiness and training activities that lead to high-quality, satisfying jobs through a personalized, goal-oriented approach. Contractors will integrate workforce services, as described in the WIOA regulations, with TANF programming through the Employment, Advancement, and Retention Network (EARN). This integrated model co-locates WIOA, TANF, and other partner programs in the Centers. Proposers will also be responsible for overseeing the services of federally-mandated partner agencies based in the Centers including the County Assistance Offices (CAOs), the Office of Vocational Rehabilitation (OVR), literacy providers, veterans' providers, and others.

It is expected that the Centers will deliver comprehensive services that contribute to providing Philadelphia region employers with competitive and quality candidates, satisfying the needs of the city in providing a quality source of workforce talent. Services provided to employers will include thorough

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assessment of needs and delivery of customized supports, while providing excellent customer service.

As directed by Philadelphia Works, the Centers will work to: (1) deliver services with a person-centered approach; (2) enhance the services to the job-seeking and employer customers; and (3) collaborate with additional partner agencies and allied systems.

B. Who is Eligible to Apply?

Proposals will be accepted from any private for-profit agency, private non-profit organization, government agency, or educational institution that can demonstrate the capacity to successfully provide the services identified in this RFP. Proposals with sub-contracted services are not allowed; however, responders are strongly encouraged to maximize the full array of resources among community organizations and adjunct workforce development systems in the development of the proposal.

Organizations with a strong understanding of the local workforce system, employer base, and challenges to job seekers as well as established local relationships with educational and training organizations, employers, and community-based non-profits active in the city are encouraged to apply.

Organizations are encouraged to apply for both the Integrated Services Center Contractor, and System-wide Services Contractor but will be awarded only one contract, determined by the outcome of evaluation and scoring, and the needs of the workforce system.

Due to the volume of information contained in the various laws and regulations, programmatic requirements and references found in this RFP are considered summaries. Copies of these documents will not be provided by Philadelphia Works. Knowledge and understanding of the full text and content of these applicable laws, regulations and programmatic requirements are the responsibility of the proposer.

Please note that requirements contained in this RFP may change based on revised local, state, and federal rules. Proposers will be required to make staffing and programmatic modifications to accommodate the changes throughout the life of the agreement.

Selected contractors will be required to supply evidence of appropriate licenses, insurance, relevant internal procedures, etc., prior to contract execution. The list of required documentation will be provided by Philadelphia Works upon selection through the RFP process. Philadelphia Works, in soliciting requests for proposals, shall not discriminate against any person or organization submitting a response pursuant to this Request for Proposal because of race, color, creed, religion, sex, sexual orientation, age, disability, ethnic group, national origin, or other basis prohibited by law.

C. Contract Period

Contracts awarded will be issued for a three-year agreement period to begin July 1, 2019. Renewal options are at the discretion of Philadelphia Works based on performance, changes in legislation, changes in the program design, and/or continued funding.

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Unless otherwise negotiated, selected contractors must be ready to begin start-up operations on July 1, 2019.

- **Contract Negotiations:** Contractors are expected to negotiate, in good faith, the terms of the contract for services that begin on their scheduled start date. (Unless otherwise negotiated).
- **Staffing:** Contractors are expected to begin the hiring process immediately after agreements have been finalized.
- **Training:** Philadelphia Works will provide a schedule of training that includes the topics and locations of the training. Staff hired at the time of the training will be expected to attend all training. There is the expectation that Contractor management/supervisory staff will also conduct training that aligns with the Integrated System model for any staff hired after the start of training.
- **Occupation of the site:** Selected contractors must be ready to occupy one of the existing PA CareerLink® locations currently leased by Philadelphia Works and begin operations at the start of the agreement. Philadelphia Works will assign contractors to one of the following PA CareerLink® locations:

PA CareerLink® North
4261 N. 5th Street

PA CareerLink® Suburban Station
1617 John F. Kennedy Boulevard, 2nd Floor

PA CareerLink® Northwest
5847 Germantown Avenue

PA CareerLink® West
3901 Market Street

- **Financial Operations:** Selected contractors must ensure that they understand financial reporting and invoicing requirements. Staff from Philadelphia Works' Finance Department will provide contractors with needed information.

Selected contractors are responsible for adhering to all requirements imposed by Philadelphia Works, Pennsylvania Department of Human Services, and the Pennsylvania Department of Labor & Industry. The start-up requirements listed in this RFP are not all inclusive and may be modified by Philadelphia Works or its representatives to meet the needs of the Center(s). All requirements listed will be negotiated once the decision to award funding has been made.

D. Budget and Payment Structure

Funding for this project is contingent upon the availability of state and federal funds. The anticipated budget for each selected contractor is approximately \$5,000,000 per center per fiscal year of combined TANF and WIOA funds, all subject to change and further negotiation. Final budget and configuration will be negotiated after contract award notification.

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The payment structure for all awarded funds will be cost-reimbursement. Contractors must seek approval from Philadelphia Works for costs associated with this contract. Contractors must track and document all costs necessary to operate their program and submit these to Philadelphia Works. Contractors will be expected to identify and provide monthly documentation as required.

Section II: Center Contractor Statement of Work

A. General Requirements

To be considered for selection, all bidders must agree to:

- Partner closely with Philadelphia Works, Center co-located partners, and other selected contractors to implement all elements of service, and participate in the continuous improvement of the service delivery design
- Implement the uniform PA CareerLink® service delivery procedures as specified in the service procedures manual and updated procedures as prescribed
- Agree to adjust service delivery and other program components based on feedback from Philadelphia Works
- Deliver services with a person-centered, customized approach, ensuring quality services incorporating evidence-based or informed approaches which include Goal4 It!™¹, motivational interviewing, trauma-informed care, and cultural competency
- Provide meaningful functional leadership to all staff assigned to the Center, program, and support functions for which they are responsible (including staff that are not directly employed by the contractor)
- Not subcontract any portion of the contract awarded

B. Facility and Technology Requirements

The selected agency must agree to occupy one of the facilities leased by Philadelphia Works. Philadelphia Works has designed the space to provide the related activities and services described in this document. Philadelphia Works will furnish the Centers and will provide computers and other needed equipment. The need for additional furniture and/or equipment or any cosmetic changes will be discussed during contract negotiations.

The environment of the Center is crucial to the success of customers and must reflect mainstream customer service practices. The facilities are large enough to comfortably accommodate anticipated customer traffic and the appropriate level of staff. The Centers have a welcome area, private consultation rooms, training rooms, staff cubicles and offices, computer labs, and multi-purpose rooms suitable for on-site job fairs and other simultaneous group activities.

¹ Goal4 It!™, developed by Mathematica Policy Research, is an evidence-informed, customer-centered framework for setting and achieving goals in human services and workforce programs, and the foundation of the service delivery strategy within the PA CareerLink® integrated system.

Derr, M. & McCay, J. (2018). *Goal4 It!™: Science-Informed Approach to Achieving Economic Independence*. Mathematica Policy Research, Washington, DC.
Original publication: January 2018
Revised: January 2019

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The remaining 26% is comprised of individuals who enrolled in the EARN and WIOA programs for more intensive program services and supports. Selected contractors will have technology that will allow both staff and customers to have access to the internet. Contractors will be required to utilize Philadelphia Works' data management systems (ClientTrack™, Kronos, and Executive Pulse), and the State system of record, the Commonwealth Workforce Development System (CWDS) and Client Information System (CIS). These systems are subject to change over the course of the contract period. Center contractors should not use additional systems for any reason without permission from Philadelphia Works.

Philadelphia Works will assume all costs associated with the installation of all communications (landline phones), technology (including desktop and laptop computers), and data systems at the contractor sites. Contractors will be responsible for mobile phone purchases, as needed. Contractors will be required to have the capability to meet the technology requirements of any system upgrades required by Philadelphia Works. Contractors will be notified by Philadelphia Works if/when these changes occur. In addition, the contractor will be expected to utilize as directed, any other data collection systems that Philadelphia Works requires and will receive notice and training on such systems.

C. Major Responsibilities of Each Center Contractor

Implementation of Services within the Center

Services will be delivered to meet the commitments that Philadelphia Works makes to all customers who enter the Center: Each customer should expect and receive: (1) personalized and customized services that include opportunities to identify their skills, interests, abilities, and goals; (2) the opportunity to build on their skills leveraging Center and partner services; (3) one-on-one coaching and assistance in pursuing their goals; and (4) access to high quality job leads. Customers should have easy access to a robust series of services that are responsive to their needs and make them more competitive in the labor market. Access to the same quality of services should be available at each Center.

Center contractors will be expected to implement the service delivery protocols and procedures as defined by Philadelphia Works. This will include, but not be limited to, general employment and labor exchange support, WIOA services, and TANF services (through the EARN program). Each Center contractor will be provided with standard operating procedures and guidelines for the implementation of services and must adhere to these guidelines.

Functional Leadership of All Center Staff

Located and working within each Center will be staff that are funded through multiple sources and may report to various employers of record. Each Center contractor will employ a Site Administrator who will be responsible for the day-to-day operations of the Center, providing direct and/or functional leadership and management of all Center staff, the implementation of the standard operating procedures provided by Philadelphia Works, and achieving customer success and employer satisfaction.

Providing Initial and Ongoing Training and Support to All Staff

In collaboration with Philadelphia Works, each Center contractor will provide standardized onboarding training for newly hired staff and ongoing training and support. Center contractors must require staff to participate in Philadelphia Works-funded professional development opportunities and are expected to

develop a customized professional development plan for their staff, which must be approved by Philadelphia Works.

Achieving Defined System-Wide Success Indicators

Philadelphia Works will define success indicators that Center providers will be expected to work together to achieve. These indicators will take into consideration a variety of short-term, intermediate, and long-term customer and employer outcomes. Philadelphia Works will measure success based on indicators that contractors are improving outcomes for customers and employers, including, but not limited to, customers making progress toward achieving their goals, progressing on a career pathway, and finding family-sustaining and fulfilling employment; and employers' satisfaction with quality of services provided, number and quality of hires from the system, and training opportunities leading to employment. Contractors will also be responsible for contributing to system-wide attainment of Pennsylvania's WIOA and EARN performance requirements.

Working with Partners within the Workforce System for System Improvement

Center contractors are expected to work collaboratively with partners to consistently evaluate and make improvements to the system. These partners include but are not limited to: Philadelphia Works, the System-wide services Contractor, the One-Stop Manager, the Local Management Committee, and WIOA-mandated partners. Continuous improvement may include participation on working groups and committees, participation in surveys, and piloting new service strategies. Center contractors must be willing to actively participate in these activities and work in a collegial, collaborative manner with all partners.

Provide Customized Services to Employers

Center contractors will be responsible for working directly with employers located in their assigned territories (which will be based on geographic location). The goal of this service delivery will be to provide a tailored approach to the businesses in the neighborhoods surrounding the Center(s). Services will include a thorough assessment of needs, development of a plan to provide services, and continued support to employers beyond the hiring process. Contractor(s) are expected to work with Philadelphia Works to implement this strategy and to provide excellent customer service to employers at all times.

Management of Data and Information Systems

Center contractors are required to complete paperwork documenting various programmatic activities and to enter the information into appropriate data systems for every participant they serve, including, but not limited to, enrollment, service authorizations and activities, placements, termination, and retention information. Additionally, contractors must securely maintain customer files/records, which are required to be maintained for seven years after the end of service delivery. Philadelphia Works will provide protocols regarding appropriate archival of customer records.

Center contractors will be expected to ensure accurate entry of all required information into the CWDS database and provide all data validation as requested by DHS and Philadelphia Works. Adherence to all timelines and entry deadlines is expected; a contractor may be sanctioned for late or erroneous data.

Delivery of WIOA Title I Services

WIOA-Funded Program Description

WIOA is designed to help job seekers access employment, education, training, and support services needed to succeed in obtaining employment and to match employers with the skilled workers they need to compete in the workforce. Please visit: www.doleta.gov/WIOA/Overview.cfm for a more thorough overview of WIOA. Contractors interested in submitting a proposal in response to this RFP must be familiar with the goals and requirements of WIOA and all its implementing guidelines; the selected applicants must follow and comply with all rules and regulations therein.

The selected contractors will deliver high quality services to Adults and Dislocated Workers, as defined by WIOA, that create opportunities for economic and career success, and connect job-seekers with employer-driven placement, education, and training options. The selected applicants will facilitate services with other PA CareerLink® partners.

Every Center customer will have access to a set of employment-related career and training opportunities based on their individual skills, interests, and needs. Center contractors will provide basic, individualized, and follow-up career services. It is important to note that basic and individualized career services do not have to follow a sequence; rather, they are defined to allow a customized approach to services that meets the needs of individuals.

Basic Career Services: Basic career services are accessible to all individuals seeking employment assistance through the Center. These include services such as: eligibility determination, initial skills assessment, labor exchange services, delivery of information about existing services and programs, and referrals to said services. In addition, Center contractors will be expected to facilitate self-directed job search through a Career Resource Center (CRC), which includes all necessary technology for individual job search, a schedule of workshops, and hiring events within the Center.

Individualized Career Services: Individualized career services must be provided when Center staff determine that such services are required to retain or obtain employment. These services involve significant staff time and customization. Based on an initial assessment, individualized career services start with the development of an Individualized Employment Plan (IEP) to guide the services that will be delivered. Services include, but are not limited to, comprehensive assessment of skills and interests, in-depth interviewing and evaluation to identify employment barriers, discussion of career pathways, referrals to vocational skills training, and work experiences.

Training Services: Training services can be critical to the employment success of many adults and dislocated workers. Under the guidance of Philadelphia Works, the Center contractors will be responsible for the implementation of effective referral processes of customers to appropriate training services, based on customer skills and interests as well as local employer needs. Training services can be offered through Individual Training Accounts (ITAs), Vocational Skills Training (VST), On-the-Job Training (OJT), Customized Job Training (CJT) and Registered Apprenticeship (RA). Center staff will be expected to assess and refer customers to appropriate training services that have been approved by Philadelphia Works. Staff will also be expected to support customers during the training process, providing support and helping to address potential barriers to success.

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Outreach: Contractor is expected to work with Philadelphia Works and the System-wide Services contractor to outreach to customers who have become disengaged from services to prevent them from exiting the PA CareerLink® system without connection to employment or training opportunities. Additionally, Center contractors will be responsible for conducting outreach to individuals who are eligible to receive WIOA-funded services in response to special initiatives or other program investments.

WIOA-Specific Data Management Guidelines: The CWDS is an Internet-based system of services for use by customers and potential customers of the WIOA program. Philadelphia Works also utilizes the ClientTrack database to capture additional participant information. Selected contractor is required to input and track all participant activities and program services into appropriate systems. The contractor agrees to provide additional documentation or data that are not currently tracked through CWDS to evaluate performance outcomes, as well as program strengths and weaknesses. The data from CWDS and ClientTrack will be used to generate reports to measure achievement of certain performance targets by Philadelphia Works. All documentation must be entered into appropriate data systems in accordance with the established data entry deadlines, as defined in the standard operating procedures.

WIOA Common Measures, Performance Goals and Success Indicators

In accordance with WIOA, Philadelphia Works maintains negotiated goals with the State of Pennsylvania Office of Labor and Industry for each of the WIOA performance accountability indicators. These indicators are intended to assist with assessment of the Philadelphia local area’s success in achieving better outcomes for WIOA youth, adults, and dislocated workers. Performance of Center contractors will be measured based on locally-established, system-wide metrics, and the work of the Center contractors will contribute to the overall progress toward achieving these negotiated levels. The current negotiated levels for the Philadelphia local area have been provided in the following chart for reference.

Negotiated Level - PY 2018	
WIOA Performance Indicators	Negotiated Level
Adult Employment Rate 2nd Qtr. After Exit	73%
Adult Employment Rate 4th Qtr. After Exit	70%
Adult Median Earnings 2nd Qtr. After Exit	\$5,400.00
Adult Credential Attainment Rate	50%
Adult Measurable Skills Gain	Baseline
Dislocated Worker Employment Rate 2nd Qtr. After Exit	75%
Dislocated Worker Employment Rate 4th Qtr. After Exit	76%
Dislocated Worker Median Earnings 2nd Qtr. After Exit	\$6,700.00
Dislocated Worker Credential Attainment Rate	52%
Dislocated Worker Measurable Skills Gain	Baseline
Youth Employment and Education Rate 2nd Qtr. After Exit	65%
Youth Employment and Education Rate 2nd Qtr. After Exit	62%
Youth Median Earnings 2nd Qtr. After Exit	Baseline
Youth Credential Attainment Rate	65%
Youth Measurable Skills Gain	Baseline

Delivery of TANF-Funded Services through the EARN Program

EARN Program Description

The EARN program is designed to provide services to recipients of TANF that prepare them for employment and connect them with opportunities to help reach their goals. Customers of the program are referred exclusively by staff of local County Assistance Offices (CAO). TANF recipients whose benefits are contingent on their participation in EARN, as determined by CAO caseworkers, will be referred to specific Centers by CAO staff.

Please refer to the PY 2018 EARN Manual² and the [Cash Assistance Handbook](#) for a more thorough overview of EARN program. Contractors interested in responding to this RFP must be familiar with the goals and requirements of EARN and all its implementing guidelines; the selected applicant(s) must follow and comply with all rules and regulations therein.

Each of the Centers is expected to provide customized services to all customers based on their individual circumstances, background, strengths, and goals. The federal government requires Pennsylvania to have all employable TANF recipients in countable work activity for a required amount of hours dependent on family composition.

Core Activities

Core activities are defined as the activities that are countable toward the achievement of the federal work participation rate. They emphasize various forms of work and restrict the length of time customers can be enrolled in activities associated with job search, education (including adult education) and skills training under certain circumstances.

Core activities include: unsubsidized and subsidized employment, vocational education, on-the-job training, community work experience, and job search activities. More information about these activities can be found in the EARN Manual.

Service Delivery

Each Center contractor will be responsible for ensuring that the following services are provided to customers referred from the CAO, either directly through the Center or through referral to the appropriate provider:

- **Goal setting and career coaching:** Center staff will work with customers to establish education, training, and employment goals and select a career path.
- **Job search and interview skills assistance:** Center staff will assist customers with utilizing PA CareerLink® resources to search for jobs and prepare for interviews.
- **Resume creation and improvement:** Center staff will teach customers how to create strong resumes that highlight skills and experiences. Center staff will not create resumes for customers.

² The EARN Manual can be found on the Philadelphia Works website at www.philaworks.org.

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- **Job placement and retention:** Center staff will work collaboratively to prepare customers for employment opportunities that match their skills and interests and provide support to keep them engaged and successful once matched with a job.
- **One-on-one case management:** Center staff will help customers to identify challenges that are getting in the way of their success and develop plans to overcome them.
- **Professional development:** Center staff will offer a variety of workshops, specified by Philadelphia Works, that will assist customers in reaching their professional development goals.
- **Education and training opportunities:** Center staff will assist customers with identifying education programs and trainings in their chosen career path and facilitate preparation for and referrals to these programs; additionally, staff will be expected to support customers throughout the duration of the training and assist with connection to employment at the completion of training.
- **Retention support:** Center staff will provide support to customers once employed and for six months following start of employment to provide ongoing coaching, encourage job retention, assist with challenges that arise, and provide resources to ensure success.
- **Outreach and engagement:** Engage with individuals referred to the Center to encourage participation and enrollment into services.

EARN-Specific Data Management Guidelines

As noted previously, the CWDS is an Internet-based system of services for use by contractors to track services related to customers of the EARN program. Philadelphia Works also utilizes the ClientTrack database to capture additional participant information as a supplement to CWDS and KRONOS to capture time and attendance data. Contractor is required to input and track all participant activities and program services. Contractor agrees to provide additional documentation or information and data that are not currently tracked through CWDS to evaluate performance outcomes, and program strengths and weaknesses. The data from CWDS, ClientTrack, and KRONOS will be used to generate reports to measure achievement of certain project performance targets by Philadelphia Works. All documentation must be entered into appropriate data systems in accordance with the established data entry deadlines, as defined in the standard operation procedures, and must reconcile data monthly, in accordance with DHS guidelines.

EARN Program Metrics, Measures, and Success Indicators

Philadelphia Works will measure Contractor success based on indicators that contractors are improving outcomes for customers and employers, including, but not limited to, customers making progress toward achieving their goals, progressing on a career pathway, and finding family-sustaining and fulfilling employment; and employers' satisfaction with quality of services provided, number and quality of hires from the system, and training opportunities leading to employment.

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In addition, selected Contractors should be aware of the DHS performance standards for EARN, which include job placement, job retention and credentialing. These performance standards are calculated from reports generated by CWDS and are verified for accuracy by DHS. Meeting each standard will result in performance payments to the Philadelphia workforce system; these funds are, in turn, re-invested into EARN programming. Contractors may be required to submit supporting documentation to DHS for earned metrics.

Performance of Center contractors will be measured based on locally-established, system-wide metrics, and the work of the Center contractors will contribute to the overall progress toward achieving these negotiated levels. The current performance points have been provided in the following chart for reference.

Performance Goal	Definition
Placement Tier 1	<p>Customers must attain Unsubsidized Employment, working a minimum of 80 hours in a four-consecutive week period. The four-week period must begin within the 180 days of the enrollment date.</p> <p>The 180-day time limit for placing a client into employment can be extended if the client enrolls in an educational or training program leading to a certificate or diploma by the 90th day of enrollment in EARN.</p>
Placement Tier 2	Customers that meet the tier one placement definition, and earn a wage of at least \$10 per hour at any time during the current EARN enrollment
Placement Tier 3	Customers meet the tier 1 definition, and whose earnings result in the closure of the TANF budget.
Retention	After a client meets the Placement Tier 1 goal, the client must retain Unsubsidized Employment (AC 33) of at least 80 hours in any given calendar month for up to six consecutive months following the placement month.
Credentialing	<p>Customers must receive a diploma or certification that will provide them with a valuable and marketable skill directly related to employment.</p> <p>Upon entry of activity code 24, the 180-day time frame for job placement will be extended for the time the client is enrolled in the program, up to 180 additional days.</p>

Section III: Responding to the RFP and Application Process

A. Notification of Intent to Submit a Proposal

Please submit the Notification of Intent to Submit Proposal found in Attachment A. The form must be emailed to Philadelphia Works at iscenter@philaworks.org no later than **February 19, 2019**. While failure to notify Philadelphia Works will not prohibit your ability to submit, it will provide us with needed information for planning purposes.

B. Proposal Responses and Submission

All proposals must be submitted to Philadelphia Works both electronically and in hard copy. Both electronic and hard copy proposals must be received no later than **5:00 pm on March 15, 2019**. Late proposals will not be considered.

Proposals submitted electronically must be in PDF or Word format and submitted via email to iscenter@philaworks.org. Emails must have the subject line “Integrated Services Center RFP.” Five physical copies of the proposal must be submitted to Patricia Blumenauer, Director of Workforce Operations, One Penn Center, 1617 John F. Kennedy Blvd, 13th Floor, Philadelphia, PA 19103. Electronic and hard copy versions must be identical.

The proposal should be presented on single-sided, single spaced pages, using a 1-inch (1”) margin and no smaller than a 12pt font. See below for page limits. Proposals that exceed the page limit will not be read or scored.

Proposals must contain all the content below in the order presented. 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.

C. Bidder’s Conference

The Bidder’s Conference will be held on **Friday, February 15, 2019, at 10:00 AM**, at One Penn Center, 1617 John F. Kennedy Blvd, 13th Floor, Philadelphia, PA 19103. This conference will be in-person and there will be no call-in option. Questions should be submitted to iscenter@philaworks.org no later than **5:00 PM Wednesday, February 13, 2019**. If time permits, additional questions will be fielded during the conference.

Section IV: Evaluation and Scoring

Applicants should directly respond to each of the sections; however, strong program descriptions will clearly demonstrate how the applicant will effectively meet all the standards, expectations and desired outcomes found in this RFP. Responses will also be strengthened by connecting proposed program components with evidence-based practices or well-established success in other projects.

Proposals will be initially reviewed to ensure the standards for submission have been met as outlined in this RFP. Proposals that do not meet the minimum requirements for submission may not move forward.

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Proposals that meet submission requirements will be evaluated by Philadelphia Works' reading team, comprised of internal program and finance staff, and select external stakeholders not participating in this procurement.

Using a rubric, proposals will be evaluated and scored accordingly, based on the quality and completion of submission, and the extent to which each component of the RFP has been described.

The value of each section of the RFP is as follows:

Maximum score – 100 percentage points

- Organization Overview – 15 percentage points
- Program Narrative – 60 percentage points
- Financial Review – 20 percentage points
- Completion – 5 percentage points

Overall scores of 85% and above will be considered competitive. Please note that if necessary, Philadelphia Works reserves the right to select Center contractors according to the needs of the workforce system, regardless of scores or rank.

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ATTACHMENT A - INTENT TO SUBMIT PROPOSAL

Date:

Philadelphia Works, Inc.
C/o Patricia Blumenauer
1617 JFK Boulevard 13th Floor
Philadelphia, PA 19103

RE: Letter of Intent

Dear Ms. Blumenauer,

I submit this Letter of Intent to notify Philadelphia Works of (_____)’s intent to submit a proposal for the FY 2020 Integrated Service Delivery Request for Proposal.

(_____) will be our main point of contact for the purposes of the application process and can be reached at:

- Mailing Address:
- Phone Number:
- Email Address:

Sincerely,

Name

Title

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ATTACHMENT B - PROPOSAL COVER PAGE

NAME OF ORGANIZATION:	
ADDRESS OF ORGANIZATION:	
ADMINISTRATIVE CONTACT PERSON:	TITLE:
PHONE:	EMAIL:
FISCAL CONTACT PERSON:	TITLE:
PHONE:	EMAIL:
NAME, TITLE OF AUTHORIZED AGENCY REPRESENTATIVE:	
SIGNATURE, DATE:	

ATTACHMENT C - RESPONSE TO RFP

1. **Executive Summary** (maximum 2 pages) that includes:
 - a. Overview of the organization’s qualifications and alignment with the services sought by this RFP.
 - b. Organization’s philosophy and approach to workforce development programs and services.
 - c. Synopsis of the proposed program approach.

2. **Organization Overview** (maximum 3 pages) that includes:
 - a. A basic organizational description, including but not limited to year established, legal status, governance structure, mission, principal programs and services, executive leadership, annual budget and number of full-time staff.
 - b. Past experience in managing quality workforce development programs similar in size and scope to that required by this RFP, including but not limited to individuals served, services and activities delivered, contract values and related performance outcomes. Provide, as attachments to the proposal, three (3) reference letters (along with contact information) from funders (other than Philadelphia Works) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals similar to those required by this RFP. Please ensure the accuracy of contact information. Philadelphia Works will not contact proposers for updated reference information.
 - 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.

3. **Program Narrative:**

Describe each of the following for your proposed program approach: (maximum 15 pages)

 - a. **Career Services:**

Describe your proposed model for effectively delivering career services to job seekers, including how you will accomplish each of the following. (Highly rated responses will clearly demonstrate how the proposed program components connect job seekers with quality, sustainable careers.)

 - i. Outreach to and enroll job seekers into Adult and Dislocated Worker Services, as well as the EARN Program.
 - ii. Assess customers and create individualized plans and goals accordingly using Goal4 It!™ and other tools (must be approved by Philadelphia Works).
 - iii. Ensure an optimal level and frequency of meaningful engagement with job seekers.
 - iv. Provide quality career counseling and coaching and current labor market information.

ATTACHMENT C-2

- v. Connect job seekers to employer-driven career pathways.
- vi. Provide timely, quality follow-up services that encourage job retention and advancement.

b. Training Services:

Describe your plan for effectively connecting job seekers to available training, including how you will accomplish each of the following:

- i. Ensure adequate job seeker preparation for formal assessments
- ii. Facilitate job seeker applications for skills training and literacy programs.
- iii. Support training participants through regular engagement and providing supportive services as necessary.
- iv. Document participation in training programs, including completion of such programs and obtainment of related credentials and skills gains.
- v. Coordinate with Philadelphia Works and the System-wide Services contractor to assist job seekers in finding quality, sustainable jobs related to their area of training.
- vi. Any other components vital to the success of your proposed approach to service delivery.

c. Communication with Partners:

Your ability to develop and maintain effective and positive working relationships with partners both within and outside of the workforce system is critical. Describe how you will establish and maintain productive connections with Philadelphia Works, the other Center contractors, the System-wide Services contractor, One-Stop Operator mandated partners, etc.

d. Quality of Service Delivery:

Describe how you will ensure quality services, incorporating evidence-based or informed approaches such as trauma-informed care, motivational interviewing and program components that meet the needs of parents and children. In addition to evidence-informed practices, discuss what types of customer feedback, staff evaluation/supervision and other quality assurance practices you will implement.

ATTACHMENT C-3

e. Partnership and Referrals:

Describe how you will collaborate, coordinate and establish strong referral relationships with the stakeholders and initiatives that comprise the larger workforce development and social service systems in Philadelphia, including other EARN service providers and the PA CareerLink® system. Include specific examples of partnerships with agencies you have worked with that provide services and supports beneficial to customers, 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.

f. Business Engagement:

Describe how you will engage with local businesses to develop long-term relationships that will benefit both businesses and job seekers. Include how you will assess the needs of businesses and ensure that the workforce system is able to meet those needs, as well as how you will maintain productive relationships with local businesses even when they do not have immediate hiring needs. Describe any communication strategies you will use, including with Contractor staff, job seekers, and the workforce system, to ensure that the broadest pool possible of qualified job seekers connect with open positions.

g. Site Administration and Operations:

If your proposal is successful, you will be responsible for site administration, operations and service delivery at the PA CareerLink® Center. Describe how you will accomplish the items below:

- i. Foster a culture of collegiality, trust, and respect among Center staff, clients, partners, Philadelphia Works, and other stakeholders.
- ii. Be adaptable and successfully manage change and continuous improvement. This includes periodically evaluating internal processes and procedures to ensure that they remain relevant and efficient.
- iii. Shift from a compliance mindset and toward one in which staff strive to provide the highest level of customer service possible to all job seekers, meet customers where they are, and approach challenges proactively with a problem-solving mindset.
- iv. Establish and maintain a safe, secure, and professional environment where both customers and staff are treated with respect.
- v. Provide effective functional leadership to all Center staff by clearly establishing decision-making processes, supervisory structures, feedback mechanisms, and communication protocols.

ATTACHMENT C-4

- vi. Foster an environment of staff excellence in which staff at all levels are appropriately trained for all functions of their jobs as well as trained in the soft skills that support job functions. Staff should be held accountable for showing improvement in identified areas of growth during a period of performance, and Center leadership must provide appropriate training to staff at all levels to ensure ample opportunities for staff to develop professionally. Staff modeling exemplary behaviors and skills should be provided with opportunities for increased responsibility (accompanied by appropriate increases in compensation). Conversely, discuss how leadership will manage staff who fail to exhibit professional growth or meet the requirements of their position.
- vii. Develop compensation plans that appropriately reflect the education, skills, and experience staff bring to their positions and provide opportunity for wage growth over time or as additional skills are mastered.

Philadelphia Workforce Integrated Services Delivery – Center Services Contractor

ATTACHMENT D - PROPOSER'S CERTIFICATION

I certify that all the information provided in this budget is both complete and accurate to the best of my knowledge. Additionally, this form will be revised and re-submitted should unforeseen cost factors necessitate changes. I also understand that if selected as a contractor, I will be required to submit further detailed budget information.

Signature of Authorized Agency Representative

Title

Date

An authorized agency representative must sign the respondent certification form.

Successful respondents will be required to submit detailed budget information at the time of contract negotiations. Knowingly submitting false information may result in the termination of any contract award.

ATTACHMENT E - CERTIFICATE OF INSURANCE

General Liability Insurance, Fidelity Bonding Insurance and Workers Compensation Insurance. All certificates of insurance must exhibit dates for coverage that coincide with the contract period.

Philadelphia Works Insurance Requirements

1. Philadelphia Works, Inc. Vendors and Subcontractors must show proof of insurance for the following:
 - Workers' Compensation
 - General Liability
 - Fidelity Bond or Employee Dishonesty
 - Other Insurance as applicable to contract specifications (i.e. Car Insurance, Construction Bond, etc.)
2. The proof of insurance must be active policies. No terminated policies can be accepted.
3. The following are accepted coverage limits for General Liability and Fidelity Bond/Employee Dishonesty:
 - For contracts that do not exceed \$1,000,000, the subcontractor must be insured for the face value of the contract.
 - For contracts that are between \$1,000,000 and \$5,000,000, the subcontractor must be insured for at a minimum \$1,000,000 or one half of their budget, whichever is larger.
 - For contracts that exceed \$5,000,000, the vendor must be insured for at least \$2,500,000.
4. Master Agreements will be handled on a case by case situation based on the anticipated number of enrollees and the value of their addenda.
5. Accepted coverage limits for General Liability and Fidelity Bonding/Employee Dishonesty will be based on the combined value of written contracts by Philadelphia Works, Inc., to a vendor or subcontractor for the current fiscal year.
6. No proof of insurance will be required for vendors (Consulting contracts and Letters of Agreement) whose contract does not exceed \$10,000.
7. The Philadelphia Works, Inc. Contract Manager(s) may accept a written waiver for bond insurance for the following:
 - Wage Subsidies
 - Vendors and Subcontractors under \$50,000

ATTACHMENT F - AUDITED FINANCIAL STATEMENTS

All proposers must attach a copy of the following:

Most recent Audited Financial Statements performed in compliance with *Government Auditing Standards* (i.e. OMB Circular A-133 or a program audit).

The audit report should include the following:

- Report on Internal Control Over Financial Reporting on Compliance and Other Matters
- Report on Compliance with Requirements Applicable to Each Major Program and on Internal Control over Compliance
- Statements of Financial Position, Activities and Changes in Net Assets and Cash Flows.
- The sign-off date of the audit and all disclosures (footnotes)

Responders must also provide a copy of the organization's management/strategic plan which must also include an allocation of expenses, processes and trends.

Philadelphia Workforce Integrated Services Delivery – Center Services Contractor

ATTACHMENT G- PROPOSAL CHECKLIST

Submissions with incomplete or missing sections will be deemed non-responsive and will not be considered. Please take the time to complete this checklist to ensure that all the following information is included in your submission package. You may include this checklist with your submission.

- ATTACHMENT A -INTENT TO SUBMIT PROPOSAL

- ATTACHMENT B – PROPOSAL COVER PAGE
(MUST BE FULLY COMPLETED AND SIGNED BY THE AUTHORIZED AGENCY REPRESENTATIVE)

- ATTACHMENT C – RESPONSE TO RFP QUESTIONS

- ATTACHMENT D – PROPOSERS CERTIFICATION

- ATTACHMENT E – CERTIFICATE OF INSURANCE

- ATTACHMENT F – AUDITED FINANCIAL STATEMENTS

- ATTACHMENT G – PROPOSAL CHECKLIST