

**WORKFORCE DEVELOPMENT BOARD
OF NORTHWEST OHIO**

**Request for Proposals
for**

**Workforce Development Services
For Youth Aged 14-21**

To be delivered during January 1, 2001 - December 31, 2001

RFP Issue Date - November 9, 2000

Proposal Due Date – December 29, 2000

Workforce Development Board Programs and contracted providers are Equal Opportunity Employers.

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Section 1 - Overview of Request for Proposal (RFP)

1.1 Introduction and Goals of this Request for Proposals (RFP)

The Workforce Development Board of Northwest Ohio (Board) is soliciting proposals for Youth workforce development services to be provided to Local Workforce Investment Area (LWIA or Local Area) youth and young adults between 14 and 21 years of age. This Request for Proposals (RFP) incorporates the mission and objectives of the Youth Career Development System (YCDS) and other workforce initiatives. Resources to be made available under this RFP are dependent upon Federal and State allocations for FY2001. However, resources currently being made available through FY 2000 allocations, under this RFP, are \$ 195,000 Through proposals received in response to this RFP, The Board may award all or part of the total youth allocation.

The Board will accept proposals for Workforce Investment Act 1998 (WIA) Title I Youth programs that will begin operating after January 1, 2001. The Board will accept proposals that incorporate Summer Youth Employment Opportunities into a full menu of youth services. Note that Summer Youth Employment CANNOT be offered as a stand alone program but must be integrated into a comprehensive array of year-round youth activities. (20 CFR 664.600 (d).) (Section 2 of this RFP lists the elements pursuant to WIA and activities required by The Board.

Potential bidders are strongly encouraged to carefully read the entire RFP and all attachments. Proposals must be submitted in accordance with the requirements described in section 3. Bidders are also encouraged to study the Title I Youth section of the WIA Final Rule, beginning at 20 CFR Part 664 in the **Federal Register** (<http://www.usworkforce.org/finalrule.txt>).

The YCDS design and service delivery (detailed in section 2) emphasizes evolution of the youth workforce development services to more widely implement and refine several promising and effective practices discovered during the past years of youth service initiatives. The purpose of the YCDS is to implement an effective network of service providers delivering programming and services for disadvantaged, at-risk, youth and young adults. The goal of the YCDS is to assist and transition youth and young adults into mainstream, private sector employment by providing community-based, recruitment, education, training, placement and retention services. Resources available under this RFP may be used to provide youth with all the necessary services and supports that will enable them to become productive citizens in the community.

Research shows a comprehensive array of services that address the multiple needs of at-risk youth are more effective than a limited range of services. Therefore, The Board requires proposals to address each of thirteen (13) service activities that have been identified as characteristic of effective youth-serving programs (see Figure 1). Few single youth-serving organizations are equipped to provide all necessary services to the youth population. Therefore, The Board is requiring bidders to make available a wide array of service options to

each youth. Bidders may propose to deliver each service or access the service via cooperative agreement.

The Board recognizes that to meet the unique needs of youth, services available under YCDS must be both distinct and linked with services available under other Board workforce initiatives. The Board requires proposals to demonstrate strengthened links to existing systems, especially the Job Center system, so that youth may access multiple resource streams. To accomplish this objective, bidders must form a co-location relationship with at least one of the Job Center locations.

1.2 Overview of Northwest Ohio Workforce Development Board

The Board is a business-led organization that advises, advocates and set the agenda for workforce development in the Local Area with interest in maintaining and increasing the economic vitality of the region. The Board seeks to link the community's underemployed, unemployed, welfare dependent, young people, seniors, and disabled with education, training and employment opportunities. The Board recognizes that a viable labor force is a vital part of economic growth in the LWIA and the surrounding area and directs its efforts toward strengthening the labor force to ensure employers are matched with employees who will sustain, develop and grow their businesses into the 21st century.

To accomplish this mission, The Board recognizes the need for systemic co-operation among community partners in working together to achieve more and to build on partner strengths. The Board strives to facilitate the building of strong and effective relationships between elements supporting workforce and economic development, according to the following principles:

- C Economic development, education, workforce development and neighborhood support systems must not exist in isolation;
- C Industry and neighborhood leaders must work with regional providers of education and workforce development to ensure strategic, regional economic growth; and
- C Meeting the needs of employers is vital to increasing and sustaining a high quality of life for individuals and communities.
- C Youth who are ready and able to work in the community are a critical factor in the economic future of LWIA.
- C Meeting the needs of individual customers requires processes that provide customer choice through innovative value-added and supportive services.

The Local Elected Officials (LEO) and LWIA's volunteer Workforce Development Board work in partnership to develop strategies for the use of these funds to improve the skills of job seekers and meet business' workforce needs. The Defiance County Department of Job and Family Services is the delegated fiscal agent and grant sub-recipient for WIA Title I funding and designated Workforce Development Agency (WDA). Recently, the Governor certified the Board, which establishes workforce policy and oversees activities carried out to develop and enhance workforce quality and quantity. The Board recognizes the critical role youth and other new entrants into the labor force have in meeting the current and future needs of area employers. Improving the skills of existing

employees is also essential to meeting the changing demands of the labor market. To address these two critical areas, the Board is establishing two subgroups (Youth Council and Employer Services Team) to explore and make recommendations regarding services to area individuals.

The Youth Council conducts a broad planning process that will result in a plan designed to develop the existing and future workforce. This plan will be completed in the spring of 2001 and will assist The Board in improving coordinated strategies for dealing with key workforce development issues and in identifying regional occupational training needs to help determine where resources for youth should be focused. Although this plan will not be completed in time for inclusion in this request for youth proposals, it does coincide with implementing youth service improvements contained in the Workforce Investment Act. Successful bidders will be expected to share The Board's commitment to implementing this plan over the next two years.

1.3 Role, Vision and Philosophy of The Board

The Board welcomes the policy-making and oversight responsibilities relative to workforce development activity in our community. The Board does not deliver services directly so that it can maintain unbiased system design, resource generation, service procurement and outcome evaluation/system assessment functions. Instead, advancing new policy initiatives is directly dependent upon our relationships with community resources, service providers and neighborhood partners.

Services requested in Section 2 of this RFP are not expected to be provided by a single organization. Neither are bidders required to provide services at specific delivery sites. Service entrance points (one-stop Job Center locations) and processes used to access services must be designed and delivered in a streamlined, user-friendly manner. The Board will expect successful bidders to develop and implement cooperative agreements with other youth service providers and one-stop service sites to improve access to or depth of quality services. The Board will allow successful bidders to utilize a voucher system for barrier removal activities designed to fill the gaps which exist when customers needs may not be met by other available resources or partner agreements. The Board YCDS Voucher System is provided as Attachment B. Bidders must identify expected service gaps and describe anticipated voucher uses and amounts in the proposal narrative.

All proposals must demonstrate a tangible link between youth services to be provided and youth services available through one or more of the three (3) existing Job Center locations. Each bidder may propose to deliver youth services at the Job Center, through another community site coordinated with the Center, or may propose a consortium, partnership, or a combination of related-party organizations (i.e., a not-for-profit corporation and its for-profit subsidiary) to deliver components or the full range of youth services.

Key components of this proposal must be integrated into an effective workforce development service delivery network serving both the community's employers and youth.

1.4 Current Major Initiatives of The Board

The Board is overseeing implementation of four major workforce development initiatives in the Local Area. All these initiatives are coordinated, forming the Workforce Development System. The WDA will serve its contractor role to illustrate its commitment to providing employment opportunities to Local Area residents through continued relationships with neighborhood and community-based organizations. Resources being made available through this RFP (and other previous and subsequent procurements conducted by The Board) will be used to support and strengthen each of these workforce development initiatives. Sections 2 (Service Delivery System Design), 3 (Proposal Submission) and 4 (Proposal Evaluation) are applicable to all proposals submitted under this RFP.

Resources under this RFP will be used to support activities conducted under the following four major workforce development initiatives:

- I. Job Center System: The Board's vision for the Job Center system is to promote the continuation and expansion of coordination between multiple services/service providers in a common location, a "one stop" Job Center. The Job Center System provides access to resources of multiple partners to develop qualified job seekers and to link employers with job seekers. The Job Centers function as laboratories for developing and implementing innovative approaches to delivering services, developing new partnerships with an expanded array of organizations and services, and implementing improved recruitment, referral, training and placement services to area employers. The Board expects to expand the partners collocated in the three Job Center sites. Bidders are encouraged to bring additional services into this innovative service approach and must describe specific elements to coordinate YCDS activities with the Job Center System.

- II. Youth Career Development System: the Youth Career Development System assists in transitioning disadvantaged and at-risk youth and young adults into mainstream, private sector employment by providing neighborhood-based, education, training, placement and retention services. YCDS services are designed primarily for youth (14-21 years of age) who are not attending secondary education programs. The Board requires that 40% of youth funding be spent on out-of-school youth (not attending secondary or post-secondary education and who do not possess a high school degree or equivalent). The goal is improved learning that prepares youth for future success in the worlds of work, family and citizenship. The following YCDS objectives have been established to advance implementation of the youth service system:
- Partner with business entities to develop and implement a transitional employment program for youth and young adults who have minimal or no work experience.
 - Revise the training system for youth and young adults to provide education and training based on training requirements rather than time spent in the system.
 - Develop an entrepreneurship and micro-enterprise program to train individuals on the basic skills needed to start and maintain a business.
 - Provide vouchers to assist participants in their selection of, enrollment in and participation in various specialized training programs.
 - Participate in an active network of youth service providers who refer youth according to needs of the individual.
 - Provide ancillary (support) services such as health care, transportation, child care, and dependent care for participants enrolled in training and/or who have been placed in jobs.
 - Involve youth in activities to increase (1) their civic/political awareness and (2) their ownership of, contribution to and attitudes toward their community.

To accomplish these objectives, The Board requires each provider in the Youth Career Development System to provide youth with access to thirteen key service activities. Figure 1 describes the service activities and possible mechanisms for delivery or access. Although every youth will not receive all 13 of the service elements, access to each must be made available. Bidders may propose to directly deliver the service activities, access the services through a cooperative agreement with the Job Center System or other local provider, or purchase the services via vouchers.

Job Corps Center and Land Grant University Linkages. Bidder's plan designs must describe linkages with local Job Corps Centers, when practicable, and County Extension Offices, how these connections will be incorporated into the array and delivery of services, and how they avoid duplication of services. An example would be to partner with the Extension Office to design and deliver a high quality employability/life skills training component.

- III. Experience-Based Career Education : The Board desires to create initiatives and take the lead in facilitating opportunities for youth to gain work-based learning experiences and provide access to alternative education opportunities. Experience Based Career Education (EBCE) initiatives are another means by which the Board and its community partners plan to connect students with employers to enhance their education and provide

longer-term career opportunities for young people. EBCE activities like all youth work experience activities must be directly linked to academic and occupational learning, including employability skills training. Bidders are especially encouraged to collaborate with alternative education programs and Adult Basic Education to encourage youth and young adults to access available services. Since YCDS resources are targeted primarily to youth who are not already in secondary or post-secondary school, proposals for using YCDS resources to develop new school-to-work programs will be considered only if substantial school co-investment is demonstrated by the bidder or the program is a portion of a new or existing alternative education program. Co-investment is defined as having or utilizing resources from other established systems to supplement the resources available through a WIB contract.

Employer-Based Career Development Services: these customized training programs are designed to address the workforce needs of groups of employers or businesses. These programs can assist employers by increasing the supply of qualified labor for industries where demand and growth exceed supply. Labor demand created by economic growth creates employment opportunities for qualified workers. Employers that have defined career ladders provide opportunities for entry level YCDS youth to learn and advance, leading to a living wage. Employer-based proposals for occupations or industries in demand are being accepted under this RFP (See Attachment A for a list of Board Demand and Growth Occupations). The Board is especially interested in approaches that combine classroom and work-based instruction. The goal of employer-based strategies is to recruit and train low-income youth, disadvantaged individuals for employment in jobs that offer at least subsistence-level wages and the opportunity for career advancement into high-wage positions.

Section 2 – Youth Service Activities and Design Elements

This RFP seeks qualified bidders interested in a contract with the Board to provide programs, services or assistance to the workforce development system. The desired result of this procurement will be contract(s) with the selected bidder(s) for a one-year, 12-month period (beginning January 1, 2000) that will focus on the YCDS initiative and advance each of the four Board initiatives throughout the area. The Board reserves the right to renegotiate with successful contractors and extend agreements for an additional year without soliciting additional competitive proposals. The dates of procurement may change for the purpose of fiscal planning. The financial portion of the contract will be renegotiated annually based on contractor performance, funding availability, program effectiveness and customer satisfaction.

The Board intends to ensure that all customer service centers (including YCDS sites and designated Job Centers) bring together the best thinking, design and delivery of services around employment and training issues. One of the important principles in achieving this objective involves providing access to a wide range of services that are available from several resource streams in the community. Each bidder may choose to deliver all the proposed services or use a proprietary concept, or may propose a consortium, partnership, or a combination of related-party organizations to deliver a more complete range of services. The same agency or organization may not necessarily deliver these services, but all components will be a part of the Workforce Development System.

The Board requires each Service Center in the Youth Career Development System to make available a full array of thirteen service activities to individuals receiving services. Bidders may propose to directly deliver the services or access the services through a financial or non-financial cooperative agreement with the Job Center System, Job Corps or other local provider, or purchase the services via vouchers. In any case, established linkages must be demonstrated between bidders and available Job Corps, Land Grant University/county Extension Office, and other public service providers. Access to all thirteen service activities is required. Every youth will NOT necessarily receive all thirteen service activities, but the service activities must be made available, if needed.

To provide The Board with information regarding the proposed approach to youth services, bidders must complete and submit the Service Activity Access Plan (included in Attachment C – Form #2 to this RFP) as part of their proposal. For each of the 13 service activities listed on the Service Activity Access Plan, bidders are required to propose one or more of the indicated access options.

Program Activities. The framework for serving youth under the Workforce Investment Act and in this project must provide for: individual needs assessments; individual service strategies; preparation for employment and/or post-secondary education; linkages between academic and occupational learning and connections to intermediaries; a menu of program elements; intensive placement and follow-up services; and access to information and referrals.

Individual assessments and services strategies. Describe how you will actively recruit youth through various strategies rather than waiting for them to apply. Provide a description of the individual assessment and service strategy development processes.

20 CFR 664.410 lists ten elements that must be included in all local workforce investment area youth programs. These ten program elements can be grouped around four broad themes: (1) preparation for and success in employment (including summer jobs, paid and unpaid work experience, and occupational skills training); (2) improving educational achievement (including such elements as tutoring, study skills training, instruction leading to a high school diploma, alternative school and dropout prevention); (3) support for youth (including meeting supportive service needs, providing mentoring and follow-up activities); and (4) services to develop the potential of youth as citizens and leaders (the concept of leadership and youth development). In addition, these program elements must incorporate preparation for employment and/or post-secondary education; linkages between academic and occupational learning; and connections to intermediaries for job development assistance. We are particularly interested in teaching methods which put learning in a real-world context.

The ten WIA Youth program elements are:

- 1) *Tutoring, study skill training, and instruction leading to secondary school completion, including dropout prevention strategies;*
- 2) *Alternative secondary school offerings;*
- 3) *Summer employment opportunities directly linked to academic and occupational learning;*
- 4) *Paid and unpaid work experiences, including internships and job shadowing, as provided in 20 CFR Part 664.460 and 20 CFR Part 664.470.*
- 5) *Occupational skill training;*
- 6) *Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities, as provided in 20 CFR 664.420 and 20 CFR Part 664.430.*
- 7) *Supportive services;*
- 8) *Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;*
- 9) *Follow up services; and*
- 10) *Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth. [WIA Part 129(c)(2) and 20 CFR Part 664.410]*

In addition to the above ten program elements the Board requires that Outreach/Recruitment, Assessment and Skills Identification, and Job Placement be a part of the YCDS. Applications must describe how each of these program elements is present in your project. While every youth does not have to be provided each of the program elements (with the exception of intensive placement and follow-up services), each site must ensure that they are available, as the services will be provided on an individual assessment. Discuss how the array of services will be sequenced, and

how various activities will be available taking into account the different ages, language proficiency, ethnicity, culture, disabilities, stages of development, and job readiness of individual youth.

Leadership development, citizenship, community service, and recreation activities. These activities are specifically authorized in the Youth section of the legislation. The Board expects that all contractors will place great emphasis on having youth participate in community service. The Board encourages applicants to coordinate with community service programs wherever possible. The proposals should discuss plans for engaging both in-school and out-of-school youth in community service projects, and the skills they are expected to learn from these projects. They should discuss plans for youth development activities, including how you will provide training in positive social behavior. For example, conflict resolution classes and diversity training can be provided. Also discuss peer-centered activities that encourage youth to take responsibility for their own lives, and efforts to develop youth leadership through activities that build decision-making skills, team work, and self-esteem. Comprehensive sports and cultural programs are one way successful bidders can instill leadership and a sense of community to participants. Leagues can be started in the target area in several sports for both boys and girls. Cultural activities can also be provided. Discuss the availability of existing resources such as cultural offerings and playing fields in the target area. Also discuss whether youth will be expected to sign a contract describing program rules of conduct, mutual responsibilities of enrollees and staff, and expected outcomes for each enrollee. Also discuss how the system will involve the parents and guardians of youth and how youth will be involved in advisory councils.

Intensive placement and follow-up services. As required under the WIA youth programs, intensive placement and follow-up services must be provided to every youth enrolled in the program. The youth section of the legislation goes further in requiring that every youth must receive follow-up services for a minimum of 12- months. Describe intensive placement strategies and strategies for coordination of follow-up activities.

FIGURE 2 – SERVICE ACTIVITY ACCESS PLAN

Service Activity	Examples	Provide Directly	Access via Coop. Agreement	Access via Voucher
1. Outreach & recruitment	Applicant Marketing, Access & Recruiting	A	B	C
2. Assessment & Skill Identification	Skills, Aptitudes and Attitudes Assessment	A	B	C
3. Intensive Job Placement	Job Search, Placement Into Employment	A	B	C
4. Tutoring & Study Skill Training	Instruction Leading to Secondary School Completion; Drop Out Prevention Strategies	A	B	C
5. Alternative Secondary School Offerings	Alternative Education program with Co-Investment Resources	A	B	C
6. Summer Employment	Summer Youth Opportunities Directly Linked to academic and Occupational Learning	A	B	C
7. Paid & Unpaid Work Experiences	Internships, Job Shadowing, Community Service	A	B	C
8. Occupational Skills Training	Job Specific Skills Development in Demand Occupations	A	B	C
9. Leadership Development	Positive Social Behavior, Soft Skills, Decision Making, Team Work, Citizenship	A	B	C
10. Supportive Services	Removing Barriers to Participation	A	B	C
11. Adult Mentoring	Mentoring for at least 12 Months During or After Participation	A	B	C
12. Follow-Up	Case Management & Job Retention Services	A	B	C
13. Comprehensive Guidance & counseling	Drug & Alcohol Abuse Counseling, Referral to Counseling	A	B	C

- A Bidder Proposes to directly provide this service.** Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed program Budget.
- B Bidder Proposes to access this service/activity via cooperative agreement.** Cooperative Agreements may be non-financial or financial in nature. Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed program budget, if a financial agreement is anticipated.
- C Bidder Proposes to access these services via Vouchers.** Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed Voucher Budget. Voucher resources will be negotiated and awarded separately from program delivery. The cost of vouchers being proposed must be included in the proposal budget. A narrative showing the number and type of vouchers should be included as a budget attachment.

2.1 Job Center Sites

Bidders may propose to deliver service activities out of any service site(s) where existing space is available, including one or all of the three existing Job Centers.

Job Centers are located at:

- C 1935 E. 2nd Street Defiance, Ohio
- C 228 South Main Street Bryan, Ohio
- C 107 D East Perry Street Paulding, Ohio

The use of specified space at these Job Centers may be used by contractors, if appropriate space is available. Contractor(s) will not be limited to this inventory of furniture and equipment, and may purchase with their own funds any additional furnishings and/or equipment as desired. Bidders may propose to use funds awarded under this RFP for capital purchases as a part of their proposal and/or to use space at sites other than the three Job Centers. Equipment purchases that exceed \$500 must be approved by the WDA in writing prior to purchase when using these funds. Any equipment purchased will become the property of the Workforce Development Board and the Workforce Development Agency.

2.2 Use of Consistent Market Identifier

The “Job Center” identity will come to be regarded by the LWIA public and employers as an access point for employment, training, placement and UI assistance. “Job Center” represents a delivery point for accessing services that are available through the Northwest Ohio Workforce Development System. “Job Center” does not denote the Board or any specific partner organization.

It is in the interest of the primary customers (the public and employers) to use a clear and recognizable community market identifier that designates a site or service as a point of entry/access to the delivery network. It is to the public’s advantage to continue to promote “Job Center” as the service delivery identifier for sites and partnering organizations. Therefore, the selected contractor(s) will be required to display and use the “Job Center” name and logo in delivery of services as outlined in this RFP. This shall include the use of the “Job Center” name and logo on signage located at any of the access or service sites, on materials distributed to the public, and on stationery, envelopes and forms used for public distribution, switchboard telephone service to the general public, telephone listings, and business cards. Contractors may also include their own identifier as a partner/deliverer. The Board is developing a new youth service market identifier for roll-out during 2001.

2.3 Partnership Development and Creative Service Delivery

The Board is seeking community partners who share its commitment to evolve from operating separate, disconnected and relatively expensive employment and training programs to a system of integrated and coordinated empowerment programs. Providers are encouraged to propose creative and innovative programs and service delivery methods to stimulate and enhance this evolution. Providers must demonstrate a progressive service approach that is flexible to adapt and to support change as it occurs. The Board has taken the lead to define the basic framework (the Workforce Development Initiatives described in Section 1.4) that will facilitate and guide development of coordinated and creative service delivery networks.

Collaboration is required among the YCDS provider(s), the Job Centers and community and neighborhood organizations to deliver the range of services to be available through each of the Board's Workforce Development Initiatives. Either this coordination may occur by bidder initiative during the proposal development process, during negotiations with the WDA or by Board contract requirement after award decisions are made. Bidders are encouraged to demonstrate their ability to draw support and cooperation from a variety of community resources by developing service delivery partners who will assist in one or more of the components of their proposal. Bidders who wish to respond jointly with other firms must indicate what role each will play and designate one organization as the primary or general "contractor" to be accountable and responsible for any and all negotiation issues, contract performance, contract compliance, coordination or performance issues and the resolution of those issues. Any corporate or legal affiliation among joint respondents must be identified in the proposal.

Bidders must use employment development resources available under this RFP to provide an effective link between the proposed services, the Job Center System, and Job Corps, if applicable. These links will provide an important mechanism to increase the available labor force by accessing and developing a larger pool of job ready youth. Figure 3 describes the services/resources accessible in each Job Center.

Figure 3 – JOB CENTER SERVICE/RESOURCE ACCESS

<i>RESOURCES & SERVICES</i>	Defiance	Paulding	Bryan
Adult Basic Education (ABE)	A	B	
Carl Perkins – Post-Secondary			
Job Corps			
Migrant & Seasonal Farmworker	B	B	B
Trade Adjustment Assistance	A	B	A
Title V – Older Workers Act	B	B	B
Unemployment Insurance	A	B	A
Local Veterans Outreach Representative (LVER)/Disabled Veteran Outreach Program (DVOP)	A	B	B
Workforce Investment Act – Title I Adults & Dislocated Workers	A	A	D
Workforce Investment Act – Title I Youth	(B in progress)	(B in progress)	(B in progress)
Wagner-Peyser	A	B	A
TANF/PRC	E	E	E
Department for the Blind			
Vocational Rehabilitation	E	E	E
Youth Career Development System (YCDS)	?	?	?

SERVICE ACCESS CODES:

- A At least One Full Time Staff Paid from that funding source
- B At Least One Part Time or Itinerant Staff Paid from that Funding Source
- C FAX/Phone Access to staff paid from that funding source
- D No Staff Present from that Funding Source, Preliminary Paperwork or Intake Collected
- E No Staff Present at the site, Information on Services and Sites is Available to All
- ? **Bidders must indicate the level of YCDS services (using the access codes above) they will make available in each of the three Job Centers. Bidders must describe an access relationship with at least one of the Job Centers that is either level A or level B.**

A consortium consisting of the Ohio Department of Job and Family Services, Defiance County Department of Job and Family Services, and Vantage Job Center operates the Job Centers. The consortium contact regarding coordinating proposed services is:

PERSON Amy Shaffer
LOCATION 1935 E. 2nd Street, Suite B
ADDRESS P.O. Box 86
 Defiance, OH 43512
PHONE (419) 782-6050
FAX (419) 782-4755

Bidders must indicate the level of YCDS services (using the access codes as defined on Figure 3) they will make available in each of the three Job Centers. At a minimum, each bidder must describe an access relationship with at least one of the Job Centers that is either level A or level B.

2.4 Performance Standards For Deliverables

All contractors are expected to design services and coordination agreements to achieve or exceed the minimum deliverable levels that are indicated below for the populations to be served.

Performance Measure	Minimum Level
YOUTH AGED 19-21	
Entry Into Unsubsidized Employment	63.00%
6-Months Retention in Unsubsidized Employment	72.00%
6-Months Earnings Gain	\$2,850.00
Employment and Skills Credential	34.00%
YOUTH AGED 14-18	
Attainment of Basic, Work Readiness and/or Occupational Skills	72.00%
Attainment of Secondary School Diplomas/Equiv.	55.00%
Placement and Retention in Post-Secondary Education/Training, or in Military, Employment, Apprenticeships	50.00%
PARTICIPANT CUSTOMER SATISFACTION	70.00%
EMPLOYER CUSTOMER SATISFACTION	66.00%

2.5 Reporting Requirements

All contractors will be required to maintain files of each participant that reflect attendance, daily progress and overall performance. Contractors must 1) share participant information with WDA case managers and/or monitors when requested, and 2) submit forms on each participant on a designated schedule so that information can be inserted in the WDA master file on each participant. Contractors must provide monthly progress reports of program performance and expenditures in comparison to the deliverables agreed upon in the contract with monthly reimbursement invoices. Reports and accompanying invoices must be submitted no later than the 10th of the month following the month of services provided. The final invoice will be due at the WDA office no later than January 10, 2002. The contractor will also be required to abide by all requirements of the Management Information System manual issued by WDA, which specifies common definitions and reporting of participant demographic, economic and personal characteristics, services received and outcomes; and the eligibility requirements for the various funding sources. Contractors will be required to collect and submit participant personal, demographic, service activity experience and outcome information. WDA will provide training for youth contractors.

Section 3-Proposal Submission

3.1 Technical Requirements

- C Proposals must follow the outline provided in this RFP, section 3.2
- C All bidders must provide one original and six copies of their proposal, not stapled or permanently bound.
- C Proposals must be typed, on standard size paper with no less than one (1) inch margins using no smaller than 12 pt. typeface.
- C Pages must be numbered in the bottom center and assembled in the order described in Section 3.2. Proposal narratives are limited to twenty (20) pages.

Any organization with outstanding financial debts to the LWIA and/or WDA is not eligible to respond to this solicitation. Any organization on any debarment or suspension list is not eligible to respond to this solicitation. Any organization not current in paying Unemployment Insurance taxes is not eligible to respond to this solicitation. Any bidder responding to this RFP must be a legal entity and registered to do business in the State of Ohio before a contract will be executed.

3.2 Proposal Components

Proposals must be assembled as follows:

1. Cover Letter (Optional)
2. Applying Organization Questionnaire
3. Proposal Narrative
 - A. Description of Organizational Experience/Capacity/Qualifications
 - B. Program Delivery Design
 - C. Management Plan
 - D. Service Activity Access Plan
4. Deliverables
5. Budget
6. Payment Options

Required proposal forms are provided in Attachment C. The RFP and the proposal forms will also be made available after November 9, 2000 on the Northwest Ohio Job Center (NOJC) website www.nwo.1stop.oh.us and at the Job Center reception desk (1935 E. Second Street, Defiance, OH 43512 or by faxed or mailed request (419-782-6050) .

Specific instructions and requirements for proposal elements are detailed below.

1. Cover Letter – (Optional)
2. Applying Organization Questionnaire - (Please complete form #1 provided in Attachment C)
3. Proposal Narrative - Provide a narrative which completely describes the following four areas:
 - A. Description of your organization's experiences, capabilities, and qualifications in providing similar services.
Include a description organizational experience in providing youth services and a summary of the qualifications of key program staff. Resumes are required.
 - B. Program Delivery Design
Please thoroughly describe your proposed program and services, including how your organization will provide and coordinate services. Provide a description of any proposed plans for voucher use.
 - C. Management Plan
Please describe your management plan and internal control system, such that it shall insure program performance and financial integrity. Indicate when your last organization audit was completed.

- D. Service Activity Access Plan - (Please complete form #2 provided in Attachment C) Indicate by a checkmark the access mechanism(s) being proposed for each service activity. Describe coordination relationships now in place and yet to be developed.

For the purpose of deciding what may be pertinent information to include in the narrative, The Board will assess the proposing organization in at least the following areas:

- Adequate financial resources or the ability to obtain them
- Ability to meet the program design specification at a reasonable cost
- Satisfactory record of past performance
- Sound program design
- Ability to provide services that can lead to the achievement of planned outcomes
- Satisfactory record of integrity, business ethics and fiscal accountability
- Necessary organization, experience, accounting and operational controls
- Sufficient technical skills to perform the work, and
- Adequate financial management and participant data experience to generate timely and accurate reports

4. Deliverables

Section 2.4 describes performance measures and minimum expected performance levels for the deliverables that are applicable to services provided under this RFP. Bidders must present an annual plan for both service levels and deliverables that includes the number to be served (number enrolled), the number to complete or end services (number of outcomes), and the quality measures of outcomes (rates of each outcome). An example of program service levels and deliverables is provided in Attachment C on Form #3. **NOTE:** Bidders are reminded that the deliverable levels described in Section 2.4 are minimums that The Board expects all bidders to achieve.

5. Budget

A line item budget format is provided in Attachment C on Form #4. All bidders must submit a line item budget similar in format to that provided that illustrates in sufficient detail to convey a clear understanding of how your budget was derived and how much program income or profit is planned, if any. The budget form includes a separate section for vouchers being requested. The Board will negotiate and award voucher resources separately from program delivery resources. WDA must be able to assess that all proposed expenditures are allowable and that the proposed budget items are within the various requirements applicable for potential Board-funded resources.

Budget Reminders: Bidders proposing to deliver services from the existing Job Centers need to plan/budget for rent, utilities, space maintenance, telephone line lease, and long distance charges. Bidders proposing to purchase or lease non-expendable equipment using resources to be provided by The Board must submit a budget back-up sheet listing all items and their unit cost.

6. Payment Options

Please indicate the payment options (cost reimbursement or performance-based unit price) you would prefer to negotiate for the program delivery portion of the budget. While contracts will definitely be developed and managed as outcome based, the payment method can be negotiated. Your preferences should provide a high degree of assurance to The Board that performance will be met. Incentive payments for achievement of specific performance or deliverables may be proposed.

3.3 Due Date

Bid responses may be delivered via mail or courier, or hand delivered, but must be received in the NOJC office (P.O. Box 86, 1935 E. 2nd Street, Defiance OH 43512) by the date and time listed below for consideration in the initial round of awards:

Friday, December 29, 2000
4:30 pm EST

FAXED copies are not acceptable. The timely receipt of proposals is the sole responsibility of the respondent.

Bid responses are to be submitted to:

**Executive Director
Workforce Development Agency
P.O. Box 86
1935 East Second Street
Defiance, OH 43512**

The Board may, during the period of this RFP, make additional resources available to supplement those provided in this initial procurement. Additional resources may be newly developed or become available due to adjustments in existing allocation. The Board reserves the right to open or reopen negotiations with any awardee or non-selectee responding to this RFP without reissue of this RFP should additional resources be identified. The Board reserves the right to modify or cancel this RFP anytime after December 15, 2000. Proposals will be accepted under this RFP anytime between

11/9/2000 and 12/15/2000.

3.4 Contact Person/ Submission of Questions Regarding this RFP

Formal questions regarding this proposal must be submitted in writing and can either be mailed or FAXED to:

Executive Director
Workforce Development Agency
P.O. Box 86
1935 East Second Street
Defiance, OH 43512

FAX number: 419-782-4755

NOJC will not respond to questions that are presented other than in writing or informally during the Bidder's Information Session (see section 3.8).

Questions will be accepted until 4:00 p.m. EST on December 1, 2000. All official Board responses will be posted on the NOJC web site www.nwo.1stop.state.oh.us. Any verbal responses, which may be provided by any NOJC employee shall be unofficial, and not necessarily a reflection of the WDA or Board position. Questions will be officially answered in writing and mailed or FAXED to the inquiring organization within three business days after NOJC receipt of the question. A copy of the written Board responses to all questions will also be available for review in the NOJC office during regular business hours (Monday-Friday, 8:00AM-5:00PM) from the date issued through December 15, 2000.

3.5 Conflict of Interest

By submitting this proposal you, as a bidder, certify to the best of your knowledge and belief, that there is no conflict of interest (real or apparent) inherent in your bid or in delivering the plan of work of a contract should one be awarded by the Board. A conflict of interest would arise if any individual involved in the preparation of this RFP, proposal review and rating or award decisions under this process has a financial or other interest in or represents your organization or would be likely to gain financially or personally from the award of a contract to your organization. The same would hold true for any member of the individual's family, the individual's partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under this RFP to your organization. The Board reserves the right to disqualify a bid should a conflict of interest be discovered during the process.

3.6 Non-Discrimination Assurance

As a condition to the award of a contract under this RFP, the bidder must insure, with respect to operation of all programs and services under the contract, that it will comply fully with the nondiscrimination and equal opportunity provisions of Title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; the Americans with Disabilities Act of 1990; and with all applicable requirements imposed by or pursuant to regulations implementing those laws. The United States has the right to seek judicial enforcement of this assurance.

3.7 Additional Prerequisites for Award of a Contract

Any bidder awarded resources under this RFP will be required, before contract execution, to:

- C obtain sufficient general liability insurance and bonding and submit documentation to WDA, and
- C complete and submit assurances and certifications in Attachment D.

All contractor(s) will be required to maintain a set of accounting books and records adequate to track total costs incurred for the program in accordance with generally accepted accounting principles and in compliance with grantor requirements and requisite OMB Circulars. Such records should be available to WDA (or authorized designees) for purposes of desktop and on-site monitoring, upon reasonable and timely notice by WDA. A pre-award survey may be conducted by WDA to ensure adequate fiscal accountability.

3.8 Bidders Informational Session (“Bidder’s Conference”)

One informational session or “bidder’s conference” will be held on Thursday, November 16, 2000 from 10AM-Noon (EST) at the Northwest Ohio Job Center – 1935 E. Second Street, Suite B, Defiance, Ohio. During the session, WDA will provide an overview of the RFP and accept questions presented in writing.

To register to attend the Thursday (11/16/2000) Bidder’s Information Session, please contact Ms. Amy Shaffer, at 419-782-6050.

Section 4-Proposal Evaluation and Selection Process

4.1 Evaluation and Selection process

The process to review and evaluate the proposals submitted in response to this RFP will include a thorough review by a team that will be appointed by the Board Chairman. The review team will consider all proposals that meet the requirements identified in this RFP. Proposals that do not include all the required sections and attachments may be declared unresponsive and not evaluated. The committee will, upon review of each proposal, evaluate the merit of the programmatic and financial portions of the proposal as identified in sections 4.2 and 4.3. The Board reserves the right to ensure adequate geographic and demographic coverage of services is available from the resources awarded for contracts. The Board will make the final selection of the contractor(s).

4.2 Programmatic Evaluation **75% of total**

The Board is seeking one or more organizations that can deliver or coordinate for delivery of the full breadth of components identified in the initiatives described in this RFP. The Board reserves the right to negotiate for all or selected components of the bid (for example, program delivery components and vouchered services). The programmatic review of each proposal will consider:

Organizational experience/capabilities/qualification 15%

This section will review the organization's prior experience in providing employment and training services (this is not limited to previous working relationships with LWIA, but rather refers to the broader spectrum of workforce development services), expected future performance, experience in coordinating a delivery system with multiple management systems, and the level of expertise of the staff within the organization.

Program Design 25%

This portion of the review will evaluate the feasibility of the delivery of the services as described, the flexibility inherent in the design and within the organization, the level of creativity and partnership development and the degree of coordination with Job Corps or other appropriate public services, and the Board's other initiatives.

Management Plan 15%

The management plan review will consider the organization's internal control system for tracking performance, safeguarding resources and the ability to take corrective action if warranted. This review will consider both management information systems and fiscal controls.

Deliverables and Coordination 20%

The deliverables and planned service coordination will be reviewed as to feasibility based on the design of the program, and the level to which they will address The Board's concerns to improve the skills of youth and meet the workforce needs of business.

4.3 Financial Evaluation **25% of total**

The financial review of each proposal will consider the cost per deliverable and the reasonableness of the budget based on the program design. WDA will perform a cost/price analysis of all proposals received. That analysis will serve as a significant factor in the decision process regarding selection of a successful bidder.

Cost per Deliverables 15%

The review will consider the contractor's total price per type of deliverable, the measure of outcome for each deliverable, and the per-unit price for each deliverable.

Reasonableness of Budget 10%

This portion of the review will consider the clarity of the detailed budget with adequate budget narrative and the amount and sources of any additional resources being committed to support the proposal, including auditable matching resources.

4.4 Contractor selection

The review subcommittee will present final award recommendations to the Board in December 2000. The final awardee(s) will be notified within one week.

Any respondent wishing to dispute the award decision(s) for legal, regulatory or contract violations must file a written appeal to the WDA Executive Director such that the appeal is received by WDA within ten (10) calendar days after announcement of the award(s). The WDA Executive Director will review the procurement file and issue a written response within ten (10) working days.

The Board reserves the right to reject any or all bids and to negotiate with any or all bidders. The successful bidder must be willing to enter a definitive agreement in a form satisfactory to The Board within 30 days of the award. The award will be subject to compliance with all applicable legal requirements. If such definitive agreement cannot be reached, The Board reserves the right to extend negotiations, begin negotiations with another bidder, or cancel all negotiations.

Youth Career Development System Goals and Objectives

Purpose

The purpose of the Youth Career Development System is to conduct planning and implement programming that continues building a system to effectively serve eligible youth and young adults between 14 and 21 years of age.

Goal

The goal of the Youth Career Development System is to transition hard-to-employ youth and young adults into mainstream, private sector employment by providing neighborhood-based, culturally specific recruitment, education, training, placement and retention services.

Objectives

- C The Board will serve as the entity that redistributes private and public funds to:
 - 1. provide resources to community-based, youth-serving employment and training organizations,
 - 2. enhance the capacity of a youth career development system by providing technical assistance to youth-serving organizations providing youth employment development services.

- C Assess the baseline education and training needs of youth and young adults between 14 and 21 years of age that will be served by The Board contractors.

- C Identify economic development tracks and direct youth toward growing industries where they will have the opportunity for career growth and be most likely to secure and retain employment.

- C Revise the training system for youth and young adults to (1) provide services based on need rather than solely income and (2) provide education/training based on training requirements rather than time spent in the system. The Board will utilize the results of the area youth needs assessment as a basis to design a training system that is more responsive to the needs of at-risk youth and that will allow better access to the system.

- C Develop a standardized contracting process that builds accountability mechanisms into the vendor's work from inception through completion. True evaluation of program performance will be determined by an activity-based costing system that directly links program costs to performance measures.

- C Research and identify effective vouchersing systems that are in place throughout the country and model the best practices being implemented. Identification of "best practices" and lessons learned from other vouchersing programs will lead to an effectively designed vouchersing system customized for use in the Youth Career Development System.

- C Develop a training voucher system and provide vouchers to assist participants in their selection of and enrollment in various specialized training programs. The Board will develop a vouchering system that will model the best-practices currently being used in the industry.
- C Collaborate with select business entities to develop and implement a transitional employment program for youth and young adults who have no or minimal work experience. Suitable, structured work experience will be available to all youth and young adults who need it. Individuals will understand and be prepared to succeed on their own in the world of work.
- C Develop an entrepreneurship and micro-enterprise program to train individuals on the basic skills needed to start and maintain a business. Participants will have an introduction to and training for a growing employment opportunity self-employment. New business owners would have a support network in place to guide them in the maintenance and growth of their new companies.
- C Develop the capability to electronically link organizations that provide job training and placement services to youth and young adults. A common referral and case file/management system should be developed to track services, costs, and results for each youth in training and placement programs.
- C Provide ancillary services such as health care, transportation, childcare, and dependent care for participants enrolled in training and/or who have been placed in jobs. Remove all common barriers to training and employment so that youth and young adults can fully focus their attention on building skills that lead to lifelong employment and independence.
- C Provide activities to increase (1) their civic/political awareness and (2) their ownership of, contribution to, and attitudes toward their community. Youth will be encouraged to remain in the Local Area and co-invest in the community through active involvement in local boards, commissions, and youth-serving organizations. The primary intent is to help youth shed their skepticism and mistrust of government and encourage their perception of community ownership and responsibility.
- C Ensure accountability of the dollars spent toward youth employment and training in the LWIA. Develop an evaluation mechanism to examine the effectiveness of the Youth Career Development System.

Overall Outcome of the Youth Career Development System

The youth and young adults who participate in the Youth Career Development System will be educated, trained, civic-minded individuals who are aware of their citizenship responsibilities and knowledgeable about how to seek, obtain and retain employment.

These young people will be placed in jobs where they can earn a wage that will afford them the opportunity to manage their individual needs and assist their families if necessary. In addition, the jobs will offer the opportunity for career advancement and will allow the participants to be a positive example to other youth and residents in their respective neighborhoods.

ATTACHMENT A

**LWIA DEMAND AND GROWTH OCCUPATIONS
October 2000**

ATTACHMENT B

Youth Voucher System

The Board wishes to empower and encourage program participants in decision making to achieve their individual employment goals. Through this system, The Board defines a voucher system that can address the complexity of barriers that prohibit successful participation in youth career development services and obtaining and retaining employment. The use of vouchers allows individuals a choice in the provision of needed services that are tailored to the individual with case manager guidance.

Vouchers will:

- Maximize informed participant choice and flexibility in service delivery
- Focus on the immediate and long-term needs of the individual
- Place trust in joint participant and advisor decision-making
- Place payment to the provider; not directly to participant
- Be outcome driven

The intent of the YCDS Voucher funds are to assist disadvantaged youth in reaching their employment potential to be employed in an unsubsidized work environment with a livable wage and opportunity for career and skill advancement. YCDS Voucher funds will maximize the impact of existing funding sources. This will be achieved by providing the opportunity to act on needs of youth that may surpass the normal parameters of other federal, state, and/or private dollars through the provision of a flexible, customer-driven YCDS Voucher funds.

The Board is initiating the use of vouchers to allow more individuals a choice in the provision of needed services that are tailored to the individual with case manager guidance. **For the purpose of this RFP, the voucher funds can only be used to secure services for eligible youth 18-21 years of age and who are concurrently enrolled as an adult, due to Federal Regulations.**

Available assistance

Voucher dollars are to be used in cases where one or more of the following conditions exist based on service providers documented assessment:

- ◆ Availability is otherwise limited due to eligibility, waiting lists, timeliness, or other system barriers; or
- ◆ Emergency needs.

Voucher limits indicated below are to serve as guidance; WDA staff must approve requests above the noted limit.

1. Specialized Post Secondary Training:

Vocational and/or educational training conducted by an accredited post-secondary institution or short-term training provider to enable an individual to seek gainful employment upon completion. Student financial aid is to be pursued in all cases, including PELL grants, state grants, and federal financial aid packages.

Limit: \$4,000.00

Most specialized training programs range in cost from \$20.00 to \$3,500.00. Many training opportunities are available free of cost within certain eligibility guidelines. Higher range training programs will likely offer financial aid packages that should contribute to the cost of the program. It should be the responsibility of the participant to seek training and the assistance associated with that particular program or field with the objective guidance of the advisor.

2. Post Placement Training and Retention Services:

Resources to enable an individual to enhance and/or improve current skills in order to retain current employment and/or advance into new employment opportunities upon completion.

Limit: \$ 2000.00

Retention services beyond an organization's scope may be accessed through the use of this voucher. In addition, employers often need to invest in the on-going skill development of employees to meet high-skill job requirements. Should a participant desire training in order to keep or advance in a current job, or make a career change, assistance may be provided.

3. Support/Ancillary Services:

Services necessary to enable an individual to participate in training and/or employment. May be used before, during, or after job placement.

1. Links to community services;
2. Job coaching;
3. Mentoring;
4. Child and dependent care costs;
5. Transportation costs;
6. Assistance with housing costs;
7. Referrals to medical services; Uniforms or other appropriate work attire and work-related costs, including eye glasses and protective eye wear;(20 CFR 664.440)

Limit: \$ 1500.00

These dollars are to be used primarily as gap filling dollars, not as a sole source or for long-term (6 months or more) use (unless otherwise documented as a need).

Documentation of Need

Written Narrative

Brief written narratives will accompany voucher requests (see attached) to document the use and impact on the participant as it relates to reaching their employment goals. Minimally, the following points should be addressed (continuation sheets may be used if necessary):

- Reason for the use of the voucher (unavailability of public funds, emergency, eligibility restrictions, etc.);
- Other funding sources pursued and being used to assist the participant;
- Desired impact on the participant based on individual plan and employment outcomes (job readiness, placement, and retention).
- Signed by the participant and appropriate authority of the issuing organization.

In all cases, participants are to be guided by advisors to make an informed choice about the training and service needs of the participant to reach desired outcomes.

Demographics and Fiscal Report

Voucher tracking is required to document the following:

- 1) Participant Information (Name, Social Security Number, Age, Address)
- 2) Vendor
- 3) Date authorized
- 4) Type of Voucher (of two categories)
- 5) Voucher Obligations
- 6) Actual Voucher Expenditures

Written narratives are to be included for each obligated voucher expenditure with monthly reports to WDA.

Voucher Report Follow-up

Voucher reports will be distributed on a monthly basis to the service provider for the purposes of analyzing the most common uses for vouchers and their impact on individual participants. WDA staff will meet regularly with YCDS contractor staff and directors to review reports and identify technical assistance needs and issues.

INSERT VOUCHER FORM

ATTACHMENT C

PROPOSAL FORMS

- 1. Applying Organization Questionnaire**
- 2. Service Activity Access Plan**
- 3. Deliverables**
- 4. Budget**

FORM 2

SERVICE ACTIVITY ACCESS PLAN

Service Activity	Examples	Provide Directly	Access via Coop. Agreement	Access via Voucher
1. Outreach & recruitment	Applicant Marketing, Access & Recruiting			
2. Assessment & Skill Identification	Skills, Aptitudes and Attitudes Assessment			
3. Intensive Job Placement	Job Search, Placement Into Employment			
4. Tutoring & Study Skill Training	Instruction Leading to Secondary School Completion; Drop Out Prevention Strategies			
5. Alternative Secondary School Offerings	Alternative Education program with Co-Investment Resources			
6. Summer Employment	Summer Youth Opportunities Directly Linked to academic and Occupational Learning			
7. Paid & Unpaid Work Experiences	Internships, Job Shadowing, Community Service			
8. Occupational Skills Training	Job Specific Skills Development in Demand Occupations			
9. Leadership Development	Positive Social Behavior, Soft Skills, Decision Making, Team Work, Citizenship			
10. Supportive Services	Removing Barriers to Participation			
11. Adult Mentoring	Mentoring for at least 12 Months During or After Participation			
12. Follow-Up	Case Management & Job Retention Services			
13. Comprehensive Guidance & counseling	Drug & Alcohol Abuse Counseling, Referral to Counseling			

- A Bidder Proposes to directly provide this service.** Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed program Budget.
- B Bidder Proposes to access this service/activity via cooperative agreement.** Cooperative Agreements may be non-financial or financial in nature. Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed program budget, if a financial agreement is anticipated.
- C Bidder Proposes to access these services via Vouchers.** Items so marked must be described in Section 3.B (Program Delivery & Design) of the proposal narrative and included in the proposed Voucher Budget. Voucher resources will be negotiated and awarded separately from program delivery. The cost of vouchers being proposed must be included in the proposal budget. A narrative showing the number and type of vouchers should be included as a budget attachment.

FORM 3 (Example Format)

Deliverables

PLANNED SERVICE LEVELS	# Youth Enrolled	# Youth Completed	# Youth Placed	# Youth Attainment
Youth 14-18				
Youth 19-21				
Total Served				

Performance Measure	Minimum Level
YOUTH AGED 19-21	
Placement Into Unsubsidized Employment	%
6-Months Retention in Unsubsidized Employment	%
6-Months Earnings Gain	\$
Attainment of Educ.or Occup. Skills Credential	%
YOUTH AGED 14-18	
Attainment of Basic, Work Readiness and/or Occupational Skills	%
Attainment of Secondary School Diplomas/Equiv.	%
Placement and Retention in Post-Secondary Education/Training, or in Military, Employment, Apprenticeships	%
PARTICIPANT CUSTOMER SATISFACTION	%
EMPLOYER CUSTOMER SATISFACTION	%

FORM 4
INSERT BUDGET FROM "BUDGET ATTACHMENT"