

# **REQUEST FOR PROPOSALS**

**FUNDING PERIOD: OCTOBER 1, 2015-SEPTEMBER 30, 2016**

**RESPONSES DUE: 4:00pm-FRIDAY, JULY 24, 2015**

**BALTIMORE WORKFORCE INVESTMENT BOARD YOUTH COUNCIL**

Mrs. Jo-Ann Williams, Chairperson  
c/o Mayor's Office of Employment Development  
101 W. 24<sup>th</sup> Street  
Baltimore, Maryland 21218  
410-396-6727  
[www.oedworks.com](http://www.oedworks.com)

**Bidders Conference:**

Wednesday, July 8, 2015

12:00pm-2:00pm

Mayor's Office of Employment Development

Youth Services Division

101 W. 24<sup>th</sup> Street

Baltimore, Maryland 21218

**\*Attendance is not mandatory, but is highly encouraged\*\***

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## **SECTION I. INTRODUCTION**

The Workforce Innovation and Opportunity Act (*referred to as WIOA or the Opportunity Act*) was signed into law on July 22, 2014 by President Barak Obama and is comprehensive legislation that reforms and modernizes the public workforce system by bringing together and enhancing several key employment, education and training programs.

WIOA is a federal program funded through the U.S. Department of Labor that provides resources, services and leadership tools for the workforce system to help individuals find good jobs and stay employed and improves employers prospects for success in the global marketplace. It ensures that the workforce system operates in a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of services.

WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market, and to match employers with the skilled workers they need to compete in the global economy. WIOA outlines a broader youth vision that supports an integrated service delivery system and provides a framework through which states and local areas can leverage other Federal, state, local and philanthropic resources to support youth. WIOA youth programs will provide a needed continuum of services to help disconnected youth navigate between the educational and workforce systems.

Nationally there are 6.7 million young people 16-24 years of age who are out of school and out of work (*Collective Impact for Opportunity Youth, FSG, 2012*). In Baltimore approximately 15,400 young adults between 18-24 years old do not have a high school diploma or equivalency (*American Community Survey, 2011*). Over 40% of all City youth lack a diploma or are out of the labor force; by the year 2020, nearly 70% of jobs in Maryland will require some level of post-secondary education and training (*Maryland DLLR, U.S. Dept. of Labor, Labor Statistics Projections*).

At the time of this issuance of this RFP, the U.S. Department of Labor has issued limited formal regulatory guidance for WIOA implementation. Temporary guidance in the form of both Training and Employment Guidance Letters (TEGL's) and multiple Notices of Proposed Rulemaking (NPRM) have been developed and will include a public comment period. Formal regulations area expected to be approved in January 2016. **Programs funded under this RFP must be prepared to make some adjustments in programming to comply with future regulations.**

## **SECTION II. PURPOSE, FUNDING AND SCHEDULE**

### **A. Purpose of Request for Proposal:**

Baltimore City is committed to providing high-quality services for all youth and young adults, beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in high-demand industries and occupations (such as pre-apprenticeships or internships) culminating with a good job along a career pathway, enrollment in post-secondary education, or a registered apprenticeship. The U.S. Departments of Labor and Education, as well as the City of Baltimore want to support youth serving programs that promote evidence-based strategies to assist in achieving high-levels of performance, accountability, and quality in preparing young people for the workforce.

The Baltimore Workforce Investment Board (BWIB) has appointed the Youth Council (YC) with the tasks of generating awareness about the availability of these funds and conducting a fair and objective process to identify and fund organizations that will design and deliver innovative programming and comprehensive services *that result in out-of-school youth (OSY) ages 16-24 achieving academic and employment success.*

The Mayor's Office of Employment Development (MOED) is a Baltimore City Agency that works under the guidance of the BWIB and serves as the administrative and fiscal agent for the WIOA funds. MOED will provide support to the BWIB Youth Council in conducting this Request for Proposal process and will be the contracting agent for these WIOA grant awards.

This procurement action may result in multiple contract awards based upon funds available through the U.S. Department of Labor and the Maryland State Department of Labor, Licensing and Regulation (DLLR). The period for each grant award will be 12 months.

This RFP describes the specific WIOA services the BWIB Youth Council seeks and sets forth application requirements for eligible OSY providers. The Youth Council will evaluate all proposals submitted on time and competitively award contracts to OSY affiliate providers whose submissions meet the requirements outlined in this RFP.

We desire to invest in programs that employ best practices and incorporate: (1) youth development that meets the psychological/social/emotional needs of young people, (2) proven education and workforce strategies, and (3) wrap-around services with particular focus on employment outcomes.

### **B. Available Funding and Performance Period**

The BWIB Youth Council will award WIOA funds to one or more entities that demonstrate an ability to effectively deliver and manage services as described in the RFP. It is the expectation of the BWIB Youth Council that respondents will become proficient in their understanding of the

WIOA services and regulations. All proposals must be comprehensive and address the full scope of services or demonstrate a partnership with other entities that together will deliver the full scope of services outlined in this RFP.

The BWIB Youth Council anticipates funding grant agreements for the period October 1, 2015-September 30, 2016. *The BWIB Youth Council reserves the right to renew grant agreements for up to one year based on funding availability and the selected agencies' or achievements/or entities of specific benchmarks (at least 75% of contractual goals), ability to leverage funds, and compliance with WIOA and the BWIB Youth Council's requirements.*

**C. Tentative Schedule of Events**

RFP release	Monday, June 29, 2015
Bidders conference	Wednesday, July 8, 2015 12:00pm-2:00pm Mayor's Office of Employment Development 101 W. 24 <sup>th</sup> Street Baltimore, Maryland 21218
Proposal deadline	Friday, July 24, 2015, 4:00pm
Proposed awardee selected and notified	August 2015
Anticipated contract start date/end date	Thursday, October 1, 2015/Friday, September 30, 2016

**D. Eligible Respondents**

Any governmental agency, not for profit organization, educational institution or for-profit entity operating in accordance with federal, state and local law can apply. Minority-owned and women owned businesses are encouraged to apply.

Respondents may submit proposals in which subcontractors are identified to provide program components. Respondents may also identify organizations with which they will collaborate to enhance the project design. Such subcontracting relationships or collaborations that enhance the capacity to provide services are highly encouraged.

**SECTION III. WIOA REQUIREMENTS**

The following requirements apply to all young adult service respondents funded under WIOA. The BWIB Youth Council seeks proposals demonstrating collaborations with other agencies in

order to access an appropriate range of services for participating youth. Proposals are expected to demonstrate capacity to fulfill all service requirements but may do so with partnerships.

### **A. WIOA Program Requirements**

Section 129( c) (1) of the Workforce Innovation and Opportunity Act, states that funds allocated to youth service providers shall be used for the following:

1. Provide an objective assessment of each participant, which includes a review of academic levels, basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs.
2. Develop personalized service strategies for each participant based on assessment data that identifies career pathways and includes education and employment goals, appropriate achievement objectives, and appropriate supportive services.
3. Provide:
  - a. Activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential;
  - b. Preparation for postsecondary educational and training opportunities;
  - c. Strong linkages between academic learning and occupational learning;
  - d. preparation for unsubsidized employment opportunity; and
  - e. Effective connections to intermediaries with strong links to the job market and local regional employers.

The following is a list of 14 required services local programs must, at a minimum, provide to youth per Section 129 (c)(2) of the Act. If a provider does not directly provide the services listed, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. The grantee will have primary responsibility for ensuring that each participant receives the full continuum of services.

- 1) Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential;
- 2) Alternative secondary school services, or dropout recovery services, as appropriate;
- 3) Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences:

- a. summer employment opportunities and other employment opportunities available through the school year;
- b. pre-apprenticeship programs;
- c. internships and job shadowing; and
- d. on-the-job training opportunities;

***NOTE: Summer employment will be a required activity for all enrolled WIOA youth and will not be funded through grants awarded under the RFP.***

- 4) Occupational skills training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area involved, if the BWIB Youth Council determines that the programs meet the quality criteria described in WIOA sec. 123.
- 5) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- 6) Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
- 7) Supportive services;
- 8) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;
- 9) Follow-up services for not less than 12 months after the completion of participation;
- 10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
- 11) Financial literacy education;
- 12) Entrepreneurial skills training;
- 13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- 14) Activities that help youth prepare for and transition to post-secondary education and training.

## **B. Participant Eligibility**

Funds awarded through this Request for Proposals (RFP) will be used for WIOA eligible out-of-school youth (OSY) ages 16-24. Recruitment and enrollment efforts should target 55% youth 16-21 years of age and 45% youth 22-24 years of age seeking workforce services. Individuals eligible for services must meet the following criteria:

1. General WIOA eligibility:
  - a. authorized to work in the United States; and
  - b. registered for the Selective Service, if applicable
  
2. Out of School Youth
  - a. not attending any school (as defined under State law);
  - b. not younger than 16 or older than age 24 at time of eligibility determination; and
  - c. one or more of the following:
    - a school dropout;
    - a youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter. School year calendar quarter is based on how a local school district defines its school year quarters;
    - a recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;
    - an individual who is subject to the juvenile or adult justice system;
    - a homeless individual, a runaway, an individual who is in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or an individual who is an out-of-home placement;
    - an individual who is pregnant or parenting;
    - an individual with a disability;



- a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment. (WIOA sections 3 (46) and 129 (a) (1) (B).)

### C. Career Pathways

WIOA places a strong emphasis on career pathways as defined as a combination of rigorous and high quality education, training and other services that:

- Aligns with the skill needs of industries in the economy of the State or regional economy involved;
- Prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
- Includes counseling to support an individual in achieving the individual’s education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

All career pathways shall also include work-based learning opportunities for all participants.

### D. Work Based Learning

WIOA requires that not less than 20% of funds allocated to the local area *must* be spent on activities supporting paid and unpaid work experience that have as a component academic and occupational education. This may include, summer employment, and other employment opportunities available throughout the year such as pre-apprenticeship programs, internships, job shadowing and on the job training opportunities.

Accordingly, **the BWIB Youth Council requires that all programs incorporate work-based learning strategies and devote 20% of their budget to these initiatives.** According to the Training Employment and Guidance Letter WIOA No, 23-14, Operating Guidance for the Workforce Innovation and Opportunity Act, “program expenditures on the work experience program element include wages as well as staffing costs for the development and management of work experience.” These work-based learning strategies must serve as a next step in career

development, whether the desired outcome is employment or enrollment in post-secondary education or advanced training.

***NOTE: Summer employment will be a required activity for all enrolled WIOA youth and will not be funded through grants awarded under the RFP.***

#### **SECTION IV. PROGRAM MODEL AND SERVICES**

The BWIB Youth Council envisions funding programs that incorporate best practices for serving OSY. Successful program models for OSY should be designed to assist young adults on an individual basis. All program models must be designed to equip youth with work readiness preparation, academic instruction, occupational skills training, career exploration and development. Successful models will provide an array of services that will ultimately launch young adults on a meaningful career pathway with sustainable employment.

Recognizing that youth enter the public workforce system with varying academic levels, interests and needs, the BWIB Youth Council identified three program models that best capture the needs and services for young adults. Respondents are asked to select a program model that best matches their population and program design. The BWIB Youth Council solicits proposals to fit any or all of the following models:

##### **A. Alternative Education Model:**

- **Target Group:** youth who do not have a high school diploma or GED
- **Objective:** to provide youth with resources and training that leads to a portable credential (high school diploma/GED) and starts them on a career pathway or enrollment into a post-secondary institution
- **Anticipated Outcomes:** attainment of high school diploma or GED, math and reading gains, attainment of credentials, entrance into employment or post-secondary education

The alternative education model is designed to serve OSY who do not have a high school diploma or GED. This model features intensive training to prepare individuals for the GED or diploma granting programs. Program designs must demonstrate comprehensive service strategies to meet the wide array of needs posed by participating youth. Responsive program designs will demonstrate effective outreach strategies to recruit youth and should feature linkages to the public school system for recruitment and outreach. This model also features a strong academic remediation curriculum to ensure skills gains in reading and math.

Effective programs will offer supportive services for targeted populations, such as, transportation, and connections to housing and other social services such as access to court

advocacy. These services may be provided by the program's career coach/advisor, or through collaboration with other agencies.

In addition, applicants under this program model should provide a strong school-to-career or/college framework. Providing an early introduction and exposure to post-secondary education/careers and career exploration activities that allow youth to establish career goals is required. Job readiness training, work-based learning opportunities such as, paid and unpaid work experience, and services to assist youth in applying for college as well as succeeding in college, should be included in this design. A post-secondary bridge strategy, such as remedial/developmental class preparation, which allows youth to take college level courses upon entry into community colleges, is also encouraged.

While attainment of a GED or diploma is a top priority, **service strategies must reach beyond the GED or diploma completion to support youth entry into post-secondary education/training, or into employment** along a career path that will lead to economic security. Collaboration with employers and/or higher education institutions is strongly encouraged to emphasize career planning and access to post-secondary options for youth. Applicants must demonstrate clear transitional strategies into post-secondary education/training and/or employment for participating youth. **Respondents are expected to include components of the post-secondary education/training, youth employment and/or sector-based training models (described below) in their alternative education model.**

#### **B. Sector-Based Training Model:**

- **Target Group:** youth and young adults with interest in a particular industry
- **Objective:** to provide youth and young adults with the academic and technical skills needed to secure employment within a particular high demand industry (*healthcare, construction, IT, warehousing & logistics, business services, manufacturing*)
- **Anticipated Outcomes:** attainment of credentials, placement within the targeted industry or entrance into post-secondary education within the targeted industry

The sector-based training model is designed for youth and young adults with an interest in and an aptitude for a career within a particular industry sector. Sector-based training models, may include recognized approved credentialing programs and must target jobs in industries that align with labor force needs or with projected growth and demand in Baltimore City and the region.

These programs feature career exploration, academic and occupational skills training, job readiness, and practical work experience within a specific industry. The sector-based model results in the mastery of technical skills required for employment and the attainment of employer-recognized certification that is portable and stackable. Applicants may utilize

contextual learning strategies designed to develop basic and occupational skills simultaneously, thereby facilitating job placement and retention.

Programs must work with local employers or training providers to ensure training aligns with industry needs. These programs will deliver skills training services in one seamless program. Participants receive relevant classroom-based and hands-on instruction. All programs must have active participation from industry representatives in program design, screening of candidates, curriculum development, instruction, hands-on experiences and field trips, job shadowing, internships and placement into advanced education and/or related employment. Programs also provide case management, job-readiness and seeking skills, and job placement assistance and retention services. This model must also feature work-based learning experiences, within the specific sector which are structured opportunities for youth to learn and engage in career opportunities that incorporate education and employment activities. This can take the form of unpaid and paid experiences, summer and year-round employment, pre-apprenticeship, internships, job shadowing, and on the job training. Successful models must feature strong collaboration with industry and business leaders in the design and delivery of the training. Evidence of employer involvement in the design and delivery of the program is required.

### **C. Youth Follow-Up/Retention Services Model:**

- **Target Group:** young adults in need of employment who are not exited from WIA
- **Objective:** to prepare and place youth and young adults in employment along a career path
- **Anticipated Outcomes:** credentials, entrance into employment along a career path, job retention

The follow-up services/retention model is designed to assist individuals interested in gaining employment to attain the work readiness skills necessary to succeed in the workplace, including helping individuals to gain industry recognized credentials, with a focus on finding and retaining unsubsidized employment. Employment programs feature career exploration, job readiness/soft skills development, career planning and work-based learning (including on the job training) that provide maximum opportunities for youth to learn theoretical and practical skills relevant to their career interests.

Follow-up services/retention programs should be grounded in a comprehensive assessment of each participant's employment history, experience, as well as career interests, skills, and abilities. Assessments should be used to create a career goal that generates quality job matching, wage progression, and career ladder opportunities. Soft skills components may include but are not limited to interpersonal skills such as teamwork, communication, and punctuality to better equip youth with non-cognitive skills needed to succeed in jobs. Job readiness components may include resume preparation, job search, and interviewing skills. Basic skills remediation and tutoring are also important components of the employment model as youth may need to improve

their skills in order to obtain and advance on a job. Respondents must ensure access to these services in their responses.

#### **D. Required Program Components**

The following contains a list of program components that must be provided, regardless of program model. All programs **MUST**:

1. Conduct creative outreach and recruitment activities to identify and engage participants;
2. Complete a thorough intake interview and collect eligibility documentation for enrollment;
3. Conduct comprehensive individual assessments;
4. Provide academic skills remediation for youth who test below 9th grade in reading and/or math;
5. Provide pre and post assessments that measure documented academic, technical, occupational or other forms of interim progress toward the credential or employment;
6. Conduct career exploration activities with structured opportunities to explore a range of career options in a particular industry, thereby developing work-readiness and industry-relevant competencies;
7. Develop individual service strategies (ISS) that address the needs identified through the comprehensive assessment, in a manner that is appropriate to the individual, developmental needs of each youth, and follows clear timelines in which to be completed;
8. Provide supportive services as appropriate and identified in the youth Individual Service Strategies;
9. Define the terms of participant success for each service delivered;
10. Work with employers in the development and structure of work-experiences to ensure the needs of both youth and employers are met; these full or part-time employment opportunities should provide opportunities for career advancements;
11. Develop effective community partnerships that will support the service delivery needs of youth as identified in the comprehensive assessment;
12. Maintain contact and active engagement with participants to ensure there are no gaps in service;

13. Maintain current progress of participant activities using the Maryland Workforce Exchange (MWE)
14. Utilize resources available through the Baltimore City Mayor's Office of Employment Development, BWIB Youth Council, and the Maryland Department of Labor Licensing and Regulation (DLLR) to effectively deliver services to youth;
15. Provide follow up services for a minimum of one year after exit to ensure placement retention;
16. Identify a minimum of two youth for MOED's Youth Leadership Program;
17. Support the work being done by the ASPEN Institute/Baltimore City Opportunity Youth Collaborative (The Connect).
  - The mission of The Connect (formerly the BCOYC) is to create integrated, sustainable pathways for youth leading to post-secondary education, employment, and entrepreneurship opportunities with family sustaining-wages.
  - The Connect aligns existing initiatives and stakeholders across sectors and at multiple levels to ensure that each is maximizing opportunities for Baltimore's' disconnected youth with facilitative support of the committed backbone organizations, the Ingoma Foundation and Johns Hopkins Centers for Adolescent Health and Prevention of Youth Violence. Through the development of an integrated network of stakeholders, linked through site-based Pathway, Peer and System Navigators, and supported through technological innovations, the network will bridge the silos and mend the gaps in services and supports for these youth.
  - WIOA Baltimore funded programs will be expected to join The Connect network, and participate as Foundation Programs if the client population aligns with the priority population. These programs will develop an MOU with The Connect to outline the supports and offerings of the partnership including data-sharing agreements.
  - Further information on The Connect can be found on the <http://BCOYC.org> website.

## **SECTION V. PERFORMANCE OUTCOMES, REPORTING AND TRACKING**

### **A. WIA and WIOA Performance Requirements**

WIA and WIOA establish a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas. The Department of Labor announced that WIOA performance measures will go into effect on July 1, 2016.

*For the contract period October 1, 2015-September 30, 2016, the WIA performance measures will remain in effect for providers who still have unexited WIA youth.*

Program models and proposals however, should be designed to achieve both sets of measures listed in the charts below.

*Under WIOA the literacy and numeracy measure was eliminated and additional measures of retention, median earnings and skills gains were added.*

It is important to note that once an individual is registered into WIOA, the participant will also be counted in the federal WIOA performance measures. Selected respondents will be required to meet performance measures based on the new WIOA rates.

<b>WIA Performance Measure</b>	<b>Definition</b>
Placement in employment, education or training	The percentage of youth who are employed, in post-secondary education, the military or advanced training in the first quarter after exit
Attainment of degree or certificate	The percentage of youth who attain a diploma, GED or certificate
Literacy and numeracy gains	The percentage of basic skills deficient skills youth who increased to the next educational functional level in math or reading

<b>WIOA Performance Measure</b>	<b>Definition</b>
Credential Rate	The percentage of youth who obtain a recognized credential or secondary diploma during participation or within 1 year after exit
Placement in education or training activities, or unsubsidized employment;	The percentage of youth who are in education/training activities or in unsubsidized employment in the 2nd quarter after exit
Retention in Employment/ Education	The percentage of youth who are in education/training activities or in unsubsidized employment in the 4th quarter after exit
Indicators of Effectiveness in Serving Employers	All WIOA programs will be responsible for reporting on one or more employer measures to be implemented before commencement of Year 2 as required by section 116 (b) (2) (A) (iv) of WIOA
Median earning in unsubsidized employment	The median average earnings of youth who are in unsubsidized employment during the 2 <sup>nd</sup> quarter after exit
Measurable skills gain or any school diploma or its equivalent during participation or within 1 year after exit	The percentage of youth who are in an education training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains



In addition to the federal performance measures, awardees will set real time outcome goals with the BWIB Youth Council to cover the following:

- Enrollments
- GED/high school diplomas
- Credentials and certificates earned
- work based learning experiences
- unsubsidized employment
- training related employment
- post-secondary education
- advanced training
- positive outcomes at the time of exit

#### **B. File Records, Retention and Ownership**

Providers must retain program files and records, including customer files and records, in compliance with federal and state WIOA requirements, the BWIB Youth Council and Mayor's Office of Employment Development's record retention policies.

Providers must maintain and secure accurate case files for every WIOA-registered participant. Case files must contain a variety of documentation including, but not limited to: program eligibility/determination of need; assessment data; Individual Service Strategy (ISS); regular updates (minimally every 30 days); progress reports, time and attendance sheets (training services); and case notes.

Selected respondents must allow local, state, and federal representatives access to all WIOA records, program materials, staff, and participants. In addition, providers are required to maintain all WIOA records and if not re-awarded to submit folders to MOED.

#### **C. Oversight, Evaluation and Planning**

The BWIB Youth Council will monitor and evaluate providers no less than quarterly to determine if employer and job seeker clients are receiving the most comprehensive, streamlined set of services. We must also ensure program compliance and evaluate the quality and effectiveness of the service strategies.

External monitoring and evaluation may also be conducted periodically by the Mayor's Office of Employment Development, Department of Labor, Licensing and Regulation and any other agency that provides funds to the BWIB Youth Council/Mayor's Office of Employment Development to contract for services in the area's workforce system.

## **SECTION VI. REQUEST FOR PROPOSALS SUBMISSION**

### **A. Specifications**

Service providers will be competitively selected based on the scoring of the RFP responses. The BWIB Youth Council must receive proposal applications by **4:00 p.m. Friday, July 24, 2015**. All proposals can be mailed or hand delivered to:

**Baltimore Workforce Investment Board Youth Council  
C/o Mayor's Office of Employment Development  
101 W. 24th Street  
Baltimore, Maryland 21218  
Attention: Donnice E. Brown**

Notification of selection for a provisional award will be released/mailed no later than **August**. Bidders receiving a notification of selection will be required to demonstrate the fiscal and administrative capacity described in Section VI. Request for Proposals Submission, Section C. Contractor Qualifications.

Priority will be given to proposals that include an outreach plan that is well defined and clearly identifies the characteristics of youth targeted for the services being offered, and describes how the effectiveness of the plan will be evaluated and /or modified throughout the program year to ensure full enrollment and positive outcomes. All awards are contingent upon a site visit, fiscal and administrative qualification and successful contract negotiations. The contract negotiation process shall be between MOED and the organization responding to the RFP. Approved programs must be ready to begin delivering services within five business days of October 1, 2015 which is the start of the program year.

### **B. Bidders Conference**

An informational Bidder's Conference is scheduled for:

**WEDNESDAY, JULY 8, 2015  
12:00pm-2:00pm  
Mayor's Office of Employment Development  
Youth Services Division  
101 W. 24<sup>th</sup> Street  
Baltimore, Maryland 21218**

*(Email [youthcareers@oedworks.com](mailto:youthcareers@oedworks.com) if you plan to attend the Bidders Conference)*

*Those who plan to submit a proposal are strongly encouraged to attend and/or be represented by an individual authorized to act on their behalf. The bidder agrees to assume full responsibility for any information not received due to non-attendance.*

Proposals must address one of three project models listed below. All strategies must include the programmatic specifications listed in this section. Reviewers will be looking for results based accountability programming for the populations served. ***Please note separate proposals are required if applying for more than one program.***

- Alternative Education Model
- Sector-Based Training Model
- Youth Follow-Up/Retention Services Model

### **C. Contractor Qualifications and Responsibilities**

All businesses/organizations must meet a minimum level of administrative and fiscal capacity in order to contract with MOED. Therefore, all applicants given selection notification must provide the following Documentation of Qualifications within a seven day period after notification. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

#### **Documentation of Organizations Qualifications**

- Currently in good standing with the Maryland Department of Assessment Taxations.
- Legal entity (Proof of Incorporation, 501(c) (3), etc.) *<Must submit document proving legal entity.>*
- Written personnel policies *<Must submit table of contents of personnel policies.>*
- Written Conflict of Interest policy for staff and board *<Must submit copy of Conflict of Interest Policy.>*
- Written grievance procedure for customers/clients *<Must submit copy of grievance procedure.>*
- Ongoing quality assurance process for services *<Must submit descriptions of process.>*
- For organizations with an annual budget of at least \$100,000 *<Must submit most recent annual budget document identifying the various sources of the amounts.>*
- For organizations that have more than one revenue source *<Must submit revenue documentation identifying the various sources of the amounts.>*
- Proven fiscal capacity including capacity for fund accounting *<Must submit bound copy of most recent formal audit completed within last year. Must satisfactorily address all findings.>*
- Verify that the program has procured and will maintain during the life of the contract the following required insurance coverage (professional liability, errors and omissions; commercial general liability insurance, including contractual liability insurance; business automobile liability (if applicable); worker's compensation coverage; and employee dishonesty insurance *<Must submit copies of certificate of insurance with contract. >*
- Adequate method to collect client information & demographics *<Must submit sample of format or report. >*
- Demonstrated ability to collect outcome data that measures performance to plan *<Must submit report showing actual to planned performance. >*

- A networked computer system connected to the Internet with a browser that is compatible with any current cloud applications or databases required by MOED; the system should have a PDF reader, office applications compatible with the current version of Microsoft Excel and Word, and email accounts for all individuals accountable for this contract or willingness and budget to acquire the technologies. <(Must submit letter describing how organization currently addresses or plans to address these criteria.)>

### **Documentation of Qualifications Submission**

- Do not include any information that is not specifically requested.
- **Include a cover letter identifying organization and signed by an individual authorized to represent the organization, to act on behalf of it, and to legally bind it in all matters related to the Documentation of Qualifications.**

### **D. Proposal Submission**

Proposals must be formatted in the following manner providing accurate, valid and full disclosure of information. Proposals that fail to follow instructions and/or fail to respond to all parts of the RFP shall be deemed non-responsive and will not be considered. The Baltimore Workforce Investment Board (BWIB) Youth Council will not accept any amendments, revisions or alterations after the proposal due date unless requested by them.

- Proposals must include:
  1. Completed cover page form Section IX
  2. One-page executive summary, Section IX
  3. Memorandum of understanding (MOU) with partners if applicable and or letters of commitment from key partners
  4. Job titles and descriptions of staff assigned to the project
  5. Resumes organized by job title
  6. Customer flow chart
  7. Service elements delivery plan form (see attachment)
  8. Planned outcomes form (see attachment)
  9. Written responses to questions 1-6; question 7 if applying to the follow-up/retention services, in the order presented
  10. Budget information, including narrative
  11. Employ Baltimore certification statement ([www.oedworks.com](http://www.oedworks.com) Employ Baltimore)
- Send the original and five copies of the proposal(s) to: The Baltimore Workforce Investment Board Youth Council, c/o the Mayor's Office of Employment Development, 101 W. 24th Street, Baltimore, Maryland 21218 Attention: Donnice E. Brown.

**Letters of commitment and confirmation of leveraged resources must be included as attachments.**

- Upon receipt of a proposal, the BWIB Youth Council will e-mail the bidder a confirmation receipt.
- The required proposal document must be double-spaced, on numbered 8-½ inch by 11-inch pages (one side only), with one-inch margins (top, bottom, and sides). All text in the proposal narrative, including titles, headings, footnotes, quotations, references, and captions, as well as all text in charts, tables, figures, and graphs, must be double spaced and in 12-point font. **Proposal responses to questions 1-6 must be limited to 20 pages in total.** The page limit does not apply to the cover sheet, the one-page executive summary, budget section, appendices and forms.
- Bidders may submit proposals for one or more project models; however, a separate proposal is required for each model submitted.

## **SECTION VII. RFP INQUIRIES**

- All inquiries related to the RFP are to be submitted electronically. Questions will not be answered over the phone or in person. E-mail inquiries should list “Youth RFP Inquiry” on the subject line and be sent to: [youthcareers@oedworks.com](mailto:youthcareers@oedworks.com)
- A compilation of responses to questions from the Bidders Conference will be posted in the “Questions and Answers” section at <http://www.oedworks.com/aboutus/index.htm>. Written questions received after the Bidder's Conference and before 5 p.m., *Friday, July 17, 2015*, will be responded to within 72 hours and added to the compilation of responses.

### **A. Cost of Preparing Proposals**

Costs for developing and submitting proposals are solely the responsibility of the bidders. The BWIB Youth Council will not provide reimbursement for such costs.

### **B. Clarification Procedures**

All clarifications or changes to submitted proposals must be in the form of a written addendum, submitted by email and received no later than *10:00am Saturday, July 25, 2015*.

### **C. Withdrawals**

A submitted proposal may be withdrawn prior to the proposal due date. A written request to withdraw the proposal must be submitted electronically to: [youthcareers@oedworks.com](mailto:youthcareers@oedworks.com).

### **D. Public Records**

Applicants are advised that most documents in the possession of the BWIB are considered public records and subject to disclosure under the Maryland Public Information Act.

## **E. Employ Baltimore**

Employ Baltimore is a business services marketing strategy for the Mayor's Office of Employment Development. It is designed to create opportunities for businesses that receive municipal contracts to access qualified City residents to meet their workforce needs. The initiative will also ensure that City dollars contribute to the local economy and improve the lives of employable Baltimoreans. They are a professional business service that provides customized workforce solutions to Baltimore area businesses.

- All bidders must complete the certification statement ([www.oedworks.com](http://www.oedworks.com) *Employ Baltimore link*) and return it with their proposal. If a bidder is selected to deliver services they are required to meet with Employ Baltimore staff to discuss staffing needs.

## **SECTION VIII. EVALUATION PROCESS**

The BWIB Youth Council Proposal Review Team will rate the proposals and assign each a numerical value. The Youth Council through the Mayor's Office of Employment Development will make recommendations for selection to the BWIB for final consideration. The decisions of the BWIB are final.

The BWIB Youth Council Proposal Review Team will review and score proposals according to the criteria and specified assigned points in the Evaluation Criteria. The BWIB retains the right to request additional information from any applicant.

Through this process, The BWIB Youth Council will review a respondent's performance on any previous and/or existing agreements with the BWIB Youth Council/MOED as well as check other references. Achievement of grant agreement outcomes (i.e., number of enrollments, job placements and retention of enrollees), along with compliance with programmatic and fiscal guidelines and timelines will be evaluated.

The review team will perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, we may also: 1) meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding.

The BWIB reserves the right to withhold awards should there be no proposals that adequately address the services and outcomes requested.

## **SECTION IX. PROPOSAL NARRATIVE FORMAT**

### **Documentation of Qualifications Submission**

- Do not include any information that is not specifically requested.
- **Include a cover letter identifying organization and signed by an individual authorized to represent the organization, to act on behalf of it, and to legally bind it in all matters related to the Documentation of Qualifications.**

### **EXECUTIVE SUMMARY**

The one page executive summary should summarize the proposed initiative, including a short description of the population to be served by the initiative and data on participants' overall needs and demographics. Include a description of objectives and target population

**Previous/current awardees must include information on past performance outcomes (literacy/numeracy, attainment of degree or certificate and placement in employment or education) for program year 2014; 2013; 2012.**

### **PROPOSAL FORMAT**

Applicants must complete the cover page, executive summary, budget information, and include letters of commitment from partners. Please read proposal instructions in its entirety **before** responding to the questions. Responses to questions 1-6 should be limited to 20 pages in total. Please include page numbers.

#### **1. PROGRAM DESCRIPTION**

a) Please provide a brief overview of proposed project.

- Describe how the proposed program will fit into your organization's mission and goals.
- Describe how your organization's mission and goals support the BWIB Youth Council vision and WIOA.
- Include which project type the proposal is addressing.

b) Describe the target population and primary geographic area(s) to be served. Applicant must serve one or more of the DOL targeted populations described as "neediest youth".

c) Describe your past experience and results delivering services in similar projects and/or to similar populations.

## 2. GENERAL PROGRAM OPERATIONS

a) Describe outreach and recruitment strategies for target population.

- Include partnerships with youth serving agencies, organizations, and schools to reach target populations.
- Describe what criteria you will use to select youth to be enrolled into the program.

b) Describe how you will address youth not selected for participation. Will these youth have an opportunity to enroll again in your program?

c) Describe how you will provide outreach and accommodate services to youth with disabilities or those whose primary language is not English.

d) Describe orientation/assessment activities. Include assessment tools, instruments, and methods your program will use to gather the necessary assessment information to develop Individual Service Strategies. (*Applicant must use the Test of Adult Basic Education-TABE- to assess academic levels.*)

e) Describe how your program will develop an “Individual Service Strategy” and how participants’ individual goals will be developed, evaluated, and coordinated.

f) Describe your staffing plan. Include positions, staff to youth ratios, and staff areas of responsibility as related to the outlined program. State how many new staff members will need to be hired. Make sure to indicate who will be responsible for job placement and retention.

g) Describe your project’s case management strategy for providing consistent support, follow through for service plans and referrals, and tracking for individual participants.

h) Provide a detailed schedule of participant activities and the anticipated length of time necessary to complete the program. Describe the location of activities.

i) Describe the strategies you will use to motivate, and/or reward positive participation in the program; and (where appropriate) describe participant payroll, incentive, or payment methods.

j) Describe what standards or expectations will be required of youth participating in the program.

k) Describe the methods you will use to involve youth in the design and leadership of the program.

l) Describe the strategies you will use for developing employer relationships that lead to job placement and what job retention strategies will be incorporated.



### **3. ELEMENTS**

a) Please describe how you will provide each of the required elements listed on page 16.

- Identify required leveraged resources your program will use to support and enhance the delivery of these elements.
- Describe a detailed follow-up plan that provides a full range of follow-up services that can fill gaps in the family, educational, and social frameworks that may be missing in their lives or support them in long term success.

b) If your program will not be providing a service/strategy directly, describe how you will provide it through partnerships and /or subcontract relationships.

- Describe how you will be coordinating services to ensure continuity of contact with participants.
- Describe how you will coordinate these partnerships to ensure performance towards program goals.

c) Describe how your program will identify each participant's individual need for the described services.

### **4. ACADEMIC OPPORTUNITIES**

a) Describe the types of educational opportunities that will be offered to youth.

b) Describe how youth who are basic skills deficient will be assisted in increasing their skills.

c) Describe the specific curriculum tools & resources that will be used to deliver academic activities.

d) State the kind of activity in which youth will be engaged during the summer months.

### **5. CAREER PATHWAYS/DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES**

a) Describe the type of career pathway(s) your organization will offer? How did you determine this pathway was in a high growth industry?

b) What type of work based learning and career development opportunities will be offered to youth.

c) Describe how these activities will be linked to learning objectives and how you will ensure that employer-defined skills and labor market information are used to guide career development activities.

d) Describe linkages you have made with employers. Include any resources leveraged in the form of funds, operations, etc.

e) Include letters of commitment from key partners essential to delivering the services and achieving the proposed outcomes.

## **6. OUTCOMES**

a) Please describe your performance objectives.

- Include total enrollments, performance levels of specified outcomes, methods and/or tools you will use. List initial, intermediate and long term outcomes.
- Link program activities for each outcome.
- In addition, what interim indicators will you use to ensure progress is being made towards the outcomes?

b) Describe any additional outcomes that will be part of your program.

c) Describe how you will evaluate the effectiveness of the program on an on-going basis throughout the program.

## **7. FOLLOW-UP SERVICES/RETENTION SERVICES (*completed by those applying for this model only*)**

Young adults who have completed participation in Workforce Investment Act (WIA) youth programs and entered employment or further education have taken an important step toward a successful transition. Follow-up services continue to support youth as they assume adult roles and responsibilities, even after they are no longer WIA participants,

There are also some youth who need to be re-engaged who might have become disconnected from their WIA program due to challenges personal and or program challenges.

a) All youth have essential needs that must be met if they are to make this transition successfully. Please address how your program will address the following five categories: mental health, physical health, civic and social involvement, intellectual health and employability.

b) What type of assessment tools will you use?

c) Provide a sample of a follow-up services plan your program would use for a youth.

d) Identify proactive and reactive interventions to encourage youth retention in education and or employment.

## 7. BUDGET (completed by all)

The following Budget information must be submitted –

a) Line Item Budget – see Budget Forms

- Budget Information should include the total costs being requested under this RFP, including specific categories listed on page 30.
- Provide the cost per participant based upon requested funding amount in the proposed project should be indicated on the budget information form.
- Follow-up Costs-Please indicate the amount of your budget that will be used to provide follow-up services.

b) Budget Narrative - On a separate page attach a budget narrative:

- Give a brief and concise explanation of each budget item in the same order as the line item budget.
- Include method and/or formula for estimating each line-item figure.
- For personnel costs include personnel justification that lists job titles, rate of pay, and FTE or anticipated time to be spent in project activities.
- List specific follow-up services offered and costs for each.

c) Leveraged Resources– see Budget Forms. List other resources that contribute to the delivery of the proposed program. Include Budget Item (type of resource: training wages, staff, operating, etc), brief description, actual or estimated amount, and source that contributes to the delivery of the proposed program. Include letters of commitment for **all** leveraged resources

### **FUNDING/BUDGET GUIDELINES**

Funding available under this proposal is limited. The BWIB Youth Council suggests that the average cost per youth to be served under each proposal should not exceed \$5,500. However, all costs associated with proposed programs and the cost per participant should be reasonable in light of available funding.

There is an expectation that programs will leverage resources in order to meet described outcomes. Funding available under this procurement action should be directed towards services that are not currently being offered or funded elsewhere.

## **Budget Line-item Definitions:**

- ❖ **Personnel:** This includes staff salaries and benefits associated with program delivery such as staff providing direct services to youth or staff performing administrative functions (fiscal, managerial, fundraising, etc.) or subcontracted professional services or staffing. Client tracking/reporting staff can either be directly included in this category or allocated in the indirect category.
- ❖ **Operating:** This includes all direct expenses for goods and services purchased for the program such as costs associated with space rental, equipment, utilities, staff travel and training, and general costs to run the program. It does not include participant expenses that are categorized separately below each.
  - The individual item costs for this category should not exceed \$5,000 for each.
  - Costs related to technology needed to fulfill MOED requirements may be a part of the budget and will be reviewed for cost effectiveness and reasonableness.
- ❖ **Participant:** Participant expenses are items that are spent directly on individual participants. Participant costs are items that can be tracked by individual enrollment. These may include participant support services (ex: bus tickets to arrive at the project site), participant payments (stipends and wages), participant supplies (items/equipment participants need to complete projects), and participant tuition and fees that may be incurred during enrollment.
- ❖ **Contractual:** All costs incurred by subcontractors (providers) who perform work under a contract that has specific goals and deliverables. Vendors are not considered subcontractors.

**BALTIMORE CITY WORKFORCE INVESTMENT BOARD YOUTH COUNCIL  
REQUEST FOR PROPOSAL**

**BUDGET INFORMATION**

ORGANIZATION: \_\_\_\_\_

PROJECT NAME: \_\_\_\_\_

FUNDING PERIOD: \_\_\_\_\_ TO \_\_\_\_\_

COST PER PARTICIPANT                      \$ \_\_\_\_\_

PROJECTED FOLLOW-UP COSTS              \$ \_\_\_\_\_

**TOTAL PROJECT BUDGET              -Year 1 (October 1, 2015-September 30, 2016)**

\$ \_\_\_\_\_

## BUDGET CATEGORIES

Object Class Categories	Grant Program, Function or Activity Total
A. Personnel	\$
B. Fringe Benefits	\$
C. Travel	\$
D. Equipment	\$
E. Supplies	\$
F. Contractual	\$
G. Participant expense	\$
H. Other	\$
I. Total direct costs (sum of 6i-6h)	\$
J. Administrative costs	\$
K. Totals (sum of 6i and 6j)	\$

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Name of Grantee Organization

Funding Period
To

Amount Awarded

Number of Months:

Object Class Category (A): PERSONNEL					
A. Position	B. Annualized salary	C. % of time (FTE)	D. Monthly Salary/Wage	E. # of Months	F. Cost
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
			<b>TOTAL PERSONNEL COST</b>		

(\*At a full-time level)

Budget Narrative: PERSONNEL



**Object Class Category (B.):  
FRINGE BENEFITS**

<b>A. Position(s)</b>	<b>B. Benefits (s)</b>	<b>C. Rate</b>	<b>D. Base Amount</b>	<b>E. Cost</b>	
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10					
<b>TOTAL FRINGE BENEFITS COST</b>					

**Budget Narrative:  
FRINGE BENEFITS**

**Object Class Category (C.):  
TRAVEL**

<b>A. Item</b>	<b>B. # of Staff</b>	<b>C. #of Units</b>	<b>D. Unit Type</b>	<b>E. Cost Per Unit</b>	<b>F. Cost</b>
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10					
		<b>TOTAL TRAVEL COST</b>			

**Budget Narrative:  
TRAVEL**

**Object Class Category (D.):  
EQUIPMENT**  
(includes equipment costing \$5,000 or more and a useful life of more than one year)

A. Item	B. # of Items	C. Cost per Item	D. Cost
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
			<b>TOTAL EQUIPMENT COST</b>

**Budget Narrative:  
EQUIPMENT**

**Object Class Category (E.):  
SUPPLIES  
(includes supplies/equipment costing less than \$5,000 per item)**

<b>A. Item</b>	<b>B. # of Units</b>	<b>C. Cost per Unit</b>	<b>D. Cost</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		<b>TOTAL SUPPLIES COST</b>	

**Budget Narrative:  
SUPPLIES**

<b>Object Class Category (F.): CONTRACTUAL</b>	
<b>A. Brief Description</b>	<b>B. Cost</b>
1.	\$
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
<b>COST</b>	<b>TOTAL CONTRACTUAL</b>

<b>Budget Narrative: CONTRACTUAL</b>

**Object Class Category (G.):  
PARTICIPANT EXPENSES**

<b>A. Item</b>	<b>B. # of Units</b>	<b>C. Cost per Unit</b>	<b>D. Cost</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		<b>TOTAL COST OF PARTICIPANT EXPENSES</b>	

**Budget Narrative:  
PARTICIPANT EXPENSES**

**Object Class Category (H.):  
OTHER COSTS  
(including training expenses)**

<b>A. Item</b>	<b>B. # of Units</b>	<b>C. Cost per Unit</b>	<b>D. Cost</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		<b>TOTAL COST OF OTHER COSTS-</b>	

**Budget Narrative:  
OTHER COSTS**

**ADMINISTRATIVE COSTS**

**Pursuant to 20 CFR 667-210(b), grantees are advised that there is a 10% limitation on administrative costs on funds administered under this grant. The cost of administration shall include those activities enumerated in 20 CFR 667.220 (b) and (c).**

**Budget Narrative:  
ADMINISTRATIVE COSTS**



# **ATTACHMENTS**

## WIOA RFP Checklist

Name of Agency/Organization: \_\_\_\_\_

Please use the following checklist to confirm all documents are included in your packet.

- Cover page
- Executive summary (specific to this RFP)
- RFP application narrative
- Memorandum of understanding (MOU) with partners
- Job titles and descriptions
- Resumes organized by job title
- Customer flow chart
- 14 Service Elements delivery plan form
- Planned outcomes
- 1 year out-of-school budget
- 1 year out-of-school budget narrative
- Cost allocation plan
- List of board members (if applicable)
- Employ Baltimore certificate

**RFP SUBMISSION COVER PAGE**

Organization: \_\_\_\_\_

Project Name: \_\_\_\_\_

CEO/Executive Director/President: \_\_\_\_\_

Programmatic Contact Person: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Fax number: \_\_\_\_\_

Mailing address (if different): \_\_\_\_\_

Email address: \_\_\_\_\_

Project Type: (check one of the three models)

- Alternative Education Model
- Sector-Based Training Model
- Youth Follow-Up/Retention Services Model

<b>BUDGET PROJECTION YEAR 1</b>	
<b>Start Date: October 1, 2015/End Date: September 30, 2016</b>	
Number of youth to serve	
Requested funding	
Cost per participant	

I hereby declare that the information provided in this RFP response is accurate, valid and a full disclosure of requested information. I am fully authorized to represent the organization listed above, to act on behalf of it, and to legally bind it in all matters related to the RFP and this associated proposal.

**Name:** \_\_\_\_\_ **Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

## WIOA 14 Service Elements Delivery Plan

**ORGANIZATION:** \_\_\_\_\_

<i><b>ELEMENT</b></i>	<i><b>Indicate YES or NO if your agency is directly providing this element.</b></i>	<i><b>If your agency is NOT directly providing this element, identify who you will be partnering with to provide this required element. (name of organization, address and contact person to confirm)</b></i>	<i><b>Indicate YES or NO if a formal linkage agreement is in plan</b></i>
1. Tutoring, student skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential			
2. Alternative secondary school services, or dropout recovery services, as appropriate			
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, which may include the following types of work experiences: summer employment opportunities and other employment opportunities available through the school year; pre-apprenticeship programs; internships and job shadowing; and on-the-job training opportunities;			
4. Summer employment opportunities and other employment opportunities available through the school year			

<b><i>ELEMENT</i></b>	<b><i>Indicate YES or NO if your agency is directly providing this element.</i></b>	<b><i>If your agency is NOT directly providing this element, identify who you will be partnering with to provide this required element. (name of organization, address and contact person to confirm)</i></b>	<b><i>Indicate YES or NO if a formal linkage agreement is in plan</i></b>
5. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local are involved			
6. Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors			
7. Supportive services			
8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation			
9. Follow-up services for not less than 12 months after the completion of participation			
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth			
11. Financial literacy and education			
12. Entrepreneurial skills training			
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in			

<b><i>ELEMENT</i></b>	<b><i>Indicate YES or NO if your agency is directly providing this element.</i></b>	<b><i>If your agency is NOT directly providing this element, identify who you will be partnering with to provide this required element. (name of organization, address and contact person to confirm)</i></b>	<b><i>Indicate YES or NO if a formal linkage agreement is in plan</i></b>
the local area, such as career awareness, career counseling, and career exploration services			
14. Activities that help youth prepare for and transition to post-secondary education and training			

## Planned Outcome Form

<i>PROPOSED PLANNED OUTCOMES</i>	
Name of Agency/Organization	
Benchmark	Number
Proposed total of youth to serve	
Proposed number of youth obtaining a high school diploma/GED (if applicable)	
Proposed number of youth attaining an industry credential/certificate	
Proposed number of youth participating in work-based learning	
Proposed number of youth entering post-secondary education/training	
Proposed number of youth placed in unsubsidized employment	
Overall cost per total youth served (requested amount/total youth served)	

## **A. Definitions**

**a. Assessment** - The process whereby applicants are interviewed to determine their employability, motivation, aptitude, family situation, education and training, attitudes, transportation, support needs, abilities and interests in order to assist in developing an Individual Service Strategy (ISS) for the attainment of the individual's career goals. Testing and counseling are a part of the assessment process.

**b. Basic Skills Deficient** – The individual computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to speak English at a level necessary to function on the job, in the individual's family, or in society.

**c. Basic Skills Goal** – Only applies to Out-of-School Youth who have been deemed basic skills deficient. To meet the goal, at post-test, there must be an educational gain of one or more educational functioning levels from the starting level measured on entry into the program (pre-test).

**d. Case Management** - The provision of a participant-centered approach in the delivery of services, which are designed to ensure and coordinate individual comprehensive employment plans, such as service strategies, for customers to ensure access to necessary Workforce Innovation and Opportunity funded activities and supportive services, using, where feasible, computer-based technologies; and to provide job and career counseling during program participation and after job placement.

**e. Credential** - A nationally recognized degree or certificate or state/local recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry- recognized certificates designed to equip individuals to enter or re-enter employment, retain employment, or advance into better employment. (TEGL 17- 05)

**f. Customized Training** - Training that is designed to meet the special requirements of an employer (including a group of employers); that is conducted Page 33 of 47 with a commitment by the employer to employ an individual on successful completion of the training; and for which the employer pays for not less than 50 percent of the cost of the training (WIA Section 101(8)).

**g. Diploma** - The term diploma means any credential that the state education agency accepts as equivalent to a high school diploma. The term diploma also includes post-secondary degrees including Associate (AA and AS) and Bachelor Degrees (BA and BS).

**h. Economically Disadvantaged** - Individuals who do not have an income that exceeds the federal Lower Living Standard Income Level/Poverty Standards and are not eligible to receive public assistance and may include those 18-24 years of age, or individuals who do not have an



income that exceeds WIB determination of a self-sufficient wage, which is 200% of the federal Lower Living Standard Income Level/ Poverty Standards.

**i. Eligible (Eligibility)** - Refers to an individual's status in relation to their ability to receive services under the Workforce Innovation and Opportunity Act.

**j. Enrollment**- An eligible participant who has been referred for WIOA services and for whom enrollment documents have been completed and entered into the State's tracking system, Maryland Workforce Exchange (MWE).

**m. Job Retention** - The period an individual remains in an unsubsidized job following placement. The period of required retention is determined in accordance with WIOA, or as dictated by the funder as appropriate to the individual.

**n. Job Search Assistance** - Training, which provides the customer with the instruction and necessary skills to obtain full time employment? These skills may include resume writing, interviewing skills, telephone techniques, and job acquisition skills. Job search assistance must be offered to all customers (and may include job clubs).

**o. Job Development** - The planned and organized effort by agency representatives to encourage employers or business organizations to make jobs available for WIOA customers.

**p. Opportunity Youth** - A young adult age 16-24 who is neither engaged in education nor employment

**q. Post-Secondary Education** – A program at an accredited degree-granting institution that leads to an academic degree (e.g., A.A., A.S., B.A., B.S.). Programs offered by degree-granting institutions that do not lead to an academic degree (e.g., certificate programs) do not count as a placement in post-secondary education, but may count as a placement in “advanced training/occupational skills training.”

**r. Post-test** – A test administered to a participant at regular intervals during the workforce development program.

**s. Pre-test** – A test used to assess a participant's basic literacy skills, which is administered to a participant up to six months prior to the date of participation, if such pre-test scores are available, or within 60 days following the date of participation.

**t. Qualified Apprenticeship** - A program approved and recorded by the U.S. Department of Labor Employment and Training Administration Bureau of Apprenticeship and Training or by a recognized state apprenticeship agency or council. Approval is by certified registration or other appropriate written credential.

**u. Registration (Youth):** (a) Registration is the process for collecting information to support a determination of eligibility. This information may be collected through methods that include electronic data transfer, personal interview, or an individual's application. (b) Young Adults who receive services funded under WIOA other than self-service or informational activities must be registered and determined eligible. (c) Equal Opportunity data must be collected on every individual who is interested in being considered for WIOA

**v. Supportive Services** - Services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA.