



REQUEST FOR PROPOSALS

for a provider to deliver Workforce Innovation and Opportunity Act (WIOA) Title I services through the PA CareerLink® system in South Central Pennsylvania for the period July 1, 2017 through June 30, 2019 based on performance, and with an option to extend.

Issued September 22, 2016

Deadline for Submission: Monday, November 21, 2016 by 12:00 Noon

The enclosed specifications may be modified as required by The Pennsylvania Department of Labor and Industry, the United States Department of Labor, Southcentral Workforce Development Board County Commissioners, and/or the Southcentral Workforce Development Board without prior notice to Proposers.

Auxiliary aids and services are available upon request to individuals with disabilities.
Equal Opportunity Employer/Program

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SECTION I - GENERAL INFORMATION

INTRODUCTION

The Commonwealth of Pennsylvania designated 8 counties (Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry, and York) in Southcentral Pennsylvania as a Local Workforce Development Area under the Workforce Innovation and Opportunity Act (WIOA) of 2014 and its implementing regulations. The Act and additional information can be accessed at www.doleta.gov/WIOA. WIOA Notice of Proposed Rule Making is available at: <https://www.federalregister.gov/articles/2015/04/16/2015-05530/workforce-innovation-and-opportunity-act>. The Local Workforce Development Board (WDB) is authorized under the same act to set policy for the portion of the workforce development system within the local area. As such, SCPa Works (Southcentral Workforce Development Board) is the grant recipient for WIOA funds and is the Fiscal Agent of these and other employment and training funds received locally for programs operated throughout the Workforce Development area.

Overall, the mission of SCPa Works is to coordinate, develop, and maintain an effective and responsive system of programs and services that integrates the needs of employers for an ample and productive workforce with the needs of SCPa Works residents for meaningful work that enhances their quality of life. SCPa Works also promotes local training programs, private-public partnerships, joint ventures and linkages designed to improve the economic health of our region.

The Workforce Innovation and Opportunity Act require that each local area have at least one comprehensive one-stop service center, which is known in Pennsylvania as the PA CareerLink®.

SCPa Works is responsible for coordinating and aligning workforce services and investment strategies to better reflect the needs of their local or regional economies. SCPa Works oversees the PA CareerLink® and service providers and, as the entity accountable to the Commonwealth for the performance of the workforce investment system in its area, makes every effort to ensure that workforce development services are effectively and efficiently provided. Locally, SCPa Works is comprised of 21 Board members, of which 11 represent the business sector. SCPa Works employs staff to carry out its roles and responsibilities.

Expectations of the Title 1 Operator

First and foremost, the Title I Operator will function under the direction of the PA CareerLink® as a fully integrated partner without regard to the organizational mission of the selected Contractor.

Title I, of the Workforce Innovation and Opportunity Act (WIOA), includes innovative, high-quality services to eligible adults and dislocated workers. In addition, WIOA outlines services available to eligible youth. The Title I Operator will integrate these services within the overall structure of the PA CareerLink®.

The Title I Operator must demonstrate the capacity to develop relationships with various agencies throughout SCPa Works in an overall effort to coordinate activities that address the

employment and training needs as well as the social barriers that job seekers often encounter. The Title I Operator must be able to work closely with all partners and SCPa Works and respond accordingly to its needs. The Title I Operator must demonstrate a willingness and ability to leverage funds and services throughout the area. These and other services are embedded into a bigger structure known as the PA CareerLink®. The Title I Operator would be listed as a PA CareerLink® partner, but its identity would be anonymous in service delivery. Service delivery must be integrated with the service-delivery process of each PA CareerLink® located in SCPa Works.

The Title I Operator is solely responsible to meet the local areas established Adult and Dislocated Worker programmatic performance requirements and participant-based outcomes as established by the Department of Labor and Industry.

The Title I Operator will coordinate programmatic activities in accordance with the requirements of various funding streams, as applicable and as amended. These funding streams include but are not limited to: Title I Adult, Youth, and Dislocated Worker Funds, Rapid-Response Funds; Statewide Activity Funds; other federal funds; other state funds; and Department of Labor discretionary funds.

The initial contract will be for one twenty-four (24) month period, July 1, 2017 through June 30, 2019. If funding is available and the Contractor is performing acceptably, subsequent agreements will be developed. Additional program period funding will be at the discretion of SCPa Works. This RFP is issued for a two-year period, with an option to renew for an additional year without rebid. At any time, this contract can be terminated due to the loss of local area designation, realignment of workforce development areas, failure to meet performance, or loss of funding.

The provision of services specified in this RFP requires substantive knowledge and understanding of the local labor market, the Workforce Innovation and Opportunity Act and its implementing regulations, applicable state and federal regulations and circulars, and the policies of the federal Department of Labor and PA Department of Labor and Industry. Many of the federal regulations can be found in the Employment and Training Administration (ETA) library at www.doleta.gov; state publications can be found in the Publications and Workforce Professionals sections at www.paworkforce.state.pa.us.

SCPa Works Local Plan, the regions labor market conditions, high priority occupations and charts describing the local structure are available at www.scpaworks.org.

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 SCPa Works. Knowledge and understanding of the full text and content of these applicable laws, regulations and programmatic requirements, and the local customer base 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 contract.

In keeping with these provisions as a statement of purpose, SCPa Works seeks a qualified provider to integrate the adult, dislocated worker and youth (as applicable) Title I services of WIOA into the PA CareerLink® offices in the SCPa Works region.

ORGANIZATION

SCPa Works will review all eligible proposals, rate and rank them, and make a recommendation to the Program Committee of SCPa Works, which will then make a recommendation to SCPa Works Executive Committee for approval. Final approval will reside with SCPa Works Board of Directors. Once contracts are executed, SCPa Works will oversee all programmatic activities and will assure compliance with the terms and conditions of the grant and contract. SCPa Works is responsible to provide fiscal oversight of the contract.

BACKGROUND

The purpose of the RFP is to identify an organization that will provide innovative, high-quality job-seeker services using strategies that will enable PA CareerLink® customers to become employed in family-sustaining jobs.

1. This RFP contains instructions governing the proposals to be submitted and the material to be included in the submission; requirements that must be met in order to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposing Contractor.
2. The services and/or activities being solicited in this RFP are being sought under the competitive method of procurement, which follows federal procurement rules. Solicitation via this RFP will ensure that the services and/or activities are obtained efficiently and economically and to provide for complete, free, and open competition in the selection of a Contractor.
3. Proposers must submit a single proposal. We encourage Proposers to partner with other organizations, but a single agency must act as the lead contractor, submit the bid, and be responsible for the fulfillment of all contract provisions. Proposers must provide projected service levels, a plan to achieve required performance levels, and line-item budget for Program Years 2017-2018 and 2018-2019. Budgets will vary thereafter based on available funding.
4. To be considered for funding, respondents to this RFP must adequately address each of the requirements and expectations detailed throughout the RFP. Title I Operators must be willing to develop new plans or revise existing program plans at the direction of SCPa Works at any point during the life of the contract.

5. The selected contractor will be responsible for coordination, collaboration and leveraging funds with other contractors and agencies throughout SCPa Works to provide specific services and activities that contribute to the job seekers ability to reach their employment goals.

6. Proposers must indicate their capacity to link both financial and programmatic resources with other contractors and agencies in the local area. This will enhance programs, services and activities provided by contractor, as well as make the programs, services and/or activities most cost effective.

7. Proposers must be capable of operating a program of this scale and size. SCPa Works will evaluate each proposal on the merits of current and prior experience with similarly sized projects and retains the right to check references whether current and prior projects are mentioned in the proposal or not. Proposers should clearly identify innovative ways it will address WIOA regulations, including how to reach and engage customers, incorporate partner agencies, employers and community organizations in delivery of service, and how it will track and retain customers, allowing performance measures to be met.

8. Proposers shall disclose in their submissions any possible conflict of interest arising out of personal or business relationships with SCPa Work's members.

9. SCPa Works is prohibited from awarding a contract to a contractor who is excluded from federal procurement or non-procurement programs by the U.S. General Services Administration. SCPa Works is prohibited from awarding a contract to any party disbarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs in accordance with the USDOL regulations at 29 CFR Part 98 or debarred by the Commonwealth of Pennsylvania.

10. This RFP is being solicited based on anticipated funds. Awards may be provided only upon the actual availability of WIOA funds. Payment under the contract shall be contingent upon receipt of anticipated federal and state funding. Contractors will be paid based on a negotiated schedule with SCPa Works.

PROCEDURES

It is essential that you read the entire package before preparing your response. Organizations interested in responding to the RFP must submit one original plus ten (10) copies of the proposal to: SCPa Works 4201 Crums Mill Road, Suite 200, Harrisburg, PA 17112. Please include a cover letter signed by the individual authorized to bind the organization to the terms of the proposal.

All proposals *must be received* in SCPa Works office, 4201 Crums Mill Road, Suite 200, Harrisburg, PA no later than **12:00 p.m. EST, Monday November 21, 2016**. Proposals will be considered in final form upon submission to SCPa Works office; therefore, no changes may be made to the content or format, including the number of copies, unless requested by SCPa Works during any portion of the process. Proposals submitted in formats other than those described in this solicitation will not be considered for first-round review. Proposals received after this time and date, whether by U.S. mail, commercial delivery, or hand carry will not be considered for first-round review. Faxed and/or e-mail submission of proposals will not be accepted. Timely receipt of the proposal is the sole responsibility of the Proposer.

SCPa Works will accept written questions regarding the RFP through noon on October 7, 2016. Questions can be submitted to info@scpaworks.org. In addition, a pre-proposal bidders conference will be held on Friday, October 21, 2016 at SCPa Works 4201 Crums Mill Road, Suite 200, Harrisburg, PA 17112 to provide an opportunity for SCPa Works to explain the background of the RFP, emphasize portions of the RFP, including expectations for respondents, evaluation criteria and contracting process and to answer additional questions posed by potential Proposers. A brief amount of time will also be set aside during the pre-proposal conference for additional questions to be submitted in writing. Every effort will be made at the pre-proposal conference to answer questions submitted that day; however, all questions will be answered and posted on SCPa Works website. All answers provided during the pre-proposal conference will be considered in draft form until they appear on SCPa Works website; www.scpaworks.org.

You must register for the pre-proposal bidders conference by email to info@scapworks.org your organizations intent and names of staff persons who will attend the pre-proposal conference no later than close of business on October 7, 2016. In the event of inclement weather, a notice will be posted on www.scpaworks.org, and potential Proposers who have registered will be notified of the date change. The pre-proposal conference is for information only and attendance is not mandatory.

The question and answer period and pre-proposal conference are the only opportunities for Proposers to receive responses to questions. A written summary of all questions and the responses to them are considered a modification to this RFP and will be posted to the website (www.scpaworks.org) by October 28, 2016.

It is important to note that negotiations on proposals are expected to be completed March 2017. Proposers must be available with little notice to clarify or negotiate elements of their proposal.

All proposals that meet the minimum requirements of the RFP will be sent to the review committee for evaluation. The review committee consists of SCPWorks Board members, staff, and other knowledgeable individuals appointed by the Board of Directors.

SOLICITATION SCHEDULE

Release of RFP	September 22, 2016
Proposers' Written Questions Deadline	October 7, 2016 by noon
Pre-proposal Bidders Conference	October 21, 2016, 10 a.m. - 12 p.m.
Questions and Answers posted	October 28, 2016
Deadline for Receipt of Proposals	November 21, 2016 by Noon EST
Contract Awards Complete	March 2017
Transition begins	Upon approval by SCPWorks
Contract begins	July 1, 2017

WHO MAY APPLY

Proposers who are capable of supporting the activities outlined in this RFP may be public or private not-for-profit corporations, local educational agencies, private for-profit corporations, community-based organizations, labor organizations or governmental units.

FUNDING and CAPACITY

It is estimated that in Program Year 2017, the operational budget to provide the services outlined in this RFP is an amount **up to** \$1,500,000, which will be modified upon receipt of our funding allocations. We are looking for efficiencies wherever possible, and Proposers should not consider this amount as the baseline; it is a **maximum**. Funding for the facilities such as rent, utilities (except telephone and Internet access) and janitorial services have already been set aside and are NOT to be included in the Proposers budget in the counties that have a PA CareerLink® location. In the counties of SCPWorks that do not have a physical CareerLink® location rent and services would need to be included in your budget. In addition, SCPWorks will manage the amount of funding available for training services (generally Individual Training Accounts or On the Job Training Accounts) based on available resources. These costs are NOT to be included in the Proposers budget. Current language requires 40% of a local area's funding to be designated to training. This new language necessitates the Proposer to deliver services in new and innovative ways.

This contract will be a hybrid of cost reimbursement and performance. 80% of funds allocated are for cost reimbursement expenses and 20% will be allocated for performance. Performance is calculated on a monthly basis and will be reimbursed for the previous month's performance indicators. 10% of the performance funds are based on placements of participants in employment, 5% of performance funds are based on reaching a negotiated set dollar amount of training expenditures and the additional 5% of performance funds are earned by reaching Master OJT Agreement benchmarks. All final performance outcomes will be negotiated upon award. SCPWorks reserves the right to adjust performance each program year.

Equipment and furnishings currently in use for the purpose outlined in this RFP will remain at the facility and may be used by the selected contractor. Repair and replacement of existing equipment will be at the discretion of SCPa Works. All purchases of nonexpendable items remain the property of SCPa Works and must be used for the purpose for which they were originally purchased.

Note that the available funding found above is an *estimate*. The actual allocation is not available from the Department of Labor and Industry and is not expected to increase. A budget modification will be required upon notice of final allocation. Funding is available on a year-to-year basis and is dependent on receipt of funds from the federal and state government.

Proposers should expect that available funds will decrease and customer demand will increase over the life of the agreement. Annual budget modifications will be required.

LEVERAGING RESOURCES

Funds are limited. Linkages with existing programs and providers are encouraged and will be necessary to make the program cost effective. Proposers must describe in their application their capacity to link, both financially and programmatically, with other organizations in the area. Proposers must also describe the linkages, match, and alternate funding.

LOCATION AND COORDINATION

SCPa Works requires that all Title I activities be located in the local PA CareerLink® offices. Proposers must outline their familiarity and working knowledge of the human, social, referral and other service organizations and employers that will be key to assisting job seekers with their employment goals. This involves more than knowing the names and addresses of the organizations; it involves knowing who to contact and how to navigate the system on behalf of the customers. Proposers should describe how they will outreach to customers who are in need of workforce services, including providing services to individuals who are not able to get to the PA CareerLink®.

As a priority for serving customers, the successful Contractor will use services and programs available at the PA CareerLink® before looking to outside providers. Other organizations include educational agencies, child-care organizations, social service agencies, shelters, clinics, housing organizations, food banks, etc.

A significant number of customers have limited English speaking skills. Proposers must ensure meaningful access to programs and activities by persons with limited English speaking skills when developing a proposal.

In addition, a significant percentage of customers will either be high-school dropouts and/or read at an 8th grade level or below. Therefore, all providers seeking funds must be able to provide the services proposed to individuals with low literacy levels.

PA CAREERLINK®

In a successful PA CareerLink®, there can be no stand-alone activities. Partners are interdependent upon each other to provide quality programs and services that benefit the customers they serve; the PA CareerLink® operates functionally so that customers experience seamless services from all partners. Refer to WIOA Sec. 134(A)(i)(xi) for more details on PA CareerLink® services.

The Title I Operator offers services that are embedded in the overall structure of the PA CareerLink®. As part of a continuously improving site, the Investor Partners of the PA CareerLink® have agreed to:

- improvements in performance measures, especially entered employment for job seekers;
- making workforce readiness at least as important as labor exchange in the work of the PA CareerLink®;
- merging duplicative functions into functional teams with cross-trained staff from multiple partners;
- increasing the opportunities for job seekers to receive training at the PA CareerLink® site itself;
- engaging employers on a regular basis, communicating their staffing needs in the most effective way possible to staff with a placement orientation.

REQUIRED ACTIVITIES

Proposal contents should be based upon the programs and services listed below. However, Proposers should understand that this list outlines the minimum program and service requirements; Proposers are encouraged to include additional activities within their proposals that meet the needs of job seeker and employer customers of the PA CareerLink® system. Heavy emphasis will be placed on proposals that demonstrate an in-depth understanding of customer needs and service gaps, are innovative and that propose additional activities beyond the minimum requirements to meet those needs.

The Title I Operator is responsible for all aspects of the programs under its operation. All activities will integrate with the PA CareerLink® to maximize staffing and to minimize duplication. Staff will be assigned to appropriate functional teams in support of PA CareerLink® services. Staff from other organizations will assist the Title I Operator in carrying out its duties.

Administratively, the Title I Operator will, at a minimum provide the following:

1. Technical assistance and training to partner staff;

2. Intercession with contractors for programmatic, customer activity and documentation, and follow-up issues;
3. Determination of customer eligibility;
4. Support services as applicable;
5. Referrals to support agencies for customers enrolled in programs;
6. Compliance with requirements as they relate to the programs and customers;
7. Tracking and reporting of all customer activity;
8. Reconciliation of in-house reports with Labor and Industry reports;
9. Submission of participant information and required reports prior to established deadlines;
10. Submission of required programmatic reports.
11. Cooperation with and maintenance of a strong working relationship with SCPa Works staff;
12. Utilization of a system wide, common case-management system;

Programmatically, the Title I Operator will, at a minimum, provide the following:

A. General

1. Act in the capacity of a required Investor PA CareerLink® Partner and member of the Operator Consortium;
2. Function as the operator for Job Seeker Services;
3. Staff the Career Resource Center in the PA CareerLink®, which includes maintaining continuously available staff who are knowledgeable and customer friendly;
4. Provide programmatic technical assistance for Title I funded programs;
5. Assure compliance with US Department of Labor and the Pennsylvania Department of Labor and Industry's requirements as they relate to programs and customers;
6. Provide functional supervision of all staff involved in the Job Seeker Services team;
7. Assign staff to appropriate PA CareerLink® teams and committees;
8. Permit non-Title I supervisors to provide functional supervision for Title I staff;

9. Function as operator for Business Services;
10. Provide lead services on additional grants and funding received by SCPa Works;
11. Assure compliance with work-based learning activities and metrics;
12. Provide services at non-traditional times, on-line, and/or off-site to meet the needs of all job seekers.

B. Specific

1. Outreach

- a. Conduct outreach, recruitment and orientation to ensure PA CareerLink® services are reaching SCPa Works residents in need of assistance; to include partnerships with community based organizations or other appropriate locations that are not strategically located close to a local PA CareerLink®. The expectation is that a Title 1 staff representative will be onsite and provide services at locations other than the PA CareerLink®.
- b. Conduct Rapid Response activities as part of the local team.

2. Intake

- a. Operate a one-on-one Welcome Center that is warm, respectful and responsive;
- b. Deliver a service focus (and not a program focus) with the fewest service-entry procedures possible;
- c. Conduct an initial assessment of customers' education level, skill levels and work history;
- d. Conduct career counseling and assessment;
- e. Conduct intakes and determine customer eligibility;
- f. Provide referrals to support agencies for customers.

3. Service delivery - clients

- a. Provide easy access to robust series of services that are responsive to customers' needs and that makes them more competitive in the labor market;
- b. Provide personalized and customized services;
- c. Organize universal delivery of core services by purpose and function and not by program silos;
- d. Recognize that customers need both skills and jobs, and organize services so both are emphasized and delivered concurrently, when possible;

- e. Provide case management, retention, and follow-up activities;
- g. Develop Individual Employment Plans (IEPs) that focus on career paths in high-growth sectors;
- h. Determine suitability for Individual Training Accounts (ITAs) and other training activities;
- h. Provide job-search assistance, including job-skill assessments, employability workshops, placement assistance, career counseling, and job-search workshops on a continuous basis;
- i. Provide information about job listings from local employers to customers;
- j. Provide information related to local, regional and national labor market area, consisting of job listings, necessary job skills, and local demand, earnings, and skill requirements;
- k. Provide group and individual counseling sessions on a variety of topics designed to assist and advise job seekers in overcoming obstacles to employment;
- l. Support eligible customers with the process of choosing from the Individualized Training Account and training system through intensive career counseling, determining customer suitability; and processing the customer's application for submission to SCPa Works.

4. Service delivery – employers

Employer engagement is a key part of WIOA. The Title I provider will be responsible for employing a lead for the Business Services team. If additional contracts are awarded to more than one provider, each provider will be required to provide representation on the Business Services Team. All activities of the Business Services team members, including contacts with businesses, must be recorded in the Commonwealth Workforce Development System (CWDS) database and any other activity tracking programs as may be instituted.

Vision of SCPa Works, Operator Consortium and Regional Business Services Team:

SCPa Works, in coordination with various partners, including but not limited to, economic development partners such as the local economic development offices, chamber of commerce, MANTEC, and Small Business Development Centers, to continue to engage in substantial quantitative and qualitative analysis to identify the region's most competitive industry clusters. SCPa Works regional model for business services and development is to collect information regarding the region's key industries and to be proactive in responding to employment demands, and to serve as a broker of services to the workforce system. The Regional Business Services Team (RBST) will meet periodically to coordinate the interaction of local Business Service Teams and act as conduit between SCPa Works and PA CareerLink® Offices. The Regional Business Services Teams may be comprised of PA CareerLink® staff and staff of other community agencies that are directly involved in business development activities.

The Business Services Team will be responsible for coordinating services across Title 1 (including youth), Title 2 literacy programs, Wagner Peyser (Title 3), and Title IV Rehabilitation Act (OVR). The common theme will need to be coordination and integration across core programs related to business services and representation of all program partners located at the

PA CareerLink®. There will need to be an enhanced focus on special populations. If necessary, an MOU will need to be developed to outline roles and responsibilities

Representatives from SCPa Works and each PA CareerLink® office are members of the Regional Business Services Team (RBST). The RBST meets periodically (6 to 12 times per year). Meetings include sharing of information on local and regional economic issues, specific initiatives, and best practices. Meeting minutes are taken and distributed to team members.

Businesses' perceptions of the PA CareerLink® system will be strongly influenced by the impression made by Business Representatives. Business Representatives must:

Thoroughly understand the types of industry, industry sectors in the area and communicate effectively with businesses.

Be knowledgeable in all facets of PA CareerLink® operations, programs, objectives, tools, methods and techniques and be thoroughly familiar with the local labor market and economic conditions.

Most importantly, know how to translate this knowledge in terms of the needs of businesses. The effectiveness of business contacts depends upon the qualifications of the Business Representatives.

All Business Representatives of the PA CareerLink®, regardless of their employing agency, must be held to the same standards. All activities of the Business Service team members, including contacts with businesses, must be recorded in the Commonwealth Workforce Development System (CWDS) database and any other activity tracking programs as may be instituted.

5. Operate the Job Search Center Program

- a. The Job Search Center is a highly successful, structured program to assist individuals with their re-employment goals. After one week of instruction, customers conduct an intensive job search with the assistance of professional staff and resources. Customers commit to an attendance schedule for a period of time, thus increasing their ability to focus and to network with others.
- b. SCPa Works is interested in proposals that identify innovative and creative ways to engage job seekers and employers to utilize the PA CareerLink® as the go-to location for employment needs;

6. Meet performance measures and success metrics and improve outcomes through the delivery of value-added services;

7. Participate in job fairs, PA CareerLink® committees, and staff-development activities;

8. Determine the need for and make timely payments of support services;

9. Provide tangible, value-added services at the PA CareerLink®.

C. Miscellaneous

1. Employer engagement is a key part of WIOA. The Title I provider will be responsible for employing a lead for the Business Services team. If additional contracts are awarded to more than one provider, each provider will be required to provide representation on the Business Services Team. All activities of the Business Services team members, including contacts with businesses, must be recorded in the Commonwealth Workforce Development System (CWDS) database and any other activity tracking programs as may be instituted.
2. Periodically, SCPa Works contracts with organizations to perform program activities outside of the Title I Operator's scope of work. Examples include programs for in-school and out-of-school youth, and incumbent-worker training. In these instances, the Title I Operator performs participant activities (eligibility, tracking, reporting) as an agent of SCPa Works. SCPa Works retains responsibility for the performance of its subcontractors.

Functional Welcome Activities

All customers should be made to feel welcome when they walk into the local PA CareerLink® offices. To make customers feel welcome the following process will be provided to all first-time PA CareerLink® customers (whether referred, outreached or walk-in) and has two key components:

1. Registration into the Job Gateway system,
2. An initial one-on-one welcome meeting.

Upon entering the PA CareerLink® Center, customers will be warmly welcomed by the staff at the Reception Desk. The Title 1 Operator, in coordination with PA CareerLink® staff, will ask five key questions, such as listed below, to reduce the number of visits customers must make before receiving service and the Title I Operator will provide as many intake functions as is reasonable on the customer's first visit. The staff will introduce the customer to the Title I representative for introduction, entry into the Job Gateway system, if necessary, and a one-on-one meeting.

1. How may I help you?
2. Have you been to the Center before?
3. Have you registered in Job Gateway?
4. Are you comfortable with using a computer?
5. Are you a veteran?

The One-on-One meeting will consist of:

1. an overview of the Job Gateway features and registration into the system, if applicable;
2. a core initial assessment of customer needs and wants, including highest education level attained and work history,
3. questions that lead to an analysis of any barriers to employment encountered by the person,
4. referrals to community-based organizations for additional services and education or training opportunities if they are un-credentialed or minimally credentialed (if needed and wanted),
5. immediate scheduling of access to the universal core services and career planning to identify next steps,
6. scheduling or completion of an intake session to determine program eligibility.

The successful Contractor will be able to creatively and effectively manage the customer flow and provide a successful customer service experience. Customers must be able to easily ascertain what services are provided, what they may/may not be eligible for, and how services might best suit their individual needs. A customer should have a clear understanding of the flow of services and how they can progress from one service to another seamlessly. WIOA does not mandate completion of one service before entering the next.

Following the welcome for first-time PA CareerLink® customers:

- All customers will be given the opportunity to use the resources in the Career Resource Center (CRC) with the support of staff located in the CRC;
- Customers outreached for the Pennsylvania Profile Reemployment Program (PREP) or any other mandated state or federal program will have, on their first visit, a meeting with staff assigned to that program function;
- Customers who are interested in WIOA Services will be scheduled for or have an immediate intake to determine eligibility for such services;
- Customers will be provided with a comprehensive overview of all opportunities within the PA CareerLink® and provided access to appropriate services;
- Customers who are interested in and potentially eligible for other co-located partner programs (such as Veterans, Vocational Rehabilitation, AARP, adult and continuing education, and Trade) will be given an opportunity to meet with a representative, if available, or provided a return visit appointment with program-specific staff;

Successful indicators of a warm welcome visit to the local PA CareerLink® are:

- Job seeker satisfaction with the PA CareerLink® and its services; measurement tool to be determined,
- Number and percentage of customers registered in Job Gateway,
- Percentage of customers receiving at least one post-welcome services,
- Percentage of customers receiving more than one post-welcome service,
- Percentage of customers with more than one visit to PA CareerLink®.

Baseline data does not currently exist for specific achievement levels in each of these success indicators. Consequently, data from the first year of operation will be used to establish the baseline for each success indicator with specific performance expectations established for ensuing years.

The Title I Operator will collect this data and publish it monthly. SCPa Works expects continuous month-to-month improvement in each of these indicators, which will be used as a basis for evaluating contractor performance.

PROGRAM CONSIDERATIONS

Services and activities must observe the following restrictions and requirements when considering the program design:

Program training, services and/or activities cannot start prior to July 1, 2017; however, transition activities are expected to begin as soon as the agreement is approved by SCPa Works. Proposers are responsible for adhering to all current and modified laws, rules, regulations, guideline requirements, policies, and local changes. Close coordination with SCPa Works is required and at least one senior-level staff person who is familiar with all activities will be named as the liaison with SCPa Works.

Staffing

1. Proposer must have sufficient staff to successfully operate the program and provide adequate services including a majority of staff dedicated to direct customer services; and the Title I Operator functions as the lead for Job Seeker Services;
2. SCPa Works strongly recommends that the Title I Operator Lead be a strong customer oriented leader and clinician;
3. Proposer must plan for, and agree that the appropriate number of direct services staff be bilingual (Spanish/English); and/or have the ability to provide effective communication to non-English speaking individuals.

4. All staff funded with this grant are expected to provide some level of direct customer service or customer support such as data entry. SCPa Works is not interested in supporting layers of management staff; therefore, Proposers who include in their proposals layers of management staff and staff who do not provide direct customer services will lose points in the scoring process;
5. Proposer should consider that a significant number of direct services staff hold a bachelor's degree and/or related work experience;
6. SCPa Works is interested in seeing professional-level staff in key service delivery positions such as case managers, job search staff and instructors. Para-professional level staffing numbers should be appropriate to the support needed to operate the program and should be kept to a minimum;
7. In the event that an organization other than the current provider is awarded this contract, swift and immediate transition activities will be necessary so that there are no gaps in service to customers on July 1, 2017 and beyond. SCPa Works recommends that any organization awarded funds through this RFP give first consideration in employment to current employees who may be displaced as a result of this procurement. At a minimum, the organization awarded the funds must offer interviews to staff who are displaced;
8. Staff are expected to work professionally and cooperatively, which is essential in situations such as the PA CareerLink® where individuals are integrated by function and space assignments;
9. SCPa Works reserves the right to approve all lead personnel assigned to this project.

Sufficient staff must be provided to meet the needs of the PA CareerLink® and Title I Operator requirements. The Contractor must be flexible with staffing and have the ability to shift staff responsibilities and hours in order to ensure effective coverage. In addition, the successful Contractor must have the ability and capacity to provide activities to individuals speaking any language other than English and must obtain Language Line access and/or other translation services unless available through a partner within the PA CareerLink®.

Successful Contractor must complete and maintain a current case record for every customer as required by the funding sources. Successful Contractor must adhere to using the forms, practices and procedures as required by SCPa Works.

Please note that all training-related occupations must be in demand as listed on the Commonwealth's current High-Priority Occupation List for SCPa Works. This list can be accessed at <http://www.paworkforce.state.pa.us>. The Contractor will be responsible to explore all available short-term, occupational-specific training in the area. A heavy emphasis is being placed on training individuals with barriers.

The successful Contractor must ensure that accurate customer information is entered in appropriate databases in accordance with the time frames required by the funding source and/or SCPa Works.

Confidentiality of customer information must be maintained to meet the requirements of HIPAA regulations and/or PII, and specific procedures as required by law. **All customer documents must be maintained in secured, locked file cabinets at all times with limited staff access.**

In the event that an organization other than the current provider is awarded the contract, swift and immediate transition activities will be necessary. Transition activities must be completed by July 1, 2017. Transition activities include ensuring that customer services are uninterrupted. It is expected by SCPa Works that parties involved will work cooperatively to ensure that programs, training, services and activities are not interrupted or impacted in any way.

At least initially, the in-house database system currently in use by the Title I Operator will be used for customer tracking in addition to CWDS, the system of record. Integration of a region wide case management or participant data tracking software may be required during the period of this contract.

PROGRAM DESIGN

1. Proposers will be asked to describe each of the proposed planned services and activities in detail when submitting a response to this RFP. Included will be examples of program training, services and activities available in-house or provided by other contractors and/or agencies. Services available at the PA CareerLink® should not be duplicated, and utilization of the services provided at the PA CareerLink® must be incorporated into the proposal.
2. Heavy emphasis will be placed on proposals that demonstrate an in-depth understanding of the local labor market, the structure of the local workforce system, and customers' needs. Proposers are encouraged to be innovative in their delivery of the Title I services and activities, as well as expanding the current offerings.

REQUIRED OUTCOMES

Proposers must commit to a constant improvement in performance numbers. For Program Year 2017-2018, the performance measure requirements are as follows:

Measure	Negotiated Level
Adult employment (Second Quarter After Exit)	65%
Adult employment (Fourth Quarter After Exit)	65%
Adult median earnings	\$5,000
Adult Credential Attainment Rate	55%
Adult Measurable Skills Gain	baseline
Dislocated Worker employment (Second Quarter After Exit)	74%
Dislocated Worker employment (Fourth Quarter After Exit)	75%
Dislocated Worker median earnings (Second Quarter After Exit)	\$7,000
Dislocated Worker Credential Attainment Rate	57%
Dislocated Worker Measurable Skills Gain	baseline
Effectiveness In Serving Employers	baseline

The performance measures are re-negotiated with the state on an annual basis and are subject to change. SCPa Works may also establish additional measures.

GENERAL CONDITIONS

The release of this Request for Proposal does not constitute an acceptance of any offer, **nor does such release in any way obligate the execution of a contract with any Proposer.** SCPa Works reserves the right to accept or reject proposals on the basis of the conditions set forth in this RFP and to evaluate all accepted proposals on the criteria included in this document. Proposers should note:

1. Specifications contained in this RFP are subject to change upon the release of revised applicable federal and state laws, rules, regulations and/or policies.
2. Proposal narratives are limited to fifteen (15) single spaced pages of print with a font size of no less than 12, and margins no smaller than one inch. Pages must be numbered. Charts and other attachments are not included in the page limit. Proposals must be staples in the upper left-hand corner, not bound and not placed in binders. Brochures, expensive paper, promotional material and the like are not wanted. Proposers are cautioned to keep attachments to a minimum and to avoid including redundant documents such as the content of this RFP. Completeness, legibility and clarity are essential. Inclusion of multiple or wordy attachments increases the risk that reviewers could miss critical information.
3. SCPa Works will not be liable for costs incurred in the preparation of proposals or negotiation of contracts. SCPa Works will not be liable for costs or purchases made prior to the effective date of the contract.

4. SCPa Works will not pay for curriculum development. If an off-the-shelf package will be purchased, the Proposer must name the package in the proposal and submit information regarding the program as an attachment to the proposal.
5. Upon submission, all proposals, in their entirety, become the property of SCPa Works and subject to the PA Open Records Law.
6. The award of a contract for any proposed service is contingent upon the favorable evaluation of the proposal and successful negotiation of any changes to the proposal required by SCPa Works.
7. SCPa Works reserves the right to negotiate the final terms of all contracts with successful Proposers. SCPa Works may require selected Proposers to attend a meeting to discuss their proposal and contract provisions. Items that may be negotiated include, but are not limited to, the type and scope of services, cost and fees, staffing, staffing levels, management, programs offered, etc. Likewise, SCPa Works also reserves the right to accept any proposal without substantive negotiation. Therefore, Proposers are advised to propose their most favorable terms with their initial submission.
8. SCPa Works reserves the right to reject all proposals and re-issue the RFP at any time prior to the execution of a final contract; to require in any RFP for similar products and/or services that may be issued subsequent to this RFP, terms and conditions that are substantially different from the terms and conditions set forth in this RFP; or to cancel this RFP with or without issuing another RFP.
9. SCPa Works further reserve the right:
 - a. to reject the proposal of any Proposer that, in SCPa Works judgment, has been delinquent or unfaithful in the performance of any contract associated with SCPa Works, is financially or technically incapable, or is otherwise not a responsible Proposer;
 - b. to waive any informality, defect, non-responsiveness, and/or deviation from this RFP that is not, in SCPa Works sole judgment, material to the proposal;
 - c. to request that one or more of the Proposers modify their proposals or provide additional information;
 - d. to request additional or clarifying information from any Proposer at any time, including information inadvertently omitted by a Proposer;
 - e. to require that Proposers appear for interviews and/or presentations of their proposals at SCPa Works offices;
 - f. inspect projects similar in type and scope to the work sought in this RFP and/or to inspect the Proposer's facilities to be used in furnishing goods or services required by the RFP;

- g. to conduct such investigations as SCPa Works considers appropriate with respect to the qualifications of any Proposer and with respect to the information contained in any proposal.
- 10. In order for SCPa Works to review proposal(s) quickly and efficiently, all proposals must be presented in the designated format with all budget and other forms completed thoroughly and accurately. SCPa Works reserves the right to reject any proposal not formatted consistent with the proposal format requirements.
- 11. SCPa Works reserve the right to negotiate with successful Proposers for the inclusion of services to groups and for the inclusion of activities in addition to those described. Changes may be instituted at any time during the contract period with advance notice to Proposers.
- 12. If a selected Proposer fails to provide the information required to begin negotiations in a timely manner, fails to negotiate in good faith or indicates they cannot perform the contract within the budgeted funds available for the project or, if a selected Proposer and SCPa Works, after a good-faith effort, cannot come to terms, SCPa Works may terminate negotiations with that particular Proposer and commence negotiations with any other Proposer.
- 13. The selected Proposer must demonstrate the ability to be compliant with program reporting and recordkeeping, the capability to generate accurate and timely information, and submit periodic fiscal and programmatic reports.
- 14. The selected Proposer will be required to provide various financial and performance reports to SCPa Works on a monthly basis in such detail and on such forms as required by SCPa Works. The deadline for the monthly financial reports will be the 8th day of the month following the reporting month; the deadline for performance reports will be the 8th day of the month following the reporting month, or as required by SCPa Works. The contractor will be required to submit the reports for presentation to SCPa Works. Failure to submit the required monthly reports on time and in a complete and accurate form may result in de-obligation of funds or termination of the contract.

CONTRACT AWARD

A. SCPa Works shall award a contract to the responsible and responsive Proposer whose proposal is determined to provide the best overall value to SCPa Works in terms of ability to perform the required services, experience and cost.

Proposers must detail in their proposal their reasons for objection to any part of these terms and conditions and include in their proposal proposed alternate language. Time is of the essence in the award of a contract. Hindrance of the award process due to the extent of a Proposer's proposed modifications may have a negative impact on SCPa Works assessment of that proposal.

No portion of these services may be subcontracted without prior SCPa Works approval.

The contract resulting from the award of this RFP will consist of this RFP (which includes SCPa Works and Fiscal Agents General Conditions), the proposal, and any additional information deemed necessary as a result of the negotiations held with the successful Proposer.

The initial contract will be for one twenty-four (24) month period, July 1, 2017 - June 30, 2019. If funding is available, and the Contractor is performing acceptably, a subsequent (1) year agreement will be developed. Additional program period funding will be at the discretion of SCPa Works. Annual budget negotiations will take place with the Contractor based on available funding, priorities and performance.

Contracts will be a hybrid blend of cost reimbursement and performance. Renewal and continuation will be based on performance.

Insurance Requirements (includes participants in paid work activities)

General Liability: \$2,000,000 General Aggregate
\$2,000,000 Products Completed Operations Aggregate
\$1,000,000 Personal & Advertising Injury
\$1,000,000 Each Occurrence
\$5,000 Medical Expense (any one person)

Auto Liability: \$1,000,000 Combined Single Limit

Workers' Compensation: Statutory

Employers Liability: Bodily Injury by Accident \$500,000.00 Each Accident

Bodily Injury by Disease \$500,000.00 Each Employee

Bodily Injury by Disease \$1,000,000.00 Policy Limit

Umbrella Liability: \$1,000,000

Professional Liability \$1,000,000

General Requirements for Insurance:

Except as otherwise approved by SCPa Works in writing, the following provisions shall apply to each and every policy of insurance which the Contractor is required hereunder to carry:

- a. The form, amount and coverage of each policy, and the insurer under each policy which must be duly licensed in Pennsylvania, shall have an AM Best Rating of B+ or higher (or similar Insurance Company Rating Organization)
- b. Contractor shall require each insurance carrier to deliver its certificate of insurance to SCPA WORKS and to any other party designated by SCPA WORKS, certifying the applicable insurance provisions herein required
 - i. upon the execution hereof, and
 - ii. at any other time upon SCPa Works request;
- c. At least thirty (30) days prior to the expiration of each policy, contractor shall provide SCPa Works with certificates (or copies of policies) of renewal or replacement policies; in the event of non-renewal or cancellation or material change in coverage a sixty (60) days' notice of such action shall be sent via certified mail to SCPa Works;
- d. Contractor shall not permit any condition to exist and shall not commit any act or omission, which would wholly or partially invalidate any insurance;
- e. SCPa Works shall be endorsed as an additional insured on all policies, except workers' compensation and professional liability;
- f. The requirements described above are also applicable to any and all subcontractors hired by the contractor to perform work under this contract.

Proposers must provide appropriate insurance and workers compensation coverage to customers enrolled in work-experience activities prior to the start of work.

Proposer must agree to obey all OSHA, federal, state, county, and local laws or ordinances in any way pertaining to the requirements of the specification, and shall obtain any and all permits, etc. that may be necessary.

SCPa Works, with 30 day advance notice to provider, may modify or terminate the agreement due to, but not limited to factors such as:

- a. funding decreases;
- b. unsatisfactory performance by the contractor;
- c. failure to work cooperatively with SCPa Works and/or the PA CareerLink®;

- d. lack of sufficient programmatic services available to customers;
- e. any other reason as directed by SCPa Works.

SCPa Works, with or without notice to the provider, may terminate the agreement due to serious issues such as, but not limited to:

- a. theft;
- b. unallowable use of funds;
- c. unsafe acts;
- d. breach of confidentiality and/or HIPAA violations;
- e. activities performed by employees or agents of the provider that are not directly related to the specifications outlined in this RFP and which constitute a breach of this agreement.

Proposer must comply with the salary and bonus limitations as established by Public Law 109-234 and outlined in Training and Employment and Guidance Letter (TEGL) 5-06. Failure to comply with this limitation may result in disallowed costs that must be repaid to the fiscal agent. Additional information can be found at www.doleta.gov.

Minority and women-owned businesses are encouraged to submit proposals.

ADMINISTRATIVE REQUIREMENTS

1. The Proposer must be capable of supporting its own operation.
2. Proposers must be able to demonstrate the necessary administrative capability and fiscal responsibility needed to operate the proposed program and to meet federal financial accountability requirements mandated by most federal grants.
3. Proposers must ensure compliance with applicable state and federal law including applicable accounting and financial management principles/requirements, OMB circulars, audit requirements, etc.
4. Proposers may be subject to a pre-award survey. This may include, but is not limited to, a review of Proposers record-keeping procedures, management systems, accounting and administrative systems, training facilities, and curriculum.
5. In the event of a contract award, provider shall retain all program records for a minimum of six (6) years following completion of audit and resolution of any questioned costs. If an audit begun during the six-year period has not been completed, the customer case record files must be retained beyond the six-year period until the audit is completed. File storage has been

arranged by SCPa Works for 3 years. Proposers must have adequate secured storage for the two previous program years plus current year files.

6. Customer files are considered the property of SCPa Works. Customer files must be provided at the end of the program period or when requested, and must be available at all times for review.
7. All procurement shall be conducted to provide open and free competition. If a proposal identifies a specific entity (subcontractor or vendor) to provide services, awards made through this RFP do not provide the justification or basis to sole-source the procurement, i.e., avoid competition; therefore, all subcontracted services and vendors must be competitively bid.
8. The Proposer must assure that health and safety standards established under Federal, State and local laws shall be applicable to working or training conditions of participants and that provisions will be made for accessibility of individuals with disabilities to the training and/or working facility as required by section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990.
9. All customer forms, documents, outreach and promotional material must contain the following language: “Auxiliary aids and services are available upon request to individuals with disabilities” and “Equal Opportunity Employer/Program”.

MONITORING AND OVERSIGHT

The attainment of program standards is measured at the time of on-site monitoring as well as at other times throughout the course of the contract. Proposers who do not achieve goals or have ineligible expenses will be required to provide specific corrective action. Failure to achieve program goals could result in the provider being placed on probation, loss of funds and may result in termination of the contract.

On-site monitoring will be conducted at least annually. Statistical progress toward achievement of goals will be monitored on a monthly basis via reports submitted to SCPa Works by the Contractor. Problems with program performance will initiate more frequent on-site visits.

SCPa Works reserves the right to monitor and audit all projects at any time for contractual terms and programmatic issues as well as compliance with accounting procedures, participant utilization, equal opportunity, ADA, and/or any other requirements mentioned in the Federal Register or as deemed necessary by the United States Department of Labor, or the Pennsylvania Department of Labor and Industry or any other federal, state or local official. The Proposer shall enable SCPa Works staff to maintain regular, continuing personal contact and communication with participants and agency staff at all program sites.

SELECTION CRITERIA

1. The selection of a contractor or contractors will be based on the following criteria as outlined in the proposal:
 - a. Demonstrated performance of the effectiveness of the agency or organization in delivering comparable or related WIOA program services and activities, including ability to meet specific program design elements that ensure customers are engaged in appropriate activities;
 - b. Demonstrated ability to meet performance goals, costs and quality of services;
 - c. Demonstrated ability to integrate services within the PA CareerLink® model;
 - d. A record of fiscal accountability and administrative compliance, including well established financial management systems and controls;
 - e. Quality and qualifications of key staff;
 - f. Demonstrated depth of understanding of the requirements outlined in this RFP.

Funds awarded under this proposal shall not be used to duplicate facilities or services currently available in the county with or without reimbursement from federal, state or local sources.

Keep in mind that SCPa Works is looking for the most cost-effective method to deliver the services outlined in this proposal.

EVALUATION CRITERIA AND PROCESS

1. A committee of SCPa Works will review proposals that meet the general criteria established by the RFP. The review committee consists of SCPa Works Board members, staff and other knowledgeable individuals appointed by SCPa Works. The proceedings of the review committee are confidential. Members of the Evaluation Committee are not to be contacted by Proposers. Proposers who violate this provision risk exclusion from consideration.
2. 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.
3. Upon review and evaluation of proposals, the above group 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.
4. During the evaluation process, the selection 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.

5. Upon conclusion of the review and evaluation process, the review committee will vote and recommend their selected provider to the Program Committee of SCPa Works. After discussion and approval by the Program Committee, a recommendation will be made to the Executive Committee of SCPa Works for approval. The Executive Committee will then make a recommendation to the full Board of SCPa Works for approval.
6. Total score awarded to proposals is 100. Program innovation, integration with internal and external partners, and exceptional customer service is expected. Bonus points (up to 20 total) can be earned for proposals that outline and demonstrate the capability to exceed the minimum expectations and go above and beyond with exception and creativity.

NOTIFICATION OF AWARD

1. It is expected that final approval of a contractor or contractors will occur during March 2017. Proposers will be notified in writing of their approval or rejection as soon as possible. If necessary, contract negotiations will be performed. The purpose of the contract negotiations is to arrive at a common understanding of contract essentials such as technical requirements, schedules, participant requirements, costs, terms, reports, payments, etc. A contract, consisting of standard contract provisions, will then be executed to cover the intended contract period. Additional provisions may be added as deemed necessary. The selected contractor must be prepared to begin the hiring and transition process as soon as the contract is executed so that all services are ready to begin on July 1, 2017.
2. Proposers not selected may request, in writing, an oral debriefing. Requests for debriefing must occur within five (5) days from receipt of a notification letter.

COMPLIANCE WITH THE LAW AND CONFLICT OF INTEREST

1. The selection of a Contractor shall be accomplished in compliance with the relevant rules, regulations and directives. Each Contractor is required to comply with the requirements of all applicable Federal, state, and local laws, ordinances, rules, regulations, and amendments.
2. SCPa Works and any entity or persons who themselves or whose organization will gain financially as a result of a SCPa Works decision to subcontract a particular function, service and/or activity of the program must abstain from participating in discussions leading up to and including the final consensus agreement or vote.
3. When procurement of services and/or activities is discussed at a SCPa Works meeting, all potential Proposers will be asked to leave the meeting during that discussion. Potential Proposers who do not leave will be disqualified from bidding.

SECTION II - RFP PACKET INSTRUCTIONS

PROPOSAL FORMAT

1. Proposals should be prepared simply and economically, providing a straightforward, concise description of the proposing contractor's ability to meet the requirements of the RFP. Proposal Narratives are limited to fifteen (15) single-spaced pages of print with a font size of no less than 12 and margins no smaller than one inch. Pages must be numbered. Charts and other attachments are not included in the 15-page limit. Proposals must be stapled in the upper left-hand corner, not bound and not placed in binders. Brochures, expensive paper, promotional material and the like are not wanted. Proposers are cautioned to keep attachments to a minimum and to avoid including redundant documents such as the content of this RFP. Completeness, legibility and clarity are essential. Inclusion of multiple or wordy attachments increases the risk that reviewers could miss critical information.
2. When preparing your proposal, it is necessary to follow the information asked in the RFP. This will allow SCPa Works to quickly determine whether or not you have responded to the question without looking for responses that are embedded into paragraphs of text.
3. To be considered, Proposers must submit a complete proposal and respond fully to all requirements, using the format provided under Section III of this RFP. Failure to submit a complete proposal and/or respond fully to all requirements may cause the entire proposal to be rejected.

REQUIRED PROPOSAL INFORMATION

The following outline indicates the required components of the proposal as found in Section III - V known as the Proposal Packet, Line-Item Budget, and Forms and Assurances sections of this RFP. Each component must be addressed specifically and in the requested format and order. Forms included in this RFP Package must be completed and submitted with the proposal. For items that do not apply to your proposed program training, service and/or activity, please write "N/A" along with a full explanation in the appropriate space in the document.

No costs or budget figures are permitted to be included in this submission except for the Line-Item Budget. The budget must be submitted in separately sealed packages and clearly labeled "Financial Information."

Items to be submitted:

- Proposal Checklist (Attached)
- Cover Sheet Executive Summary (Attached)
- Objectives/Goals-Projected Service Levels (Attached)
- Past Performance Measurements/Demonstrated Effectiveness Program Narrative
- Program Management Narrative Financial System Criteria Personnel Policy Statements Insurance Statements
- Line-Item Budget and Charts (Attached, must be submitted in a separate sealed envelope)
- Assurances and Certifications