

The logo features a dark blue silhouette of Lancaster County on the left, which forms the letter 'W'. To the right of the 'W', the words 'Lancaster County' are written in a smaller, black, sans-serif font. Below this, the word 'WORKFORCE' is written in a large, black, serif font. A horizontal line is positioned below 'WORKFORCE', and the words 'DEVELOPMENT BOARD' are written in a black, sans-serif font below the line.

Lancaster County
WORKFORCE
DEVELOPMENT BOARD

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

Program funded by federal dollars. For more information: <https://www.lancastercountywib.com/wp-content/uploads/2023/05/Stevens-Ame-1.pdf>

BUILDING A STRONGER WORKFORCE TOGETHER

Pre-Proposal Conference

1/24/25 10:00 am

RFP #25-01 DHS EARN WR



General Information

- Grant period will be 2 years (July 2025 to June 2027)
- Cost Reimbursement
- Project Amount is up to \$1,268,193.76 per year dependent on funding
- Target Audience: Participants referred by the CAO



Lancaster County Workforce Development Board

RFP SUMMARY: Employment, Advancement and Retention Network (EARN) and Work Ready programs include range of services to meet individuals' needs, including access to education and training opportunities, case management, coaching, licensed counseling, and peer-to-peer experiences to assist participants develop a career pathway starting by the achievement of job placement and job retention goals for the participants referred from the Lancaster County Assistance Office (CAO).

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| Request for Proposals # | 25-01 DHS EARN WR |
| Description of Proposal | Employment, Advancement and Retention Network (EARN) and Work Ready (WR) Program Services |
| Award Amount | Up to \$1,268,193.76, dependent on funding |
| RFP Issue Date | January 21, 2025 |
| Bidder's Conference | A bidder's conference will be held on January 24, 2025 beginning promptly at 10:00am Local Prevailing Time. The Proposers may participate in the bidder's conference of this Request for Proposal by emailing Brie Becker at bbecker@lanastercountywib.com for meeting information. |
| Cutoff for submission of written questions | Questions must be submitted by email to info@lanastercountywib.com by January 31, 2025 at 4pm Local Prevailing Time. A complete list of Q&As will be posted on the LCWDB website. Questions received after the due date will not be answered. |
| Questions and Answers Posted | February 7, 2025 |
| Proposal Submittal Deadline | February 25, 2025 by 4:00pm Local Prevailing Time |
| Proposal Review Period* | *Estimated February 26 - March 14, 2025 |
| In-Person Proposal Presentations to Evaluators | Timeslots TBD, but proposers must be available to present during the following window: March 5-7, 2024 |
| Issue Notice of Contract Award* | *Estimated April 18, 2025 |
| Commencement of Work | July 1, 2025 |
| Program Duration | Two Years (July 1, 2025 – June 30, 2027) |
| Renewal Option | Two, one-year renewal options (July 1, 2027 – June 30, 2028, and July 1, 2028 – June 30th 2029) |
| Method of Payment | Reimbursement |

Proposal Presentations

Proposers must plan to present their proposal to the evaluation committee in person or via Microsoft Teams at an assigned time between March 5th and March 7th. Timeslots will be assigned after the February 25th proposal deadline. Proposers should plan to allow time for Q&A in their presentations.



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RFP Contents (Updated Format)

Section One – General Information
Section Two – Scope of Work
Section Three – Proposal Instructions
Section Four – Evaluation

RFP Attachments are all available on the
LCWDB Opportunities Page:
<https://www.lancastercountywib.com/organizational-integrity/opportunities/>

EARN & Work Ready **Resources**

Additional RFP Documents
[EARN Program Manual PY 24-25](#)
[Work Ready Program Manual PY 24-25](#)
[SNAP EARN Program Manual PY 24-25](#)

All available in the "Additional RFP Documents" section of
the Opportunities Page:
<https://www.lancastercountywib.com/organizational-integrity/opportunities/>



More About EARN and Work Ready

Seeking: LCWDB is seeking a results oriented, customer-focused organization to operate the Employment, Advancement and Retention Network (EARN) and Work Ready programs in partnership with the One-Stop Operator of the Pennsylvania CareerLink® Lancaster County.

Program: The selected EARN and Work Ready operator shall design a program that provides a range of services to meet individuals' needs, including access to education and training opportunities to achieve the outcome standards included in this RFP. The program will be based on human-centered design and include an appropriate combination of case management, coaching, licensed counseling, and peer-to-peer experiences to assist participants develop a career pathway starting by the achievement of job placement and job retention goals for the participants referred from the Lancaster County Assistance Office (CAO).

Goal: The goal of EARN and Work Ready is to assist participants in overcoming their barriers, and to help them begin their journey along industry-based career pathways that eventually will lead to family-sustaining careers and enhanced employment security.



Program Location

The **PA CareerLink® Lancaster County facility at 1046 Manheim Pike, Lancaster, PA 17601 will be the “home base”** for staff assigned to this project, but it is permitted **and expected** that staff will have the flexibility to perform program requirements virtually and from remote locations in coordination with the One Stop Operator.

Program models must indicate that the main office for the services to be offered in Lancaster County be located at the Pennsylvania CareerLink® Lancaster County; however, there is an expectation that all services (in addition to being offered on-site) be offered virtually and at remote locations and hours of service as customer needs and demand may dictate in coordination with the One Stop Operator.

Hours of Participation

The program must be designed to ensure adequate hours are provided each week for participants to meet participation requirements. The CAO will notify the participant and the program operator of required weekly hours on the Agreement of Mutual Responsibility (AMR). The weekly hourly requirement ranges from 20 to 35 hours.

Service Level

The successful proposer must be able to accommodate any level of referrals made by the CAO.



Selected Program Tasks

- Create and execute an **Individualized Employment Plan (IEP) in CWDS**. The IEP will be a living document and used as the comprehensive plan to:
 - Describe goals, objectives, interests, and planned services of 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
 - 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 DHS 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.



Selected Program Tasks

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.

Identify and refer the participant, the family, or both to the appropriate local community resource(s) to achieve goals identified in the IEP.

Advocate for the participant and their family when connecting to local community resources by providing participants with an active connection and point of contact and assistance with application and scheduling

Employ or have arrangements to provide access to licensed professional counselors, social workers, therapist, allied health profession or a combination of these professionals in sufficient numbers so that each participant is able to meet with an appropriately licensed professional at least once a month. A licensed professional will 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. The professional must have flexible hours of contact, including but not limited to: weekend and after "traditional" work hours. Access to these services will be available as often as needed through the end of the 12-month retention period.

Provide activities and programs that lead to acquiring job-related and job readiness skills in addition to education and employment activities.

Some job-related and career readiness skills may include but are 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 communication

Collaboration

Problem solving

Financial literacy

Resume writing

Interview techniques

Education on regional Career Pathways inclusive of High Priority Occupations that are in demand in the local job market



Selected Program Tasks

- **Provide or refer participants to formal credentialing programs or trainings**, which may include:
 - Industry skill certifications to achieve and demonstrate skills necessary for specific occupations and Career Pathways
 - 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.



Program Goals

The performance outcomes below are taken directly from the three manuals mentioned in the RFP. These are subject to change and the proposers will be held to the most up-to-date version of each manual.

☐ **Secondary Equivalent and Credentialing**

○ 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 in their AMR and IEP.

✦ 50% of all participants in an activity that results in the achievement of a credential.

☐ **Successful Referral to Educational Programming**

○ Grantee shall coordinate educational activities with ELECT service providers and the KEYS program programs where appropriate; providing supports to ensure successful transfer, referral, and enrollment to the receiving program.

✦ 90% of those terminated from EARN with Project Termination Code X go onto enroll with ELECT or KEYS program within 90 days.

☐ **Employment/Placement with hourly wage (\$2 hour above minimum wage)**

○ (EARN & WR) Grantee shall place participants in unsubsidized employment, for an average of 20 hours in a consecutive four-week period, with a wage at least two dollars above the higher of the federal or state minimum wage as of July 1 of the program year.

✦ 65% of all enrolled participants who become employed achieve employment with hourly wage.

○ (SNAP) Grantee shall place participants in unsubsidized employment, for an average of 20 hours in a consecutive four-week period, with a wage at least two dollars above the higher of the federal or state minimum wage as of July 1 of the program year.

✦ 50% of all SNAP enrolled participants enrolled participants who become employed achieve employment with hourly wage



Program Goals

□ Retention (90 day, 6 month, 12 month)

○ (SNAP) Participants are still employed 90 days after starting the retention activity.

✦ 50% of all enrolled participants

○ (EARN & WR) Retention begins when an individual has TANF or ETANF close due to earned income from employment and is placed in CWDS extended hold. The Grantee shall provide documentation of the participant's retention semi-annually (six and twelve months)

✦ 70% of all enrolled participants who met the employment reporting measure at six-months will achieve the benchmark

✦ 50% of all enrolled participants who met the employment reporting measure at twelve-months will achieve the benchmark

□ Assessment and IEP

○ (EARN & WR) Grantee shall conduct and complete a comprehensive household assessment as well as complete and document a detailed IEP that includes plans to address participant challenges (barriers) and agreed upon plan for resolution within 14 business days of a participant's enrollment.

✦ 90% of all participants enrolled with the Grantee for whom an assessment is required.

○ (SNAP) Grantee shall complete a comprehensive needs assessment as well as complete and document a detailed IEP within 14 business days of a participant's enrollment.

✦ 90% of all participants enrolled with the Grantee for whom an assessment and IEP is required.

□ Referrals to External Support Services

○ Grantee shall complete a referral to a community-based organization to help assist the individual, family, or both within 14 business days of discovering the need

✦ 90% of all enrolled participants for whom a need has been identified.

□ Social Service Professional

○ Grantee shall have a network of professionals so that eligible participants have a one-on-one meeting within 28 business following the date of 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 28 business days following the date of enrollment.



Management Plan

The Provider will be responsible for hiring, onboarding, and training staff as needed for the program. Initial training on EARN and Work Ready Programs, Uniform Guidance, and local policies and program requirements are to be completed by the Provider within a timely manner of program start date.

It is recommended that the proposer's staff reflect the population of the participants.

Prior to the commencement of any program activity, the Vendor shall provide the WDB with job descriptions, and resumes of the principal staff of the Vendor who shall be involved in the management and operation of the training program, together with an organization chart of the Vendor's administrative structure and a written explanation of the way the administrative structure will be involved in the management of the program. *The WDB shall have the right to reject any staff candidates that it does not feel are in the best interest of providing the services outlined herein. Approval for candidates will not be unreasonably withheld.*

The proposer will be responsible for developing a staffing structure to accommodate the year-round programming

It is the responsibility of the proposer to determine how to accommodate to meet participant needs and activities outside of normal business hours

Proposer is responsible for **staff training**. This includes but is not limited to:

- Trauma Informed Care training for all staff
- Certified Workforce Development Professional (CWDP) for appropriate staff as determined by the manager
- Certified Business Services Consultant (CBSC) for appropriate staff as determined by the manager

Proposer is responsible to have operational policies.

Selected proposer is responsible for notifying LCWDB of staffing changes immediately and providing their plan for rehire.



Staffing

EARN and Work Ready staff must be familiar with the most recent EARN and Work Ready **manuals**. They must also attend any training offered by DHS in relation to EARN/WR.

Adequate staff must be hired to ensure the provision of a high level of service to the individuals enrolled in TANF programs and to ensure the requirements of the Program Policy and Procedures and the requirements and expectations discussed in this RFP are met.

Per Pennsylvania requirements, the EARN and Work Ready Program must have access to **Social Service Professionals**. It is preferred that the successful bidder have at least one Social Service Professional on their program staff to meet this requirement.

To best serve our population, it is preferred that at least one of the staff working directly with EARN and Work Ready participants should be **bilingual** in English and Spanish and at least one should be bilingual in English and Haitian Creole, these staff should have the ability to translate/interpret written and verbal communication between these two languages. Alternatively, if bilingual staff are not employed in the program or are not available for any period of time, then the selected proposer must have a plan in place to accommodate those participants who need language support in these languages and those identified in the LEP (Limited English Proficiency) plan.

Proposer will ensure that there is at least one bilingual staff member.

All staff must attend regular **training** as it relates to their job duties.



Proposal Format and Content

- Online Proposal System - Foundant
- Qualification Statement
- Past Performance Measurements and Demonstrated Effectiveness
- Program Services
- Subcontractors (if applicable)
- Budget (using our provided template)
- Forms, Required Uploads, Assurances, Certifications

Attachments

Attachment A Standard Administrative and Financial Agreement

Attachment B HIPAA Business Associate Agreement

Attachment C Non-Collusion Affidavit Form

Attachment D Financial Status Report (FSR)/Monthly Invoice Template

Attachment E Budget Sheet

Budget Sheet Instructions

Attachment F Lancaster County Workforce Development Board Grievance Hearing

Attachment G Worker Protection and Investment Certification

Conflict of Interest Statement Form

Additional Documents

2024-2025 EARN Program Policy and Procedures Manual

2024-2025 Work Ready Program Policy and Procedures Manual

2024-2025 SNAP EARN Program Policy and Procedures Manual



1st Tier Evaluation

Proposals will be evaluated against the following criteria using a pass/fail determination.

- Completeness of the proposal, including all required uploads and certifications
- Alignment with the instructions for submission

Questions, clarifications, and further documentation may be requested at this or any subsequent point in the process. These requests will come from the Contract Administrator, Brie Becker, who will be facilitating the RFP process. Brie will be the Point of Contact for both the proposers and the evaluators.



2nd Tier Evaluation

Proposals will be evaluated against the following criteria using point-rated scoring.

- Ability and Competence (Experience, Resource Commitment, and Qualifications of Personnel) – The Proposer’s ability to perform the required service expeditiously. The Proposer must have the resources to be capable of meeting the required program completion schedule. The Proposer’s competence in performing the required Services as indicated by the training, education and experience of the personnel assigned to the program team. The Proposer must have in its possession all appropriate and required certifications, permits, and licenses. **30 points**
- Performance and Program Delivery – Program understanding and plan for delivery and meeting performance goals. Includes Equity and Innovation. **35 points**
- Quality and Feasibility (Technical & Organizational Approach) – The quality and feasibility of the Technical Proposal and the Proposer’s understanding of the program’s requirements and the overall goals and objectives of the program. **15 points**
- Financial (Cost, Value & Administration) - The justification for the level of proposed funding, the Proposer’s process for the leveraging of funds, and the Proposer’s administrative ability to perform contract with Lancaster County WDB. **20 points**



Questions:

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