



Request for Proposals

For the period of July 1, 2021 – June 30, 2022
With options for subsequent program years

Allegheny County EARN and Work Ready Programs:

Workforce Development Services

Proposals Due:

March 24, 2021 at 5:00 PM EDT

Partner4Work
650 Smithfield Street, Suite 2400
Pittsburgh, PA 15222

RFP Release Date:

February 12, 2021

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

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

Partner4Work's EARN and Work Ready Programs are funded by grants from Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP), provided by the US Department of Health and Human Services (USHHS) and the US Department of Agriculture (USDA) via the Pennsylvania Department of Human Services (PADHS). CFDA # 93.558. Any agreements resulting from this RFP may be funded by Partner4Work through the TANF and SNAP grants provided by USHHS, USDA and PADHS. The subrecipient must comply with all applicable regulations and the terms and conditions of the TANF and SNAP grants provided by USHHS, USDA and PADHS.

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GENERAL INFORMATION

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

About Partner4Work

Partner4Work (P4W) is the Workforce Development Board (WDB) for Allegheny County and the City of Pittsburgh. We connect funding, expertise and opportunities to develop a thriving workforce in the Pittsburgh region. With a budget of more than \$25 million in public and private workforce funds, Partner4Work delivers a comprehensive portfolio of programs and initiatives for adults and youth to ensure that current and future needs of employers, job seekers, and underemployed workers are met.

Helping businesses find and prepare the talent they need to thrive

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

Breaking down barriers to career opportunities

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

Providing community organizations with resources to make an impact

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

Purpose of this RFP

Partner4Work (P4W) is issuing this Request for Proposals (RFP) to identify one or more qualified agencies to deliver the workforce services of the Allegheny County EARN—Employment, Advancement and Retention Network—and Work Ready programs, which provide case management, career services, supportive services, training services, and job placement and retention services to clients of Temporary Assistance to Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) in Allegheny County. The EARN and Work Ready programs are separate, but strongly connected programs, as further defined below. Applicants must submit a proposal to provide both EARN and Work Ready services to be considered for this RFP. Proposals submitted to provide only EARN or only Work Ready services will not be considered.

Selected applicants will propose and implement a workforce development model proven effective with TANF and SNAP clients, combining strong case management and supportive services with effective job preparation, placement and retention, aligning with the P4W vision of a world-class workforce development system. The period of performance will include a base contract year that begins on July 1, 2021 and ends on June 30, 2022, and three subsequent option years, exercised at the discretion of P4W.

Overview

P4W seeks qualified service providers to ensure clients of the EARN and Work Ready programs participate in a high-quality service strategy that will assist them in developing and attaining meaningful goals related to career

planning, skill attainment, educational attainment, advanced training, job placement, job retention and self-sufficiency outcomes.

The EARN and Work Ready program are designed to engage recipients of TANF and SNAP in activities that prepare them for employment and provide them with opportunities to become self-sufficient. EARN and Work Ready are administered and funded separately by the Pennsylvania Department of Human Services (PADHS), although requirements for both programs are similar. Proposals in response to this RFP must include delivery of both EARN and Work Ready services. Successful applicants will likely be awarded separate contracts by P4W for each program; however, applicants are encouraged to consider arrangements for coordinating and leveraging resources across the two programs, assuming all applicable rules and regulations are followed.

Participants of EARN and Work Ready are referred through PADHS by staff of local County Assistance Offices (CAO). TANF recipients for whom the CAO assigns a work requirement are referred to the EARN program. If a TANF recipient with a work requirement has exceeded five or more years of cash assistance, known as Extended TANF, or ETANF, the CAO refers them to the Work Ready program. SNAP recipients generally may participate in the EARN program on a voluntary basis, whereas participation of TANF recipients with a work requirement is generally mandatory, with some exceptions. Providers of EARN and Work Ready services are also expected to conduct outreach to potential participants and encourage a process called “reverse referral,” through which the potential participant will seek a referral for EARN or Work Ready from the CAO. Conducting outreach toward the goal of reverse referral will be a required activity of applicants selected through this RFP.

As clients participate in EARN or Work Ready, they remain connected with their CAO caseworker, fulfilling any further conditions of their public assistance. Although EARN and Work Ready service providers work closely with the CAO, they do not directly administer cash assistance or any other TANF or SNAP benefits, which is handled exclusively by the CAO.

EARN and Work Ready programs in Allegheny County are administered by P4W, the City of Pittsburgh, and Pittsburgh Community Services, Inc., separately, although clients may choose to participate in the EARN or Work Ready programs of either administrator regardless of whether they live in or outside the City of Pittsburgh. See the following section for more details regarding EARN and Work Ready program locations administered by P4W.

In Program Year 2018-2019, the Allegheny County EARN and Work Ready programs enrolled a total of 1,135 cases. Due to the emergence of the COVID-19 Pandemic and initial mitigation efforts, the 2019-2020 Program Year enrolled a total of 704 cases. Although the EARN and Work Ready programs are still currently serving a lower than average number of participants, P4W expects the volume of participants to return to pre-pandemic levels as conditions improve.

P4W also leverages relationships and agreements with other partners to further support EARN and Work Ready participants, outside the scope of contracts with EARN and Work Ready providers, including working with Literacy Pittsburgh to provide basic educational services, Travelers Aid to provide transportation assistance, and Advantage Credit Counseling to provide financial literacy and consultation.

Regulatory Environment

P4W administers the EARN and Work Ready programs with funding provided by TANF and SNAP through grants from PADHS, the state agency responsible for the fiscal, administrative, and programmatic oversight of TANF and SNAP employment and training programs in Pennsylvania. As such, the federal, state, and local rules and regulations governing TANF and SNAP apply to any agreement resulting from this RFP. All qualified parties interested in submitting an application in response to this RFP must be familiar with the federal and state goals and requirements related to TANF, SNAP and all implementing guidelines.

Key sources of guidance and regulation for the EARN and Work Ready programs can be found through the following. The selected applicant(s) must be familiar with these and other relevant sources of guidance.

- EARN Program Policy and Procedures Manual (PADHS) and Work Ready Program Policy and Procedures Manual (PADHS) , referred to herein as the “PADHS Manuals” and posted to the webpage hosting this RFP.
- Cash Assistance Handbook (PADHS), especially Chapter 135: Employment and Training.¹
- Supplemental Nutrition Assistance Program (SNAP) Handbook, especially Chapter 135: Employment and Training.²
- TANF State Plan for Pennsylvania.³
- Local and regional workforce development plans published by P4W, effective during the period of any agreements resulting from this RFP.⁴

Statements of Work

The detailed Statements of Work (SOW) for the EARN and Work Ready services procured by this RFP are included in Appendix A and B, respectively. Interested applicants must carefully review the required activities, standards, and expected outcomes defined in the SOWs, as much or all of the content therein will be incorporated into any agreements resulting from this RFP. Strong proposals will clearly demonstrate a full understanding of the SOWs and include effective approaches to meeting SOW requirements. Applicants must submit a proposal to provide both EARN and Work Ready services, as described in the appended SOWs, to be considered for this RFP.

EARN and Work Ready Centers

Presently, P4W maintains contracts for EARN and Work Ready service delivery in three different locations, known as centers—Downtown Pittsburgh, McKeesport and Wilkesburg—each currently operated by a different contracted service provider. As TANF and SNAP recipients are referred to the EARN or Work Ready program by their CAO caseworker, they have the option to choose which center they would like to enroll in. Under the current model, the Downtown center provides a central, convenient location for participants throughout Allegheny County, while the centers in McKeesport and Wilkesburg reflect areas with large concentrations of TANF and SNAP recipients, making the composition of those centers more representative of the surrounding neighborhoods. P4W does not maintain site control or ownership of any of the centers, rather, each center is managed by separate agencies through contracts with P4W, through the same agreements that govern delivery of EARN and Work Ready services.

In Program Year 2018-2019, the Allegheny County EARN and Work Ready programs enrolled a total of 1,135 cases. Due to the emergence of the COVID-19 Pandemic and initial mitigation efforts, the 2019-2020 Program Year enrolled a total of 704 cases. Although the EARN and Work Ready programs are still currently serving a lower than average number of participants, P4W expects the volume of participants to return to pre-pandemic levels as conditions improve. In a normal program year, approximately 45% of participants are served by the downtown center and 55% are served evenly between the McKeesport and Wilkesburg centers.

All proposals must clearly describe the exact location(s) proposed for EARN and Work Ready centers, including description of the physical space, and meet the site standards described in the Statements of Work located in Appendix A and B. Through this RFP, P4W intends to procure service provision for the EARN and Work Ready programs in geographic locations similar to those currently existing; however, applicants are welcome to propose different geographic locations. Proposals with different geographic locations must provide justification based on clear rationale and well-established data, including but not limited to ease of access, proximity to prospective EARN and Work Ready clients (see Appendix D), added value of additional services or resources, and any other factor supporting the proposed location. Qualified applicants may submit proposals to deliver EARN and Work Ready services in one or more locations.

¹ http://services.dpw.state.pa.us/oimpolicymanuals/cash/Cash_Assistance_Handbook.htm

² http://services.dpw.state.pa.us/oimpolicymanuals/snap/index.htm#t=535_Employment_and_Training_Requirements%2FTitle_Page.htm

³ http://www.dhs.pa.gov/cs/groups/webcontent/documents/document/c_095465.pdf

⁴ <https://www.partner4work.org/documents/workforce-development-plans/>

Regardless of location, proposed EARN and Work Ready centers must provide consistent and convenient access to the full spectrum of services defined by the Statements of Work located in Appendix A and B and have the capacity to serve (in person or remotely) at least several hundred EARN and Work Ready clients per year, during normal business hours, at minimum. Proposals must also demonstrate a strong capacity to deliver all EARN and Work Ready services virtually, according to the needs of clients, requirements of PADHS, and status of health and safety guidelines related to COVID-19 or other public health threats.

Population to be Served

The EARN and Work Ready programs receive referrals from the general population of TANF and SNAP recipients in Allegheny County, which represents a diverse range of individuals who present differing levels of experience, skills and barriers to employment. Clients who enroll in EARN or Work Ready generally seek various career and educational goals, requiring a staff capable of differentiating services to accommodate client backgrounds and experiences. Most EARN and Work Ready clients (82.65%) do not have education beyond a high school level. Most are women (90%). Selected applicants will have demonstrated experience in delivering workforce development services to a similar population on a comparable scale.

In Program Year 2018-2019, the Allegheny County EARN program enrolled 920 participants and the Work Ready program enrolled 215 participants. In a normal program year, approximately 45% of participants are served by the downtown center and 55% are served evenly between the McKeesport and Wilkinsburg centers. In Program Year 2021-2022, P4W expects 80-85% of all participants will be EARN participants and 15-20% of all participants will be Work Ready participants. Appendix D of this RFP provides an overview of TANF and SNAP participation and past demographic data for the EARN and Work Ready programs in Allegheny County.

Program Dates

Selected applicants will begin delivering the full range of services as described herein on July 1, 2021. Selected applicants will be required to continue to fully serve participants already enrolled in the EARN and Work Ready programs as of July 1, 2021. Any agreements resulting from this RFP will include four 12-month contract periods, as shown in the table below, with the second, third and fourth contract periods renewable at the discretion of P4W, based on performance of selected applicants and funds available. P4W reserves the option to modify contracts on a year-to-year basis. The Agreement is not renewable after the fourth 12-month period. Should the outcome of this procurement result in a change of service providers and/or EARN and Work Ready centers in Allegheny County, P4W reserves the right to negotiate a transition period during which incoming and outgoing providers work concurrently to ensure a smooth transition and minimize disruptions to job seekers and employers. Such a transition period could accelerate the start date of any agreements resulting from this RFP by an estimated period of one month, requiring the selected applicant(s) to begin on June 1, 2021.

Anticipated Program Dates and Contract Periods		
Contract period 1 (base)	July 1, 2021 – June 30, 2022	Base contract award
Contract period 2 (option)	July 1, 2022 – June 30, 2023	Renewable by P4W
Contract period 3 (option)	July 1, 2023 – June 30, 2024	Renewable by P4W
Contract period 4 (option)	July 1, 2024 – June 30, 2025	Renewable by P4W

Anticipated Award

As a result of this RFP, P4W expects to award one or more cost-reimbursement contracts (see below section on cost reimbursement). P4W intends to provide up to \$3.5 million (in total) for delivery of all EARN services and \$1.1 million (in total) for delivery of all Work Ready services, as described in this RFP, for the period of July 1, 2021 – June 30, 2022. The actual amount of award will be based on the proposed budgets, availability of funds, and standards for the use of public

funds (all costs must be reasonable and necessary to carry out the planned functions, allowable, and allocable to the proper grant/cost categories). P4W is unable to define with certainty the TANF and SNAP allocation (administrative and programmatic funds) that will be made available for any agreements resulting from this RFP. Final funding awards will be based on TANF and SNAP funding allocations, P4W priorities and other factors, at the discretion of P4W. P4W reserves the right to vary or change the terms of any contract executed as a result of this RFP, including funding levels, the scope of work, performance standards, and shortening or extending the contract period, as it deems necessary and in the best interests of P4W. The proposals most advantageous to P4W in terms of quality and cost will be recommended for funding.

Performance Expectations

EARN and Work Ready programs must meet or exceed performance standards and goals established by PADHS and P4W. A summary of the primary standards is provided below. Full descriptions of these standards and others that will apply to agreements resulting from this RFP can be found in the Statements of Work located in Appendix A and B, and in the PADHS Manuals. Interested applicants are highly encouraged to review and understand the performance standards described below and elsewhere in this RFP before deciding to apply. Strong proposals will clearly demonstrate how these standards will be met or exceeded.

STANDARD	TANF Participants - EARN & Work Ready	SNAP Participants - EARN only
Assessment	Household assessment within 7 days of enrollment. Goal = 90% of all participants.	Household assessment within 7 days of enrollment. Goal = 90% of all participants.
Individual Employment Plan	IEP completed within 14 days of assessment. Goal = 85% of all participants.	IEP completed within 14 days of assessment. Goal = 85% of all participants.
Counseling	Meeting with licensed counselor or social worker within 14 days of enrollment. Goal = 80% of all participants.	Not applicable, but recommended
Training and Credentialing	Industry-recognized credential or transfer to educational provider. Goal 1 = 50% of participants within a related activity. Goal 2 = 25% of all participants.	Industry-recognized credential. Goal = 50% of all participants
Placement	Employment of at least 80 hours in a 4 consecutive week period, paid at least \$2 above minimum wage. Goal 1 = 70% of all who gain employment. Goal 2 = 50% of all participants.	Employment of at least 20 hours per week (80 hours per month), paid at least \$2 above minimum wage. Goal = 50% of all participants
Retention	Unsubsidized employment that closes TANF for a period of 6 months and 12 months. Goal = 50% of all who gain employment.	Participants employed for 90 days. Goal = 50% of all participants
Earned Income	Participant income increases after Placement. Goal = 75% of participants who obtain	Not applicable, but recommended

	Placement, measured at the 6 and 12-month marks of retention.	
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Program Cost Reimbursement

All funds for any agreement resulting from this RFP will be made available on a cost reimbursement basis. This means your organization must have the financial capacity to pay all program costs up front. P4W will require an invoice, proof of expenses, and required documentation to process a reimbursement. P4W will only reimburse the provider for actual expenses incurred during the effective dates of the contract. The reimbursement timeline will be finalized during the contract negotiation. Allowable costs will be determined by all applicable federal, state and local regulations, including but not limited to the Uniform Guidance⁵ and TANF and SNAP regulations.

In the past, PADHS and P4W have made some portion of total funding for EARN and Work Ready programs available to contracted providers through performance payments. P4W reserves the right to reinstate the practice of partially funding EARN and Work Ready contracts through performance payments at any time during the term of agreements resulting from this RFP.

COVID-19 and Response Planning

P4W is committed to ensuring programs are equipped and prepared to operate safely. In delivering the services defined in this RFP, selected applicants must follow all federal, state, and local regulations regarding health and safety, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania Department of Health, and the Allegheny County Health Department. Selected applicants must establish and maintain a plan to address all operational and programmatic considerations related to COVID-19 or other outbreaks and emergencies, including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined by federal, state, and local regulations and P4W.

Depending on the status of COVID-19 guidelines governing in-person interaction and work-related safety, selected applicants may have to provide all services defined in this RFP to clients virtually. This may include the need to address digital literacy skills in clients and/or provide access to technology. Regardless of COVID-19 status, selected applicants will strive to deliver EARN and Work Ready services to clients remotely to the maximum extent possible.

How can you partner with us?

Through this RFP, P4W seeks to identify one or more qualified agencies to provide a broad range of career, training and supportive services to EARN and Work Ready clients in a highly collaborative environment, the goal of which is to connect clients with employer-driven job placement and educational opportunities, creating pathways for economic and career success. Selected applicants(s) will be subrecipients of TANF and SNAP funding from the Pennsylvania Department of Human Services (PADHS) through an agreement with P4W.

Potential applicants must think strategically and innovatively about proposing a service delivery model that best meets the needs of EARN and Work Ready clients and will lead to long-term success while also satisfying the requirements of TANF, SNAP, PADHS and P4W. Applicants are encouraged to adopt a two-generation program strategy that addresses the needs of all family members, including parents or adult caregivers, children, and the family unit as a whole. This includes working with the family to identify measurable parent and child-focused outcomes that fall within the

⁵ See the Office of Management and Budget’s Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR 200.

applicant's scope and capacity, and coordinating services with other organizations to meet identified needs. Additional guidelines can be found in the PADHS Manuals. P4W also encourages potential applicants to consider ideas for collaboration with or integration of additional programs and services delivered or overseen by P4W. Qualified applicants must demonstrate programmatic capacity to successfully deliver EARN and Work Ready services, site management capacity to effectively operate the proposed center(s), and administrative capacity to ensure all fiscal requirements of any agreement resulting from this RFP are met.

Through this RFP, P4W intends to procure service provision for the EARN and Work Ready programs in geographic locations similar to those currently existing (see the section on EARN and Work Ready centers above); however, applicants are welcome to propose different geographic locations. Proposals with different geographic locations must provide justification based on clear rationale and well-established data, including but not limited to ease of access, proximity to prospective EARN and Work Ready clients (see Appendix D), added value of additional services or resources, and any other factors supporting the proposed location. Qualified applicants are welcome to submit proposals to deliver EARN and Work Ready services in one or more locations.

Who can apply?

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

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

Selected applicants will have demonstrated experience and expertise in the provision of high-quality workforce development services to the target populations described in this RFP. Programs should be grounded in the communities they serve, with staff focused on providing culturally competent services and a history of successful workforce development programming.

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

PROPOSAL PROCESS & REQUIREMENTS

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

How to Apply

All proposals must be submitted to Partner4Work (P4W) electronically via email to rfp@partner4work.org no later than March 24, 2021 by 5:00 PM EDT in order to be considered. Emails must have the subject line "EARN and Work Ready Proposal [Organization name]." Late proposals will not be considered. Proposals must be submitted in 11-point, Calibri font, double-spaced with 1-inch page margins. Your proposal may not be considered if page limitations and formatting requirements are not met. Your proposal must contain all the content below in the same general order illustrated. Strong proposals will demonstrate a full understanding of the requirements described throughout this RFP, especially the two Statements of Work included in Appendix A and B, and establish the capacity, expertise and program design needed to meet the required standards and goals, including a proven ability to deliver workforce and related services virtually.

Your proposal must describe how you will deliver both EARN and Work Ready services. The requirements and funding for the EARN and Work Ready programs are separate, which requires applicants to propose separate program budgets. See the budget section below for more detail. Successful applicants will also likely be awarded separate contracts by P4W for each program. However, the requirements for each program are similar and applicants are encouraged to consider arrangements for coordinating and leveraging resources across the two programs, assuming all applicable rules and regulations are followed.

1. **Cover Sheet** – Use template provided. (See Appendix F of this RFP)
2. **Executive Summary** (maximum 2 pages) – Include each of the following:
 - a. Overview of the organization’s qualifications and alignment with the services sought by this RFP.
 - b. Organization’s philosophy and approach to workforce development programs and services.
 - c. Synopsis of the proposed program to deliver EARN and Work Ready services.
 - d. The amount of funding requested for EARN and Work Ready, separately, for the period from July 1, 2021 to June 30, 2022. See *General Information* section above and *Budgets* section below for further detail on funding amounts and types available.
3. **Organization Overview** (maximum 3 pages) – Describe each of the following for your organization:
 - a. Basic organizational description, including but not limited to year established, legal status, 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 this RFP, including but not limited to individuals served, services and activities delivered, contract values and related performance outcomes. Attach three (3) reference letters (along with contact information) from funders (other than P4W) that can directly attest to the work you describe and verify your ability to serve customers, achieve deliverables and meet performance goals similar to those required by this RFP. Please ensure the accuracy of contact information. P4W will not contact respondents for updated reference information. P4W reserves the right to consider any previous performance data from workforce development programs.

- c. Administrative and fiscal capacity, including but not limited to your organization’s proven ability to provide fiscal support and oversight, utilize information systems, manage resources and personnel, and produce timely and accurate program reports.

4. **Program Narrative** (maximum 15 pages) – Working within EARN and Work Ready requirements, propose a program design centered on the individuals served and focused on preparation for and attainment of unsubsidized employment along a career pathway, retention, and self-sufficiency. P4W values a holistic approach to EARN and Work Ready program delivery that considers the comprehensive needs of clients and collaboration with partners that leverages resources to help participants succeed.

Describe each of the following for your proposed program:

Applicants should directly respond to each of the sections below; however, strong program narratives will clearly demonstrate how the applicant will meet all the standards, expectations and desired outcomes found in this RFP, especially the two Statements of Work included in Appendix A and B. Responses will also be strengthened by connecting proposed program components with evidence-based practices or well-established success in other projects. Applicants are encouraged to think creatively and strategically in developing program design, exceeding basic requirements and incorporating innovative ideas and technologies. Attach a flow chart⁶ depicting program entry, client engagement and participation, progress and exit that clearly connects the services and activities of your proposal with desired outcomes, including how participants may engage in the components of your program in-person, virtually, and some hybrid thereof. The ability to deliver workforce and related services virtually, as well as in-person, will be an important factor in proposal evaluation and should be emphasized throughout the program narrative.

- a. EARN center location(s): Indicate whether you are applying to deliver EARN and Work Ready services in one or more locations, as described in the *General Information* section of this RFP and the two Statements of Work included in Appendix A and B. For each EARN and Work Ready center proposed, specify the address and describe the physical location. EARN and Work Ready centers must provide a convenient, accessible location and space in which clients can fully participate in programming. P4W intends to procure service provision for the EARN and Work Ready Programs in geographic locations similar to those currently existing (see the *General Information* section of this RFP); however, applicants are welcome to propose different geographic locations. Proposals with different geographic locations must provide justification based on clear rationale and well-established data, including but not limited to ease of access, proximity to prospective EARN and Work Ready clients (see Appendix D), added value of additional services or resources, and any other factors supporting the proposed location. Qualified applicants are welcome to submit proposals to deliver EARN and Work Ready services in one or more locations.
- b. Staffing plan:⁷ Describe your proposed staffing plan to support the programmatic, administrative and executive components of the program. Attach an organizational chart to your proposal illustrating all positions with substantive involvement in the proposed program and lines of authority and responsibility. Use this section of the narrative to clearly describe the organizational chart, including brief job descriptions for key positions. Also attach staff resumes (or minimum qualifications) for key positions of your proposed model involving director-level responsibilities. Be sure to address how you will accomplish the following:
 - i. Employ professional staff with the knowledge and expertise in the Statements of Work included in Appendix A and B.
 - ii. Provide training and professional development relevant to the services sought by this RFP.
 - iii. Ensure a high level of staff performance, competency, and quality customer service.

⁶ The attached service flow chart will not count toward the 15-page limitation of the program narrative.

⁷ The attached organizational chart and staff resumes will not count toward the 15-page limitation of the program narrative.

- iv. Ensure a high level of staff morale and professionalism, including how you will address the potential issues of secondary trauma and burnout.
 - v. Maintain regular and clear communication between proposed staff and P4W.
- P4W encourages applicants to ensure that all staff members employed through any agreements resulting from this RFP receive a minimum salary of \$31,907 per year or \$15.34 per hour, the P4W self-sufficiency wage effective at the time of this RFP. If you are not currently providing EARN and Work Ready services administered by P4W, see the below section on transition planning for further guidance on staffing.
- c. Outreach and enrollment: Describe your proposed strategies for contacting, enrolling, and orienting clients referred by the CAO to the EARN and Work Ready programs and related services. Also describe planned outreach activities to potential participants and how you will facilitate reverse referrals, as described in the Statements of Work included in Appendix A and B. Be sure to describe how you will ensure a professional level of customer service during initial engagement that continues throughout your proposed program to ensure positive interactions for all clients.
 - d. Case management and supportive services: Describe how you will provide case management to assess the holistic needs of clients, identify barriers to employment, and coordinate services and supports to address needs and barriers. Also describe your approach to required counseling services for TANF participants described in the Statements of Work included in Appendix A and B. Be sure to include innovative ideas, including use of trauma-informed care, motivational interviewing, and two-generational program strategies that meet the needs of parents, children, and the family as whole.
 - e. Activity tracking and engagement: Describe how you will track client participation in the EARN and Work Ready program. Also explain the optimal level and frequency of engagement with clients and how you will ensure such engagement occurs.
 - f. Client incentives: Client incentives are positive reinforcements based on client performance to promote participation and achievement. See the Statements of Work in Appendix A and B for further information. Describe your proposed model for issuing incentives to EARN and Work Ready clients, understanding that P4W retains the right to approve of incentive arrangements proposed by selected applicants or introduce different incentive arrangements that selected applicants must use with EARN and Work Ready clients. In your response, describe the performance standards you will incentivize and the form and value of each incentive you will make available to clients. Standards on which to provide client incentives may include but are not limited to activity completion, job placement, job retention, and other achievements. All incentives must be reasonable, allowable and comply with the EARN and Work Ready Manuals and other applicable guidance.
 - g. Career services: Describe your proposed model and approach for effectively delivering the career services described in the Statements of Work included in Appendix A and B. Highly rated responses will strongly demonstrate how the proposed program components connect clients with job opportunities along sustainable career pathways. Be sure to address how you will accomplish the items below and describe any other components vital to the success of your proposed model:
 - i. Assess clients comprehensively and create individualized plans and goals accordingly.
 - ii. Provide quality career counseling and provision of current labor market information.
 - iii. Provide work readiness, job searching, and placement services to clients.
 - iv. Offer workshops to support job search, skills development, placement, and retention.
 - v. Provide timely, quality retention and follow-up services that encourage job sustainability and advancement.
 - h. Training, credentialing, and community service: Describe your proposed model and approach for effectively delivering the training, credentialing, and community service activities described in the Statements of Work included in Appendix A and B, ensuring a combination of activities that results in the desired outcomes of the EARN and Work Ready programs. Highly rated responses will describe specific in-house and external opportunities that will be made available to EARN and Work Ready clients, or steps that will be taken to make such opportunities available. Be sure to address how you will

accomplish the items below and describe any other components vital to the success of your proposed model:

- i. Provide access to in-house and external credentialing opportunities, aligned with employer needs, including vocational education, On-the-Job Training (OJT) and Paid Work Experience (PWE).
 - ii. Determine training suitability and provide counseling to participants regarding training.
 - iii. Facilitate application and participation in vocational and work-based training.
 - iv. Effectively utilize TANF training vouchers provided by P4W to cover all or part of client tuition costs for external vocational training programs, as described in the Statements of Work included in Appendix A and B.
 - v. Arrange meaningful community service activities to increase client employability.
- i. Technology and virtual service delivery: Describe the technologies you will use and how you will use them to support service delivery, program reporting, and other key elements of your proposed model. Be sure to address your approach to virtual service delivery and related applications, recognizing the requirement that all EARN and Work Ready services must be made available to participants virtually. Also address how you will utilize CWDS and other information systems to track customer participation in EARN and Work Ready activities, and how you will ensure clear policies and procedures are in place to enter and validate data in CWDS and other information systems. See the Statements of Work included in Appendix A and B for further information on CWDS.
- j. 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 Allegheny County, including other EARN and Work Ready service providers and the PA CareerLink® system. Include specific examples of agencies you have worked with that provide services and supports beneficial to EARN and Work Ready clients, including your process for identifying such partners, integrating them into your program model and connecting them to your case management efforts. Highly rated responses will include letters of support from partnering organizations, which can be attached to your proposal and do not count toward the page limit.
- k. Communication with the CAO: Your ability to develop and maintain effective and positive working relationships with the County Assistance Office (CAO) is critical. Describe how you will establish and maintain productive connections with the CAO, receive and respond to requests and guidance from the CAO, and ensure your staff provide a high level of customer service to the CAO.
- l. Business engagement: Describe how you will work closely with P4W to develop, promote, and deliver quality business services that assist employers in identifying candidates for employment from the EARN and Work Ready program. Describe the strategies you will use to engage and successfully serve employers, including related goals and specific outcomes. In your response, include specific employers you have worked with and those you intend to work with, describing how past work with employers has been successful. Be sure to address how you will effectively accomplish the items below and describe any other components vital to the success of your proposed model:
- i. Assist employers in effectively utilizing the EARN and Work Ready Programs and related benefits.
 - ii. Collaborate with P4W to ensure business engagement is closely coordinated.
 - iii. Recruit and place clients in job openings to meet the hiring needs of employers.
 - iv. Connect employers with resources and opportunities available through P4W and the larger workforce development system.
 - v. Recruit and place participants in work-based learning and training programs, such as On-the-Job Training (OJT), Paid Work Experience (PWE), and Subsidized Employment.
- m. Performance: Describe the strategies and mechanisms you will use to ensure success and meet or exceed the performance goals described in the Statements of Work included in Appendix A and B. Also describe any other indicators and related goals you would use to ensure success of the proposed program, including those relating to the broader needs of EARN and Work Ready participants. Be sure to

address how you will effectively accomplish the items below and describe any other components vital to the success of your proposed model:

- i. Track performance and communicate results to P4W and other stakeholders.
 - ii. Utilize data to continuously monitor operations and inform and improve your program.
 - iii. Conduct self-monitoring of contract performance and ensure continuous improvement.
 - iv. Regularly and clearly communicate status of required standards and goals, including related key performance indicators, to P4W and other stakeholders.
- n. Site administration and operations: If your proposal is successful, you will be responsible for site administration, operations, and service delivery at the EARN and Work Ready center(s) approved by P4W. P4W does not currently maintain site control or ownership of EARN and Work Ready centers. Describe how you will accomplish the items below and describe any other components vital to the success of your proposed model:
- i. Establish and maintain a safe, secure, and professional environment in the center(s).
 - ii. Ensure convenient access to the center(s) for clients.
 - iii. Arrange space in the center(s) conducive to effective delivery of services.
 - iv. Maintain policies and procedures governing security, service delivery, and use of space.
 - v. Establish and maintain a plan to address all operational and programmatic considerations related to COVID-19 or other outbreaks and emergencies.
- o. Administration: Describe how you will utilize the administrative capacity of your agency to carry-out the work described in this RFP. Be sure to address how you will use fiscal and technical competence, financial and administrative resources, and information systems to support the proposed program model. The selected applicant(s) must also meet the administrative requirements described in Appendix E.
- p. Transition plan (if applicable): Should the outcome of this RFP result in a change of contracted agencies currently providing services for the EARN and Work Ready programs, P4W reserves the right to negotiate a transition period during which incoming and outgoing EARN and Work Ready providers work concurrently to ensure a smooth transition and minimize disruptions to clients and employers. If you are not currently providing contracted services for the Allegheny County EARN and Work Ready Program, describe how you would handle the transition of services and responsibility from the existing EARN and Work Ready provider(s) if your proposal is selected, including establishing relationships with EARN and Work Ready clients and program stakeholders, potential employment of existing EARN and Work Ready staff members, and transfer of important data and documentation. Selected applicants will be required to fully serve participants already enrolled in the EARN and Work Ready Programs as of July 1, 2021. P4W expects that parties involved in a transition will work together to ensure that services to clients are not negatively affected. P4W expects the selected applicant to give first consideration in employment to current employees providing services who may be displaced because of this RFP.
5. **Budgets** – Provide two separate budgets, one for EARN and one for Work Ready, including all program-related and administrative costs, using the required budget template provided (See P4W webpage for this RFP). If you are proposing to deliver EARN and Work Ready services in multiple locations, do not break down your budget according to location; instead, provide total budget amounts that include costs for all locations proposed (breakdown by location to be provided in your budget narrative). In constructing your budget, do not include costs that would be covered by the TANF Training Vouchers or transportation benefits described in the Statements of Work located in Appendix A and B. All costs must be allowable according to applicable federal, state and local regulations, including but not limited to the Uniform Guidance and regulations of the funding source, and allocable to the proposed program. Effective budgets will enable the proposed program to meet the intent and requirements of the contract, while being realistic, reasonable and prudent, avoiding unnecessary or unusual expenditures. See the *General Information* section of this RFP on *Anticipated Award* and *Program Cost Reimbursement* for further information. Refer to the appropriate regulations per the funding source in conjunction with the Uniform Guidance to identify disallowed costs. Also see Appendix E for further guidance regarding the budget and budget narrative.

6. **Budget narratives** (maximum 2 pages per budget) – Provide two separate budget narratives, one for EARN and one for Work Ready, that describe the purpose of each cost, explain how all costs were estimated, and justify the need for all costs in meeting contract requirements. In your narratives, be sure to clearly communicate the calculation for credentialing, supportive services, general operations, equipment, technology, administrative, indirect and any other costs necessary to perform the services described in this RFP. A strong budget narrative will minimize or eliminate the need for clarifications from evaluators reading the proposal. If you are submitting a proposal to provide EARN and Work Ready services in multiple locations, your budget narrative must clearly allocate all costs of your proposal to each location. See Appendix E for further guidance regarding the budget and budget narrative. If your proposal includes leveraged resources of your organization or another organization, use the budget narrative to describe the actual or estimated value of the leveraged resources. If applicable, also attach a letter of support from any organization providing leveraged resources in support of your proposal.

7. Attachments

- a. Required attachments
 - i. Reference letters. See *Organization Overview, Past Experience*.
 - ii. Service flow chart. See *Program Narrative*.
 - iii. Program organizational chart. See *Program Narrative, Staffing Plan*.
 - iv. Key staff resumes or minimum qualifications. See *Program Narrative, Staffing Plan*.
- b. Optional attachments
 - i. Letters of support. Only attach letters of support attesting to partnerships and relationships with other organizations, including related services and resources, that you plan to leverage or involve directly in your program model, as described in your proposal. See *Program Narrative, Partnership and Referrals* for further information. Strong letters of support will agree with the description of the support in your proposal and quantify the value of services or resources leveraged in support of your proposed program. Letters of support from employers you have worked with describing past successes are also encouraged. Although not required, letters of support may be considered in proposal evaluation, to the extent that they strengthen the sections of your proposal scored by evaluators, as described below.

Review and Selection Process

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

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

Proposal Review Scoring Rubric	
Cover Sheet (see Appendix F)	Required, but not scored
Executive Summary	Required, but not scored
Organization Overview	20 points

Program Narrative	60 points
Budget & Budget Narrative (see webpage for this RFP)	15 points
Attachments	5 points; will also support the scores of related proposal sections
Total points available	100 points

Review Timeline (all dates are subject to change):

Release of RFP:	February 12, 2021
Bidder's conference questions due:	February 25, 2021 by 5:00 PM EST
Bidder's conference:	March 3, 2021 from 9:30 AM to 10:30 AM EST
Questions regarding this RFP due:	March 15, 2021 by 5:00 PM EDT
Proposal due date:	March 24, 2021 by 5:00 PM EDT
Proposal selection/notification:	Late April 2020

Questions

All questions or requests for additional information must be made in writing to RFP@partner4work.org by 5:00 PM EDT on March 15, 2021. Answers will be posted publicly at www.partner4work.org. Interested parties are encouraged to check the website frequently for updates. Questions received after 5:00 PM EDT on March 15, 2021 will not be answered.

Bidder's Conference

P4W will conduct a bidder's conference on March 3, 2021 from 9:30 AM to 10:30 AM EST. All interested applicants are highly encouraged to attend the bidder's conference. The conference will be conducted virtually and attendees must register no later than 5:00 PM EST on March 1, 2021 by emailing RFP@partner4work.org and including organizational name and name(s) of attendee(s). Conference details and instructions will be sent to attendees upon registration.

During the conference, P4W staff will review the requirements of the RFP and proposal content. Questions may be posed during the bidder's conference, but complete answers may not be available until a question/answer document is released following the conference. Interested applicants are encouraged to submit questions in advance of the bidder's conference in writing to RFP@partner4work.org by 5:00 PM EST on February 25, 2021. Interested applicants should view the bidder's conference and resulting question/answer document as vital opportunities to obtain guidance on the scope and nature of the work required in this RFP or to ask technical questions concerning this solicitation.

Disclaimers

- This Request for Proposals (RFP) does not commit Partner4Work to award a contract.
- Partner4Work may select a firm based on its initial proposal received, without discussion of the proposal. Accordingly, each proposal should be submitted on the most favorable terms, from a price and technical standpoint, that the bidder can submit to Partner4Work. Partner4Work may, however, have discussions with those firms it deems in its discretion to fall within a competitive range.
- Partner4Work reserves the right to request additional information from any applicant, request oral presentations from applicants, or conduct site visits from any applicant before a contract award.
- Partner4Work reserves the right to fund portions of a proposal, or to reject any and all proposals in whole or in part. Rejection of a portion of a proposal does not necessarily negate the entire proposal.
- Partner4Work may, at its discretion, adjust the level of funding provided to successful bidders under this RFP and/or consider the funding of proposals not initially funded under this RFP at a later date.
- No costs will be paid to cover the expense of preparing a proposal or procuring a contract for services or supplies.

- All data, material, and documentation originated and prepared by the bidder pursuant to the contract shall belong exclusively to Partner4Work and be subject to disclosure under the Freedom of Information Act, Right to Know Law, or other applicable legislation.
- The contract award will not be final until Partner4Work and the successful bidder have executed a mutually satisfactory contractual agreement. Partner4Work reserves the right to make an award without further discussion of the proposal submitted. No activity may begin prior to final Partner4Work approval of the award and execution of a contractual agreement between the successful bidder and Partner4Work.
- The submission of the proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged to any other individual for the same services performed by the bidder.
- Applicants are advised that most documents in the possession of Partner4Work are considered public records and subject to disclosure. Partner4Work reserves the right to issue additional RFPs if and when it is in Partner4Work's best interest to do so and may elect to negotiate and issue multi-year contracts to successful bidders under this or subsequent RFPs.
- All programs and activities are designated as equal opportunity employers/programs. Auxiliary aids and services are available upon request to individuals with disabilities. Contact staff to request assistance with access to this RFP.
- Applicants must be capable of agreeing to the requirements set forth in the Partner4Work contract templates, available at <https://www.partner4work.org/document/partner4work-contract-templates/>.

Appendix A – Statement of Work: EARN Program

1. SUMMARY

The Employment Advancement and Retention Network (EARN) program is designed to assist participants of Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) in their transition from receiving public benefits to sustained participation in the workforce, moving clients toward self-sufficiency and meaningful employment and eliminating their need for public assistance. SUBRECIPIENT will implement an innovative, tested and holistic employment and training model to deliver EARN services that aligns with the PARTNER4WORK vision of a world-class workforce development system and complies with all federal, state and local rules and regulations governing EARN and other TANF and SNAP activities.

SUBRECIPIENT will provide workforce development and supportive services, including but not limited to job readiness, vocational training and education, work-based training, job search, job placement, job retention, credentialing, case management and other job-related services to eligible TANF and SNAP clients in Allegheny County per the requirements of the EARN program. The County Assistance Office (CAO) of the Pennsylvania Department of Human Services (PADHS) will determine client eligibility for the EARN program and refer clients to the EARN program based on CAO policies and procedures. SUBRECIPIENT will work closely with PARTNER4WORK to promote their program to the CAO and provide a high level of customer service to CAO staff at all points of interaction.

In providing the services described herein, SUBRECIPIENT will maintain and employ a current knowledge of effective workforce development and case management practices, ensure meaningful client participation in required work and work-related activities, as determined by the CAO, leverage the resources of the broader workforce development and social services system in Allegheny County and follow all applicable federal, state and local laws and policies.

Unless otherwise noted, the requirements of this STATEMENT OF WORK apply to both TANF and SNAP participants. SUBRECIPIENT must identify all criteria specific to TANF or SNAP only and structure services to those participants accordingly.

Central to successful delivery of services described in this STATEMENT OF WORK is compliance with all provisions of the EARN Program Policy and Procedures Manual (referred to hereafter as “the EARN Manual”), published by PADHS, including any subsequent changes to the EARN Manual. See the EARN Manual for a listing of employment and training activities that SUBRECIPIENT must be prepared to provide for EARN clients. PADHS typically publishes separate manuals for TANF and SNAP participants. SUBRECIPIENT must be familiar with and adhere to both. Although this STATEMENT OF WORK refers to the EARN Manual singularly, both the TANF and SNAP manuals will apply. SUBRECIPIENT must also be familiar and compliant with the PADHS Cash Assistance Handbook and the TANF State Plan for Pennsylvania.

As a provider of EARN services in Allegheny County, SUBRECIPIENT will actively participate with PARTNER4WORK in shaping and informing the local workforce development system. As such, SUBRECIPIENT will maintain current knowledge of and expertise in:

- Federal, state, and local policies, including TANF, SNAP and their implementing guidance;
- Evidence-based workforce development practices and viable career pathways; and
- Local workforce development programs, services and related resources.

2. COVID-19 AND RESPONSE PLANNING

PARTNER4WORK is committed to ensuring programs are equipped and prepared to operate safely. In delivering the services required by this STATEMENT OF WORK, SUBRECIPIENT must follow all federal, state, and local regulations regarding health and safety, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania

Department of Health, and the Allegheny County Health Department. SUBRECIPIENT must establish and maintain a plan to address all operational and programmatic considerations related to COVID-19 or other outbreaks and emergencies, including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined by federal, state, and local regulations and PARTNER4WORK.

Depending on the status of COVID-19 guidelines governing in-person interaction and work-related safety, SUBRECIPIENT may have to provide all services described in this STATEMENT OF WORK to clients virtually. This may include the need to address digital literacy skills in clients and/or provide access to technology. Regardless of COVID-19 status, SUBRECIPIENT will strive to deliver EARN services to clients remotely to the maximum extent possible.

3. REFERRAL AND OUTREACH

SUBRECIPIENT will accept and engage all eligible client referrals from the CAO for the EARN program, including conducting outreach to clients referred by the CAO to encourage EARN participation and address any questions or concerns before enrollment. SUBRECIPIENT will contact participants prior to their start dates to introduce themselves, describe programming, confirm the participant's attendance, and answer any questions the participant may have. SUBRECIPIENT must make a minimum of three contact attempts if the initial attempt is unsuccessful. SUBRECIPIENT will document all contact attempts, including date, time, result, and method of contact.

SUBRECIPIENT will also conduct outreach and promotion activities directly to the CAO, in close coordination with PARTNER4WORK, educating CAO staff about SUBRECIPIENT's program and encouraging referrals from the CAO to SUBRECIPIENT's program.

SUBRECIPIENT will conduct a case review for all referrals to become familiar with the client's background and circumstances, including, if available:

- Case narratives (if applicable)
- Agreement of Mutual Responsibility (AMR) – a written individualized document for TANF participants establishing client responsibilities, including participation in approved work and work-related activities
- Employability Development Plan (EDP) – a written individualized plan for SNAP participants documenting a client's employment capabilities, barriers, and support service needs
- Medical information, including physician, clinic and hospital records (if applicable)
- Work, family and social history
- Identified barriers to employment or participation in the EARN program
- Information regarding the client's current and past participation in employment, training and educational programs, including outcomes of such experiences
- Information regarding services the client is receiving from other agencies/providers, and
- Any other pertinent information

SUBRECIPIENT will also conduct outreach to potential EARN clients who have not yet received a referral from the CAO to participate in EARN programming. The goal of direct outreach to potential clients is to raise awareness regarding the value of EARN participation and encourage eligible individuals to seek a referral from the CAO, through a process known as "reverse referral." SUBRECIPIENT will make every attempt to generate a significant number of reverse referrals to the CAO, although the CAO will make all final decisions regarding referrals to SUBRECIPIENT programming.

4. ENROLLMENT AND ORIENTATION

Upon reporting to the EARN program, SUBRECIPIENT will complete enrollment and orient all EARN clients to program requirements and policies, including all responsibilities of the client and SUBRECIPIENT, resources and staff of the EARN program, work and work-related activities and hourly participation requirements. Orientation must occur within five

business days of the participant’s referral. SUBRECIPIENT will work with clients to ensure all requirements of EARN program enrollment are completed, including registration in required information systems and completion of forms required by the EARN Manual and PARTNER4WORK.

SUBRECIPIENT may choose the timing of orientation sessions for new EARN cases, pending approval from PARTNER4WORK; however, SUBRECIPIENT should make reasonable attempts to accommodate referred individuals with legitimate scheduling conflicts. SUBRECIPIENT will offer flexible enrollment options for EARN cases unable to participate in SUBRECIPIENT’s standard enrollment process, including offsite enrollment. SUBRECIPIENT will make virtual enrollment arrangements available to clients who have the capacity and preference to enroll remotely, subject to guidance and approval from PADHS and PARTNER4WORK. A referred individual must be given every opportunity to enroll in the program and should not be immediately rejected if late for orientation or a scheduled appointment date. It is recommended that SUBRECIPIENT work with the CAO before rejecting a referred individual.

During orientation, SUBRECIPIENT must review EARN policies and participant requirements, including but not limited to:

- The goals and purpose of the program
- The overall approach to reaching these goals including participation in a joint planning process to identify needs and appropriate activities
- Attendance requirements to include hourly requirements, holidays, excused, and unexcused absence policy
- Participant and SUBRECIPIENT rights and responsibilities
- Explanation of how participant progress is tracked and measured
- Information on the grievance procedure
- Confidentiality agreement
- Authorization for release of participant information, and
- Program requirements (lunch, breaks, behavior, dress code, reporting changes, income, submission of paystubs to the SUBRECIPIENT and the CAO)

5. PARTICIPATION AND ATTENDANCE

SUBRECIPIENT will ensure EARN clients participate in the EARN program for at least the minimum number of hours as determined by the CAO, recorded on the client’s AMR or EDP, monitor the participant’s progress in each activity throughout participation, and maintain documentation verifying client participation and attendance in work and work-related activities per the EARN Manual. SUBRECIPIENT will conduct and document participant contacts on all days of engagement in unpaid activity time. This can be done via face-to-face meetings, telephone, or electronic means.

6. ASSESSMENT AND PLANNING

SUBRECIPIENT will conduct a comprehensive household assessment that identifies participant strengths and barriers to employment and family economic security. SUBRECIPIENT will complete this assessment within seven business days after participant’s enrollment date. SUBRECIPIENT will identify as part of the assessment the participant’s social indicators of health (SIOHs), including but not limited to:

Social Indicators of Health		
Interests and goals	Household composition	Work experience
Current employment and financial status	Support network	Education
Work Capacity Assessment if required	Childcare and parenting	Pregnancy
Language/literacy (including English proficiency)	General and mental health	Transportation
Food security and nutritional education	Housing	Clothing
Drug and alcohol dependency	Domestic violence	Access to technology
Criminal background inquiry and checks	Criminal history	Digital skills

SUBRECIPIENT will ensure the assessment is comprehensive, but also limits the burden on participants and utilizes known information accessible to SUBRECIPIENT, to reduce duplicative efforts.

SUBRECIPIENT will use the comprehensive household assessment in coordination with the participant to create and execute an Individualized Employment Plan (IEP) in the Commonwealth Workforce Development System (CWDS) within 14 calendar days of completing the participant's household assessment. The IEP will be a living document, kept up-to-date and accurate by SUBRECIPIENT.

SUBRECIPIENT will develop and use the IEP as the comprehensive plan to:

- Describe goals, objectives, interests, and planned services for the participant, as determined from the assessment.
- Promote strategies to be instituted to address the participant's barriers and achieve goals to gain and maintain family economic security such as:
 - Treatments (including substance use disorder treatment, mental health treatment, and other rehabilitative treatments);
 - Interventions (including crisis mitigation and barrier remediation);
 - Education;
 - Training and credentialing;
 - Work experience (such as pre-apprenticeship or other unpaid work experience);
 - Community service opportunities; and
 - Job readiness and skills (such as soft skills and employment tools, basic life skills, barrier remediation, career exploration, assessments, and aptitude testing).
- Measure goals, including specific outcomes to be achieved to demonstrate stabilization of the participant's barriers and needs, the time frame(s) for achieving them, the resources available and to be used to realize the outcomes, and the desires and motivation of the participant that may have an impact on their success.
- If required, work with a multidisciplinary group consisting of a CAO worker or an agent authorized by PADHS and professionals from various disciplines, which may include physicians, psychologists and vocational or behavioral rehabilitation specialists to develop a service plan that meets the needs of the participant.

7. CAREER SERVICES

SUBRECIPIENT will deliver professional, high quality career services to all EARN clients that create opportunities for economic and career success by preparing for, securing and maintaining suitable employment, connecting clients with employer-driven job placement, education and training options. Such services include but are not limited to career counseling; provision of information and assistance regarding the labor market and available training programs; job readiness, job searching, job placement and retention services; and referral to partner organizations offering further career resources and services, as applicable. SUBRECIPIENT will also provide workshops to EARN clients. Workshops will cover but not be limited to job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training.

SUBRECIPIENT will provide initial and ongoing career assessment of EARN clients, including identification of strengths and barriers to employment, educational and employment experience, basic skill levels and any other factors relevant to achieving personal and programmatic goals. SUBRECIPIENT will assist EARN clients in identifying employment goals and incorporating related activities into IEPs consistent with assessments to reach goals and fulfill required work and work-related activities, according to the standards and timeframes defined by the EARN Manual. In planning and delivering career services, SUBRECIPIENT will employ an evidence-based triage process that effectively assesses clients to determine and provide the most appropriate career services. SUBRECIPIENT will work with PARTNER4WORK, PADHS, and other Allegheny County EARN providers to standardize career assessment tools and practices, and to streamline initial and ongoing assessments for EARN clients.

SUBRECIPIENT will make career resources and information available to clients, including but not limited to current job listings; local labor market information; information on job search methods; lists of current training opportunities; information on partner community services and resources; technology for internet job search and resume preparation; telephones and fax machines for employer contacts; and a schedule of workshops, job fairs, and other events. SUBRECIPIENT will make such resources available to clients virtually to the maximum extent possible.

SUBRECIPIENT will provide activities and programs that lead to acquiring job-related and job readiness skills, including but not limited to:

- Time management;
- Analytical thinking;
- Executive function and decision making;
- Verbal and written communications;
- Leadership;
- Professional behaviors and attire;
- Career exploration;
- Aptitude testing;
- Interpersonal;
- Collaboration;
- Problem solving;
- Financial literacy;
- Resume writing;
- Interview techniques; and
- Education on regional High Priority Occupations and local job markets.

SUBRECIPIENT will focus career services toward the primary goal of placing participants in unsubsidized employment. To identify and fill employment opportunities, SUBRECIPIENT will utilize broad resources within the local area including but not limited to existing and newly developed relationships with local employers, chambers of commerce, employer lead groups, career workshops, job fairs, and registered apprenticeship programs. SUBRECIPIENT will require participants meet in-person or virtually with potential employers. SUBRECIPIENT will advocate and advise participants to accept employment consistent with their IEP even if the employment will not result in a Placement, which is achieved when a participant is working in unsubsidized employment at least 80 hours (Activity 33) in a four consecutive week period at the higher of the state minimum wage plus two dollars per hour or the federal minimum wage plus two dollars per hour (Placement).

For participants involved in the supervised job search activity, SUBRECIPIENT must validate the job search through discussions with the participant, and provide guidance, local labor market information, and instruction in job-seeking skills as necessary throughout the process.

Additional services, if determined appropriate for obtaining or retaining employment as identified by assessment, skill deficiency, or length of unemployment may consist of, but are not limited to:

- Comprehensive and specialized assessments of skill levels and service needs, which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Group, individual, and career counseling which may include networking and job clubs.
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct.
- Internships and work experiences linked to career pathways.
- Provision of information and referral to additional services as appropriate including financial literacy services and English language acquisition programs.

8. RETENTION SERVICES

Retention services will help EARN clients stay employed and move along a defined career pathway, according to the standards and timeframes defined by the EARN Manual. Retention services involve more than asking for paystubs and attempted contact with clients. Retention services must focus on helping ensure the transition to work goes well. Retention services may include but are not limited to contact to determine work status; counseling regarding the workplace; additional career planning and counseling; job re-placement; and referral to supportive services.

Retention for TANF Participants: SUBRECIPIENT will assist and incentivize participants who obtain employment to achieve satisfactory performance, retain employment, and to increase earnings over time through the provision of retention services. SUBRECIPIENT will provide retention services when an individual obtains unsubsidized employment (Activity 33) and is placed in CWDS extended hold indicating the initial TANF recipient supports and services have ended, and retention supports and services have begun. Once placed in employment and the retention period begins, SUBRECIPIENT will contact participant weekly for the first three months and bi-weekly or as often as needed based on the participant's IEP. SUBRECIPIENT will provide retention supports and services for one year after the beginning of unsubsidized employment (Activity 33) that results in TANF benefit closure. SUBRECIPIENT will provide documentation of the participant's retention in qualifying employment at the six-month and 12-month points. This documentation should show the participant is still employed and TANF benefits are closed.

Retention for SNAP Participants: SUBRECIPIENT will assist participants who obtain employment to achieve satisfactory performance, retain employment, and to increase earnings over time through the provision of retention services. SUBRECIPIENT will provide retention services when an individual obtains unsubsidized employment. Retention is defined as a period of 90 days for SNAP Participants. Once the participant is placed in employment and enters the retention period, SUBRECIPIENT will conduct participant contacts biweekly for the full 90 days of the retention period.

9. CASE MANAGEMENT AND SUPPORTIVE SERVICES

Central to the success of the EARN program is quality case management and provision of supportive services that enable EARN clients to overcome barriers to employment and complete the goals of the EARN program.

SUBRECIPIENT will provide case management services to EARN clients throughout their participation in the EARN program, including during retention, according to the standards and timeframes defined by the EARN Manual, which requires SUBRECIPIENT to identify and address clients' social indicators of health. Case management will involve continually assessing and tracking the comprehensive needs of clients and facilitating the coordination of services and supports to address those needs, which may include involvement of multiple agencies and resources, to ensure clients can fully participate in the EARN program. SUBRECIPIENT will encourage self-determination and individual agency of EARN clients throughout provision of case management to promote self-sufficiency and ensure suitability of services.

SUBRECIPIENT will ensure EARN clients have access to basic supports needed to fully participate in the EARN program, especially individuals with barriers to employment, either by providing supportive services directly or leveraging a referral network of service agencies, according to the common needs of EARN clients. The case management model and related supportive services must incorporate a two generational strategy that intentionally promotes positive outcomes for both parents and children in the family unit, as described in the EARN Manual. SUBRECIPIENT will consider additional, innovative approaches to case management and supportive services, including trauma-informed care and motivational interviewing. SUBRECIPIENT will maintain current information related to such services and supports and refer the participant, the family, or both to the appropriate local community resource(s) to achieve goals identified in the IEP, including but not limited to:

- Shelter;
- Education;

- Adult Basic Education
- English as a Second Language
- Post-secondary institutions
- Keystone Education Yields Success (KEYS) providers
- Education Leading to Employment and Career Training (ELECT)
- WIOA Title I Individual Training Accounts
- Registered Pre-Apprenticeships
- Legal Assistance;
 - Legal services
 - Criminal background inquiries and checks
 - Criminal record expungement
 - Pennsylvania Legal Aid Network
- Life skills, including;
 - Financial literacy
 - Parenting
 - Nutrition
 - Other appropriate information
- Another Employment & Training Provider;
 - EARN program in another area
 - Work Ready
 - KEYS
 - SNAP 50/50 partner organization
 - SNAP EARN
 - RSS program regional partner

SUBRECIPIENT will advocate for the participant and their family when connecting to local community resources by providing participants with an active connection and point of contact; assistance with application and scheduling; and ongoing case management and services while the participant engages with the community resource. SUBRECIPIENT will document and track the outcome of all referrals to resources or services outside the EARN program in CWDS.

SUBRECIPIENT will provide access to language assistance services for EARN clients with limited English proficiency (LEP), as needed and appropriate, to ensure all EARN clients with LEP have the opportunity for meaningful participation in the Allegheny County EARN Program.

SUBRECIPIENT will administer transportation assistance to eligible clients at the direction of PARTNER4WORK, mainly in the form of, but not limited to, bus passes and gas cards, including requesting such assistance from a third party designated by PARTNER4WORK, distributing assistance to eligible clients and tracking usage of assistance.

SUBRECIPIENT will not issue special allowances (SPAL) to EARN clients, but if appropriate, SUBRECIPIENT will assist clients in making requests for SPALs to the CAO, including identifying a community resource to assist with such requests. SUBRECIPIENT will provide clients assistance with requesting a SPAL from the CAO to purchase a vehicle, as appropriate, or other types of SPALs from the CAO, as needed. SUBRECIPIENT will also facilitate a car payment matching program, in accordance with guidance from PARTNER4WORK, whereby participants may be granted a sum of money equivalent to the SPAL issued by the CAO to purchase a vehicle.

10. COUNSELING SERVICES (TANF only)

SUBRECIPIENT will employ or have arrangements to provide access to licensed professional counselors, social workers, therapists, allied health professionals or a combination of these professionals to provide counseling services and outlets for discussion regarding any and all aspects of a participant's life, inclusive of mental, social, physical, emotional, and

behavioral health aspects that may be beyond the scope of regular staff. SUBRECIPIENT must have licensed professionals available in sufficient numbers so that each participant is able to have an introductory 1-on-1 meeting with an appropriately licensed professional within 14 business days of their program enrollment. SUBRECIPIENT must have a licensed professional available on site at least one day per month who is available to participants upon request. SUBRECIPIENT will require the licensed professionals, or their organization, to respond to participant requests for services within 24 hours. At a minimum, the response must include documented outreach to schedule an appointment. SUBRECIPIENT will require the professional to have flexible hours of contact, including but not limited to weekends and after “traditional” work hours. SUBRECIPIENT will continue to provide participants with access to these services as often as needed through the end of the 12-month retention period.

11. DIRECT SERVICE TEAM (DST) MEETINGS

SUBRECIPIENT, in partnership with local CAO staff, must conduct Direct Service Team meetings (DST). The meetings must be conducted at a weekly frequency. The purpose of the DST meetings is to discuss progress, challenges and barriers for individual clients with CAO and jointly determine the correct course of action. Topics to be covered at DST meetings include but are not limited to client outreach, enrollment, client barriers and challenges, service plans, client activities and progress, hours of participation, client incentives and terminations. SUBRECIPIENT will produce a weekly report of DST meetings, which will be available upon request to PARTNER4WORK and CAO.

12. TRAINING, EDUCATION AND CREDENTIALING SERVICES

SUBRECIPIENT will implement an approach to training, credentialing, and education services for EARN clients in close coordination and consultation with PARTNER4WORK, driven by in-demand employment opportunities that provide career pathways and self-sustaining wages. SUBRECIPIENT will provide or connect eligible EARN clients to training and educational opportunities likely to enhance client employability and career prospects, including but not limited to:

- Industry skill certifications to achieve and demonstrate skills necessary for specific occupations;
- Upgrades of an individual’s job-related skills including instructional certificate programs that are awarded based upon completion or accumulated credits;
- Associate degree programs including those that result in an Associate of Arts, Associate of Science, or an Associate of Applied Science degree;
- Baccalaureate degree programs including those that result in a Bachelor of Arts, Bachelor of Science, or a Bachelor of Applied Science degree;
- Organized educational programs that are directly related to the preparation of individuals for employment in current or emerging occupations requiring training other than a degree; and
- High School Equivalency (HSE), General Equivalency Degree, Adult Basic Education, and English as a Second Language programs as part of a career pathway when these classes are integrated within, being taken concurrently with, or for a limited-duration prerequisite to post-secondary education or training as part of a career pathway program.

SUBRECIPIENT will ensure that participation in training, credentialing, and educational programs is well-aligned with AMR or EDP requirements and provides a meaningful opportunity for clients to progress toward goals of IEPs. Eligibility to participate in training, credentialing, and education services will be determined by the CAO and must comply with the provisions of the EARN Manual.

PARTNER4WORK prioritizes the achievement of industry-recognized credentials by EARN clients that reflect valuable and marketable skills directly related to employment and expects that SUBRECIPIENT will do the same. SUBRECIPIENT will utilize a combination of in-house and external activities to provide clients with the opportunity to obtain an EARN-recognized credential, making opportunities available in multiple participation formats to increase client access, including virtual, remote, offsite and onsite. Activities leading to an EARN-recognized credential may include but are not limited to vocational education, On-the-Job Training (OJT), Paid Work Experience (PWE) and other activities deemed

suitable by PADHS and PARTNER4WORK. All credentialing activities are subject to PARTNER4WORK approval and must be submitted to PARTNER4WORK to receive recognition as a credentialing activity under this Agreement. PARTNER4WORK will work with PADHS to determine which credentialing activities lead to credentials that are EARN-recognized using the following definitions and guidelines, among other factors:

- Credentials consist of an industry recognized certificate or certification, a certificate of completion of a registered pre-apprenticeship, a license issued by the Pennsylvania Department of State or Federal Government, or an associate's or baccalaureate degree. Credentials measure competence in core content and performance standards in a specific set of work-related tasks. The work-related tasks and assessment must connect with workforce demands. Credentialing programs must effectively address the following, as determined by PARTNER4WORK and PADHS:
 - Credentialing area: A statement explaining what marketable, valuable skill(s) are earned when the program is completed.
 - Program's value: Justification of why the credential is valuable in the local area, and how developing the skill will improve the participant's chance of gaining employment in a high priority occupation for the area and moving towards family economic security.
 - CIP code: The CIP code most closely associated with the certification program.
 - Perkins Indicator: A yes/no indication of whether the program is a program of career and technical education as defined in section 3 of the Carl D. Perkins Act of 2006.
 - Curriculum: The subjects that the credentialing program will cover.
 - Syllabus: A day-to-day outline of the progression of the program, including time frames, detail on how the curriculum will be taught, and the goal of each lesson.
 - Assessment: The methods to be used in measuring participant progress.
 - Statement of study time requirements (if applicable): Study time will not automatically be granted. If a participant is required to study outside of class time, study time requirements must be well-described and directly connected to participant progress in the program.

As appropriate, and as allowed by applicable rules and regulations, SUBRECIPIENT will provide or connect EARN clients with adult basic education and remediation services who require such services in order to participate in training or obtain meaningful employment. SUBRECIPIENT will also ensure participants have reasonable access to secondary equivalent opportunities, defined as participation in and completion of a credible high school equivalency (HSE) program. The structure of the HSE program must be suitable to the participant's knowledge base and learning style based on SUBRECIPIENT assessment. HSE can be obtained through the General Equivalency Diploma (GED) exam or High School Equivalency Test (HiSET). PARTNER4WORK may select a third party to deliver adult education services to EARN clients, in which case SUBRECIPIENT will work closely with the selected service provider to facilitate client participation and related outcomes.

SUBRECIPIENT will develop and maintain strong connections with employers to facilitate work-based training opportunities that result in EARN-recognized credentials and provide meaningful opportunities for clients to obtain sustainable, unsubsidized employment.

SUBRECIPIENT will facilitate selection of, application to, and participation in external vocational training programs, as appropriate, including counseling clients on training opportunities and related career pathways and maintaining close communication with training providers. In considering vocational training for clients offered by external providers, SUBRECIPIENT will follow all guidelines established by PARTNER4WORK and PADHS to determine client eligibility, readiness, and suitability.

TANF Training Vouchers (TANF only): PARTNER4WORK intends to make funds available to SUBRECIPIENT and other providers of EARN services on a first-come, first-served basis to cover all or part of client tuition costs for external vocational training programs, depending on the availability of funds, and in accordance with PARTNER4WORK guidelines

issued to SUBRECIPIENT. These funds will be held by PARTNER4WORK, not included in SUBRECIPIENT's program budget, and only made available for use by TANF clients of EARN. For a client to be eligible to receive tuition support from PARTNER4WORK, SUBRECIPIENT must submit an application to PARTNER4WORK on the client's behalf, the content of which will be defined by PARTNER4WORK, to be reviewed and approved by PARTNER4WORK on a case-by-case basis. SUBRECIPIENT will communicate closely with PARTNER4WORK to determine the status and availability of funds to cover all or part of client tuition costs for external vocational training programs. PARTNER4WORK is not obligated to make any funds available to cover client tuition costs for external vocational training programs.

13. COMMUNITY SERVICE

SUBRECIPIENT will identify, establish and coordinate Community Service (CS) activities for EARN clients, in accordance with the EARN Manual. CS is a beneficial activity available for individuals with minimal work history or who live in communities with limited employment. CS allows individuals who receive TANF the opportunity to work in their community and gain valuable work experience. SUBRECIPIENT will build organizational and community partnerships to ensure EARN clients have access to quality CS opportunities that provide meaningful work-related experiences. The CAO calculates the number of weekly hours an individual may participate in CS, which must be listed on the Agreement of Mutual Responsibility (AMR). A Community Service Agency Agreement (PA 1694) conveys the maximum number of weekly hours of participation. Upon agreement by the CS agency and the client, this form must be submitted to the CAO to identify the location of the CS site and describe the job duties.

14. CLIENT INCENTIVES (TANF only)

Client incentives are positive reinforcements to promote TANF client participation and achievement. Incentives are available to clients upon meeting an objective or standard. Incentives are not based on need. SUBRECIPIENT will administer, distribute and document all incentives to EARN clients in accordance with the EARN Manual and PARTNER4WORK policies and protocols. SUBRECIPIENT will maintain a list of all incentives issued that includes the following information, at minimum: amount and type of incentive issued, name of individual receiving incentive, date issued and reason for issuance of incentive. All incentives given to a participant should also be recorded in the CWDS case narrative. The issuance of client incentives is subject to monitoring. To be eligible for an incentive, an EARN participant must be enrolled, in compliance with required hours and meeting all other program expectations, including expectations regarding conduct and active involvement in activities. SUBRECIPIENT must maintain and submit to PARTNER4WORK an up-to-date plan detailing planned use of client incentives.

15. EMPLOYER ENGAGEMENT

SUBRECIPIENT will engage employers through a proven, demand-driven model, to better connect EARN clients with employment opportunities and sustainable careers. SUBRECIPIENT will coordinate all employer engagement activities closely with PARTNER4WORK, PA CareerLink® Pittsburgh/Allegheny County, and other Allegheny County EARN providers to promote the EARN Program and ensure an aligned approach that secures job openings and work-based learning experiences for EARN clients and assists employers in overcoming the challenges of recruiting, retaining and developing talent.

SUBRECIPIENT will build and maintain relationships with local employers and ensure EARN programming reflects employer needs and preferences so participants can experience relevant and realistic career exploration, work-based learning, subsidized employment, mentoring, volunteer opportunities, and ultimately, sustainable employment. To support area employers and industry sectors most effectively, SUBRECIPIENT will have a clear understanding of industry skill needs; identify appropriate strategies for assisting employers; and employ an integrated business services strategy that integrates with PARTNER4WORK.

SUBRECIPIENT will perform the following employer engagement activities:

- Establish relationships with employers who use the EARN Program as a viable source of talent.
- Assist employers in effectively understanding and utilizing the EARN Program and other workforce resources, such as the Work Opportunity Tax Credit (WOTC).
- Explore employer hiring needs and requirements to develop job opportunities for EARN clients.
- Develop and promote employer job openings to EARN clients.
- Prepare jobseekers for applications and interviews with engaged employers.
- Facilitate space for employers to conduct interviews, recruitment events and other meetings.
- Connect employers with resources and opportunities available through PARTNER4WORK and the larger workforce development system.
- Work with PARTNER4WORK and employers to identify and develop customized training and pre-employment opportunities.
- Provide PARTNER4WORK with data, analysis and observations gained through employer engagement efforts.

16. SITE ADMINISTRATION AND OPERATIONS

SUBRECIPIENT will make available a convenient, accessible location, from which clients and partner organizations can fully participate in the EARN Program. Location and space arrangements must be approved by PARTNER4WORK; however, SUBRECIPIENT will be responsible for site administration, operations and service delivery. SUBRECIPIENT must provide consistent access for clients during normal business hours, and maintain a safe, professional and ADA compliant environment for EARN participants and staff. SUBRECIPIENT will provide access outside of normal business hours and in community settings to accommodate the needs of EARN clients, as appropriate and as capacity allows. As a responsible site administrator, SUBRECIPIENT must maintain written policies and procedures governing the security, delivery of services and use of space. PARTNER4WORK reserves the right to exercise site control or change locations at any time during the effective dates of this Agreement.

SUBRECIPIENT must follow all applicable regulations regarding health and safety as they relate to site administration, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania Department of Health, and the Allegheny County Health Department. SUBRECIPIENT must establish and maintain a plan to address all site and operational considerations related to COVID-19 or other outbreaks and emergencies, including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined by federal, state, and local regulations and PARTNER4WORK. Depending on the status of COVID-19 guidelines governing in-person interaction and work-related safety, SUBRECIPIENT may have to provide all services described in this STATEMENT OF WORK to clients virtually.

17. PARTNER COLLABORATION AND REFERRALS

SUBRECIPIENT will participate in EARN-related meetings and other events, including but not limited to the Local Management Committee (LMC), Direct Service Team (DST) meetings, and meetings convened by the CAO. SUBRECIPIENT will also collaborate with PARTNER4WORK to represent EARN at meetings, forums and conferences and promote EARN by identifying and creating content to highlight in communication tools.

PARTNER4WORK is committed to effectively leading the workforce development system in Pittsburgh and Allegheny County, including funding and supporting various workforce activities outside the scope of this Agreement. SUBRECIPIENT will work closely with PARTNER4WORK to collaborate and coordinate activities with the stakeholders and initiatives that comprise the larger workforce development system led by PARTNER4WORK, especially PA CareerLink® Pittsburgh/Allegheny County. Such initiatives include but are not limited to PARTNER4WORK programs funded by WIOA, TANF, and other public and private funds. To facilitate collaboration and coordination of activities, SUBRECIPIENT will:

- Share information and best practices with PARTNER4WORK and its network of providers
- Coordinate service delivery with partners to increase efficiency and reduce duplication, including career services, training services, business engagement and supportive services
- Assist PARTNER4WORK in developing a strong portfolio of workforce programs
- Assist PARTNER4WORK in developing strategies for co-enrollment with partner programs
- Participate in meetings, conference calls, pilot programs and recruitment events organized by PARTNER4WORK and its network of providers
- Assist PARTNER4WORK in obtaining additional public and private funds that build capacity of the local workforce development system

SUBRECIPIENT will coordinate program management closely with other agencies contracted by PARTNER4WORK to deliver services for the Allegheny County EARN and Work Ready Programs, including conducting joint events, coordinating referrals, and working with the CAO and other EARN providers to facilitate transfers between EARN providers, as appropriate. Such coordination is needed to ensure consistency of services, share best practices that could improve performance of partner agencies, and present a unified message to stakeholders of the Allegheny County EARN Program. PARTNER4WORK expects SUBRECIPIENT and all agencies delivering services for the Allegheny County EARN Program to fully collaborate and foster an open community of practice.

To ensure all EARN clients have access to the services that best meet their needs, SUBRECIPIENT will readily embrace collaboration and coordination with partner agencies, developing strong referral networks and providing referrals to other workforce and supportive service organizations appropriately, including but not limited to PA CareerLink® and PARTNER4WORK provider networks. SUBRECIPIENT will track, monitor and report on referrals made by and received from community partners to identify trends and opportunities for system improvements. Additionally, SUBRECIPIENT will work closely with PARTNER4WORK to identify and integrate complementary services and enhancements at EARN centers that help to better serve job seekers.

SUBRECIPIENT will work with PARTNER4WORK to select quality candidates for partnership opportunities that include occupational training, work-based training, employment and/or additional opportunities. SUBRECIPIENT will respond to PARTNER4WORK requests for work ready candidates in a timely fashion and will refer candidates appropriately, according to the criteria of requests by PARTNER4WORK.

SUBRECIPIENT will facilitate the transfer of EARN participants to other PADHS employment and training programs, when appropriate and approved by both the CAO and the receiving program. Program transfer options include but are not limited to KEYS (Keystone Education Yields Success) and ELECT (Education Leading to Employment and Career Training).

KEYS: SUBRECIPIENT will transfer to the KEYS program those participants who have enrolled at a Pennsylvania community college to pursue an education activity that leads to receipt of a diploma or certificate. SUBRECIPIENT will coordinate educational activities at community colleges with the KEYS program and terminate the EARN participation of clients who meet all requirements for KEYS and desire to participate in KEYS. SUBRECIPIENT will not terminate the EARN participation of clients who have expressed interest in community college but have not yet enrolled.

ELECT: ELECT is a joint initiative between PADHS and the Pennsylvania Department of Education that enables school districts and intermediate units to help pregnant and parenting teens earn HSE, become better parents and make the transition to employment, career training or higher education. ELECT services are available to students ages 22 and younger. SUBRECIPIENT will coordinate educational activities with ELECT programs and terminate the EARN participation of TANF participants who meet all requirements to enroll in ELECT and desire to participate in ELECT. SUBRECIPIENT will not terminate the EARN participation of clients who have expressed interest in ELECT but have not yet enrolled.

SNAP 50/50 Third-Party Partnerships. SNAP 50/50 partnerships are direct contractual relationships between PADHS and community-based organizations that serve as specialized training providers. Each SNAP 50/50 partner sets its own prerequisites for admission to the program. SUBRECIPIENT will work with each local SNAP 50/50 partner organization(s) to identify when referrals to that organization are appropriate. SUBRECIPIENT will transfer identified participants to the SNAP 50/50 program who have been thusly identified. While PADHS reimburses partner organizations for expenses related to SNAP participants, some partner organizations may provide a similar package of services to TANF participants. SUBRECIPIENT may refer TANF participants to partner organizations but will not characterize the referral as a “SNAP 50/50” or a “50/50” referral. SUBRECIPIENT will continue to serve and track TANF participants referred to these partner organizations.

18. LOCAL MANAGEMENT COMMITTEE (LMC)

SUBRECIPIENT will fully participate in all meetings of the Local Management Committee (LMC), led by PARTNER4WORK and other stakeholders of the Allegheny County EARN Program, responsible for the coordination of EARN operations and services provided in Allegheny County. SUBRECIPIENT will contribute to LMC agendas, share program updates during LMC meetings and implement directives resulting from the LMC.

19. STAFF TRAINING AND DEVELOPMENT

SUBRECIPIENT must employ highly qualified and professional staff at all levels throughout the period of performance whose quality of work is reflective of the world-class workforce development system sought by PARTNER4WORK. SUBRECIPIENT will ensure all staff have the tools, resources and professional development opportunities needed to excel in service delivery and achieve optimum performance. Staff are required to maintain current knowledge and expertise in the following:

- Career counseling and customer service best practices
- Delivery of services to clients and businesses remotely, through virtual platforms
- Case management competencies and integrating supportive services into programming
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Initiatives, programs and services of PARTNER4WORK and the broader workforce development system
- Viable career pathways and how to connect EARN clients appropriately
- Availability of industry and employer-recognized training and educational opportunities
- Commonwealth Workforce Development System (CWDS)
- Impact of trauma and poverty on job seekers and related interpersonal strategies
- Local resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery

Staff must have the capacity to effectively work remotely and deliver the services required by this STATEMENT OF WORK through virtual mediums.

20. PERFORMANCE STANDARDS AND GOALS

The primary performance standards and related goals for the EARN program are established by PADHS, as defined in the EARN Manual and shown below, and will be used as measures of SUBRECIPIENT’s success for this Agreement. SUBRECIPIENT must meet or exceed these goals for each of the defined standards.

PADHS Performance Standards for TANF Participants			
Category	Description	Threshold/Goal	Corrective Action

Assessment	SUBRECIPIENT shall conduct and complete a comprehensive household assessment as defined in this STATEMENT OF WORK, within seven business days of a participant's enrollment.	90% of all participants enrolled with SUBRECIPIENT for whom an assessment is required.	SUBRECIPIENT must submit a corrective action plan.
Individual Employment Plan (IEP)	SUBRECIPIENT shall complete and document a detailed IEP that includes plans to address participant challenges (barriers) and agreed upon plan for resolution within 14 calendar days of the assessment.	85% of all enrolled participants for whom an IEP is required.	SUBRECIPIENT must submit a corrective action plan.
Licensed Counselor or Social Worker	SUBRECIPIENT shall meet the counseling services requirement established by this STATEMENT OF WORK so that eligible participants have a one-on-one meeting within 14 calendar days of their program enrollment.	80% of all enrolled participants for whom a meeting is required will have an introductory one-on-one meeting with the licensed professional within 14 days from the participant's program start.	SUBRECIPIENT must submit a corrective action plan.
Secondary Equivalent and Credentialing (including referrals to outside programs)	<p>SUBRECIPIENT shall coordinate educational activities with ELECT service providers and the KEYS program.</p> <p>--OR--</p> <p>A participant must receive a diploma or certification that will provide the participant with an industry-recognized certificate or certification, as defined in this STATEMENT OF WORK, and marketable skill directly related to their employment goals listed in their AMR and IEP.</p>	<p>50% of all participants in an activity that results in a transfer or credential.</p> <p>*Additional Credentialing Goal: In addition to the PADHS goal defined above, SUBRECIPIENT must ensure 25% of all participants enrolled obtain a credential recognized by PADHS, as defined herein.</p>	SUBRECIPIENT must submit a corrective action plan.

Placement	SUBRECIPIENT achieves Placement of participants in employment where participant is meeting in unsubsidized employment at least 80 hours (Activity 33) in a four consecutive week period and is paid at least two dollars above the higher of the federal or state minimum wage as of July 1 of the program year.	70% of all enrolled participants who become employed achieve Placement. *Additional Placement Goal: In addition to the PADHS Placement goal defined above, SUBRECIPIENT must ensure 50% of all participants enrolled obtain Placement, as defined herein.	SUBRECIPIENT must submit a corrective action plan.
Retention	Retention is achieved when an individual obtains unsubsidized employment (Activity 33) and is placed in CWDS extended hold as specified in this STATEMENT OF WORK.	50% of all enrolled participants who are placed in employment achieve retention. The program is to continue to serve the individual during the retention period, up to twelve months. A participant may meet the retention goal up to two times, at six (6) months and twelve (12) months after the project ends.	SUBRECIPIENT must submit a corrective action plan.
Earned Income	For participants that have achieved Placement, at the conclusion of the 12-month retention period, the participant has increased their earned income.	75% of all enrolled participants who have achieved Placement have increased earnings.	SUBRECIPIENT must submit a corrective action plan.

PADHS Performance Standards for SNAP Participants

Category	Description	Threshold/Goal	Corrective Action
Assessment	All SNAP Participants shall receive a comprehensive assessment completed within seven business days of enrollment.	90% of all enrolled participants for whom an assessment is required.	SUBRECIPIENT must submit a corrective action plan.
Individual Employment Plan (IEP)	SUBRECIPIENT shall complete and document a detailed IEP within 14 calendar days of enrollment.	85% of all enrolled participants for whom an IEP is required.	SUBRECIPIENT must submit a corrective action plan.

Credentialing (including referrals to outside programs)	A participant must receive a diploma or certification that will provide the participant with an industry-recognized certificate or certification, as defined by this STATEMENT OF WORK, and marketable skill directly related to their employment goals listed in their EDP and IEP.	50% of all enrolled participants.	SUBRECIPIENT must submit a corrective action plan.
Placement	Placement in employment where participant is meeting 20 hours per week (80 hours per month) in Unsubsidized Employment and is earning at least two dollars above the higher of the federal or state minimum wage as of July 1 of the current program year.	50% of all enrolled participants.	SUBRECIPIENT must submit a corrective action plan.
Retention	Participants are still employed 90 days after starting the retention activity.	50% of all enrolled participants.	SUBRECIPIENT must submit a corrective action plan.

In addition to the performance standards and related goals defined by PADHS, as shown above, SUBRECIPIENT must maintain a referral to enrollment rate of 65% for both TANF and SNAP participants, defined as the number of cases enrolled in the EARN program within the contract period divided by the number of referrals made to the EARN program by the CAO within the contract period.

SUBRECIPIENT is highly encouraged to work with participants toward the goal of employment that provides an income at or above the self-sufficiency wage, as defined by PARTNER4WORK.⁸ PARTNER4WORK will track the number of participants who earn an income at or above the self-sufficiency wage, either at the time of placement or during retention, which will be considered a factor in measuring success of SUBRECIPIENT. PARTNER4WORK may introduce goals for SUBRECIPIENT regarding the number or proportion of participants who obtain employment that provides an income at or above the self-sufficiency wage at any time during this or subsequent contract periods.

PARTNER4WORK may also measure and evaluate SUBRECIPIENT's performance across other indicators, including but not limited to the following, applicable to both TANF and SNAP participants:

- Activity Compliance Rate (ACR), defined as the number of cases fulfilling the activity requirements of their EARN participation divided by the number of new EARN cases within the contract period;
- SUBRECIPIENT's ability to successfully:
 - Refer clients to partnership opportunities promoted by PARTNER4WORK, including specific occupational training, work-based training, employment, educational services, and human services;
 - Place clients in occupational and work-based training that results in quality employment;
 - Facilitate special initiatives and emerging program components, including car purchase payment matching, TANF training vouchers, and two-generational programming;
 - Conduct reverse referrals, as described herein.

⁸ <https://www.partner4work.org/document/3rwib-self-sufficiency-policy/>

SUBRECIPIENT's ability to meet or exceed the goals established by PADHS and PARTNER4WORK will be a primary factor in determining continuance of this Agreement in future contract periods.

Poor Performance: In the event SUBRECIPIENT's performance of the services described herein does not result in the goals defined by PARTNER4WORK and PADHS, PARTNER4WORK will work with SUBRECIPIENT to improve performance; however, especially in cases of chronic underperformance, PARTNER4WORK may implement corrective measures or terminate the Agreement upon notice to SUBRECIPIENT.

21. DATA MANAGEMENT AND REPORTING

SUBRECIPIENT must regularly track and monitor data related to EARN participation and outcomes, using observations and evaluation to ensure continuous program improvement. Such efforts must be supported by strong internal systems and applications. SUBRECIPIENT is required to provide PARTNER4WORK with timely reports and supporting documentation that clearly demonstrate program enrollment, participation, activity compliance, progress, outputs and outcomes. PARTNER4WORK will work with SUBRECIPIENT to understand reporting requirements and program exiting procedures, and to determine the appropriate template for reporting outcomes and performance. Reporting frequency and content are subject to change at the discretion of PARTNER4WORK. Possible areas of reporting include but are not limited to:

- Outreach activities
- Referrals and enrollments
- Activities and services clients are engaged in
- Participant and employer stories; included successes and major challenges
- Barriers to employment faced by clients
- Efforts to remediate barriers to employment, including related results
- Credentials attained, including credentialing program characteristics
- Job placements and retentions
- Client wages and benefits
- Incentives issued to clients
- Business engagement efforts
- Partner referrals
- Customer satisfaction rates
- Number and volume of employer engagement

22. PROGRAM IMPLEMENTATION PLAN

SUBRECIPIENT must submit separate Program Implementation Plans (PIP) for the TANF and SNAP components of the EARN program to PARTNER4WORK no later than July 31, 2021. The PIP is a requirement of PADHS and will be used by PARTNER4WORK and PADHS to evaluate the effectiveness of SUBRECIPIENT's program design and service delivery throughout the term of this Agreement, based on the requirements outlined in this STATEMENT OF WORK and the EARN Manual. PARTNER4WORK will provide further guidance regarding completion and required content of the PIP to SUBRECIPIENT directly from PADHS.

Program Implementation Plans must be submitted for both the TANF and SNAP components of the EARN program, separately, for the following service areas:

- Program Referrals
 - Outreach Plan to CAO staff
 - Outreach Plan to conduct reverse referrals

- Enrollments
 - Orientation
 - Assessment Tool
 - Individualized Employment Plan (IEP)
- Activities and Services
 - Counseling Services
 - Case Management
 - Program Activities and Offerings
 - Credentialing Programs
 - Unsubsidized Employment Opportunities
 - Wraparound Services
 - Barrier Remediation Services
- Collaboration and External Referrals
 - ELECT and KEYS Referral Plan
 - Collaboration Plan
- Retention and Incentives
 - Retention Plan
 - Incentives
- TANF Fund Expenditures
- Technical Assistance

23. COMMONWEALTH WORKFORCE DEVELOPMENT SYSTEM (CWDS)

SUBRECIPIENT will be required to utilize the Commonwealth Workforce Development System (CWDS) as the information system of record for all participant and employer communication, service provision and other program activity and must ensure that all data is entered accurately and in a timely manner, adhering to all applicable data rules, regulations and entry time requirements. Staff must be fully competent in utilizing CWDS and providing basic guidance regarding CWDS to other service providers within the PARTNER4WORK network, including querying and producing reports from CWDS regarding the EARN Program. PARTNER4WORK will utilize data from CWDS, as well as data collected from other sources, to determine program compliance and evaluate performance of SUBRECIPIENT.

SUBRECIPIENT will follow guidelines for proper use of CWDS provided by PADHS and/or PARTNER4WORK and maintain internal protocols for uniformed and detailed case notes to ensure clear and consistent tracking and documentation of progress throughout the program. SUBRECIPIENT will participate in data quality, validation and compliance activities required by PADHS and/or PARTNER4WORK, as well as regular meetings and review of performance reports, and other written reports when requested.

SUBRECIPIENT will identify staff members whose work requires access to CWDS and submit applications for CWDS access per local protocols, subject to approval by PARTNER4WORK. Appropriate staff members to receive CWDS access include case managers, employment specialists, job developers, and other staff members who have regular contact with participants or whose work requires monitoring and oversight of participant data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. SUBRECIPIENT must submit notification if any staff member with CWDS access is terminated, voluntarily or involuntarily, within 24 hours of termination. Failure to do so may result in revocation of CWDS access for SUBRECIPIENT and contract termination.

SUBRECIPIENT must have capacity to utilize additional information systems, as needed and according to the Uniform Guidance and related policies governing Personally Identifiable Information and technology. Examples include eCIS—PADHS' customer information system, and any complimentary case management platforms, recognizing CWDS as the System of Record for the EARN programs.

24. RECORDS AND DOCUMENTATION

SUBRECIPIENT must retain, secure, and ensure the accuracy of all program files and records, whether related to clients, employers, or general operations, in compliance with related federal and state regulations, and PARTNER4WORK's record retention requirements. Files must be retained for SEVEN (7) years after PARTNER4WORK reports final expenditures to the funding source. SUBRECIPIENT must allow PARTNER4WORK and representatives of other regulatory authorities access to all records, program materials, staff and participants related to this Agreement.

SUBRECIPIENT is responsible for maintaining and securing participant case files at all times, as well as ensuring privacy and protection of all personal information collected from participants per the EARN Manual and applicable laws, regulations and PARTNER4WORK policies. Accurate documentation showing evidence of time spent in activities and work are critical to meeting performance. Case files are the property of PARTNER4WORK and must contain a variety of documentation including but not limited to:

- Identification and contact information
- Release of Information Form
- Assessment information and service plans
- Attendance forms, time sheets and excused absences
- Client contacts and updates
- Job search logs, time and attendance sheets
- Employment Verification Forms (EVF) and paystubs
- Verification of retention
- Other relevant forms and information

SUBRECIPIENT is also responsible for maintaining clear and detailed narratives for each client in their case file. Case narratives must include but are not limited to:

- Date, time and location of all EARN-related contacts
- Purpose and outcome of all EARN-related contacts
- Any changes in the client's conditions or circumstances
- Solutions offered and related client responses
- Services and supports needed, requested or provided
- Pertinent information received from the CAO
- Other relevant information.

SUBRECIPIENT will participate in regular data and document validation requests initiated by PARTNER4WORK and PADHS, responding to such requests in a timely manner, according to the deadlines defined by PARTNER4WORK. To effectively respond to data and document validation requests by PARTNER4WORK, SUBRECIPIENT must have ready access to client data and documentation, and the capacity to send client data and documentation to PARTNER4WORK electronically. When transmitting client data and documentation to PARTNER4WORK in response to such requests, SUBRECIPIENT will utilize a secure online application, as determined by PARTNER4WORK, and follow all related privacy rules and regulations.

25. CONFIDENTIALITY

Confidentiality of client information must be maintained to meet the requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and any other confidentiality requirements applicable to the services delivered through this Agreement. HIPAA requires that organizations protect identifiable individual health care information. SUBRECIPIENT must provide each staff member who has contact with participants or participant information with HIPAA training at least once yearly. SUBRECIPIENT must retain documentation of all training. SUBRECIPIENT must train new staff members on HIPAA requirements within 14 business days of the start of employment. SUBRECIPIENT must require

that all subcontractors, if applicable, comply with the same HIPAA training and documentation requirements. Documentation of training must provide the name of SUBRECIPIENT or subcontractor staff persons who were trained.

SUBRECIPIENT acknowledges that the use or disclosure of information concerning applicants or recipients of public assistance for purposes other than as provided for in this Agreement is strictly prohibited by state and federal law. SUBRECIPIENT shall keep such information confidential and shall require its employees, subcontractors, and employees accessing confidential information received under this Agreement to sign an acknowledgement to evidence their understanding and agreement concerning the confidential nature of the information. SUBRECIPIENT shall use the information only as agreed to in this Agreement and for no other purpose. SUBRECIPIENT shall properly instruct any person having access to this information as to security requirements and obligations, and to inform persons having access that they are bound by the confidentiality provisions of this Agreement. SUBRECIPIENT must inform all employees that violation of this Agreement may result in disciplinary action, including discharge or criminal prosecution if the employee knowingly uses the information for fraudulent purposes. SUBRECIPIENT and its employees shall have access to this information only on a "need to know" basis. These obligations will survive the expiration or termination of this Agreement.

26. CONTRACT OVERSIGHT AND EVALUATION

PARTNER4WORK is responsible for all levels of program monitoring, compliance and evaluation for all activities of the Allegheny County EARN and Work Ready programs. SUBRECIPIENT is required to keep good records and collect data that will help PARTNER4WORK comply with such requirements.

PARTNER4WORK Responsibilities: PARTNER4WORK will monitor, evaluate and provide guidance and direction to SUBRECIPIENT in the conduct of services performed under this Agreement. PARTNER4WORK has the responsibility to determine whether SUBRECIPIENT has spent funds in accordance with applicable laws and regulations, including federal audit requirements and will monitor the activities of SUBRECIPIENT to ensure such requirements are met. PARTNER4WORK may require SUBRECIPIENT to take corrective action if deficiencies are found.

SUBRECIPIENT Responsibilities: SUBRECIPIENT will permit PARTNER4WORK to carry out monitoring and evaluation activities, including any performance measurement system required by applicable law, regulation, and funding source guidelines, and SUBRECIPIENT agrees to ensure, to the greatest extent possible, the cooperation of its agents, employees and board members in such monitoring and evaluation efforts. This provision shall survive the expiration or termination of this Agreement.

SUBRECIPIENT shall cooperate fully with any reviews or audits of the activities under this Agreement by authorized representatives of PARTNER4WORK or federal or state agencies and SUBRECIPIENT agrees to ensure to the extent possible the cooperation of its agents, employees and board members in any such reviews and audits. This provision shall survive the expiration or termination of this Agreement.

SUBRECIPIENT understands that all books and records pertaining to this Agreement, including payroll and attendance records of participating employees, are subject to inspection by PARTNER4WORK, federal or state agencies and others for auditing, monitoring or investigating activities pursuant to this Agreement. Said books and records shall be maintained for a period of SEVEN (7) years beyond the completion of this Agreement. If SUBRECIPIENT receives notice of any litigation or claim involving this Agreement, SUBRECIPIENT shall retain records until otherwise instructed by PARTNER4WORK.

27. TRANSITION

In the event SUBRECIPIENT does not receive a continuation of contract or should either partner not wish to continue this Agreement, SUBRECIPIENT will work with PARTNER4WORK to ensure a smooth transition for customers and partners in the system. SUBRECIPIENT will, at a minimum:

- Assist PARTNER4WORK with the messaging of the transition and execute a detailed timeline and plan
- Submit all requested information, including but not limited to customers, service delivery models, carry-over funding, obligations, partner relationships, tracking information, and data elements, at PARTNER4WORK's request
- Provide any and all requested information to the new provider of EARN services for Allegheny County

28. CONTRACTOR PARTNERSHIP PROGRAM (CPP)

SUBRECIPIENT will participate in the DHS Contractor Partnership Program (CPP) and follow related guidelines, including establishing goals for hiring TANF beneficiaries, implementing activities to employ and retain TANF beneficiaries, and reporting to PARTNER4WORK and/or DHS on the status of such activities. More information about CPP can be found here: <https://www.dhs.pa.gov/providers/Providers/Pages/Contractor-Partnership-Program.aspx>

Appendix B – Statement of Work: Work Ready Program

1. SUMMARY

The Work Ready program is designed to assist participants of Temporary Assistance for Needy Families (TANF) in their transition from receiving public benefits to sustained participation in the workforce, moving clients toward self-sufficiency and meaningful employment and eliminating their need for public assistance. Work Ready is focused exclusively on serving individuals participating in ETANF, or Extended TANF, which gives families the ability to receive cash assistance beyond the five-year TANF time limit on the basis of hardship, contingent upon participation in employment or other work activities designed to move them toward economic independence.

SUBRECIPIENT will implement an innovative, tested and holistic employment and training model to deliver Work Ready services that aligns with the PARTNER4WORK vision of a world-class workforce development system and complies with all federal, state and local rules and regulations governing Work Ready and other TANF activities.

SUBRECIPIENT will provide workforce development and supportive services, including but not limited to job readiness, vocational training and education, work-based training, job search, job placement, job retention, credentialing, case management and other job-related services to eligible ETANF clients in Allegheny County per the requirements of the Work Ready program. The County Assistance Office (CAO) of the Pennsylvania Department of Human Services (PADHS) will determine client eligibility for the Work Ready program and refer clients to the Work Ready program based on CAO policies and procedures. SUBRECIPIENT will work closely with PARTNER4WORK to promote their program to the CAO and provide a high level of customer service to CAO staff at all points of interaction.

In providing the services described herein, SUBRECIPIENT will maintain and employ a current knowledge of effective workforce development and case management practices, ensure meaningful client participation in required work and work-related activities, as determined by the CAO, leverage the resources of the broader workforce development and social services system in Allegheny County and follow all applicable federal, state and local laws and policies.

Central to successful delivery of services described in this STATEMENT OF WORK is compliance with all provisions of the Work Ready Program Policy and Procedures Manual (referred to hereafter as “the Work Ready Manual”), published by PADHS, including any subsequent changes to the Work Ready Manual. See the Work Ready Manual for a listing of employment and training activities that SUBRECIPIENT must be prepared to provide for Work Ready clients. SUBRECIPIENT must also be familiar and compliant with the PADHS Cash Assistance Handbook and the TANF State Plan for Pennsylvania.

As a provider of Work Ready services in Allegheny County, SUBRECIPIENT will actively participate with PARTNER4WORK in shaping and informing the local workforce development system. As such, SUBRECIPIENT will maintain current knowledge of and expertise in:

- Federal, state, and local policies, including TANF and its implementing guidance;
- Evidence-based workforce development practices and viable career pathways; and
- Local workforce development programs, services and related resources.

2. COVID-19 AND RESPONSE PLANNING

PARTNER4WORK is committed to ensuring programs are equipped and prepared to operate safely. In delivering the services required by this STATEMENT OF WORK, SUBRECIPIENT must follow all federal, state, and local regulations regarding health and safety, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania Department of Health, and the Allegheny County Health Department. SUBRECIPIENT must establish and maintain a plan to address all operational and programmatic considerations related to COVID-19 or other outbreaks and emergencies,

including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined by federal, state, and local regulations and PARTNER4WORK.

Depending on the status of COVID-19 guidelines governing in-person interaction and work-related safety, SUBRECIPIENT may have to provide all services described in this STATEMENT OF WORK to clients virtually. This may include the need to address digital literacy skills in clients and/or provide access to technology. Regardless of COVID-19 status, SUBRECIPIENT will strive to deliver Work Ready services to clients remotely to the maximum extent possible.

3. REFERRAL AND OUTREACH

SUBRECIPIENT will accept and engage all eligible client referrals from the CAO for the Work Ready program, including conducting outreach to clients referred by the CAO to encourage Work Ready participation and address any questions or concerns before enrollment. SUBRECIPIENT will contact participants prior to their start dates to introduce themselves, describe programming, confirm the participant's attendance, and answer any questions the participant may have. SUBRECIPIENT must make a minimum of three contact attempts if the initial attempt is unsuccessful. SUBRECIPIENT will document all contact attempts, including date, time, result, and method of contact.

SUBRECIPIENT will also conduct outreach and promotion activities directly to the CAO, in close coordination with PARTNER4WORK, educating CAO staff about SUBRECIPIENT's program and encouraging referrals from the CAO to SUBRECIPIENT's program.

SUBRECIPIENT will conduct a case review for all referrals to become familiar with the client's background and circumstances, including, if available:

- Case narratives (if applicable)
- Agreement of Mutual Responsibility (AMR) – a written individualized document for TANF participants establishing client responsibilities, including participation in approved work and work-related activities
- Medical information, including physician, clinic and hospital records (if applicable)
- Work, family and social history
- Identified barriers to employment or participation in the Work Ready program
- Information regarding the client's current and past participation in employment, training and educational programs, including outcomes of such experiences
- Information regarding services the client is receiving from other agencies/providers, and
- Any other pertinent information

SUBRECIPIENT will also conduct outreach to potential Work Ready clients who have not yet received a referral from the CAO to participate in Work Ready programming. The goal of direct outreach to potential clients is to raise awareness regarding the value of Work Ready participation and encourage eligible individuals to seek a referral from the CAO, through a process known as "reverse referral." SUBRECIPIENT will make every attempt to generate a significant number of reverse referrals to the CAO, although the CAO will make all final decisions regarding referrals to SUBRECIPIENT programming.

4. ENROLLMENT AND ORIENTATION

Upon a client's reporting to the Work Ready program, SUBRECIPIENT will complete enrollment and orient all Work Ready clients to program requirements and policies, including all responsibilities of the client and SUBRECIPIENT, resources and staff of the Work Ready program, work and work-related activities and hourly participation requirements. Orientation must occur within five business days of the participant's referral. SUBRECIPIENT will work with clients to

ensure all requirements of Work Ready program enrollment are completed, including registration in required information systems and completion of forms required by the Work Ready Manual and PARTNER4WORK.

SUBRECIPIENT may choose the timing of orientation sessions for new Work Ready cases, pending approval from PARTNER4WORK; however, SUBRECIPIENT should make reasonable attempts to accommodate referred individuals with legitimate scheduling conflicts. SUBRECIPIENT will offer flexible enrollment options for Work Ready cases unable to participate in SUBRECIPIENT’s standard enrollment process, including offsite enrollment. SUBRECIPIENT will make virtual enrollment arrangements available to clients who have the capacity and preference to enroll remotely, subject to guidance and approval from PADHS and PARTNER4WORK. A referred individual must be given every opportunity to enroll in the program and should not be immediately rejected if late for orientation or a scheduled appointment date. It is recommended that SUBRECIPIENT work with the CAO before rejecting a referred individual.

During orientation, SUBRECIPIENT must review the Work Ready policies and participant requirements, including but not limited to:

- The goals and purpose of the program
- The overall approach to reaching these goals including participation in a joint planning process to identify needs and appropriate activities
- Attendance requirements to include hourly requirements, holidays, excused, and unexcused absence policy
- Participant and SUBRECIPIENT rights and responsibilities
- Explanation of how participant progress is tracked and measured
- Information on the grievance procedure
- Confidentiality agreement
- Authorization for release of participant information, and
- Program requirements (lunch, breaks, behavior, dress code, reporting changes, income, submission of paystubs to the SUBRECIPIENT and the CAO)

5. PARTICIPATION AND ATTENDANCE

SUBRECIPIENT will ensure Work Ready clients participate in the Work Ready program for at least the minimum number of hours as determined by the CAO, recorded on the client’s AMR, monitor the participant’s progress in each activity throughout participation, and maintain documentation verifying client participation and attendance in work and work-related activities per the Work Ready Manual. SUBRECIPIENT will conduct and document participant contacts on all days of engagement in unpaid activity time. This can be done via face-to-face meetings, telephony, or electronic means.

6. ASSESSMENT AND PLANNING

SUBRECIPIENT will conduct a comprehensive household assessment that identifies participant strengths and barriers to employment and family economic security. SUBRECIPIENT will complete this assessment within seven business days after participant’s enrollment date. SUBRECIPIENT will identify as part of the assessment the participant’s social indicators of health (SIOHs), including but not limited to:

Social Indicators of Health		
Interests and goals	Household composition	Work experience
Current employment and financial status	Support network	Education
Work Capacity Assessment if required	Childcare and parenting	Pregnancy
Language/literacy (including English proficiency)	General and mental health	Transportation
Food security and nutritional education	Housing	Clothing
Drug and alcohol dependency	Domestic violence	Access to technology
Criminal background inquiry and checks	Criminal history	Digital skills

SUBRECIPIENT will ensure the assessment is comprehensive, but also limits the burden on participants and utilizes known information accessible to SUBRECIPIENT, to reduce duplicative efforts.

SUBRECIPIENT will use the comprehensive household assessment in coordination with the participant to create and execute an Individualized Employment Plan (IEP) in the Commonwealth Workforce Development System (CWDS) within 14 calendar days of completing the participant's household assessment. The IEP will be a living document, kept up-to-date and accurate by SUBRECIPIENT.

SUBRECIPIENT will develop and use the IEP as the comprehensive plan to:

- Describe goals, objectives, interests, and planned services for the participant, as determined from the assessment.
- Promote strategies to be instituted to address the participant's barriers and achieve goals to gain and maintain family economic security such as:
 - Treatments (including substance use disorder treatment, mental health treatment, and other rehabilitative treatments);
 - Interventions (including crisis mitigation and barrier remediation);
 - Education;
 - Training and credentialing;
 - Work experience (such as pre-apprenticeship or other unpaid work experience);
 - Community service opportunities; and
 - Job readiness and skills (such as soft skills and employment tools, basic life skills, barrier remediation, career exploration, assessments, and aptitude testing).
- Measure goals, including specific outcomes to be achieved to demonstrate stabilization of the participant's barriers and needs, the time frame(s) for achieving them, the resources available and to be used to realize the outcomes, and the desires and motivation of the participant that may have an impact on their success.
- If required, work with a multidisciplinary group consisting of a CAO worker or an agent authorized by PADHS and professionals from various disciplines, which may include physicians, psychologists and vocational or behavioral rehabilitation specialists to develop a service plan that meets the needs of the participant.

SUBRECIPIENT will use one or more of the following methods to engage and support the participant in working through the IEP: intensive case management; coaching; and peer-to-peer experiences.

7. CAREER SERVICES

SUBRECIPIENT will deliver professional, high quality career services to all Work Ready clients that create opportunities for economic and career success by preparing for, securing and maintaining suitable employment, connecting clients with employer-driven job placement, education and training options. Such services include but are not limited to career counseling; provision of information and assistance regarding the labor market and available training programs; job readiness, job searching, job placement and retention services; and referral to partner organizations offering further career resources and services, as applicable. SUBRECIPIENT will also provide workshops to Work Ready clients. Workshops will cover but not be limited to job search and soft skills, such as interviewing techniques, resume preparation, networking, effective communications skills, conflict resolution, computer literacy and job readiness training.

SUBRECIPIENT will provide initial and ongoing career assessment of Work Ready clients, including identification of strengths and barriers to employment, educational and employment experience, basic skill levels and any other factors relevant to achieving personal and programmatic goals. SUBRECIPIENT will assist Work Ready clients in identifying employment goals and incorporating related activities into IEPs consistent with assessments to reach goals and fulfill required work and work-related activities, according to the standards and timeframes defined by the Work Ready

Manual. In planning and delivering career services, SUBRECIPIENT will employ an evidence-based triage process that effectively assesses clients to determine and provide the most appropriate career services. SUBRECIPIENT will work with PARTNER4WORK, PADHS, and other Allegheny County Work Ready providers to standardize career assessment tools and practices, and to streamline initial and ongoing assessments for Work Ready clients.

SUBRECIPIENT will make career resources and information available to clients, including but not limited to current job listings; local labor market information; information on job search methods; lists of current training opportunities; information on partner community services and resources; technology for internet job search and resume preparation; telephones and fax machines for employer contacts; and a schedule of workshops, job fairs, and other events. SUBRECIPIENT will make such resources available to clients virtually to the maximum extent possible.

SUBRECIPIENT will provide activities and programs that lead to acquiring job-related and job readiness skills, including but not limited to:

- Time management;
- Analytical thinking;
- Executive function and decision making;
- Verbal and written communications;
- Leadership;
- Professional behaviors and attire;
- Career exploration;
- Aptitude testing;
- Interpersonal;
- Collaboration;
- Problem solving;
- Financial literacy;
- Resume writing;
- Interview techniques; and
- Education on regional High Priority Occupations and local job markets.

SUBRECIPIENT will focus career services toward the primary goal of placing participants in unsubsidized employment. To identify and fill employment opportunities, SUBRECIPIENT will utilize broad resources within the local area including but not limited to existing and newly developed relationships with local employers, chambers of commerce, employer lead groups, career workshops, job fairs, and registered apprenticeship programs. SUBRECIPIENT will require participants meet in-person or virtually with potential employers. SUBRECIPIENT will advocate and advise participants to accept employment consistent with their IEP even if the employment will not result in a Placement, which is achieved when a participant is working in unsubsidized employment at least 80 hours (Activity 33) in a four consecutive week period at the higher of the state minimum wage plus two dollars per hour or the federal minimum wage plus two dollars per hour (Placement).

For participants involved in the supervised job search activity, SUBRECIPIENT must validate the job search through discussions with the participant, and provide guidance, local labor market information, and instruction in job-seeking skills as necessary throughout the process.

Additional services, if determined appropriate for obtaining or retaining employment as identified by assessment, skill deficiency, or length of unemployment may consist of, but are not limited to:

- Comprehensive and specialized assessments of skill levels and service needs, which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Group, individual, and career counseling which may include networking and job clubs.

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills and professional conduct.
- Internships and work experiences linked to career pathways.
- Provision of information and referral to additional services as appropriate including financial literacy services and English language acquisition programs.

8. RETENTION SERVICES

Retention services will help Work Ready clients stay employed and move along a defined career pathway, according to the standards and timeframes defined by the Work Ready Manual. Retention services involve more than asking for paystubs and attempted contact with clients. Retention services must focus on helping ensure the transition to work goes well. Retention services may include but are not limited to contact to determine work status; counseling regarding the workplace; additional career planning and counseling; job re-placement; and referral to supportive services.

SUBRECIPIENT will assist and incentivize participants who obtain employment to achieve satisfactory performance, retain employment, and to increase earnings over time through the provision of retention services. SUBRECIPIENT will provide retention services when an individual obtains unsubsidized employment (Activity 33) and is placed in CWDS extended hold indicating the initial TANF recipient supports and services have ended, and retention supports and services have begun. Once placed in employment and the retention period begins, SUBRECIPIENT will contact participant weekly for the first three months and bi-weekly or as often as needed based on the participant's IEP. SUBRECIPIENT will provide retention supports and services for one year after the beginning of unsubsidized employment (Activity 33) that results in TANF benefit closure. SUBRECIPIENT will provide documentation of the participant's retention in qualifying employment at the six-month and 12-month points. This documentation should show the participant is still employed and TANF benefits are closed.

9. CASE MANAGEMENT AND SUPPORTIVE SERVICES

Central to the success of the Work Ready program is quality case management and provision of supportive services that enable Work Ready clients to overcome barriers to employment and complete the goals of the Work Ready program.

SUBRECIPIENT will provide case management services to Work Ready clients throughout their participation in the Work Ready program, including during retention, according to the standards and timeframes defined by the Work Ready Manual, which requires SUBRECIPIENT to identify and address clients' social indicators of health. Case management will involve continually assessing and tracking the comprehensive needs of clients and facilitating the coordination of services and supports to address those needs, which may include involvement of multiple agencies and resources, to ensure clients can fully participate in the Work Ready program. SUBRECIPIENT will encourage self-determination and individual agency of Work Ready clients throughout provision of case management to promote self-sufficiency and ensure suitability of services.

SUBRECIPIENT will ensure Work Ready clients have access to basic supports needed to fully participate in the Work Ready program, especially individuals with barriers to employment, either by providing supportive services directly or leveraging a referral network of service agencies, according to the common needs of Work Ready clients. The case management model and related supportive services must consider both parents and children in a family unit, incorporating two generational components, as described in the Work Ready Manual. SUBRECIPIENT will consider additional, innovative approaches to case management and supportive services, including trauma-informed care and motivational interviewing. SUBRECIPIENT will maintain current information related to such services and supports and refer the participant, the family, or both to the appropriate local community resource(s) to achieve goals identified in the IEP, including but not limited to:

- Shelter;
- Education;

- Adult Basic Education
- English as a Second Language
- Post-secondary institutions
- Keystone Education Yields Success (KEYS) providers
- Education Leading to Employment and Career Training (ELECT)
- WIOA Title I Individual Training Accounts
- Registered Pre-Apprenticeships
- Legal Assistance;
 - Legal services
 - Criminal background inquiries and checks
 - Criminal record expungement
 - Pennsylvania Legal Aid Network
- Life skills, including;
 - Financial literacy
 - Parenting
 - Nutrition
 - Other appropriate information
- Another Employment & Training Provider, if appropriate and allowable.

SUBRECIPIENT will advocate for the participant and their family when connecting to local community resources by providing participants with an active connection and point of contact; assistance with application and scheduling; and ongoing case management and services while the participant engages with the community resource. SUBRECIPIENT will document and track the outcome of all referrals to resources or services outside the EARN program in CWDS.

SUBRECIPIENT will provide access to language assistance services for Work Ready clients with limited English proficiency (LEP), as needed and appropriate, to ensure all Work Ready clients with LEP have the opportunity for meaningful participation in the Allegheny County Work Ready Program.

SUBRECIPIENT will administer transportation assistance to eligible clients at the direction of PARTNER4WORK, mainly in the form of, but not limited to, bus passes and gas cards, including requesting such assistance from a third party designated by PARTNER4WORK, distributing assistance to eligible clients and tracking usage of assistance.

SUBRECIPIENT will not issue special allowances (SPAL) to Work Ready clients, but if appropriate, SUBRECIPIENT will assist clients in making requests for SPALs to the CAO, including identifying a community resource to assist with such requests. SUBRECIPIENT will provide clients assistance with requesting a SPAL from the CAO to purchase a vehicle, as appropriate, or other types of SPALs from the CAO, as needed. SUBRECIPIENT will also facilitate a car payment matching program, in accordance with guidance from PARTNER4WORK, whereby participants may be granted a sum of money equivalent to the SPAL issued by the CAO to purchase a vehicle.

10. COUNSELING SERVICES

SUBRECIPIENT will employ or have arrangements to provide access to licensed professional counselors, social workers, therapists, allied health professionals or a combination of these professionals to provide counseling services and outlets for discussion regarding any and all aspects of a participant's life, inclusive of mental, social, physical, emotional, and behavioral health aspects that may be beyond the scope of regular staff. SUBRECIPIENT must have licensed professionals available in sufficient numbers so that each participant is able to have an introductory 1-on-1 meeting with an appropriately licensed professional within 14 business days of their program enrollment. SUBRECIPIENT must have a licensed professional available on site at least one day per month who is available to participants upon request. SUBRECIPIENT will require the licensed professionals, or their organization, to respond to participant requests for services within 24 hours. At a minimum, the response must include documented outreach to schedule an appointment.

SUBRECIPIENT will require the professional to have flexible hours of contact, including but not limited to weekends and after “traditional” work hours. SUBRECIPIENT will continue to provide participants with access to these services as often as needed through the end of the 12-month retention period.

11. DIRECT SERVICE TEAM (DST) MEETINGS

SUBRECIPIENT, in partnership with local CAO staff, must conduct Direct Service Team meetings (DST). The meetings must be conducted at a weekly frequency. The purpose of the DST meetings is to discuss progress, challenges and barriers for individual clients with CAO and jointly determine the correct course of action. Topics to be covered at DST meetings include but are not limited to client outreach, enrollment, client barriers and challenges, service plans, client activities and progress, hours of participation, client incentives and terminations. SUBRECIPIENT will produce a weekly report of DST meetings, which will be available upon request to PARTNER4WORK and CAO.

12. TRAINING, EDUCATION AND CREDENTIALING SERVICES

SUBRECIPIENT will implement an approach to training, credentialing, and education services for Work Ready clients in close coordination and consultation with PARTNER4WORK, driven by in-demand employment opportunities that provide career pathways and self-sustaining wages. SUBRECIPIENT will provide or connect eligible Work Ready clients to training and educational opportunities likely to enhance client employability and career prospects, including but not limited to:

- Industry skill certifications to achieve and demonstrate skills necessary for specific occupations;
- Upgrades of an individual’s job-related skills including instructional certificate programs that are awarded based upon completion or accumulated credits;
- Associate degree programs including those that result in an Associate of Arts, Associate of Science, or an Associate of Applied Science degree;
- Baccalaureate degree programs including those that result in a Bachelor of Arts, Bachelor of Science, or a Bachelor of Applied Science degree;
- Organized educational programs that are directly related to the preparation of individuals for employment in current or emerging occupations requiring training other than a degree; and
- High School Equivalency (HSE), General Equivalency Degree, Adult Basic Education, and English as a Second Language programs as part of a career pathway when these classes are integrated within, being taken concurrently with, or for a limited-duration prerequisite to post-secondary education or training as part of a career pathway program.

SUBRECIPIENT will ensure that participation in training, credentialing, and educational programs is well-aligned with AMR requirements and provides a meaningful opportunity for clients to progress toward goals of IEPs. Eligibility to participate in training, credentialing, and education services will be determined by the CAO and must comply with the provisions of the Work Ready Manual.

PARTNER4WORK prioritizes the achievement of industry-recognized credentials by Work Ready clients that reflect valuable and marketable skills directly related to employment and expects that SUBRECIPIENT will do the same. SUBRECIPIENT will utilize a combination of in-house and external activities to provide clients with the opportunity to obtain a Work Ready-recognized credential, making opportunities available in multiple participation formats to increase client access, including virtual, remote, offsite and onsite. Activities leading to a Work Ready-recognized credential may include but are not limited to vocational education, On-the-Job Training (OJT), Paid Work Experience (PWE) and other activities deemed suitable by PADHS and PARTNER4WORK. All credentialing activities are subject to PARTNER4WORK approval and must be submitted to PARTNER4WORK to receive recognition as a credentialing activity under this Agreement. PARTNER4WORK will work with PADHS to determine which credentialing activities lead to credentials that are Work Ready-recognized using the following definitions and guidelines, among other factors:

- Credentials consist of an industry recognized certificate or certification, a certificate of completion of a registered pre-apprenticeship, a license issued by the Pennsylvania Department of State or Federal Government, or an associate's or baccalaureate degree. Credentials measure competence in core content and performance standards in a specific set of work-related tasks. The work-related tasks and assessment must connect with workforce demands. Credentialing programs must effectively address the following, as determined by PARTNER4WORK and PADHS:
 - Credentialing area: A statement explaining what marketable, valuable skill(s) are earned when the program is completed.
 - Program's value: Justification of why the credential is valuable in the local area, and how developing the skill will improve the participant's chance of gaining employment in a high priority occupation for the area and moving towards family economic security.
 - CIP code: The CIP code most closely associated with the certification program.
 - Perkins Indicator: A yes/no indication of whether the program is a program of career and technical education as defined in section 3 of the Carl D. Perkins Act of 2006.
 - Curriculum: The subjects that the credentialing program will cover.
 - Syllabus: A day-to-day outline of the progression of the program, including time frames, detail on how the curriculum will be taught, and the goal of each lesson.
 - Assessment: The methods to be used in measuring participant progress.
 - Statement of study time requirements (if applicable): Study time will not automatically be granted. If a participant is required to study outside of class time, study time requirements must be well-described and directly connected to participant progress in the program.

As appropriate, and as allowed by applicable rules and regulations, SUBRECIPIENT will provide or connect Work Ready clients with adult basic education and remediation services who require such services in order to participate in training or obtain meaningful employment. SUBRECIPIENT will also ensure participants have reasonable access to secondary equivalent opportunities, defined as participation in and completion of a credible high school equivalency (HSE) program. The structure of the HSE program must be suitable to the participant's knowledge base and learning style based on SUBRECIPIENT assessment. HSE can be obtained through the General Equivalency Diploma (GED) exam or High School Equivalency Test (HiSET). PARTNER4WORK may select a third party to deliver adult education services to Work Ready clients, in which case SUBRECIPIENT will work closely with the selected service provider to facilitate client participation and related outcomes.

SUBRECIPIENT will develop and maintain strong connections with employers to facilitate work-based training opportunities that result in Work Ready-recognized credentials and provide meaningful opportunities for clients to obtain sustainable, unsubsidized employment.

SUBRECIPIENT will facilitate selection of, application to, and participation in external vocational training programs, as appropriate, including counseling clients on training opportunities and related career pathways and maintaining close communication with training providers. In considering vocational training for clients offered by external providers, SUBRECIPIENT will follow all guidelines established by PARTNER4WORK and PADHS to determine client eligibility, readiness, and suitability.

TANF Training Vouchers: PARTNER4WORK intends to make funds available to SUBRECIPIENT and other providers of Work Ready services on a first-come, first-served basis to cover all or part of client tuition costs for external vocational training programs, depending on the availability of funds, and in accordance with PARTNER4WORK guidelines issued to SUBRECIPIENT. These funds will be held by PARTNER4WORK, not included in SUBRECIPIENT's program budget. For a client to be eligible to receive tuition support from PARTNER4WORK, SUBRECIPIENT must submit an application to PARTNER4WORK on the client's behalf, the content of which will be defined by PARTNER4WORK, to be reviewed and approved by PARTNER4WORK on a case-by-case basis. SUBRECIPIENT will communicate closely with PARTNER4WORK to determine the status and availability of funds to cover all or part of client tuition costs for external vocational training

programs. PARTNER4WORK is not obligated to make any funds available to cover client tuition costs for external vocational training programs.

13. COMMUNITY SERVICE

SUBRECIPIENT will identify, establish and coordinate Community Service (CS) activities for Work Ready clients, in accordance with the Work Ready Manual. CS is a beneficial activity available for individuals with minimal work history or who live in communities with limited employment. CS allows individuals who receive TANF the opportunity to work in their community and gain valuable work experience. SUBRECIPIENT will build organizational and community partnerships to ensure Work Ready clients have access to quality CS opportunities that provide meaningful work-related experiences. The CAO calculates the number of weekly hours an individual may participate in CS, which must be listed on the Agreement of Mutual Responsibility (AMR). A Community Service Agency Agreement (PA 1694) conveys the maximum number of weekly hours of participation. Upon agreement by the CS agency and the client, this form must be submitted to the CAO to identify the location of the CS site and describe the job duties.

14. CLIENT INCENTIVES

Client incentives are positive reinforcements to promote client participation and achievement. Incentives are available to clients upon meeting an objective or standard. Incentives are not based on need. SUBRECIPIENT will administer, distribute and document all incentives to Work Ready clients in accordance with the Work Ready Manual and PARTNER4WORK policies and protocols. SUBRECIPIENT will maintain a list of all incentives issued that includes the following information, at minimum: amount and type of incentive issued, name of individual receiving incentive, date issued and reason for issuance of incentive. All incentives given to a participant should also be recorded in the CWDS case narrative. The issuance of client incentives is subject to monitoring. To be eligible for an incentive, a Work Ready participant must be enrolled, in compliance with required hours and meeting all other program expectations, including expectations regarding conduct and active involvement in activities. SUBRECIPIENT must maintain and submit to PARTNER4WORK an up-to-date plan detailing use of client incentives.

15. EMPLOYER ENGAGEMENT

SUBRECIPIENT will engage employers through a proven, demand-driven model, to better connect Work Ready clients with employment opportunities and sustainable careers. SUBRECIPIENT will coordinate all employer engagement activities closely with PARTNER4WORK, PA CareerLink® Pittsburgh/Allegheny County, and other Allegheny County Work Ready providers to promote the Work Ready Program and ensure an aligned approach that secures job openings and work-based learning experiences for Work Ready clients and assists employers in overcoming the challenges of recruiting, retaining and developing talent.

SUBRECIPIENT will build and maintain relationships with local employers and ensure Work Ready programming reflects employer needs and preferences so participants can experience relevant and realistic career exploration, work-based learning, subsidized employment, mentoring, volunteer opportunities, and ultimately, sustainable employment. To support area employers and industry sectors most effectively, SUBRECIPIENT will have a clear understanding of industry skill needs; identify appropriate strategies for assisting employers; and employ an integrated business services strategy that integrates with PARTNER4WORK.

SUBRECIPIENT will perform the following employer engagement activities:

- Establish relationships with employers who use the Work Ready Program as a viable source of talent.
- Assist employers in effectively understanding and utilizing the Work Ready Program and other workforce resources, such as the Work Opportunity Tax Credit (WOTC).
- Explore employer hiring needs and requirements to develop job opportunities for Work Ready clients.
- Develop and promote employer job openings to Work Ready clients.

- Prepare jobseekers for applications and interviews with engaged employers.
- Facilitate space for employers to conduct interviews, recruitment events and other meetings.
- Connect employers with resources and opportunities available through PARTNER4WORK and the larger workforce development system.
- Work with PARTNER4WORK and employers to identify and develop customized training and pre-employment opportunities.
- Provide PARTNER4WORK with data, analysis and observations gained through employer engagement efforts.

16. SITE ADMINISTRATION AND OPERATIONS

SUBRECIPIENT will make available a convenient, accessible location, from which clients and partner organizations can fully participate in the Work Ready Program. Location and space arrangements must be approved by PARTNER4WORK; however, SUBRECIPIENT will be responsible for site administration, operations and service delivery. SUBRECIPIENT must provide consistent access for clients during normal business hours, and maintain a safe, professional and ADA compliant environment for Work Ready participants and staff. SUBRECIPIENT will provide access outside of normal business hours and in community settings to accommodate the needs of Work Ready clients, as appropriate and as capacity allows. As a responsible site administrator, SUBRECIPIENT must maintain written policies and procedures governing the security, delivery of services and use of space. PARTNER4WORK reserves the right to exercise site control or change locations at any time during the effective dates of this Agreement.

SUBRECIPIENT must follow all applicable regulations regarding health and safety as they relate to site administration, including but not limited to the Centers for Disease Control (CDC), the Pennsylvania Department of Health, and the Allegheny County Health Department. SUBRECIPIENT must establish and maintain a plan to address all site and operational considerations related to COVID-19 or other outbreaks and emergencies, including providing adequate protective equipment and other preventative measures, having a plan for swift action for containment or mitigation, social distancing and limitations on large gatherings, specific protections for vulnerable populations, and any other considerations defined by federal, state, and local regulations and PARTNER4WORK. Depending on the status of COVID-19 guidelines governing in-person interaction and work-related safety, SUBRECIPIENT may have to provide all services described in this STATEMENT OF WORK to clients virtually.

17. PARTNER COLLABORATION AND REFERRALS

SUBRECIPIENT will participate in Work Ready-related meetings and other events, including but not limited to the Local Management Committee (LMC), Direct Service Team (DST) meetings, and meetings convened by the CAO. SUBRECIPIENT will also collaborate with PARTNER4WORK to represent Work Ready at meetings, forums and conferences and promote Work Ready by identifying and creating content to highlight in communication tools.

PARTNER4WORK is committed to effectively leading the workforce development system in Pittsburgh and Allegheny County, including funding and supporting various workforce activities outside the scope of this Agreement. SUBRECIPIENT will work closely with PARTNER4WORK to collaborate and coordinate activities with the stakeholders and initiatives that comprise the larger workforce development system led by PARTNER4WORK, especially PA CareerLink® Pittsburgh/Allegheny County. Such initiatives include but are not limited to PARTNER4WORK programs funded by WIOA, TANF, and other public and private funds. To facilitate collaboration and coordination of activities, SUBRECIPIENT will:

- Share information and best practices with PARTNER4WORK and its network of providers
- Coordinate service delivery with partners to increase efficiency and reduce duplication, including career services, training services, business engagement and supportive services
- Assist PARTNER4WORK in developing a strong portfolio of workforce programs
- Assist PARTNER4WORK in developing strategies for co-enrollment with partner programs

- Participate in meetings, conference calls, pilot programs and recruitment events organized by PARTNER4WORK and its network of providers
- Assist PARTNER4WORK in obtaining additional public and private funds that build capacity of the local workforce development system

SUBRECIPIENT will coordinate program management closely with other agencies contracted by PARTNER4WORK to deliver services for the Allegheny County Work Ready and Work Ready Programs, including conducting joint events, coordinating referrals, and working with the CAO and other Work Ready providers to facilitate transfers between Work Ready providers, as appropriate. Such coordination is needed to ensure consistency of services, share best practices that could improve performance of partner agencies, and present a unified message to stakeholders of the Allegheny County Work Ready Program. PARTNER4WORK expects SUBRECIPIENT and all agencies delivering services for the Allegheny County Work Ready Program to fully collaborate and foster an open community of practice.

To ensure all Work Ready clients have access to the services that best meet their needs, SUBRECIPIENT will readily embrace collaboration and coordination with partner agencies, developing strong referral networks and providing referrals to other workforce and supportive service organizations appropriately, including but not limited to PA CareerLink® and PARTNER4WORK provider networks. SUBRECIPIENT will track, monitor and report on referrals made by and received from community partners to identify trends and opportunities for system improvements. Additionally, SUBRECIPIENT will work closely with PARTNER4WORK to identify and integrate complementary services and enhancements at Work Ready centers that help to better serve job seekers.

SUBRECIPIENT will work with PARTNER4WORK to select quality candidates for partnership opportunities that include occupational training, work-based training, employment and/or additional opportunities. SUBRECIPIENT will respond to PARTNER4WORK requests for work ready candidates in a timely fashion and will refer candidates appropriately, according to the criteria of requests by PARTNER4WORK.

SUBRECIPIENT will facilitate the transfer of Work Ready participants to other PADHS employment and training programs, when appropriate and approved by both the CAO and the receiving program. Program transfer options include but are not limited to KEYS (Keystone Education Yields Success) and ELECT (Education Leading to Employment and Career Training).

KEYS: SUBRECIPIENT will transfer to the KEYS program those participants who have enrolled at a Pennsylvania community college to pursue an education activity that leads to receipt of a diploma or certificate. SUBRECIPIENT will coordinate educational activities at community colleges with the KEYS program and terminate the Work Ready participation of clients who meet all requirements for KEYS and desire to participate in KEYS. SUBRECIPIENT will not terminate the Work Ready participation of clients who have expressed interest in community college but have not yet enrolled.

ELECT: ELECT is a joint initiative between PADHS and the Pennsylvania Department of Education that enables school districts and intermediate units to help pregnant and parenting teens Work Ready HSE, become better parents and make the transition to employment, career training or higher education. ELECT services are available to students ages 22 and younger. SUBRECIPIENT will coordinate educational activities with ELECT programs and terminate the Work Ready participation of TANF participants who meet all requirements to enroll in ELECT and desire to participate in ELECT. SUBRECIPIENT will not terminate the Work Ready participation of clients who have expressed interest in ELECT but have not yet enrolled.

SNAP 50/50 Third-Party Partnerships. SNAP 50/50 partnerships are direct contractual relationships between PADHS and community-based organizations that serve as specialized training providers. Each SNAP 50/50 partner sets its own prerequisites for admission to the program. SUBRECIPIENT will work with each local SNAP 50/50 partner organization(s) to identify when referrals to that organization are appropriate. SUBRECIPIENT will transfer identified participants to the SNAP 50/50 program who have been thusly identified. While PADHS reimburses partner organizations for expenses related to SNAP participants, some partner organizations may provide a similar package of services to TANF participants. SUBRECIPIENT may refer TANF participants to partner organizations but will not characterize the referral as a “SNAP 50/50” or a “50/50” referral. SUBRECIPIENT will continue to serve and track TANF participants referred to these partner organizations.

18. LOCAL MANAGEMENT COMMITTEE (LMC)

SUBRECIPIENT will fully participate in all meetings of the Local Management Committee (LMC), led by PARTNER4WORK and other stakeholders of the Allegheny County Work Ready Program, responsible for the coordination of Work Ready operations and services provided in Allegheny County. SUBRECIPIENT will contribute to LMC agendas, share program updates during LMC meetings and implement directives resulting from the LMC.

19. STAFF TRAINING AND DEVELOPMENT

SUBRECIPIENT must employ highly qualified and professional staff at all levels throughout the period of performance whose quality of work is reflective of the world-class workforce development system sought by PARTNER4WORK. SUBRECIPIENT will ensure all staff have the tools, resources and professional development opportunities needed to excel in service delivery and achieve optimum performance. Staff are required to maintain current knowledge and expertise in the following:

- Career counseling and customer service best practices
- Delivery of services to clients and businesses remotely, through virtual platforms
- Case management competencies and integrating supportive services into programming
- Labor market information, including characteristics of supply (labor) and demand (employers)
- Initiatives, programs and services of PARTNER4WORK and the broader workforce development system
- Viable career pathways and how to connect Work Ready clients appropriately
- Availability of industry and employer-recognized training and educational opportunities
- Commonwealth Workforce Development System (CWDS)
- Impact of trauma and poverty on job seekers and related interpersonal strategies
- Local resources and services to assist individuals facing barriers to employment
- Culturally competent service delivery

Staff must have the capacity to effectively work remotely and deliver the services required by this STATEMENT OF WORK through virtual mediums.

20. PERFORMANCE STANDARDS AND GOALS

The primary performance standards and related goals for the Work Ready program are established by PADHS, as defined in the Work Ready Manual and shown below, and will be used as measures of SUBRECIPIENT’s success for this Agreement. SUBRECIPIENT must meet or exceed these goals for each of the defined standards.

PADHS Performance Standards for Work Ready Participants			
Category	Description	Threshold/Goal	Corrective Action

Assessment	SUBRECIPIENT shall conduct and complete a comprehensive household assessment as defined in this STATEMENT OF WORK, within seven business days of a participant's enrollment.	90% of all participants enrolled with SUBRECIPIENT for whom an assessment is required.	SUBRECIPIENT must submit a corrective action plan.
Individual Employment Plan (IEP)	SUBRECIPIENT shall complete and document a detailed IEP that includes plans to address participant challenges (barriers) and agreed upon plan for resolution within 14 calendar days of the assessment.	85% of all enrolled participants for whom an IEP is required.	SUBRECIPIENT must submit a corrective action plan.
Licensed Counselor or Social Worker	SUBRECIPIENT shall meet the counseling services requirement established by this STATEMENT OF WORK so that eligible participants have a one-on-one meeting within 14 calendar days of their program enrollment.	80% of all enrolled participants for whom a meeting is required will have an introductory one-on-one meeting with the licensed professional within 14 days from the participant's program start.	SUBRECIPIENT must submit a corrective action plan.
Secondary Equivalent and Credentialing (including referrals to outside programs)	SUBRECIPIENT shall coordinate educational activities with ELECT service providers and the KEYS program. --OR-- A participant must receive a diploma or certification that will provide the participant with an industry-recognized certificate or certification, as defined in this STATEMENT OF WORK, and marketable skill directly related to their employment goals listed in their AMR and IEP.	50% of all participants in an activity that results in a transfer or credential. *Additional Credentialing Goal: In addition to the PADHS goal defined above, SUBRECIPIENT must ensure 25% of all participants enrolled obtain a credential recognized by PADHS, as defined herein.	SUBRECIPIENT must submit a corrective action plan.

Placement	SUBRECIPIENT achieves Placement of participants in employment where participant is meeting in unsubsidized employment at least 80 hours (Activity 33) in a four consecutive week period and is paid at least two dollars above the higher of the federal or state minimum wage as of July 1 of the program year.	70% of all enrolled participants who become employed achieve Placement. *Additional Placement Goal: In addition to the PADHS Placement goal defined above, SUBRECIPIENT must ensure 50% of all participants enrolled obtain Placement, as defined herein.	SUBRECIPIENT must submit a corrective action plan.
Retention	Retention is achieved when an individual obtains unsubsidized employment (Activity 33) and is placed in CWDS extended hold as specified in this STATEMENT OF WORK.	50% of all enrolled participants who are placed in employment achieve retention. The program is to continue to serve the individual during the retention period, up to twelve months. A participant may meet the retention goal up to two times, at six (6) months and twelve (12) months after the project ends.	SUBRECIPIENT must submit a corrective action plan.
Earned Income	For participants that have achieved Placement, at the conclusion of the 12-month retention period, the participant has increased their earned income.	75% of all enrolled participants who have achieved Placement have increased earnings.	SUBRECIPIENT must submit a corrective action plan.

In addition to the performance standards and related goals defined by PADHS, SUBRECIPIENT must maintain a referral to enrollment rate of 65%, defined as the number of cases enrolled in the Work Ready program within the contract period divided by number of referrals made to the Work Ready program by the CAO within the contract period.

SUBRECIPIENT is highly encouraged to work with participants toward the goal of employment that provides an income at or above the self-sufficiency wage, as defined by PARTNER4WORK.⁹ PARTNER4WORK will track the number of participants who earn an income at or above the self-sufficiency wage, either at the time of placement or during retention, which will be considered a factor in measuring success of SUBRECIPIENT. PARTNER4WORK may introduce goals for SUBRECIPIENT regarding the number or proportion of participants who obtain employment that provides an income at or above the self-sufficiency wage at any time during this or subsequent contract periods.

⁹ <https://www.partner4work.org/document/3rwib-self-sufficiency-policy/>

PARTNER4WORK may also measure and evaluate SUBRECIPIENT's performance across other indicators, including but not limited to the following:

- Activity Compliance Rate (ACR), defined as the number of cases fulfilling the activity requirements of their Work Ready participation divided by the number of new Work Ready cases within the contract period;
- SUBRECIPIENT's ability to successfully:
 - Refer clients to partnership opportunities promoted by PARTNER4WORK, including specific occupational training, work-based training, and employment;
 - Place clients in occupational and work-based training that results in quality employment;
 - Facilitate special initiatives and emerging program components, including car purchase payment matching, TANF training vouchers, and two-generational programming;
 - Conduct reverse referrals, as described herein.

SUBRECIPIENT's ability to meet or exceed the goals established by PADHS and PARTNER4WORK will be a primary factor in determining continuance of this Agreement in future contract periods.

Poor Performance: In the event SUBRECIPIENT's performance of the services described herein does not result in the goals defined by PARTNER4WORK and PADHS, PARTNER4WORK will work with SUBRECIPIENT to improve performance; however, especially in cases of chronic underperformance, PARTNER4WORK may implement corrective measures or terminate the Agreement upon notice to SUBRECIPIENT.

21. DATA MANAGEMENT AND REPORTING

SUBRECIPIENT must regularly track and monitor data related to Work Ready participation and outcomes, using observations and evaluation to ensure continuous program improvement. Such efforts must be supported by strong internal systems and applications. SUBRECIPIENT is required to provide PARTNER4WORK with timely reports and supporting documentation that clearly demonstrate program enrollment, participation, activity compliance, progress, outputs and outcomes. PARTNER4WORK will work with SUBRECIPIENT to understand reporting requirements and program exiting procedures, and to determine the appropriate template for reporting outcomes and performance. Reporting frequency and content are subject to change at the discretion of PARTNER4WORK. Possible areas of reporting include but are not limited to:

- Referrals and enrollments
- Activities and services clients are engaged in
- Participant and employer stories; included successes and major challenges
- Barriers to employment faced by clients
- Efforts to remediate barriers to employment, including related results
- Credentials attained, including credentialing program characteristics
- Job placements and retentions
- Client wages and benefits
- Incentives issued to clients
- Business engagement efforts
- Partner referrals
- Customer satisfaction rates
- Number and volume of employer engagement

22. PROGRAM IMPLEMENTATION PLAN

SUBRECIPIENT must submit a Program Implementation Plan (PIP) for the Work Ready program to PARTNER4WORK no later than July 31, 2021. The PIP is a requirement of PADHS and will be used by PARTNER4WORK and PADHS to evaluate the effectiveness of SUBRECIPIENT's program design and service delivery throughout the term of this Agreement, based on the requirements outlined in this STATEMENT OF WORK and the Work Ready Manual. PARTNER4WORK will provide further guidance regarding completion and required content of the PIP to SUBRECIPIENT directly from PADHS.

The PIP must be submitted for the following service areas:

- Program Referrals
 - Outreach Plan to CAO staff
 - Outreach Plan to conduct reverse referrals
- Enrollments
 - Orientation
 - Assessment Tool
 - Individualized Employment Plan (IEP)
- Activities and Services
 - Counseling Services
 - Case Management
 - Program Activities and Offerings
 - Credentialing Programs
 - Unsubsidized Employment Opportunities
 - Wraparound Services
 - Barrier Remediation Services
- Collaboration and External Referrals
 - ELECT and KEYS Referral Plan
 - Collaboration Plan
- Retention and Incentives
 - Retention Plan
 - Incentives
- TANF Fund Expenditures
- Technical Assistance

23. COMMONWEALTH WORKFORCE DEVELOPMENT SYSTEM (CWDS)

SUBRECIPIENT will be required to utilize the Commonwealth Workforce Development System (CWDS) as the information system of record for all participant and employer communication, service provision and other program activity and must ensure that all data is entered accurately and in a timely manner, adhering to all applicable data rules, regulations and entry time requirements. Staff must be fully competent in utilizing CWDS and providing basic guidance regarding CWDS to other service providers within the PARTNER4WORK network, including querying and producing reports from CWDS regarding the Work Ready Program. PARTNER4WORK will utilize data from CWDS, as well as data collected from other sources, to determine program compliance and evaluate performance of SUBRECIPIENT.

SUBRECIPIENT will follow guidelines for proper use of CWDS provided by PADHS and/or PARTNER4WORK and maintain internal protocols for uniformed and detailed case notes to ensure clear and consistent tracking and documentation of progress throughout the program. SUBRECIPIENT will participate in data quality, validation and compliance activities required by PADHS and/or PARTNER4WORK, as well as regular meetings and review of performance reports, and other written reports when requested.

SUBRECIPIENT will identify staff members whose work requires access to CWDS and submit applications for CWDS access per local protocols, subject to approval by PARTNER4WORK. Appropriate staff members to receive CWDS access include case managers, employment specialists, job developers, and other staff members who have regular contact with participants or whose work requires monitoring and oversight of participant data maintained in CWDS. CWDS account credentials and login information may not be shared between staff members or other individuals. SUBRECIPIENT must submit notification if any staff member with CWDS access is terminated, voluntarily or involuntarily, within 24 hours of termination. Failure to do so may result in revocation of CWDS access for SUBRECIPIENT and contract termination.

SUBRECIPIENT must have capacity to utilize additional information systems, as needed and according to the Uniform Guidance and related policies governing Personally Identifiable Information and technology. Examples include eCIS—PADHS' customer information system, and any complimentary case management platforms, recognizing CWDS as the System of Record for the Work Ready program.

24. RECORDS AND DOCUMENTATION

SUBRECIPIENT must retain, secure and ensure the accuracy of all program files and records, whether related to clients, employers or general operations, in compliance with related federal and state regulations, and PARTNER4WORK's record retention requirements. Files must be retained for SEVEN (7) years after PARTNER4WORK reports final expenditures to the funding source. SUBRECIPIENT must allow PARTNER4WORK and representatives of other regulatory authorities access to all records, program materials, staff and participants related to this Agreement.

SUBRECIPIENT is responsible for maintaining and securing participant case files at all times, as well as ensuring privacy and protection of all personal information collected from participants per the Work Ready Manual and applicable laws, regulations and PARTNER4WORK policies. Accurate documentation showing evidence of time spent in activities and work are critical to meeting performance. Case files are the property of PARTNER4WORK and must contain a variety of documentation including but not limited to:

- Identification and contact information
- Release of Information Form
- Assessment information and service plans
- Attendance forms, time sheets and excused absences
- Client contacts and updates
- Job search logs, time and attendance sheets
- Employment Verification Forms (EVF) and paystubs
- Verification of retention
- Other relevant forms and information

SUBRECIPIENT is also responsible for maintaining clear and detailed narratives for each client in their case file. Case narratives must include but are not limited to:

- Date, time and location of all Work Ready-related contacts
- Purpose and outcome of all Work Ready-related contacts
- Any changes in the client's conditions or circumstances
- Solutions offered and related client responses
- Services and supports needed, requested or provided
- Pertinent information received from the CAO
- Other relevant information.

SUBRECIPIENT will participate in regular data and document validation requests initiated by PARTNER4WORK and PADHS, responding to such requests in a timely manner, according to the deadlines defined by PARTNER4WORK. To

effectively respond to data and document validation requests by PARTNER4WORK, SUBRECIPIENT must have ready access to client data and documentation, and the capacity to send client data and documentation to PARTNER4WORK electronically. When transmitting client data and documentation to PARTNER4WORK in response to such requests, SUBRECIPIENT will utilize a secure online application, as determined by PARTNER4WORK, and follow all related privacy rules and regulations.

25. CONFIDENTIALITY

Confidentiality of client information must be maintained to meet the requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and any other confidentiality requirements applicable to the services delivered through this Agreement. HIPAA requires that organizations protect identifiable individual health care information. SUBRECIPIENT must provide each staff member who has contact with participants or participant information with HIPAA training at least once yearly. SUBRECIPIENT must retain documentation of all training. SUBRECIPIENT must train new staff members on HIPAA requirements within 14 business days of the start of employment. SUBRECIPIENT must require that all subcontractors, if applicable, comply with the same HIPAA training and documentation requirements. Documentation of training must provide the name of SUBRECIPIENT or subcontractor staff persons who were trained.

SUBRECIPIENT acknowledges that the use or disclosure of information concerning applicants or recipients of public assistance for purposes other than as provided for in this Agreement is strictly prohibited by state and federal law. SUBRECIPIENT shall keep such information confidential and shall require its employees, subcontractors, and employees accessing confidential information received under this Agreement to sign an acknowledgement to evidence their understanding and agreement concerning the confidential nature of the information. SUBRECIPIENT shall use the information only as agreed to in this Agreement and for no other purpose. SUBRECIPIENT shall properly instruct any person having access to this information as to security requirements and obligations, and to inform persons having access that they are bound by the confidentiality provisions of this Agreement. SUBRECIPIENT must inform all employees that violation of this Agreement may result in disciplinary action, including discharge or criminal prosecution if the employee knowingly uses the information for fraudulent purposes. SUBRECIPIENT and its employees shall have access to this information only on a "need to know" basis. These obligations will survive the expiration or termination of this Agreement.

26. CONTRACT OVERSIGHT AND EVALUATION

PARTNER4WORK is responsible for all levels of program monitoring, compliance and evaluation for all activities of the Allegheny County Work Ready Program. SUBRECIPIENT is required to keep good records and collect data that will help PARTNER4WORK comply with such requirements.

PARTNER4WORK Responsibilities: PARTNER4WORK will monitor, evaluate and provide guidance and direction to SUBRECIPIENT in the conduct of services performed under this Agreement. PARTNER4WORK has the responsibility to determine whether SUBRECIPIENT has spent funds in accordance with applicable laws and regulations, including federal audit requirements and will monitor the activities of SUBRECIPIENT to ensure such requirements are met. PARTNER4WORK may require SUBRECIPIENT to take corrective action if deficiencies are found.

SUBRECIPIENT Responsibilities: SUBRECIPIENT will permit PARTNER4WORK to carry out monitoring and evaluation activities, including any performance measurement system required by applicable law, regulation, and funding source guidelines, and SUBRECIPIENT agrees to ensure, to the greatest extent possible, the cooperation of its agents, employees and board members in such monitoring and evaluation efforts. This provision shall survive the expiration or termination of this Agreement.

SUBRECIPIENT shall cooperate fully with any reviews or audits of the activities under this Agreement by authorized representatives of PARTNER4WORK or federal or state agencies and SUBRECIPIENT agrees to ensure to the extent

possible the cooperation of its agents, employees and board members in any such reviews and audits. This provision shall survive the expiration or termination of this Agreement.

SUBRECIPIENT understands that all books and records pertaining to this Agreement, including payroll and attendance records of participating employees, are subject to inspection by PARTNER4WORK, federal or state agencies and others for auditing, monitoring or investigating activities pursuant to this Agreement. Said books and records shall be maintained for a period of SEVEN (7) years beyond the completion of this Agreement. If SUBRECIPIENT receives notice of any litigation or claim involving this Agreement, SUBRECIPIENT shall retain records until otherwise instructed by PARTNER4WORK.

27. TRANSITION

In the event SUBRECIPIENT does not receive a continuation of contract or should either partner not wish to continue this Agreement, SUBRECIPIENT will work with PARTNER4WORK to ensure a smooth transition for customers and partners in the system. SUBRECIPIENT will, at a minimum:

- Assist PARTNER4WORK with the messaging of the transition and execute a detailed timeline and plan
- Submit all requested information, including but not limited to customers, service delivery models, carry-over funding, obligations, partner relationships, tracking information, and data elements, at PARTNER4WORK's request
- Provide any and all requested information to the new provider of Work Ready Services for Allegheny County

28. CONTRACTOR PARTNERSHIP PROGRAM (CPP)

SUBRECIPIENT will participate in the DHS Contractor Partnership Program (CPP) and follow related guidelines, including establishing goals for hiring TANF beneficiaries, implementing activities to employ and retain TANF beneficiaries, and reporting to PARTNER4WORK and/or DHS on the status of such activities. More information about CPP can be found here: <https://www.dhs.pa.gov/providers/Providers/Pages/Contractor-Partnership-Program.aspx>

Appendix C – Terms and Definitions

AMR: Agreement of Mutual Responsibility. The AMR is signed by the program participant and the County Assistance Office (CAO) caseworker. The AMR describes a plan of action that the program participant and CAO develop jointly and directs participants' efforts towards achieving self-sufficiency.

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

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

EARN: Employment Advancement and Retention Network (EARN) is designed to assist clients in their transition from public benefit receipt, to the workforce. The focus of all programming is to move the clients towards self-sufficiency, eliminating their need for public assistance. As the primary focus of the program is to move clients into the workforce, the program will provide activities that aid in the pursuit of that goal.

EDP: An agreement completed by the program participant and the County Assistance Office (CAO) caseworker. The document sets employment or training goals, with specific time frames and activities, and describes services to be provided by the program and the activities to be undertaken by the program participant.

ETANF: Extended Temporary Assistance to Needy Families. ETANF includes individuals who have received TANF assistance for a total of 60 months or 1,830 days or more. The periods of receipt of TANF benefits need not be consecutive to count towards the 60 months.

IEP: Individualized Employment Plan in the Commonwealth Workforce Development System (CWDS). The IEP is created in collaboration with the program participant, based on assessment results and participant career goals, used on an on-going basis to evaluate progress, changes, and additional service needs. The IEP is a requirement of service delivery for EARN and Work Ready.

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

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

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

SNAP: Supplemental Nutrition Assistance Program. The Food and Nutrition ACT of 2008 authorized SNAP to help low income households get the food they need to prevent hunger and malnutrition.

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

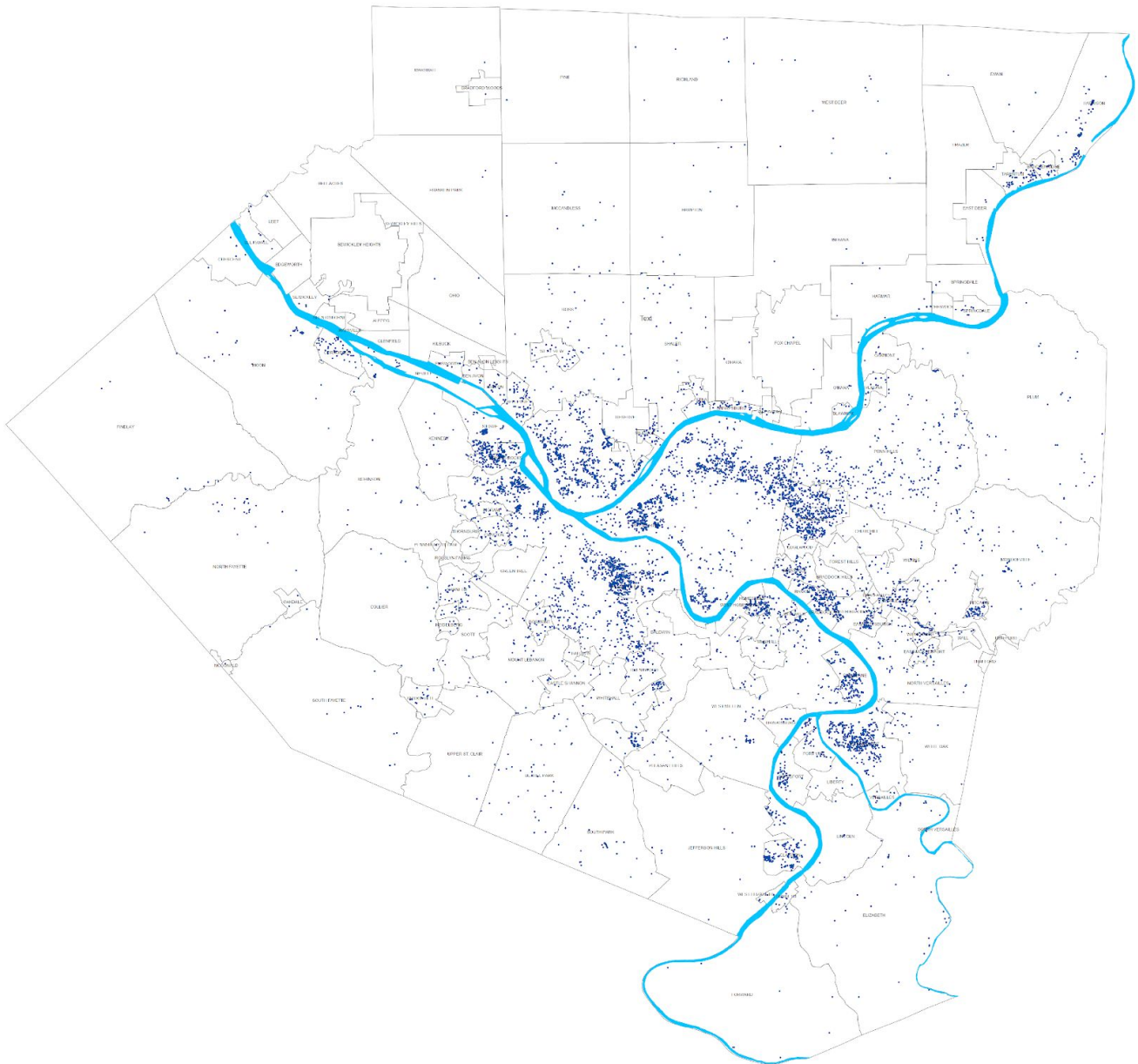
Work Ready is designed to assist individuals with significant barriers to employment in their transition from public benefit receipt, to the workforce. The Work Ready program works with individuals who have 1,830 days or more on TANF (extended TANF). The focus of all programming is to move the clients towards self-sufficiency, by offering support to stabilize barriers, work related activities, training and employment services.

Appendix D – Data for TANF, EARN, and Work Ready in Allegheny County

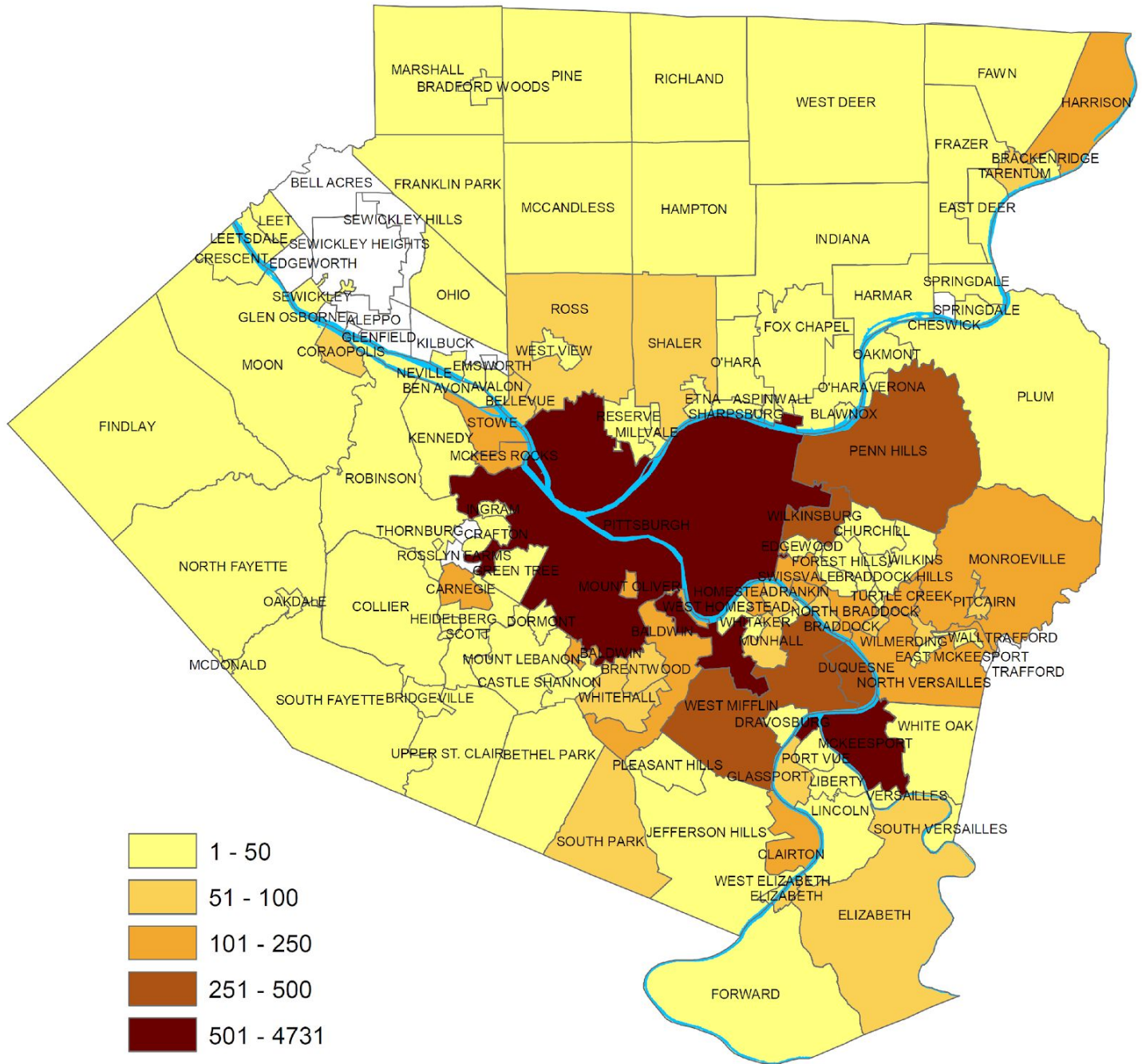
TANF Recipient Maps for Allegheny County

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

INDIVIDUAL LOCATIONS OF ALLEGHENY COUNTY TANF RECIPIENTS



NUMBER OF TANF CLIENTS BY ALLEGHENY COUNTY MUNICIPALITY¹⁰



¹⁰ See description and limitations of data used to produce this map on the preceding page.

Demographic Data for the Allegheny County EARN and Work Ready Programs

The following table provides basic demographic data related to the Allegheny County Employment Advancement and Retention Network (EARN) and Work Ready programs. The data presented reflects the 2018-2019 program year, retrieved from the Commonwealth Workforce Development System (CWDS). In program year 2018-2019, between the three Allegheny County EARN centers currently in operation, the EARN and Work Ready Programs enrolled 1,135 cases referred from the County Assistance Office (CAO) (see *General Information, EARN Centers* for more detail regarding locations).

Allegheny County EARN and Work Ready Participants (2018/19)	
TOTAL ENROLLMENTS	1,135
Gender	
Male	10.16%
Female	89.84%
Race	
African American	73.86%
White	15.56%
Other	6.88%
Unknown/Not Disclosed	3.70%
Age	
24 and younger	26.77%
25-34	51.01%
35-44	16.51%
45-54	4.87%
55-64	0.85%
Education	
12 grades or fewer completed, no diploma	15.03%
High School diploma, GED, or equivalent	67.62%
Some post-secondary education	4.44%
Post-secondary certification/associates degree	1.16%
Bachelor's Degree/equivalent	1.27%
Master's Degree or higher	8.68%
Missing/Did not disclose	1.80%

Appendix E – Overview of Administrative and Budget Narrative Requirements

Overview of Administrative Requirements

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

1. Tracking spending on multiple individual funding streams

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

2. Fiscal reporting on an accrual basis

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

3. Maintaining documentation supporting all spending and assets

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

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

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

5. Producing a budget to actual report

Comparison of expenditures with budget amounts for each Federal award.

6. Processing payments on a reimbursement basis

Written procedures to implement the requirements of § 200.305 Payment.

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

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

Budget Narrative Instructions

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

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

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

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

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

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

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

or

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

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

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

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

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

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

Appendix F – Request for Proposals Cover Sheet

Lead Applicant: Enter text.

A. Contact Information

Organization Name: Enter text.

Address: Enter text.

City: Enter text. State: Enter text. Zip Code: Enter text.

Principal Contact Person: Enter text. Title: Enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Enter text.

Fiscal Contact Person: Enter text. Title: Enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Enter text.

Executive Director: Enter text.

Phone: xxx-xxx-xxxx Fax: xxx-xxx-xxxx Email: Enter text.

B. Legal Information

Type of organization: For-profit: Non-Profit: Government: Education Institution

Federal Employer Identification Number (FEIN): Enter text.

Please provide your current [DUNS Number](#): _____

Please provide your current [CAGE Code](#): _____

C. Requirements / Documents (*proposals submitted without these documents will be considered incomplete, please see associated links for more information and instructions as to how to acquire them*) Please note that a single copy of all requirements below must be submitted for EACH Partner, in addition to the lead applicant (if applicable).

- Registration in the [System for Award Management](#) (SAM)
- Certificate of Liability Insurance; Including Cyber Security Coverage
- Completed [Pre-award Assessment](#)
- Most recent financial audit
- Certificate of Worker's Compensation Insurance
- W9

D. Additional Requirements

- Agree to Use Partner4Work's Contract Management Software, Parley Pro, for Contract Negotiation
- By submitting your proposal you certify that you are compliant with the following [PA state integrity policy](#). If you are not, please submit along with your proposal a written explanation of why such certification cannot be made

E. Certifications/Authorization

I certify that the above-named organization is legally authorized to submit this application, that the contents of the application are truthful and accurate, and that the above-named organization agrees to comply with all requirements of the RFP. Our organization understands this program operates on a reimbursement model, and we are prepared to front costs related to said program until requirements for reimbursement are met and funds are available for reimbursement.

Printed Name of Authorized Representative

Title of Authorized Representative

Signature of Authorized Representative

Date