



EARN

Comprehensive Workforce Services to TANF, ETANF, and SNAP
Participants

Request for Proposals for the Central Region

Centre · Clinton · Columbia · Lycoming · Mifflin · Montour · Northumberland · Snyder · Union

Issue Date: Monday, August 9, 2021

Submission Deadline: Thursday, September 2, 2021

The enclosed specifications may be modified as required by the US Department of Health and Human Services, US Department of Agriculture, Pennsylvania Department of Human Services, the Central Pennsylvania Workforce Development Board or the Central Pennsylvania Local Elected Officials Board without prior notice to Proposers.

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Section 1: Introduction

Advance Central PA

Central Pennsylvania Workforce Development Corporation (CPWDC), doing business as Advance Central PA, is a 501(c)3 nonprofit organization formed in 2000 and is a local Workforce Development Board (WDB) authorized under the Workforce Innovation and Opportunity Act of 2014. The Central Region Local Workforce Area includes **Centre, Clinton, Columbia, Lycoming, Montour, Mifflin, Northumberland, Snyder and Union counties** (referred to as Central Region).

Designated as a WDB, Advance Central PA is the grant recipient and administrator of these and other employment and training funds received for programs operated throughout the Central Region. Advance Central PA has a federal mandate to be the lead organization for workforce development planning and to arrange for a system of service delivery that meets the workforce needs of business and the public alike. Advance Central PA is responsible for developing and implementing strategies around a broad workforce development agenda. Advance Central PA's diverse partners in the workforce development system range from public agencies, to private and non-profit businesses, to education and training providers, to community and economic development partnerships, to job seekers using the PA CareerLink® system.

Advance Central PA is governed by a private-sector led Workforce Development Board (WDB) representing diverse sectors in business, labor, community development, and education. Further, one commissioner from each of the nine counties in the Central Region serves on the Local Elected Officials Board (LEO) with specific governance and oversight. All are dedicated to increasing the quality and accessibility of services for businesses, job seekers, and young people.

Advance Central PA's EARN Committee is a standing committee of the workforce development board dedicated to overseeing the implementation of the EARN program design and evaluating performance to ensure the program offerings are family-centric and impactful. Comprised of WDB members and each of the County Assistance Office directors from across Central PA, the EARN Committee is also charged with ensuring services of the highest quality via competitive procurement.

Advance Central PA is an equal opportunity employer. Auxiliary aids and services are available upon request to individuals with disabilities.

PA Department of Human Services Oversight

The Pennsylvania Department of Human Services (DHS) has designed the Employment Advancement and Retention Network (EARN) program structure to provide a range of services to meet individuals' needs, including but not limited to access to education and training, barrier remediation, mental health services, etc. to move clients toward family economic stability. The program is based on human-centered design and includes a combination of case management, coaching, licensed counseling, and peer-to-peer experiences to develop a career pathway through job placement and job retention goals for the participants referred from the County Assistance Office (CAO). Participants are eligible as:

- TANF- Recipients of Temporary Assistance for Needy Families
- ETANF- Recipients of Extended Temporary Assistance for Needy Families (60 months or more)
- SNAP- Recipients of benefits from the Supplemental Nutrition Assistance Program who volunteer for EARN and do not qualify for TANF or ETANF)

Advance Central PA is a recipient of EARN program funds from DHS and has structured a program to meet the requirements and expectations of DHS in addition to local expectations that TANF, ETANF, and SNAP recipients receive services of the highest quality.

Herein, unless otherwise specified, the term EARN participant refers to any participant in EARN.

Labor Market Information

The nine counties in the Central PA Workforce Development Area encompasses a total area of 5,370 square miles. These counties are primarily rural and home to 619,300 residents.

County populations range from 18,200 in Montour County to 163,300 in Centre County. For persons ages 25 years and older, 34% hold an associate's, bachelor's, graduate or professional school degree. Median household incomes range from \$48,700 in Northumberland County to \$60,400 in Centre County.

Central Pennsylvania is attractive to businesses due to its proximity to several major population centers. An excellent transportation network of major highways puts Central Pennsylvania within easy reach of Harrisburg, Philadelphia, Pittsburgh, Baltimore, New York, New Jersey, and Washington D.C.

With 284,200 jobs found locally, the largest employing industries are government including educational services, health care and social assistance, and manufacturing for which Central Pennsylvania is historically known for its diversity of local and multi-national facilities specializing in areas like electronic devices, lumber and wood products, plastics and metal fabrication.

Additional information can be found at <https://advancecentralpa.org/workforce-trends/>.

PA CareerLink® Locations

All services procured as a result of this RFP will be coordinated as part of the Central Region's PA CareerLink® facilities, part of the one-stop American Job Center network. The selected provider will forge strong collaborations with all partners, including to leverage the strengths of those partners and work together toward common goals. The building locations are as follows:

- **PA CareerLink® Lycoming County***, 329 Pine Street, Williamsport
- **PA CareerLink® Clinton County**, 8 North Grove Street, Suite F, Lock Haven
- **PA CareerLink® Mifflin County***, 6395 SR 103 North, MCIDC Plaza, Building 58, Lewistown
- **PA CareerLink® Centre County**, 240 Match Factory Place, Bellefonte
- **PA CareerLink® Northumberland/Snyder/Union Counties***, 225 Market Street, Sunbury
- **PA CareerLink® Columbia/Montour Counties**, 415 Central Road, Suite 2, Bloomsburg

PA CareerLink® locations with an asterisk are certified as comprehensive sites. The affiliated sites are listed beneath its comprehensive site. Comprehensive sites are fully staffed while affiliates have smaller physical footprints and therefore fewer staff.

The Link, Advance Central PA's mobile workforce center that takes the expertise and services of the PA CareerLink® into neighborhoods across the region is also certified as an affiliate site.

At present, EARN operates with staff and space in the following sites: PA CareerLink® Lycoming County, PA CareerLink® Mifflin County, PA CareerLink® Centre County, PA CareerLink® Northumberland/Snyder/Union Counties. Other sites are not currently staffed and do not currently have designated space due to a low number of participants and transportation resources made available within the current EARN program design. Other staffing plans will be considered.

Purpose of Request for Proposal

Advance Central PA, through this RFP, competitively seeks one or more qualified providers with collaborative, innovative approaches to delivering comprehensive, high quality, effective services tailored to the needs of TANF, ETANF, and SNAP recipients in Central PA.

Advance Central PA seeks a provider who will ensure participants are successfully welcomed and enrolled in the program, receive ready and individualized access to the full menu of services that lead to development and attainment of meaningful goals, remediation of barriers, credential attainment, increased skills, and ultimately placement and retention in a desired career pathway, self-sufficiency outcomes, and family stability.

The provider must demonstrate the capacity to develop relationships with various agencies throughout the Central Region in an overall effort to coordinate activities that address the employment and training needs as well as the barriers that EARN participants and their families often encounter. The provider must be able to work closely with Advance Central PA and the County Assistance Offices, responding accordingly to their guidance and needs. The provider must demonstrate a willingness and ability to leverage funds and services.

Advance Central PA views the PA CareerLink® system and its facilities as the flagship in the local delivery of workforce development programs and services in the Central Region, therefore integration of the EARN program is required. Review the Facilities section of the RFP carefully as space for EARN programming is not currently available in all PA CareerLink® sites. **Referrals from all nine CAOs must be served.**

This request may use the singular form of proposer, provider, etc. although CPWDC may choose to select more than one proposal/provider. CPWDC will determine the number of contracts awarded based on proposals received.

Funds released through this RFP will be contracted to provide EARN services in the Central Region from October 1, 2021 through June 30, 2022, with an option to extend funding annually for up to four years through June 30, 2026 at the discretion of Advance Central PA. By submitting a proposal, an organization agrees they must adhere to any and all Federal, State, and Advance Central PA policy changes.

Section 2: RFP Process and Instructions for Submitting a Proposal

Eligible Applicants

Proposals will be accepted from any private for-profit entity, public or private non-profit entity, government agency, local educational agency, community-based organization, or labor organization that demonstrates the experience and/or capacity to deliver programs to the identified population.

Eligible organizations with or without previous experience as a contractor with Advance Central PA are encouraged to submit proposals. Proposals from consortia, partnerships, or other combinations of organizations are allowable, but proposals must identify one organization as the lead agency with which Advance Central PA will subcontract directly.

Proposers must agree to a provision of services and demonstrate an ability to fulfill requirements according to Agreement of Basic Requirements found in **Attachment 1**.

The respondent must comply with all federal regulations and procurement policies relating to the calculation and use of profits, including those at §683.295, the Uniform Guidance at 2 CFR part 200, and other applicable regulations and policies. For the purposes of this procurement, Advance Central PA has determined profit will not be funded.

Expected Timeline

Proposers will follow the timeline:

RFP Released: (Available at https://advancecentralpa.org/about-us/public-notices/)	August 9, 2021
Questions Submitted by:	Ongoing until August 27, 2021
Answers Posted by: (Available at https://advancecentralpa.org/about-us/public-notices/)	Ongoing until August 30, 2021
Notify Advance Central PA of Intent to Submit Proposal by: (emailed to klucas@AdvanceCentralPA.org)	August 16, 2021
Proposals Due:	September 2, 2021
Evaluation Committee Review and Negotiations Begin:	September 3, 2021
Recommendation to WDB and LEO Board:	September 15, 2021
Notification on Status of Proposals:	September 15, 2021
Contract(s) Start:	October 1, 2021

Technical Assistance

Technical Assistance will be provided through a written question and answer format. Applicants will be given an opportunity to identify specific questions and submit them in writing to Advance Central PA via email only. Questions must be emailed by the date specified in the chart above to:

Korrie Lucas, Assistant Director: klucas@AdvanceCentralPA.org with subject line as follows:

EARN RFP - Question

Answers to submitted questions will be posted on <https://advancecentralpa.org/about-us/public-notices/> within 4 business days of receipt. Consistent with strict procurement policies, Advance Central PA will provide no technical or program assistance to individual proposers.

Proposal Submission

Responses must be typed, using at least 11-point font and be single sided with 1-inch margins. Proposals must have page numbers in the lower right-hand corner. Proposers are expected to comply with the page limitations for each section of the response as listed in Section 5 of the RFP.

Intent to submit a proposal must be emailed by the date specified in the chart above to:

klucas@AdvanceCentralPA.org with a subject line as follows:

EARN RFP - Intent

Proposals **saved as a PDF** (not scanned) or Microsoft Word along with the **Excel Budget Form** must be submitted electronically to:

klucas@AdvanceCentralPA.org with a subject line as follows:

EARN Proposal

Late submissions will not be considered.

Review Process

Stage 1: Advance Central PA staff will initially evaluate each proposal for acceptability, with emphasis placed on completeness and responsiveness to requisite program criteria.

Stage 2: Proposals that have met the minimum criteria will then be reviewed and ranked by an Evaluation Committee comprised of members who have no fiduciary interest in competing for the role being procured.

Stage 3: The recommendations of the Evaluation Committee will be presented to the WDB for approval. It is anticipated that a cost reimbursement contract will be awarded as a result of this RFP solicitation; providers will be reimbursed actual, allowable, and allocable costs not to exceed the maximums stated in the contract.

Contract Award

Proposals may include services in any or all of the Central Region counties as proposals from multiple respondents will be considered in order to assure programming availability to clients from all nine CAOs. Advance Central PA has the right to fund a lower ranked proposal over a higher ranked proposal because of valid policy considerations, including but not limited to geographical consideration and target populations.

Funds released through this RFP will be contracted to provide services in the Central Region from **October 1, 2021 through June 30, 2022, with an option to extend funding annually for up to four additional years through June 30, 2026 based on successful performance outcomes and available funding.**

Contracts may be termed for convenience at the discretion of Advance Central PA. By submitting a proposal, an organization agrees they must adhere to any and all Federal, State, and Advance Central PA policy changes.

Section 3: Scope of Work

EARN Eligibility

The participants to be served will be recipients of TANF or SNAP whose eligibility is determined by the CAO. The CAO refers clients to the EARN program where they will be enrolled as EARN participants.

DHS has separate policies and procedures in place regarding TANF EARN and SNAP Only EARN that will be adhered to at all times. Please see attached DHS EARN Manual and DHS EARN SNAP Only Manual for additional detail. The prospective respondent will have the capacity to follow all guidelines and regulations in addition to maintaining separate budgets for TANF and SNAP Only service delivery.

SNAP Only Reverse Referral

Consistent with policy and DHS guidelines, the selected provider will facilitate the reverse referral of participants to EARN. With proactive outreach to the Local Management Committees (defined herein), the PA CareerLink® partners, and other community partners, the selected provider will have a defined strategy to help connect SNAP Only recipients to EARN via reverse referral. These volunteers will be referred to the CAO for eligibility determination before being enrolled as EARN participants.

Service Delivery

The program design for service delivery must be responsive to needs of individuals while maintaining compliance with all DHS directives, including the DHS EARN Manual and DHS EARN SNAP Manual. Refer to attached **Program Flow Chart** to further understand Advance Central PA's expectations.

Individualized Case Management

Providers must be capable of providing outstanding quality, effective, and evidence based-best practices in case management, including for individuals who have experienced trauma directly or through generations. Provider staff must be evidenced to provide outstanding customer service and ability to employ case management techniques that places them in effective working relationships with the EARN participants and their families, County Assistance Office staff, PA CareerLink® partners and Site Administrators, and community and business partners to the benefit of each EARN participant and the case management strategy.

Welcome/Outreach

Outreach efforts in increase program enrollment rates are required, beginning with the referral from the CAO as well as proactive outreach for SNAP Only reverse referrals further described below. Once a referral is received from the CAO within the Commonwealth Workforce Development System (CWDS), the selected provider will initiate contact with the individual. Outreach must be warm, welcoming, and informative. The provider must introduce themselves and the EARN program, listen to any concerns, respond to questions, and overall alleviate any anxiety about the unknown, etc. warmly welcoming the individual to attend their orientation. The provider will be flexible in offering orientations that meet the needs of the individual.

Provider will conduct a case file review for all referrals in order to become familiar with an individual's circumstances and past EARN cases or other workforce cases as applicable.

Additionally, the provider will implement proactive outreach and education to PA CareerLink® partners, community organizations, and faith-based agencies to welcome SNAP Only recipients to learn more about EARN and then work collaboratively with the individuals and the CAO on their behalf regarding enrollment.

The selected provider must act on a CAO referral within 14 calendar days with no exceptions. Successful enrollment of individuals who are referred is the goal. Unsuccessful enrollments are considered Referral Rejections. Referral Rejections as outlined in both EARN Manuals will be data entered accordingly.

Enrollment/Orientation

An individual is considered enrolled in EARN upon presenting to the program on the first day. The provider is responsible for providing an orientation that is welcoming, focuses on benefits of participating in EARN, provides ample opportunity for participants to meet staff and engage with one another, and ensures understanding of responsibilities, requirements, and policies, including confidentiality. The following must be reviewed in an understandable and engaging manner: goals of EARN, approach to individualized service delivery and goal planning, attendance requirements, EARN participant rights and responsibilities, explanation of how progress is tracked and measured, information on how to file a grievance, confidentiality agreement, authorization for release of information, and overall what they can expect from the program from the activities they'll participate in and opportunities they'll have for training through to day to day housekeeping items.

The licensed counselor must be introduced as integrated EARN staff during orientation and must be allowed to speak to new enrollments welcoming them to an introductory meeting

Family Needs Assessment

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

Interests and goals	Food security and nutritional education
Household composition	Clothing
Current employment and financial status	Transportation
Education	General and mental health
Language and literacy (including English proficiency)	Drug and alcohol dependency
Housing	Criminal History
	Criminal background inquiry and checks

Domestic violence
Pregnancy
Childcare and parenting

Support network
Work experience

The family assessment must be facilitated in a human-centric way at all times and the participant must be empowered in prioritizing needs and setting goals to overcome barriers and concerns identified within the assessment. The family assessment will be a living document that is updated on a scheduled basis as well as on an as-needed basis either according to expressed needs of the participant or observed or suspected need as well.

Wellness Coach

Provider must employ one or more 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. A licensed professional must be 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, preferably in week 1.

Provider must have a licensed professional available on site at least one day per month who is available to participants upon request.

The licensed professionals, or an organization with whom the provider has a contracted relationship with will respond to participant requests for services within 24 hours. At a minimum, the response must include documented outreach to schedule an appointment. This staff person(s) must have flexible hours of contact.

Counselor services must be provided as often as needed through the end of the 12-month retention period. Services include 1:1 meetings, peer support groups, sessions focused on topics of interest to EARN participants and their families on the caseload at the time, attending meetings with participants as needed to advocate on their behalf, etc.

Initial and Ongoing Goal Setting

The Individual Employment Plan (IEP) on the Commonwealth's system of record must be used. The family needs assessment will be utilized to coordinate with the participant to create the IEP which will be maintained as a living document by provider staff. The Wellness Coach will assist in development of the IEP which must be implemented within 14 calendar days of enrollment and used as the overall 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.

Barrier Resolution

Key to the case management must be a balance between recognizing and celebrating strengths and identifying and overcoming barriers. Evidence based best practices in case management must be employed to help determine barriers and assist the participant in prioritizing them. The selected provider will have a deliberate plan to build connections in the community so that when a barrier presents, there is a network of community partners to turn to assist the participant and family. Evidence based best practices for goal setting and follow-up must be utilized to help individuals overcome barriers successfully.

Referrals

The provider must identify needs in collaboration with the participant and make appropriate referrals that will assist the participant and/or the family in overcoming barriers and addressing concerns and needs documented in the IEP. Common referrals include but are not limited to: other PA CareerLink® program services such as workforce, adult education, Office of Vocational Rehabilitation, Veteran Services, etc.; housing/shelters; education and training partners; legal assistance; life skills; and other DHS employment & training providers including WorkReady and KEYS. As with the entire design, referrals will be human-centric including warm hand-offs and adequate follow-up to ensure the needed services are being delivered. EARN staff will be advocates for the EARN participants and assist and engage with partners as necessary to that end.

Workshops and Activities

The selected provider will offer a robust and relevant menu of workshops and activities that allow for engagement between participants and staff and participants themselves. At a minimum, offerings must include activities and programs that lead to acquiring job-related and job readiness skills in addition to education and employment activities. Workshops must not be allowed to grow stale and new workshops are expected to be developed and refined throughout the contract. Expected job-related and job readiness skills activities include but are not limited to the following critical topics:

- 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
- Education on regional High Priority Occupations and local job markets
- Career pathways planning

Credentialing

The provider must intentionally incorporate opportunities to engage participants in training to increase their skills. Programs must provide or refer participants to training including:

- 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

- 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.

Transfer to other DHS Employment & Training Programs

Provider will develop relationships with other DHS program providers to help facilitate the smooth and intentional referral of participants as appropriate. Programs include KEYS and ELECT.

Co-enrollment

Provider will work collaboratively within the Central PA CareerLink® network to the benefit of EARN participants, including to facilitate seamless co-enrollment into partner programs under the Workforce Innovation & Opportunity Act so they may be afforded benefits of all programs.

Job Search Activities

Activities that help individuals actively search for work after intentionally assisting them explore career pathway options and credentialing opportunities are required. Job Search and all time-limited activities must be carefully tracked in accordance with the EARN Manual and state and federal guidelines.

Access to Full Menu of Allowable Activities

The human centric EARN model will allow individuals to access a schedule that makes the full menu of allowable activities per the EARN Manual available. This includes opportunities for activities specified described herein, as well as others such as paid work experience and OJT, and wrap around services for individuals who obtain employment that does not offer sufficient hours to close the TANF case.

Placement

The selected provider must ultimately place participants in unsubsidized employment in a desired and defined career pathway. To identify and fill employment opportunities, the provider will utilize the PA CareerLink® Business Solutions Team to develop relationships with local employers, chambers of commerce, employer lead groups, career workshops, job fairs, and registered apprenticeship programs.

Provider shall require participants meet in person with potential employers. Provider shall advocate and advise participants to accept employment consistent with their IEP even if the employment will not result in a Placement as defined in performance measures, but the Placement must be in the best interest of the participant and family.

Retention

Once cash closes due to employment, appropriate data entry into the system of record will result in the opening of Retention. Provider will continue intensive case management throughout the 12 months of employment in this phase. Provider will contact each participant that enters Retention a minimum of weekly for the first 3 months, then bi-weekly or as often as needed based on the participant's IEP thereafter. Exit does not occur with Placement. Exit occurs after the twelfth month of Retention is properly validated and the family is found to be stable without EARN.

Note that individuals who are SNAP Only at the time of enrollment will receive Retention services for 90 days, not 12 months.

In-person and Remote Services

The EARN provider will employ a human-centric model at all times, including in response to how services are delivered and how activities are available to EARN participants so that they may have ample opportunity to complete their hourly requirements. This includes the requirement that activities of the highest quality are available in-person and remotely.

Additional Requirements

Provider will adhere to additional requirements as outlined in the EARN Manual and as prescribed by DHS or Advance Central PA, including services to refugees.

Local Management Committees

The Local Management Committee (LMC) is an integral part of providing meaningful services to participants. The LMC provides a forum for the provider, community partners, charities, non-profit organizations, and other E&T stakeholders to connect and discuss how to best leverage and combine local resources to serve our most vulnerable citizens on their journey to self-sufficiency. By focusing collaborative efforts to address the needs of participants, the LMC can maximize community resources to find solutions to the significant barriers participants face such as domestic violence, substance use, childcare, criminal history, disability, behavioral health, transportation, food insecurity, education/training, language accessibility, and housing.

Advance Central PA utilizes an LMC model that leverages the power of existing county coalitions and collaborations. Providers shall attend the “LMC” for each appropriate county, actively participate, share information about EARN and the PA CareerLink® as appropriate to the group, and advocate for EARN participant and family needs, etc.

Direct Service Teams

The provider will organize and facilitate DST Meetings providing an opportunity for CAOs and case managers from contracted employment and training programs to meet, at least monthly, to problem solve for individual clients and reconcile records.

Required Applicant Qualifications

The successful applicant must demonstrate substantive knowledge and understanding of or capacity to understand the following: **TANF and SNAP legislation; regulations, policies, and informational memos from DHS; the local labor market; and Advance Central PA policies and strategic priorities.**

In addition, the successful applicant must demonstrate substantive knowledge and understanding of the following:

- EARN TANF and EARN SNAP Manuals and all attachments.
- Ability to incorporate a service delivery model that results in participants engaging in relevant, meaningful, individualized activity plans that meet their hourly requirements.
- Demonstrated ability to understand and adhere to all data entry requirements for the physical case record and the online system of record
- Central PA and the communities and partners throughout.
- Evidence based best practices such as motivational interviewing, trauma informed care, and goal setting in order to provide relevant, high-quality provision of services.
- Commitment to continuous improvement and attainment of goals.
- Demonstrated ability to work within an integrated one-stop PA CareerLink® system and to coordinate services that culminate in EARN participants being able to access all the career and training services available to them seamlessly in accordance with requirements.

Other Requirements/Scope of Work

The following list outlines general expectations of the program provider(s) regarding overall roles and expectations and the scope of work. This list is in addition to any requirements outlined in the EARN Manual. CPWDC expects that all proposals will comply with DHS requirements and additional requirements described herein. The program design must incorporate all requirements of DHS. Innovative designs addressing long-term employability and career retention and progression are welcome. Proposed programs must be connected to the full array of services available through the PA CareerLink® system. Advance Central PA values a program design that will help EARN participants and their families reach their full potential.

Note that Advance Central PA reserves the right to approve or deny, in part or full, any program model suggestions.

Staffing

A sufficient number of staff will be employed to provide high quality, compliant services to EARN participants. Staff will be customer service oriented and provide services with a smile. Staff must be trained to work with people with employment barriers. Advance Central PA values on-going staff training grounded in proven best practices, such as Motivational Interviewing and Trauma Informed Care.

In the event of a change in program providers as a result of this RFP, CPWDC will require the selected provider to interview current staff to help determine the appropriate staffing level and aid in the transition to benefit customers currently on the caseload.

The provider will adhere to all current laws including those for background checks and clearances. All staff must have no record on the following: Pennsylvania State Police Request for Criminal Records Check (Act 34), Department of Public Welfare Child Abuse History Clearance (Act 151), and Federal Criminal History Record.

Among others, it is paramount staffing for EARN be able to perform the following key functions/have the following key qualifications:

- Demonstrated commitment to customer service of the highest quality with the ability to provide responsive, relevant, and individualized services to all participants in accordance with requirements.
- Passion for helping others improve their quality of lives through skill attainment, barrier remediation, counseling, and quality employment on a desired career pathway.
- Demonstrated ability to accurately document and maintain information.
- Unparalleled commitment to confidentiality.
- Expert case management skills grounded in best practices.

Staffing requirements include the following:

- **Case Management Staff**

Providers are responsible for hiring front line staff who will provide responsive, engaging, relevant case management and overall service delivery to participants. Case management will serve the needs of individual participants according to their IEPs and immediate needs. Staff will be trained to recognize how to meet individual participants where they are and help them move forward. A holistic approach will be taken to ensure that participant needs are met in order to succeed including but not limited to intentional warm referrals made to experts in the required areas, e.g. food, housing, mental health supports, etc. Staff will be required to work in coordination with the PA CareerLink® Business Solutions Team and tasked with developing career pathways and finding job placements linked to goals.

Case management will have an approach that empowers participants to recognize possible discrepancies in their career plan and to focus and lead them to determining the best course of action and next steps.

It is recommended the proposed title of staff is something other than “case manager” and should help promote a first impression that is both professional and workforce relevant.

- **Wellness Coach**

One or more licensed professional counselors, social workers, therapists, allied health professionals or a combination of these professionals must be employed to provide counseling services and outlets for discussion regarding any and all aspects of a participant’s life. This can be inclusive of mental, social, physical, emotional and behavioral health which may be beyond the scope of regular provider staff. Availability must be flexible in accordance with the EARN Manual.

- **Workshop Instructors**

A robust and varied menu of workshops based on participant needs and the scope of work described herein must be provided so as to provide adequate access and opportunity to EARN participants. Providers will employ instructor staff able to develop engaging, accurate, and relevant curriculum and deliver it accordingly in various formats including in-person and virtual with live instructors.

Additionally, workshops are available as a basic career service to all PA CareerLink® customers via WIOA staff. The EARN provider shall have a plan to intentionally schedule EARN participants to join the PA CareerLink® workshops relevant according to their IEP, etc.

- **Other Specialized Staff**

Case management staff with specific targeted duties will be considered and must be clearly described within the response. An example includes staff who works specifically with the participant and the case manager to develop career pathways and communicating with the PA CareerLink® Business Solutions Team regarding the talent on the caseload. Another example includes data entry staff responsible for data entry into the system of record.

- **Supervisory Staff**

Staff responsible for ensuring overall adherence to the approved program design, all DHS and Advance Central PA policies and expectations for quality individualized services, accuracy and timeliness of data entry, self-monitoring, etc. Supervisory staff will provide direct supervision of EARN staff and oversight of quality and compliance related to the entire scope of work, including high standards of customer service. Ensure compliance with federal, state, and local policies, plans, strategies, etc. Track and evaluate service delivery (e.g. timing, type, format, etc.) and communicate opportunities for improvement to Advance Central PA.

Collaboration with the County Assistance Office

The provider must be able to forge and maintain effective positive working relationships with staff from the nine CAOs in Central PA. Communication is formalized at DST meetings, but the expected provider is expected to develop rapport that will allow for timely communication of all issues and cause for concern more immediately and collaborate with the CAO to solve problems.

Time Spent Directly with Job Seekers

Proposers are responsible for ensuring a majority of each day involves staff spending time with participants and facilitating quality services, including case management, assessment, planning adaptations, providing all other aspects of the program including warm referrals to partners in order to meet each individual's needs, providing direct instruction, etc. EARN participants must have access to their EARN case management staff team on a daily basis.

Assumption of Existing Caseload

Proposers are expected to agree to assume the responsibility for providing continued services to EARN participants on the existing caseload.

Collaboration

Proposers are expected to demonstrate ability to collaborate with partners to provide resources and services and to help EARN participants attain the performance benchmarks of the program design and an overall improved quality of life. The selected provider will work closely with all partners in the PA CareerLink® to ensure EARN participants have access to needed services. Advance Central PA values a holistic customer/participant centered approach to program delivery and values attainment of needed skills, including academic skills Title II Adult Basic Education providers offer.

Data Management from Registration Through Exit (and follow-up as applicable)

The Commonwealth Workforce Development System (CWDS) is the internet-based system of record for EARN in Pennsylvania. All successful providers funded through this RFP will be required to record and

track all documentation, activities, program services, case notes, and outcomes in CWDS. It is the provider's responsibility to ensure on-going staff expertise and cooperation.

In addition, providers will be asked to provide additional documentation or information not accessible through CWDS in order to evaluate performance outcomes as well as program strengths and weaknesses. Specifically, providers will be required to input data into Excel spreadsheets Advance Central PA will develop and house on a Microsoft SharePoint website. SharePoint allows users to upload information onto secure websites and real-time data to be collected and available for all EARN participants.

Confidentiality

Adhere to Advance Central PA, local, state, and federal policy related to protection of private information and confidentiality at all times. Proposers are responsible for maintaining and securing participant files. Case files are the property of Advance Central PA and must be available at all times for review. Files must be retained per policy.

Advance Central PA's policy regarding personal identifiable information will be strictly adhered to at all times, including in regard to case file management.

HIPAA will be strictly adhered to at all times.

Career Exploration, Development, and Work Readiness Services

The proposed design will incorporate individualized services that offer robust, comprehensive career awareness, exploration and development to help EARN participants learn about opportunities in the labor market and how their skills and abilities translate to self-sustaining jobs. Services must include development of a career pathway with plans to enter and grow within it, including identification of skills upgrading/training needs and goals. Career awareness is valued as extremely important because EARN learn of new opportunities they did not know existed or would not have considered without the assistance of the program. Existing resources such as TORQ, available from the Commonwealth of Pennsylvania on <https://www.pacareerlink.pa.gov/jponline/> are required tools that will be incorporated into service delivery.

Incentive Services

Advance Central PA's EARN Incentive Services Policy will be adhered to. The policy not only reinforces positive behavior and adherence to hourly requirements, but promotes family interaction. Changes for consideration are welcome and should be described in your proposal.

Support Services

Support services are not allowable through the EARN contract, but the selected provider will work closely and regularly with the CAO to help facilitate Special Allowances that help meet the needs of each participant.

Equal Opportunity

Assures equal opportunity and non-discrimination laws, policies, and plans are strictly adhered to so that equal opportunity and access to EARN is unquestioned and accommodations are readily available.

Employer Connections through Collaboration

Collaboration with the PA CareerLink® Business Solutions Team (BST) is essential in order to effectively serve participants. The BST works with area employers to identify talent needs and refer qualified candidates to fill those positions. This includes referring candidates for OJT where the referred individual is not immediately ready to take on the full duties of the position. Ultimately, the BST is charged with providing strategic services that helps local employers become more competitive and to help them connect with required resources. The BST plays a key role in local and regional efforts to address the full scope of employer needs, which includes, but is not limited to, job postings, screening of workforce referrals,

recruitment and placement support, job fairs, employee training and assessment, talent development services, business trends and analysis, access to interviewing facilities, and tax credit information.

The selected provider will collaborate with the BST in order to connect EARN participants to careers with wages to sustain them and to be sure they are receiving the services to help them become highly skilled and employable according to local industry demands. These connections should lead to attainment of Placement, Retention, and Increase in Wages performance measures. Proposers should demonstrate an ability to build relationships with partners including the BST.

Communication with Advance Central PA

The provider of EARN will work collaboratively with Advance Central PA, maintaining a strong working relationship including to proactively share information about service delivery including challenges, successes, and plans to ensure Advance Central PA is aware of the changing needs of EARN participants, businesses, and the community as a whole.

The provider will also actively participate in Advance Central PA initiatives and special projects.

The provider must designate a point of contact for all communication with Advance Central PA. All technical assistance questions will be sent to Advance Central PA who will research and contact the applicable bureau within DHS as necessary. All suggested changes and enhancements to the program design are expected to be proactively communicated to Advance Central PA as are challenges and concerns.

Section 5: Performance

The selected provider agrees to meet all required measures and will begin to immediately incorporate service delivery that would result in positive outcomes for each of the metrics described below.

Indicators of Success

The successful Operator will demonstrate a service delivery model that produces positive required Common Measure outcomes and incorporates:

- Ready access to high quality, responsive, relevant, family-centric services for all EARN participants
- Responsiveness to participant expressed and observed needs
- Strategies to employ standard operating procedures that include equity and access to the full menu of services with recommended next steps and activities
- Friendly, customer service-oriented staffing
- A customer-centered approach so individuals know what's in it for them and know the PA CareerLink® is the premiere place for workforce services
- An outcome driven approach focused on doing what's right for the participants to be successful in obtaining a job along a career pathway that sustains themselves and their families
- Holistic approaches to include assessments of basic needs and plans to address them
- Effective use of data to make and support recommendations to Advance Central PA regarding overall operations
- Innovation and adaptability as evidenced by intentional collaborative strategies which result in solid performance attainment
- Customer satisfaction
- Attainment of outcomes along with timely accurate data entry
- Effective communication with Advance Central PA management
- Responsiveness to Advance Central PA monitoring and evaluations, including implementation of appropriate and timely corrective actions as needed
- Continuous improvement as shown through data regarding number of customers served in each community
- Supervisory oversight and technical assistance along with ability to track, document, report outcomes, and keep Advance Central PA informed

- Collaborative spirit and partnership

COVID-19/Remote Services

Providers must provide evidence they are able to quickly adapt programming and services to meet changing environmental demands. Provider must be adept at using technology to deliver services in an effective, meaningful manner that still allows for a positive working relationship with each individual. Methods of communication must be individualized based on needs.

Quality of services must not be diminished during times of remote work, not must availability of activities in which participants can complete their full required hours.

Performance Measures and Goals

Participant Performance Standards

The successful respondent will achieve the following performance standards for services provided to TANF participants and SNAP Only Participants.

Category	Description	Goal- TANF	Goal- SNAP Only
Family Assessment	Conduct and complete a comprehensive household assessment within seven business days of a participant's enrollment.	85% of all enrolled participants	85% of all enrolled participants
IEP	A detailed IEP must be documented and include plans to address participant challenges (barriers) and agreed upon plans for resolution within 14 business days after the assessment is completed.	85% of all enrolled participants	85% of all enrolled participants
Licensed Counselor/Social Worker	All participants have an introductory meeting and are able to meet with an appropriate professional at least once a month.	80% of all enrolled participants will have an introductory 1-on-1 meeting with staff within 14 business days from the participant's program enrollment.	N/A
Secondary Equivalency and Credentialing	Coordination of educational activities through referral to ELECT service providers and the KEYS program (or SNAP 50/50, SNAP KEYS)--OR--For participants in a credentialing or secondary equivalency program, a participant must receive a diploma or certification that will provide the participant with an industry-recognized certificate or certification and marketable skill directly related to their employment goals listed on their AMR and IEP.	50% of all participants entering an activity that can result in a transfer or credential are successful.	50% of all participants entering an activity that can result in a transfer or credential are successful.
Placement	Placement of participants in employment where participant is meeting 20 hours per week (80 hours per month) in Unsubsidized	70% of participants with employment must meet placement criteria.	50% of all enrolled participants.

	Employment 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. Placement can be met at any time once employment begins until the end of the retention period.		
Retention	Retention begins when an individual obtains unsubsidized employment (Activity 33) and is placed in CWDS Extended Hold indicating the initial TANF services have ended. 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.	50% of participants who are placed in employment.	50% of all enrolled participants.
Earned Income	Applies to participants who have achieved Placement. At the conclusion of the 12-month retention period, the participant has increased their earned income.	75% of participants who have achieved Placement benchmark.	N/A

Additional Performance Goals

In addition to the DHS defined performance measures, the selected applicant will be evaluated on their ability to meet or exceed annual performance goals for the below measures which will be negotiated by the provider and Advance Central PA during the term of any agreement resulting from this RFP.

Performance Measure	Definition
Enrollment Rate	Success rate in enrolling participants defined as total enrollments divided by total referrals that were not referred in error
Secondary Equivalency	The number of participants who earn a high school diploma/equivalency divided by the total enrollments who did not have one at the time of enrollment
Percent of Placements	The number of enrolled participants who will obtain Placement each program year.
Number of SNAP Only "Reverse Referrals"	The total number of participants who were enrolled as a result of the provider completing a "reverse referral" to the CAO
SNAP Only Licensed Counselor/Social Worker	Percent of all enrolled SNAP Only participants that have an introductory 1-on-1 meeting with staff within 14 business days from the participant's program enrollment.
Licensed Counselor Time	Time spent with individuals each month.

Performance Sanctions

A provider that fails to meet the negotiated level for a specific performance measure for one year, will be considered as having unacceptable performance. In the event that the provider has unacceptable performance, Advance Central PA, at a minimum, will require the provider to submit a performance improvement plan with specific steps that will be taken to improve performance and assurance of management oversight of the plan. In addition, provider will be required to comply with all available Technical Assistance and all State and Advance Central PA determined requirements and be at risk for having the contract revoked. If provider fails to meet the required level for a specific performance measure

for a second consecutive year, provider may be subject to sanctions in the amount of 5% for each failed measure and be at high risk for having the contract revoked.

Performance sanctions may also be rendered if quality of services or compliance issues are identified by Advance Central PA.

Section 6: Proposal Budget

Funds will be available on a cost-reimbursement basis; Advance Central PA maintains the right to change the structure to include a performance-based component.

Estimated Allocations

For budgeting purposes, **respondents should use the funding estimate of \$1,370,827 for the period from October 1, 2021 through June 30, 2022.** Please note this is an estimate only. Funds can be used for:

- Staffing and other program costs
- Direct participant costs
- PA CareerLink® Resource Sharing Agreement Costs based on FTEs
- Equipment
- Administrative costs (not to exceed 10%)
- Other costs allowable and related to the program design

For budgeting purposes, a full year budget is also required. Respondents should use the funding estimate of \$1,753,987 for the period from July 1, 2022 through June 30, 2023.

If funds are not fully expended by the end of a contract year (June 30), unexpended funds will revert back to DHS via Advance Central PA and will not be available for subsequent, if any, contract year expenditures.

Note that these funds are estimates and are provided for planning purposes only. The actual allocation for the contract period will be negotiated with the selected provider.

Funds for training services will be held at Advance Central PA.

It is expected that the provider will leverage other funding in order to support its activities and ultimately improve the programming for EARN participants and their families.

Advance Central PA reserves the option to modify contracts on a year-to-year basis. Funding for subsequent years of the contract will be determined on an annual basis and may increase or decrease based on the annual allocations, actual costs associated with the provision of services, performance, and other factors.

Proposal Budget

The Proposal Budget is to demonstrate how the proposer will implement their plan with the funds available through this program. The budget is the basis for management, fiscal review, and audit. Project costs must be directly related to the objectives and activities of the project. The budget must cover the entire contract period.

The proposer shall develop a line-item budget using the attached **Budget Form** with funds allocated to meet the intent and requirements of the program, ensure successful implementation of the project and be cost-effective. The proposer should prepare a realistic and prudent budget avoiding unnecessary or unusual

expenditures that would detract from the accomplishment of the objectives and activities of the project. Complete the attached **Budget Form** with the following definitions in mind:

- **Administrative Costs:** personnel and/or operational costs required and incurred for official business in coordination of administrative functions. Some examples include accounting, financial, procurement and purchasing, payroll, personnel management and general legal services. Administrative costs include all fiscal staff time preparing FSRs and financial reports even when they are direct charges to the program. **Administrative and indirect costs are capped at 10%.**
- **Program Costs:** personnel and/or operational costs required and incurred for delivering workforce services for the purpose of furthering the program objectives defined in the scope of work.
- **Other Program Expenses:** may include the following which should be detailed in the Budget Narrative and outlined individually within the Budget Form:
 - **Regional Technology:** costs related to necessary technology such as Zoom, WIFI (Advance Central PA holds funds for WIN).
 - **Regional Training:** costs related to competitively quoted/procured training and professional development of staff to further improve case management and overall service delivery.
 - **EARN Space Updates:** costs related to competitively quoted/procured furnishings that make the EARN spaces in the PA CareerLink® welcoming, comfortable, modern, and efficient for the participants being served.
 - **Training & Credentials:** include costs related to proposed scholarships to cover training expenses, cost to create new curriculum that will meet DHS Credentialing criteria, and other expenses related to training expenses.
 - **Paid Work Experience/Subsidized Wage Contracts:** the direct participant costs for wages earned in paid work experience and subsidized wage contract activities allowable per the EARN Manual.
 - **Incentives:** the direct participant costs for incentives, aligned with the EARN Incentive Services Policy or proposed changes per the proposal.
- **PA CareerLink Operating Budget:** funds to cover the cost associated with staff being located in a PA CareerLink® site. For **each** FTE including front-line staff and any managerial staff that will be housed in the following PA CareerLink® sites, budget the corresponding amount in the Operational Expenses line item. Pro-rate the amounts to 75% for the initial contract budget October 1, 2021 – June 30 2022.

Location	Annual Amount
PA CareerLink® Centre County	\$21,739
PA CareerLink® Clinton County	\$25,005
PA CareerLink® Columbia/Montour Counties	\$22,061
PA CareerLink® Lycoming County	\$15,144
PA CareerLink® Mifflin County	\$20,861
PA CareerLink® Northumberland/Snyder/Union Counties	\$10,531

- **Equipment:** purchases for items with a useful life greater than one year which may include computers, furniture, cameras, Smartboards, vehicles, etc. Please note: equipment purchased is considered the property of the Advance Central PA and will be required to be returned at the conclusion or termination of the contract.
- **Matching Funds:** are in-kind contributions and/or leveraged funds from non-EARN sources to assist in the operation of this project, including but not limited to in-kind services, equipment or space, employer contributions, etc.

All activities, services, facilities and/or equipment, including leased items, which will be subcontracted by the proposer, must be competitively procured following applicable regulations. Advance Central PA has final approval of all subcontracted costs before funds are dispersed.

All contracts require:

- Line item budget for invoicing, program monitoring and audit;
- Monthly invoices for actual costs incurred; and
- Sufficient documentation for all costs incurred.

Section 7: Proposal

I. Cover Sheet/ Agreement and Checklist

Complete the attached Cover Sheet in its entirety. Indicate agreement with/ability to comply with each requirement listed on the Agreement to Basic Requirements. Use the Checklist to ensure all requested information is provided with your proposal.

II. Executive Summary

Include up to a two-page summary of your proposal which includes an overview of your organization's mission and philosophy and the experience relevant to providing the proposed scope of services. The Executive Summary should substantiate the advantages of contracting with your organization.

Maximum Points: 10

III. Proposal Narrative

All responses must be in the order they are asked. Do not weave your answers into the text; instead, use the question and answer format in your proposal (include the corresponding section letter and number of each question in the narrative response, not the full question, example: "A.1" then your response.). Including attachments as indicated in the questions will not count toward the page limitations of each section. The narrative may not exceed 18 pages; additional pages will not be reviewed.

A. Organizational Capacity and Relevant Experience

1. Describe your organization's success in meeting and exceeding performance measures such as those tracked for EARN, your greatest challenges in achieving outcomes, and how you did so. Attach performance outcomes relevant to this proposal (please make sure that the required level and the level achieved are both clearly marked). If your organization tracks metrics beyond those required in order to evaluate the effectiveness of your programs or you've had a third-party evaluation of your performance, please include those metrics and outcomes as

indicators of success. Please ensure that the data, if aggregated with the performance of other organizations, distinguishes the performance outcomes specific to your organization.

2. Describe how front-line staff will be supervised and how adherence to program compliance, quality and design will be managed and monitored.
3. Describe your organization's experience with EARN or similar programs that required ability to help individuals identify and overcome barriers, discover their potential, increase skills, and find stable employment all while maintaining compliance.
4. Explain why your organization is the best to operate and implement EARN. Include your substantive knowledge and understanding of or capacity to understand regulations and requirements of EARN.
5. Provide an example of an innovative success your organization has achieved for TANF and or SNAP Only individuals.

Maximum Points: 20

B. Staffing Plan

1. Describe your staffing plan that will ensure demonstrated commitment to EARN participants and provision of relevant, allowable services and how it is adequate in fully supporting the scope of work. Include the following:
 - a. Outline the positions to be hired along with an overview of the services for which they'll be responsible.
 - b. Whether positions are full time or are cost-shared with other funding streams; if cost-shared, describe the portion of time each staff person will spend dedicated to EARN.
 - c. The number of EARN participants each direct staff person will carry on a caseload, including an explanation regarding the proposed caseload and how it is both manageable and efficient.
 - d. Duties, experience, and qualifications of known staff members (resumes should be attached and will not count against page limitation).
 - e. Job descriptions and minimum and desired qualifications for staff members (job descriptions should be attached and will not count against page limitation).
2. Please attach a chart showing your organization's management and staffing structure as well as board of directors, if applicable.
3. Describe how front-line staff will be supervised and how adherence to program compliance, quality and design will be managed and monitored.
4. Describe how you will ensure staff and customer safety at all times.
5. Describe how staff will be expertly and continuously trained to deliver high quality, relevant services to customers; include any evidence based best practices you will employ and proposed professional development trainings you will offer staff.

Maximum Points: 25

C. Scope of Work

1. Describe your overall service delivery model specifically including how your model will be family-centric, how you will provide high quality, relevant services both in-person and remotely, and how you will integrate with the overall Central PA CareerLink® network.
2. Outline the key components of your welcome to an individual referred to EARN from the CAO who needs to enroll.
3. Explain your strategic plan for enrolling SNAP Only participants via reverse referral. Attach a social media outreach piece describing the benefits of volunteering for EARN.
4. Describe your overall strategy and philosophy in regard to implementation of case management, including evidence based best practices you will incorporate, and how quality will be of the highest level both in person and remote.
5. Explain how you will implement orientation that meets all requirements and what the participant will experience.
6. Describe your strategies for implementation of a Family Needs Assessment that will assess where participants are when they enroll, how needs will be continually assessed, how needs will be prioritized, and how staff will provide immediate and appropriate services and help plan next steps.
7. Narrate the introduction of the Wellness Coach to a newly enrolled participant and how the participant experiences that first exposure to the Wellness Coach.
8. Describe four key services the Wellness Coach will provide, including a detailed agenda/outline of a peer to peer group that might be facilitated with a group of EARN participants.
9. Describe your approach to initial goal setting and completion of the IEP assuming a participant is unsure of their career path.
10. Explain how you will assist participants in overcoming barriers, including a description of how you will utilize your connections in the local community, or referral network.
11. Describe the steps you might take based on the following scenario, including what you will communicate with the participant. Participant has been completing all required hours in the program and has been actively working toward goals outlined in the IEP for two months then is a no call/no show for two days. You are aware the participant has family concerns, including behavioral issues with their children and an unstable living environment. The participant returns your call on the third day and says they cannot complete any activities that day.
12. Describe a new workshop that you will develop for EARN participants from the bulleted list of critical topics included in this RFP and why that workshop is relevant.
13. Explain how you will incorporate Credentialing into the program design and how you will be successful in helping participants begin and complete education/training. Describe whether you will have in-house credentials offered. Describe planned expenditures.
14. Describe the key partnerships you have or will build (specify which is the case) to ensure smooth and easy transfer to other DHS programs and co-enrollment in WIOA programs.

15. Explain your approach to job search activities and how you will ensure participants do not run out of time during their enrollment.
16. Provide specific detail regarding how you will provide individual activities and allowable services to meet relevant needs according to the IEP and how you will ensure equitable access to the full menu of services.
17. Describe how you will partner with the Business Solutions Team to help EARN participants secure a job that will be a good fit for them and the business and meet the definition of Placement and Retention.
18. Explain how you will participate in Local Management Committee meetings and how that will benefit EARN participants.
19. Describe your plan to develop strong, positive working relationships with CAO staff and other partner staff and how that will translate into effective Direct Service Team Meetings.
20. Describe the participant incentives you propose to offer along with your reasoning for each if they differ from the current policy. If you plan to follow the current policy, indicate that as your response.
21. Specifically address how you will be expert in data management requirements for both the system of record and the physical case file.
22. Describe how your commitment to equal opportunity and confidentiality will translate into and be incorporated into the overall service delivery.

Maximum points: 60

D. Performance and Outcomes

1. Describe how you will meet expectations outlined in Section 5 under **Indicators for Success**. Be specific in describing your plans and how you will track progress.
2. Describe how you will meet and/or exceed each of the Performance standards outlined in Section 5 under **Performance Measures and Goals** and do so in a human-centric, individualized manner.
3. Complete the following Additional Performance Goals chart by including the Annual Goal column with the target you recommend:

Performance Measure	Annual Goal
Enrollment Rate	
Secondary Equivalency	
Percent of Placements	
Number of SNAP Only "Reverse Referrals"	
SNAP Only Licensed Counselor/Social Worker	
Licensed Counselor Time	

4. Please describe how you will develop and implement a continuous improvement plan to assure EARN service delivery is relevant, meaningful, individualized, and lead to attainment of performance measures and goals.
5. Describe two anticipated challenges in meeting performance and your strategy to overcome each.
6. Describe other performance objectives that your program will measure itself against.

Maximum points: 30

IV. Budget

Submit one Budget Narrative and one Budget Form that includes all proposed services.

A. Budget Narrative

(Limited to 2 Pages)

Submit a narrative that describes the following:

1. How the project's proposed budget supports the stated objectives and activities in the project.
2. How funds are allocated to minimize administrative costs and support direct services to participants.
3. A description of how funds from each of the "Other Program Expenses" portion of the budget will be used.
4. For each staff, the annual salary, the percent of time that will be charged to EARN.
5. Indirect cost rate (if applicable)
6. Any unusual expenditures.
7. Any other expenditures
8. All proposed subcontracts, including the subcontracting organization, the amount that will be subcontracted and the function the subcontractor will fulfill.
9. The source and use of all matching funds

B. Budget Form

Complete the attached **Budget Form**.

C. Audited Financial Statements

Proposers must also attach one electronic copy each of the last two years audited financial statements and one copy electronic copy of the current business license if applicable. The electronic copy of the audited statements must be submitted in a separate PDF file from the proposal.

Maximum points: 30

Section 8: Disclaimer

Advance Central PA reserves the right to cancel or modify this request for proposal or the scope or funding of an approved program to any extent necessary to ensure compliance with state and/or federal guidelines or if available funding is impacted due to the federal and/or state budget appropriations. All successful

proposers must demonstrate the capability to modify the program design in order to comply with new regulations and/or changes to available funds, and by submitting a proposal, agree to do so.

Advance Central PA may, at its discretion, request presentations by, or meetings with, any or all respondents, to clarify or negotiate modifications to the respondent's proposal. However, Advance Central PA reserves the right to make an award without further discussion of the proposals submitted.

Advance Central PA may decide not to fund part or all of a proposal even though it is found to be in the competitive range if, in the opinion of Advance Central PA, the services proposed are not needed, or the costs are higher than Advance Central PA finds reasonable in relation to the overall funds available, or if past management concerns lead Advance Central PA to believe that the respondent has undertaken more services that it can reasonably provide.

Advance Central PA reserves the right to reject any or all proposals, in whole or in part, received as a result of this request or to negotiate separately with respondents. A contract for the accepted proposal will be based upon the factors described in this RFP.

Advance Central PA has the right to fund a lower ranked proposal over a high ranked proposal because of valid policy considerations, including but not limited to, organizational experience, geographical considerations, leveraging of outside resources and target populations.

Providers will allow local, state and federal representatives access to all records, program materials, staff and participants. In addition, providers are required to maintain all records for three years after Advance Central PA submits the final expenditure report.

Advance Central PA reserves the right to determine both the number and funding levels of contracts financially awarded. Such determination will depend upon overall fund availability and other factors arising during the review process. Proposals submitted which are over the maximum amount of funds specified for this RFP will be rejected.

Advance Central PA is not responsible for any costs incurred by respondents prior to the selection. The cost to develop and submit a proposal in response to this RFP is not reimbursable.

This RFP is being solicited based on available funds.

Materials submitted with the proposal, and the proposal itself, become the property of Advance Central PA and will not be returned.

Advance Central PA must comply with Pennsylvania's Right-To-Know Law, Act 3 of 2008, effective January 1, 2009, and may be requested and required to release information from proposals received in response to this RFP.

All proposals submitted will receive a response as to the action taken by Advance Central PA. Respondents may request a briefing on the action taken on the proposal.

The submission of a proposal to Advance Central PA does not assure or imply an award of a contract to the firm submitting the proposal. Advance Central PA reserves the right to accept or reject any or all proposals, in whole or in part, to negotiate any offer made, and/or to cancel or amend any part of this application package for whatever reason.