

Partnerships for a Skilled Workforce, Inc.

**Youth Career Development in
Metro Southwest**

**Request for Proposals
For Year Round In-School and Out-of-School
Programs**

Issued April 1, 2015

Proposals Due May 8, 2015

Table of Contents

Section I. Background	Page 3
Summary	Page 3
Development in MSW: Program Design and Outcomes	Page 3
Measures of Success	Page 5
The Role of the Vendor	Page 5
The Role of the Metro South/West Employment & Training Administration in Norwood	Page 7
Section II. Proposal Narrative Guidelines	Page 7
Target Population	Page 7
Vendor History	Page 7
Program Design and Outcomes	Page 7
Program Service Model: Post-Secondary Education/Training, Job Readiness & Employment	Page 7
Work Experience Focus and Employment	Page 8
Community Partnerships	Page 9
Work Plan	Page 9
Grant Recipient/Staffing	Page 9
Section III. Budget	Page 9
Section IV. Technical Requirements	Page 10
Funding Availability and Program Duration	Page 10
Proposal Format	Page 10
Process and Deadlines	Page 10
Section V. Forms	Page 12
1.a. WIOA 14 Service Elements for In-School Youth	Page 12
1.b. WIOA 14 Service Elements for Out-of-School Youth	Page 13
2. Completed Goals for FY16	Page 14
3. Total Budget FY 16	Page 15
Breakdown Budgets	Pgs. 16-18
4. Cover Sheet	Page 19
5. Proposal Checklist	Page 20
Attachment A: Income Eligibility Guidelines	Page 21
Attachment B: Map of Metro Southwest	Page 22

Section I. Background

Summary

The Young Adult Initiative Board of Partnerships for a Skilled Workforce (PSW) is seeking proposals from communities in the 43 cities and towns of their workforce region. (See map on page 22.) Eligible bidders are any public or private for-profit or non-profit organization in collaboration with other key youth organizations. Up to \$750,000 of Workforce Investment Act funding is available to support programs that enhance the employability of WIOA-eligible young people ages 14 to 24 through community partnerships. The award will support a one year contract for year-round services to youth.

The Board will invest funds where the need is greatest; in young people who are least likely to succeed. Some are on the brink of dropping out of school, or have already dropped out and do not have a diploma. Some are young single parents with little or no work experience. Others are young people without a support system who face a multitude of obstacles to labor market success including homelessness, substance abuse, delinquency, and pregnancy.

The Workforce Innovation and Opportunities Act (WIOA) will be implemented July 1, 2015. This RFP contains the language used in the Act and TEGL #23-14. At the time of this RFP release, the draft regulations are still unknown. It is important to understand that PSW will work with the chosen vendors to make any proposal revisions required to ensure compliance.

Development in Metro Southwest: Program Design and Outcomes

The Challenges Facing Young People

Finding and keeping employment in today's economy is difficult for all workers in Massachusetts, but teenagers and young adults have suffered most severely. In 2012, only one out of every four sixteen to nineteen-year-olds in Metro Southwest worked during the year. This is troubling because early joblessness affects earnings and employment over a lifetime. Showing up to work on time, being responsible, working in teams, and taking initiative can only be learned at the workplace, not in the classroom. Students grasp the importance of school when they learn that the knowledge gained in the classroom is used on the job. Male teens who work are less likely to drop out of high school or engage in criminal activity, and females who work are less likely to become pregnant.

Target Population

Priority is given to youth ages 14 to 24 that are 300% below poverty. Workforce Innovations and Opportunity Act funds must be spent on services for young people who meet the WIOA eligibility requirements.

- Eligible in-school youth must meet Federal poverty standards (see page 21) for income and have at least one of the barriers below to employment.
- Out-of-school youth must have at least one of the barriers. Out-of-school youth with a high school diploma, GED, or HiSET equivalence must also meet the Federal poverty standards for income. (see page 21)

Barriers

- School dropout
- Compulsory school age but has not attended school for the most recent calendar school year

- High school graduate or recipient of its equivalent who is: low income; basic skills deficient; or English language learner
- Subject to the juvenile or adult justice system
- Homeless, runaway or foster child
- Pregnant or a parent
- Individual with a disability
- Low-income individual who requires additional assistance to complete education programs or to secure employment.

Components of Effective Programs

Programs that succeed in increasing young people's success in education and in the labor market have the following components:¹

- Ensure a continuity of contact with caring adults, teachers, employers, community members and others who are committed to the participants' labor market success
- Focus on the strengths of young people, not on their weaknesses
- Emphasize the centrality of work and connections to employers, using paid work and internships as a motivator and venue for learning
- Integrate work and learning
- Clearly define the knowledge and skills necessary to succeed in the labor market and provide a variety of options for acquiring them
- Offer hands-on experiential training in areas of labor market growth and community rebuilding
- Guarantee on-going, long-term support from the moment the young person asks for help through the successful conclusion of the plan of service
- Link young people with sources of external support, recognizing the importance of family, peers and community in providing support and positive reinforcement for sustained forward progress in the program and outside it
- Recognize achievement through financial and non-financial incentives
- Afford opportunities for leadership development, self-governance and decision-making

¹ These principles for in-school and out-of-school youth programs are based upon a review of successful programs completed by the Sar Levitan Center for Policy Studies at Johns Hopkins University in Baltimore, Maryland, and an evaluation of youth programs and practices conducted by the American Youth Policy Forum in Washington, D.C.

Measures of Success

The measures below are those used today for the current WIA. They will be in place until June 30, 2015.

Placement in Employment/Education	83%
Attainment of Degree/Certificate Attainment of Diploma, HiSET, or certificate (recognized certification, please refer to Attachment A. page 21)	72%
Literacy/Numeracy Gain (for out-of-school youth only)	45%

The Role of the Vendor

PSW is looking for vendors with formal and informal partners in the community to ensure that young people have access to the WIOA fourteen elements listed on the next page.

Examples of formal partners include educators, employers hiring youth, Department of Transitional Assistance, Mass Rehab, Department of Health and Human Services, labor organizations with apprenticeship programs, and the Massachusetts Juvenile Justice Department.

Formal partners will complete a Memorandum of Understanding (MOU) of services with a scope of work which details their role in the vendor's program.

Informal partners are those without MOUs.

Recruitment: Recruiting the number of youth targeted for the program.

Initial Assessment: Initial assessment includes helping youth collect eligibility documentation, educational background and employment history. It may include the administration of one of the following educational assessments: Test of Adult Basic Education (TABE), Comprehensive Adult Student Assessment System (CASAS), or Adult Measure of Education Skills (AMES).

Positive Youth Development: The program should emphasize the social development of participants including healthy life skills, positive relationships with adults and peers, community leadership participation, good citizenship and responsible parenting.

Youth Financial Support Services: The vendors are responsible for support services such as bus passes, gas cards, work clothes, tools, equipment, training, books, and certification fees.

Provide Career Pathways: Career pathways are designed to transition youth from education to the workforce. Career pathways are a rigorous and integrated collection of programs and services intended to develop a youth's core academics, technical and employability skills, and provide them with continuous education and training as well as place them in high demand jobs.

Engagement with Post-Secondary Education and Training Institutions and Employers: Vendors must have in place, and continue to strengthen, linkages to post-secondary training institutions and employers.

Jobs: Vendors are responsible for placing youth in paid, unpaid or subsidized internships, and in an unsubsidized job after they have completed the program. Once a youth is in a job, the vendor must support the youth and employer for continued retention and success at the job. Please describe what tool you will use for identifying skill gain.

An example of a skill gain tool is the Massachusetts Work Based Learning Plan. It can be used to structure internship experiences. Additional information on the Massachusetts Work Based Learning Plan can be found at <http://skillspages.com/masswbl/>

Case Management: Vendors are responsible for working with youth to implement an Individual Service Strategy (ISS). Vendors must ensure that all documentation such as case notes and youth activities are reported monthly for entry into the MOSES database. Vendors may need to work with Metro Southwest Employment & Training Administration (ETA) for timely MOSES data input, or through the youth program in Framingham or Norwood, if access to MOSES is not directly available to them.

WIOA Fourteen Elements: Vendors are responsible for having or providing access to fourteen WIOA elements for a comprehensive youth system.

1. Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention;
2. Alternative school offerings;
3. Summer employment opportunities directly linked to academic and occupational learning as well as paid and unpaid work experiences, including internships and job shadowing;
4. Occupational skills training;
5. Leadership development opportunities, including such activities as positive social behavior, decision-making, and team work;
6. Support services;
7. Adult mentoring (12 month requirement);
8. Comprehensive guidance and counseling, including drug and alcohol abuse counseling and other counseling referrals;
9. Financial literacy;
10. Entrepreneurial skills;
11. Services that provide labor market and employment information to the local area;
12. Activities to help youth transition to post-secondary education and training;
13. Education offered concurrently with, and in the same context as, workforce preparation activities and training for a specific occupation and occupational cluster.

Follow-up Services #14: Vendors must provide services to each participant for at least 12 months after program completion to encourage retention and gain access to social services if needed.

The Role of the Metro South/West Employment & Training Administration in Norwood (ETA)

ETA will provide the following services in partnership with successful applicants: determination of eligibility for WIOA services, registration, and collection of required data. Vendors may partner with ETA for assessment of academic, occupational and service needs, creation of an individual service plan, and case management for both in-school and out-of-school youth participants. As an alternative, they may choose to provide the assessment of the academic, occupational and service needs, creation of an individual service plan, and case management for both in-school and out-of-school youth participants themselves.

Successful applicants must recruit young people, provide them with the skills they need to go to work, refer young people to community service and educational programs, and place participants in jobs.

Section II: Proposal Narrative Guidelines

Applicants must address all sections and questions in the narrative in the order in which they are presented below, or the application will be considered nonresponsive and will not be reviewed.

Target Population (0-10 Points)

Describe the population in your community or the region that you plan to serve, providing evidence that there are substantial numbers of young people that meet the eligibility requirements listed in the previous section of this RFP.

Vendors have the following options:

- Out-of-school youth
- In-school youth
- Both in-school and out-of-school youth

WIOA requires that at least 75% of the total funding be spent on out-of-school youth. Only 25% of the total spending may be used for in-school youth.

Vendor History (0-10 Points)

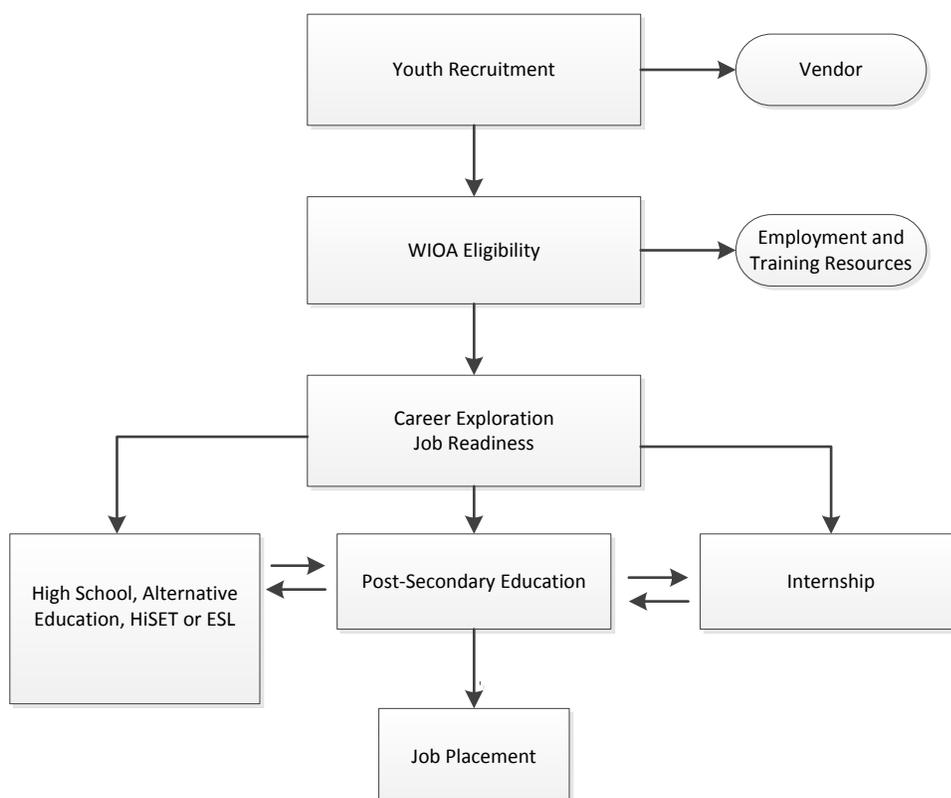
Please explain your history in successfully recruiting out-of-school youth (OSY) ages 16 to 24 years, and in-school youth (ISY) that meet the eligibility requirements:

- What were your program's goals?
- How did you ensure that goals were met?
- Describe how you achieved youth retention to complete the program.

Program Design and Outcomes (0-25 Points)

Program Service Model: Post-Secondary Education/Training, Job Readiness and Employment

Please describe the way you would implement the program and each of the elements in the following diagram.



Please describe the in-school program for high school students that will encourage them to complete high school, find jobs that complement their course of study, and transition into post-secondary education or training leading to a job. This type of program should be supported by strong partnerships with the high schools.

Please describe the program for out-of-school young people that will enable them to complete their high school diplomas, alternative diplomas or HiSETs, and includes post-secondary training and certification with the end result of employment.

Each description should include the following program dimensions: recruitment, retention, access to the WIOA fourteen elements of service, access for individuals with disabilities and vocational rehabilitation, employment, and goals. The description must go beyond a simple list of services, it should describe what young people will learn and do, identify career pathways, and how their employability will be enhanced. It should provide a clear strategy to ensure that the goals are met. Complete Form 1.a, Form 1.b and Form 2 on pages 12-14.

Work Experience Focus and Employment (0-15 Points)

Background

The purpose of WIOA is to help youth become employable and financially self-sustaining. The successful applicant must demonstrate an understanding of the labor market within the community, and the opportunities for youth employment. Twenty percent of the vendor budget must be dedicated to youth work experience. This includes summer employment and year-round employment, pre-apprenticeship programs, internships, job shadowing and on-the-job training.

Describe your strategies for developing and sustaining employer relationships to provide paid and unpaid jobs for young people. Identify companies most likely to employ young people, and describe formal or informal agreements with those companies. If you do not have agreements with companies, describe your strategy for developing them.

Community Partnerships (0-15 Points)

PSW is looking for vendors with formal and informal partners in the community to ensure that young people have access to the WIOA fourteen elements listed.

Examples of formal partners include educators, employers hiring youth from the program, Department of Transitional Assistance, Mass Rehab, Department of Health and Human Services, labor organizations with apprenticeship programs, and the Massachusetts Juvenile Justice Department.

Please provide two formal partners Memorandums of Understanding (MOU) of services with a scope of work which details their role in the vendor's program.

List the informal organizations that will provide the 14 elements to youth. Describe the referral process and a method for tracking, to ensure that youth receive and complete the service. (Forms 1.a. and 1.b. pages 12 and 13).

Work Plan (0-5 Points)

Attach a work plan with time lines for the year, beginning July 1, 2015 through June 30, 2016.

Grant Recipient/Staffing (0-5 Points)

Identify the lead organization and provide evidence of the organization's capacity to develop strategies to serve at-risk youth, track referrals to other partners, coordinate services, and administer the grant. The lead organization must assume responsibility for financial management, including payroll, accounts receivable and payable, and preparation of financial reports to PSW.

Attach an organizational chart that includes all staff that will be paid from this grant. Provide a brief job description for each staff member and attach resumes if existing staff will be assigned to the project.

Section III. Budget (0- 15 Points)

Prepare an overall budget for the period July 1, 2015 through June 30, 2016. Include a breakdown of overall expenditures to show (a) 75% out-of-school, and/or (b) 25% in-school and (c) the mandatory 20% of the total budget dedicated to youth work experience. A budget narrative is required for each budget submitted. Funding is always subject to performance, and the availability of funding from the US Department of Labor.

Up to \$750,000.00 will be available to support program development and services for one year. A follow-up budget may be approved in FY17 if performance measures have been met and there is funding available from the US Department of Labor. The spend-out in FY16 will be \$750,000.00. The follow-up year should be a minimal budget to cover case management and support services anticipated for youth. The grant recipient will be responsible for administering the funds and for financial reporting as required by PSW, Inc.

The budget must include evidence of contributions (financial and non-financial) from community partners. Contributions can include the projected costs of services to young people, participation in community planning, and any other costs incurred in the planning and delivery of services. Although no "match" in the usual sense is required, the bidder must show that non-WIOA resources will be used to ensure that young people have access to all fourteen program elements required under the Workforce Innovation and Opportunities Act.

The budget and narrative will provide the basis for cost/price analysis and an objective assessment of the reasonableness of proposed program costs.

As a program service expense, financial administration is limited to five percent of the total grant request.

Section IV. Technical Requirements

Funding Availability and Program Duration

It is estimated that up to \$750,000.00 will be available for funding the projects that begin on July 1, 2015 and end on June 30, 2016. Determination of which programs will be funded and at what funding level will be based on the quality of proposals and the final allocation from the Workforce Innovation and Opportunities Act to Partnerships for a Skilled Workforce, Inc.

Proposal Format

Applicants must submit one (1) original and four (4) hard copies, for a total of five hard copies. In addition, please email (1) electronic copy of the proposal to jiacovelli@pswinc.org. Signatures are not needed on the electronic copy.

A person authorized to commit the organization to a contract must sign the cover sheet, Form 4 on page 19.

Section II. Proposal Narrative and Section III. Budget must be packaged separately. Do not discuss either financial or non-financial contributions or expenditures *in dollar terms* in the proposal narrative.

Proposals cannot exceed 15 pages. Additional pages will not be reviewed. Forms and attachments that are required are not included in the 15 page limit.

All sections and forms must be submitted and presented in the order designated in the checklist, Form 5 on page 20. Incomplete proposals will not be reviewed.

Proposals must be in size 11, Times New Roman font, double spaced with one-inch margins on all four sides.

All questions must be answered in the order in which they are presented in the RFP.

Process and Deadlines

A bidder's conference will be held at the PSW office at 420 Lakeside Avenue, Suite 301, Marlborough, MA on Wednesday, April 8th from 9:00 to 10:30 a.m. Attendance is not required, but strongly encouraged.

Interested parties must submit a letter of intent to bid **on or before 4:00 p.m.**, Friday, April 17, 2015, to Jan Iacovelli, PSW, 420 Lakeside Avenue, Suite 301, Marlborough, MA 01752 or jiacovelli@pswinc.org. The letter indicates interest and does not commit the interested party to submit an application.

Questions may be e-mailed or US mailed to Jan Iacovelli **on or before 4:00 p.m.**, Tuesday, April 14, 2014. Information will not be provided over the telephone. Answers will be distributed on Monday, April 20, 2015, to all applicants that submitted a letter of intent.

Applications must be submitted to Jan Iacovelli **on or before 4:00 p.m.** Friday, May 8, 2015, at 420 Lakeside Avenue, Suite 301, Marlborough, MA 01752. The 1 original and 4 hard copies can be presented in person or by mail guaranteed by 4:00 p.m. Emailed application to be received by 4:00 p.m. Faxed, e-mailed only, or late applications will not be accepted.

A subcommittee of the Young Adult Initiative Board will review and rate proposals for quality and cost-price effectiveness. Recommendations will be presented to the Young Adult Initiative Board for a vote.

Awards will be announced on or before May 22, 2015, and contract negotiations will begin the following week. Contracts will be signed as soon as practical after award announcement. Program implementation will begin July 1, 2015. To receive a copy of the contract terms and conditions, contact Jan Iacovelli at jiacovelli@pswinc.org.

PSW reserves the right to extend or revise any deadline, to accept or reject any or all proposals, and to contact applicants for clarification or negotiation. PSW may require applicants to participate in an interview prior to the final decision. PSW may negotiate the terms of the contract prior to issuing the grant award.

Appeals must be submitted in writing to Sylvia Beville, Executive Director, PSW, 420 Lakeside Avenue, Suite 301, Marlborough, MA 01752 **by 4:00 p.m.** on Friday, May 29, 2015. The Executive Director's decision is final.

Section V. Forms

Form 1.a. WIOA Fourteen Service Elements for In-School Youth

Lead Organization Name: _____

Service Element	Organization(s)
Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention	
Alternative school offerings	
Summer employment opportunities directly linked to academic and occupational learning as well as paid and unpaid work experiences, including internships and job shadowing	
Occupational skills training	
Leadership development opportunities, including such activities as positive social behavior, decision making, and team work	
Support services	
Adult mentoring (12 month requirement)	
Comprehensive guidance and counseling, including drug and alcohol abuse counseling and other counseling referrals	
Follow-up Services (12 month requirement)	
Financial literacy	
Entrepreneurial skills	
Services that provide labor market and employment information to the local area	
Activities to help youth transition to post-secondary education and training	
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster	

Form 1.b. WIOA Fourteen Service Elements for Out-of-School Youth

Lead Organization Name: _____

Service Element	Organization(s)
Tutoring, study skills training and instruction leading to secondary school completion, including dropout prevention	
Alternative school offerings	
Summer employment opportunities directly linked to academic and occupational learning as well as paid and unpaid work experiences, including internships and job shadowing	
Occupational skills training	
Leadership development opportunities, including such activities as positive social behavior, decision making, and team work	
Support services	
Adult mentoring (12 month requirement)	
Comprehensive guidance and counseling, including drug and alcohol abuse counseling and other counseling referrals	
Follow-up Services (12 month requirement)	
Financial literacy	
Entrepreneurial skills	
Services that provide labor market and employment information to the local area	
Activities to help youth transition to post-secondary education and training	
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation and occupational cluster	

Form 2. Completed Goals for FY 2016

Please fill in the number of youth enrolled and projected outcomes.

Youth Ages 14 – 24

Goal	Number for FY 2016
Total New Enrollment	
Entered Employment or Education	
Attained Recognized Certificate	
Literacy/Numeracy Skill Gains	

Anticipated Enrollment of In-School and Out-of-School Youth for FY16

(Please refer to page 7 under Target Population for vendor options)

Total Enrollment FY16	Number
In-School	
Out-of-School	

Form 3. Total Budget

(This may be converted to an Excel spread sheet with these line items)

A Budget Narrative also is required.**FY 16****July 1, 2015 – to June 30, 2016**

Line Item	Community Grant Request	"Match"	Total
Personnel			
Salaries and Wages			
Fringe Benefits			
Total Personnel			
Contracted Services			
Operating Cost:			
Rent			
Supplies			
Duplicating/Printing			
Communications			
Postage			
Equipment Purchase			
Equipment Rental and Repair			
Other			
Other			
Other			
Total Operating Costs			
Work Experience			
Meeting Expenses			
Travel			
Other			
Accounting, book keeping and or payroll			
Total			

Form 3. Budget: Out-of-School

A Budget Narrative also is required.

FY 16

July 1, 2015 to June 30, 2016

Line Item	Community Grant Request	"Match"	Total
Personnel			
Salaries and Wages			
Fringe Benefits			
Total Personnel			
Contracted Services			
Operating Cost:			
Rent			
Supplies			
Duplicating/Printing			
Communications			
Postage			
Equipment Purchase			
Equipment Rental and Repair			
Other			
Other			
Other			
Total Operating Costs			
Work Experience (20% of budget)			
Travel			
Meeting Expenses			
Other			
Accounting, book keeping and or payroll			
Total			

Form 3. Budget: In-School

A Budget Narrative also is required.

FY16

July 1, 2015 to June 30, 2016

Line Item	Community Grant Request	"Match"	Total
Personnel			
Salaries and Wages			
Fringe Benefits			
Total Personnel			
Contracted Services			
Operating Cost:			
Rent			
Supplies			
Duplicating/Printing			
Communications			
Postage			
Equipment Purchase			
Equipment Rental and Repair			
Other			
Other			
Other			
Total Operating Costs			
Work Experience (20% of budget)			
Travel			
Meeting Expenses			
Other			
Accounting, book keeping and or payroll			
Total			

Form 3. Budget: Mandatory Work Based Learning- 20% of total budget

A Budget Narrative also is required.

FY16

July 1, 2015 to June 30, 2016

Work-based learning must be 20% of the overall program budget. It includes summer employment, year-round opportunities, pre-apprenticeship programs, on-the-job training, internships and job shadowing. The 20% work experience expenditure requirement includes wages, staffing, program development, and management costs.

Line Item	Community Grant Request	"Match"	Total
Personnel			
Salaries and Wages			
Fringe Benefits			
Total Personnel			
Contracted Services			
Operating Cost:			
Rent			
Supplies			
Duplicating/Printing			
Communications			
Postage			
Equipment Purchase			
Equipment Rental and Repair			
Other			
Other			
Other			
Total Operating Costs			
Youth Wages			
Travel			
Meeting Expenses			
Accounting, book keeping and or payroll			
Total			

Form 4. Cover Sheet

Lead Organization and Fiscal Agent

Organization	Name	Title	Signature

Executive Summary: Provide a brief description that includes a summary of the program design and a brief description of the partnership. Do not exceed 500 characters.

Goals: In-School

Total Enrollment _____

Internships _____ Paid Employment _____ HS Diploma _____

Goals: Out-of-School

Total Enrollment _____

Paid Employment _____ HS Diploma/HiSET _____ Post-Secondary Enrollment _____

Budget Request

Total _____

Form 5. Proposal Checklist

The sections and forms of the application must be arranged in this order. The proposal narrative and the budget (and budget narrative) must be two separate documents.

Section II. Proposal Narrative

- Cover Sheet (Form 4)
- Checklist (Form 5)
- Narrative
- WIOA Fourteen Service Elements for In-School Youth (Form 1.a.)
- WIOA Fourteen Service Elements for Out-of-School Youth (Form 1.b.)
- Completed Goals for FY 2016 (Form 2)
- Required MOU's
- Work Plan
- Organizational Chart with one paragraph job description for each staff member and resumes for assigned existing staff

Section III. Budget

- Total Budget (Form 3)
- Narrative for Total Budget
- Budget: Out-of-School (Form 3)
- Narrative for Out-of-School Budget
- Budget: In-School (Form 3)
- Narrative for In-School Budget
- Budget: Mandatory Work Based Learning-20% of total budget
- Narrative for Mandatory Work Based Learning-20% of total budget

Attachment A

**WIOA Income Eligibility Guidelines for In-School,
and WIOA Income Eligibility Guidelines for Out-of-School with a HS diploma,
GED, or HiSET equivalence**

March 2014

70% Lower Living Standard Income Levels for 2014 (awaiting 2015 policy)

Family Size	Poverty Income Guidelines
1	\$11,249
2	\$18,435
3	\$25,312
4	\$31,241
5	\$36,869
6	\$43,114

Each increment higher – add \$6,245

Youth with a documented disability can be considered a family of one.

Attachment B

