

Schedule F: Governance and Reporting

Overview	<p>Governance is comprised of governance committees; Change Management Procedures; and reporting.</p> <p>PFS governance will be organized into two committees: (a) an Oversight Committee and (b) an Operating Committee. The Operating Committee may choose to convene working groups as needed throughout the project. SFI shall be responsible for scheduling all governance meetings, proposing an agenda in advance and circulating notes and follow-ups after. The roles and responsibilities of each committee are detailed below.</p> <p>The Change Management Procedures lay out the process and protocols for implementing changes to the project detailed in the PFS Contract. The Change Management Procedures do not apply to program activity not governed by the PFS Contract including JVS's intervention model.</p> <p>Reports will be comprised of key operational and evaluation interim metrics and will be reviewed by the Operating Committee to track the project's progress.</p>
COMMITTEE STRUCTURE	
Oversight Committee	<p>Purpose: The Oversight Committee provides strategic direction, vision and goals to the project. The Oversight Committee will monitor compliance with the PFS Contract and the members of the Oversight Committee will champion the project within his/her given organization.</p> <p>Key Responsibilities. The Oversight Committee will meet at least semi-annually with the Operating Committee and will have the following responsibilities:</p> <ul style="list-style-type: none"> • Provide strategic direction, vision, and goals for the PFS Contract • Provide leadership to ensure that the goals of the project are on track or implement corrective actions to bring the project back on track • Meet with the Operating Committee to review the status of the project • Review and resolve disputes elevated by the Operating Committee • Recommend and review amendments to the PFS Contract, if any. <p style="padding-left: 40px;">Amendments to the PFS Contract will require written consent by all Parties to the PFS Contract</p> <p>Participants. The Oversight Committee shall be comprised of the following senior executives from each of the Parties with demonstrable interest in achieving the Final Outcomes. Specifically, there will be the following permanent seats on the Oversight Committee:</p> <ul style="list-style-type: none"> • Secretary, EOAF • Secretary, EOLWD • Secretary, EOE • General Counsel, SFI • CEO, JVS <p>Members of the Oversight Committee may appoint a designee to serve on the Oversight Committee.</p> <p>Funding Partner participation, if any: SFI may, at its discretion, provide up to two observer seats to Funding Partners.</p>

	<p>The Oversight Committee representative from SFI shall have responsibility for scheduling meetings, circulating an agenda in advance, and maintaining a record of meetings.</p> <p>Meeting Frequency. Semi-annually, and as requested by the Operating Committee. Meetings may take place in person or by telephone.</p> <p>Any of the Parties may call for a special Oversight Committee meeting with reasonable notice to discuss an urgent matter. The notice for the special Oversight Committee meeting shall include the agenda and reason for the special meeting.</p>
<p>Operating Committee</p>	<p>Purpose. Senior organizational leaders who have responsibility within their organizations for ensuring that the PFS Project is implemented as intended in the PFS Contract.</p> <p>Key Responsibilities. The Operating Committee will have the following responsibilities:</p> <ul style="list-style-type: none"> • Identify and resolve business decisions raised by Parties, including determining whether a proposed change to the PFS Contract is material such that elevation to the Oversight Committee is required. All contract amendment questions must be raised to the Oversight Committee and all issues and changes pertaining to <u>Schedule C</u> (Evaluation Plan) must be reviewed and approved by the Independent Evaluator, unless otherwise noted in <u>Schedule C</u>. • Monitor and review reports, defined below • Ensure data flows between the Parties and Independent Evaluator are working as intended per <u>Schedule B</u> (Project Timeline) and <u>Schedule C</u> (Evaluation Plan) • Meet with Oversight Committee to provide status update on the PFS Contract, and escalate decisions to the Oversight Committee as needed • Establish ad hoc working groups as necessary • Review and verify Success Payment Invoices (<u>Section 4.03b</u>); Wind-Up Budgets (<u>Schedule E</u>); and Announcement Strategy (<u>Schedule G</u>). <p>The Operating Committee will identify the policy and contractual issues and/or decisions (such as those related to public disclosure of results of the PFS Contract, or proposed amendments impacting project budget or project size) to elevate to the Oversight Committee, provided that changes altering the terms of the PFS Contract cannot be made without prior written consent of the Parties to the PFS Contract.</p> <p>Members. The Operating Committee shall be comprised of managers from each of the Parties. Specifically, there will be the following permanent seats on the Operating Committee:</p> <ul style="list-style-type: none"> • Secretary, EOAF • Secretary, EOLWD • Secretary, EOE • Vice President of Pay for Success and Skills Training or her successor, JVS • Director, SFI <p>Members of the Operating Committee may appoint a designee to serve on the Operating Committee.</p> <p>The Operating Committee representative from SFI shall have responsibility for scheduling meetings, circulating an agenda in advance, maintaining a record of</p>

	<p>meetings and ensuring change management procedures are followed. The representative from SFI shall also be responsible for engaging in an informal manner with Parties and helping to answer questions from other constituents. This will not result in special voting or other rights for SFI.</p> <p>Any member of the Operating Committee may request the attendance of Jobs for the Future (JFF) or the Independent Evaluator at an Operating Committee meeting. With reasonable notice of request and consistent with the terms of the Evaluation Implementation Agreement and the Technical Assistance Services Agreement, the Independent Evaluator and JFF shall attend such Operational Meeting.</p> <p>Meeting Frequency. <u>Monthly</u> through the first year of the Project Period; and at the discretion of the Operating Committee thereafter, but no less than <u>quarterly</u>. Meetings may take place in person or by telephone.</p> <p>Any of the members of the Operating Committee may call for a special meeting of the Operating Committee to discuss an urgent matter. The notice for the special meeting of the Operating Committee shall include the agenda and reason for the special meeting.</p>
<p>CHANGE MANAGEMENT PROCEDURES</p>	
<p>Overview</p>	<p>There will be a process to coordinate and control any changes to the responsibilities outlined in the project in order to ensure timely response to all proposed changes with input by the appropriate governing bodies.</p> <p>Project Change Requests must be submitted in writing to the Operating Committee representative from SFI and EOAF with a Project Change Request form (see <u>Appendix C</u>) and relevant supporting documentation. The Operating Committee will review, classify and respond to Project Change Requests in a timely fashion, including convening interim meetings if required.</p> <p>The Operating Committee may approve of changes to project policy and implementation specified in this PFS Contract and Schedules that do not materially affect the rights or obligations of the Parties, including non-material changes to extensions of Cure period, Schedule C (Evaluation Plan), Schedule F (Governance and Reporting) as related to reporting provisions, and Schedule G (Publicity), provided that any member of the Operating Committee may request that a change be sent to the Oversight Committee for approval.</p> <p>Provided that the Oversight Committee must approve of any changes likely to materially affect the timing or amount of any Success Payments such as modifications to the definition of enrollment; material changes to data or measurement; or significant modifications as to the timing of the project.</p> <p>For the avoidance of doubt, (i) JVS may optimize program delivery including numbers of classes/hours of instruction/class schedule/amounts of supports etc to achieve Final Outcomes without requiring approval of either Committee provided that (a) the core principles and target population remains consistent with original design and (b) any increase in enrollment beyond targets specified for each Program Track in <u>Schedule A</u> to the PFS Contract will be subject to Oversight Committee approval; (ii) JVS and Independent Evaluator may propose modifications to <u>Appendix D: Random Assignment Operations Plan, Schedule C</u> without requiring</p>

	<p>approval of either Committee provided that such modifications are not materially likely to affect the measurement of outcomes.</p> <p>All changes requiring an amendment must be addressed by the Oversight Committee and cannot be made without prior written consent of the Parties to the PFS Contract. Any material modification to the obligations of a party to the PFS Contract under the PFS Contract shall require the consent of that party. For the avoidance of doubt, any change to the PFS Contract that affects the timing or cost of services to be performed by JVS is subject to the consent of JVS.</p>
Process	<p>The Operating Committee will convene as needed to review and make a decision on any Project Change Requests. Such decisions or recommendations will be made within the process and timeframe recommended by the Operating Committee representative from SFI and EOAF. Change Requests requiring Oversight Committee input will be provided to the Oversight Committee with a recommendation from the Operating Committee in a timely fashion. The Oversight Committee will review and make a decision within the timeframe requested in the Project Change Request.</p> <p>The Operating Committee and Oversight Committee will attempt to resolve all issues by unanimous consent by the Commonwealth, JVS, and SFI. Any issue that the Operating Committee cannot resolve by unanimous consent may be elevated to the Oversight Committee. If unanimous consent cannot be reached by the Oversight Committee the issue may be submitted by agreement of the Parties for resolution by the Massachusetts Office of Public Collaboration. The Parties shall share equally in the cost of retaining such expert.</p> <p>All decisions will be documented by the Operating Committee representative from SFI in a change summary report which will include the Project Change Request, supporting documentation including notes from the discussion, and the decision with respect to the Request.</p>
REPORTING	
	Reporting for purposes of project governance will be as follows. Reports will be in the form provided for in the Appendix, and can be changed per Change Management Procedures articulated above.

Report Title	Frequency	Responsible Party	Recipients	Sample
Randomization Report	Within 60 days of each randomization cycle	Evaluator	Operating Committee	Appendix A to Schedule F
Evaluator Interim Reports	Annually, by end of March, 2018-2021	Evaluator	Operating Committee	Appendix B to Schedule F
Operating Account Activity and Balance	Quarterly, within 30 days of end of each quarter	SFMA	Operating Committee	Form to be provided by SFMA for approval by the

				Operating Committee prior to the first report date
Final Learning Report	Within 15 days of the end of Q23	Evaluator	Operating Committee	Draft to be provided to SFI for approval within 15 days of the end of Q22
Final Outcomes Report	Within 30 days of receipt of related data	Evaluator	Operating Committee	Appendix B to Schedule C
Success Payment Invoice	Within 15 days of receipt of each Final Outcomes Report	SFI	Operating Committee	Form to be provided by SFMA for approval by the Operating Committee prior to the first report date

Appendix A – Form of Randomization Report

TOTALS	Treatment Group		Control Group		Statistical Significance	
	Latest Cohort	Cumulative Randomizations	Latest Cohort	Cumulative Randomizations	Difference	p-value
Total Participants Randomized						
Gender						
Female						
Male						
Age of Participant at Randomization						
<i>Mean Age</i>						
Race/Ethnicity						
<i>White</i>						
<i>Black</i>						
<i>Asian/Pacific Islander</i>						
<i>Hispanic</i>						
<i>Other or Unknown</i>						
Education						
<i>Less than HS diploma</i>						
<i>HS diploma or equivalent</i>						
<i>Any college degree</i>						
Citizen/Resident Alien Status						
<i>Citizen</i>						
<i>Resident Alien-Temporary Protected Status</i>						
<i>Resident Alien-Not Temporary Protected Status</i>						
Years in the United States						
<i>Mean years residing in the United States</i>						
Employment Status at Intake						
<i>Employed full-time</i>						
<i>Employed part-time</i>						
<i>Not employed</i>						
Parent of Child Under Age 18						
<i>Yes</i>						
<i>No</i>						
Receiving the following at intake						
<i>TAFDC</i>						
<i>SNAP</i>						
<i>Unemployment benefits</i>						
Earnings History						
<i>Average Q1-Q8 earnings prior to EFA [if available]</i>						

Appendix B – Evaluator Interim Reports

Independent Evaluator will produce four annual interim reports in years two through five from the Service Commencement Date. Reports will draw from JVS Intake and Services data, site visits, and phone interviews. These reports will largely include descriptive statistics.

All interim reports will include the following:

- Updates on implementation of the program model for each track (challenges, resolutions, changes made).
- Descriptive statistics on the intake characteristics of participants in each track using JVS Intake Data.
Descriptive statistics on participation levels for each track using JVS Services Data (number enrolled, hours attended, duration, completion, met with employment/college enrollment staff).

Appendix C – Project Change Request Form

PATHWAYS TO ECONOMIC ADVANCEMENT PROJECT CHANGE REQUEST FORM					
A. Change Requested					
Change Request Number:			Title:		
Date Submitted:			Requested Implementation Date:		
Prepared By:		Department / Unit:		Date:	
B. Brief Description of Change					
C. Reason/Justification for Change					
D. Impact of Change					
Area(s) Impacted	Provide a Brief Description of Impact (i.e. How, What)			Level of Review Required	
<input type="checkbox"/> Evaluation					
<input type="checkbox"/> Finance / Contract					
<input type="checkbox"/> Operations					
<input type="checkbox"/> Other					
Expected Benefits of Change:					
Impact of Not Approving this Change:					
User Notification:					
Were Stakeholders Notified: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable					
E. Decision					
<u>Approve</u>	<u>Disapprove</u>	<u>Pending</u>	<u>Approval Level</u>	<u>Name(s) / Signature(s)</u>	<u>Date</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
Comments / Concerns:					