

DELAWARE WORKFORCE INVESTMENT BOARD (DWIB)  
PROPOSAL REVIEW SCHEDULE  
REQUEST FOR PROPOSAL  
**FEDERAL YOUTH STIMULUS FUNDING (In-School & Out of School)**  
Program Year July 1, 2009 - June 30, 2010  
Issued: April 2, 2009

April 13, 2009 1:30 P.M.

Orientation  
Buena Vista Conference Center  
661 S. DuPont Hwy  
New Castle, Delaware 19720

April 27, 2009

PROPOSALS DUE (3 COPIES)  
**(Note Location)**

NO LATER THAN 4:00 P.M

Delaware Workforce Investment Board (DWIB) c/o DE Dept  
of Labor, Division of Employment & Training, 1<sup>st</sup> Floor  
4425 N. Market Street  
Wilmington, DE. 19802

Please note that the Proposals must be delivered to the DWIB office no later than 4:00 p.m. on April 27, 2009 and that no proposal is considered a complete proposal without a scheduled Proposal Development Session, as described in the R.F.P. Incomplete Proposals will not be considered.

April 28 – JUNE 5, 2009

PROPOSAL DEVELOPMENT

June 8, 2009

BEST AND FINAL OFFERS DUE (ONE COPY)  
**(Note Location)**

NO LATER THAN 4:00 P.M.

DWIB c/o DE Dept of Labor  
Division of Employment & Training, 1<sup>st</sup> Floor  
4425 N. Market Street  
Wilmington, DE. 19802

June 17, 2009

PROPOSAL PRESENTATIONS  
**(Note Location)**

Buena Vista  
661 South DuPont Hwy  
New Castle, Delaware

June 23, 2009

DWIB APPROVAL OF FUNDING AWARDS (subject to  
change without notice.

EQUAL OPPORTUNITY EMPLOYER/PROGRAM  
Auxiliary aids and services are available upon request to individuals with disabilities.

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## EO Assurance

As a condition to the award of financial assistance from the Delaware Workforce Investment Board and the Department of Labor under Title I of WIA, the grant application assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

## **I. CAVEAT**

Federal Funds - This Request for Proposal is being issued in anticipation of the availability of Federal Stimulus funds for Youth training. At the point of issuance the legislation has been finalized and guidance regarding these funds has now been issued (TEGL 14-08). DWIB reserves the right at its sole discretion to make any revision to this Request for Proposal or subsequent contracts that it deems necessary to be in full compliance with the federal guidance when it is finalized and issued.

## **II. PURPOSE**

The Delaware Workforce Investment Board (DWIB), with the issuance of this Request for Proposal (RFP), is requesting proposals for the following type of training:

- Stand Alone Youth Programs (in-school & out-of-school) funded with WIA Youth funds that will complete activities no later than September 30, 2010 (Training activities to be completed no later than June 30, 2010)
- Enhanced youth services to supplement and enhance existing and/or pending WIA Youth contracts in-school & out-of-school).

The sources of funds that will fund this solicitation are the following:

- 1) U.S. Workforce Investment Act ("WIA") Stimulus Funds

The purpose of programs funded under WIA is to prepare youth facing serious barriers to employment for participation in the labor force by providing training and other services that will result in increased employment and earnings, increased educational and occupational skills credentials, and decreased welfare dependency, thereby improving the quality of the workforce and enhancing its productivity and competitiveness.

## **III. SOLICITATION**

- 1) The funding levels identified are estimates and are subject to change without notice.  
WIA Youth (\$ 1,000,000)
- 2) Proposals are competitive. Competitive elements to be considered are (a) the minimum number of participants, (b) the percentage of those participants who will achieve the outcome (90 day retention in entered employment or other specified outcome is required), (c) the services to be delivered, (d) the cost and quality of the services, (e) program completion rates for all participants, (f) wages at placement into unsubsidized employment for all participants, (g) the types of credentials participants will obtain, and (h) description of methodology used in determining the data.

### **1. SPECIFIC PROGRAM SOLICITATION**

The Delaware Workforce Investment Board is soliciting proposals for standalone youth programs or proposals to enhance and supplement existing/pending youth contracts for eligible youth between the

ages of 14 and 24. In addition to achieving the outcomes described in “Performance Standards and Definitions”, the Delaware Workforce Investment Board is seeking proposals from organizations whose program model emphasizes education at both the secondary and post-secondary level for participants.

The intent of this proposal relative to youth services is to focus on long-term intervention strategies that offer youth a broad range of services. To that end, the following mandated design components and program elements have been established for Workforce Investment Act funded programs. Accordingly, the Delaware Workforce Investment Board is seeking proposals that incorporate these components and elements.

In addition, the Delaware Workforce Investment Board is specifically seeking Proposals consistent with the USDOL “New Strategy for the Delivery of Youth Services” described in the Training and Employment Guidance Letter 28-05 ( [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=2224](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2224) ) and with the USDOL “New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act” described in the Training and Employment Guidance Notice 3-04 ( [http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=1589](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=1589) ).

The four Critical Strategies follow:

1. Focus on Alternative Education
2. Focus on Business Demands, Especially in High-Growth Industries and Occupations
3. Focus on Neediest Youth
4. Focus on Improved Performance

### Design Requirements

#### Youth Training (WIA Youth)

Program proposals will target in-school or out-of-school youth:

Out-of-School program proposals will target the neediest of youth who have dropped out of secondary school and/or are basic skills deficient.

In-School program proposals will target the neediest of youth, students that tested at a level 1 or level 2 on the DSTP, entering 11<sup>th</sup> or 12<sup>th</sup> grade in September 2009. Students in other grades may be served but the goal is for 11<sup>th</sup> & 12<sup>th</sup> grade students to be a primary enrollment cohort.

Providers will recruit all youth. In doing this, providers will link with schools, adult education providers, Division of Social Services, and the Department of Services for Children Youth and their Families, local community centers, local faith-based community organizations, and other agencies.

Interest and compatibility for the program will be determined through assessments that will establish the baseline for educational/work readiness skill training that will begin upon enrollment. It will also act as the foundation for the development of skill attainment goals and credential attainment.

**All youth being served with WIA must be determined eligible in accordance with the eligible youth definition in this RFP.**

### Mandated Design Components

Programs must integrate the following design components into their program.

- Provide an objective assessment of the academic levels, skill levels and service needs of each participant, which shall include an assessment of basic skills, occupational skills, prior work experience, interests, aptitudes, supportive service needs, and developmental needs. Focus should be placed on the neediest youth population (TEGN 3-04).
- Develop service strategies for each participant that identifies an employment and/or academic goal (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives and appropriate services for the participant taking into account the outcome of the objective assessment. It is important that these service strategies focus on placement in employment, academic achievement through literacy and numeracy gains, and credential attainment.
- Provide retention services beginning upon enrollment through the completion of 12 months of post-exit follow-up. Retention services must include the activities, tools and incentives that will facilitate a strong relationship between providers and participants leading to successful completion of the program and attainment of a performance outcome maintained during the 12 month post-exit follow-up period.
- Prepare and link youth with postsecondary educational opportunities, in appropriate cases;
- Prepare and link youth with unsubsidized employment opportunities, in appropriate cases; and
- Ensure strong linkages between academic and occupational learning that will provide youth the skills necessary in order to receive a credential.
- Ensure effective connections and direct involvement to the job market and to local and regional employers that will assist youth in gaining the skills necessary for jobs and career pathways in high growth and high demand industries.
- Establish linkages with alternative education programs that will enable youth to ensure academic improvement.

#### Mandated Program Elements

Proposed programs must incorporate current and planned efforts to provide services that support the mandated program elements listed below.

- Tutoring, study skills training, and instruction, leading to completion of secondary school, including dropout prevention strategies;
- Alternative secondary school services, as appropriate;
- Summer employment opportunities that are directly linked to academic and occupational learning;
- As appropriate, paid and unpaid work experiences, including internships and job shadowing;
- Occupational skill training, as appropriate;
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;
- Supportive services;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;

- Follow-up services for not less than 12 months after the completion of participation, as appropriate;
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

The program(s) solicited will provide youth with the following:

1. All youth served will receive the Mandated Program Components
2. Youth served will have each of the mandated program elements available to them. The specific program services that are provided to each youth participant will be based on the participant's objective assessment and individual service strategy. Proposals submitted are not required to provide all the program elements services but they must demonstrate how all the service options will be made available to all youth participants.
3. The completion of High School Diplomas or a GED will be a planned goal for all youth. Additional education leading to a High School Diploma/GED will be provided to all clients that have not received a diploma/GED. This educational service will be provided through the schools whenever possible. In order to provide this service to youth in need of these services, providers must link with the appropriate agencies. Youth who have graduated and are basic skills deficient will be provided this service as well. Incentives may be provided to encourage participation. Providers will also link with agencies in order to ensure post secondary education preparation.
4. An Individual Service Strategy (ISS) will be developed for all youth. This will be done with the input from the school/agency personnel. The ISS will be reviewed and updated regularly. The ISS will include an ultimate employment goal and the incremental work readiness and academic steps to achieve the goal.
5. All youth will have credentials planned within the ISS. Credentials established in the ISS will be incremental and credential attainment will be designed to reinforce success and encourage the continual development of skills. Credentials specified will be based on academic and employment goals. These credentials should be achieved prior to exiting the program in order to insure long term sustainable success.
6. Comprehensive guidance and counseling begins at the point of enrollment. It continues for the entire period that the youth is in the program. It is the central activity of case management that begins at enrollment and ends 12 months after the youth exits the program. Mentoring services will also be provided and may be employment based.
7. The selected providers may also provide occupational skills training. Occupational skills training may be provided through the selected provider or may be purchased.
8. Basic skills (reading, math, and language) training will be a major component of any training provided.
9. Pre and post tests will be administered to ensure youth are achieving literacy and numeracy gains.

10. All occupational training will be combined with paid/unpaid work experience, internship specifically related to the training.
11. The development of work readiness skills will be accomplished through incremental employment experiences. This may include summer work experience, short term work assignments with an employer, other paid/unpaid work experience, internship and/or work shadowing specifically related to the training.
12. Post-exit follow-up services will be specifically targeted to employment (or other recognized outcome) retention, increased wages and improving occupational skills and career development, including encouraging enrollment in training while the student is employed. Follow-up will include regular face-to-face contact. During the post-exit follow-up period (12 months), services described in the individual service strategy will continue to be provided the participant.
13. Provide substance abuse training (appropriate to the expected outcome of the training).
14. Provide instruction on the use of the Internet, as a resource in obtaining employment, where program targeted outcomes is job placement.
15. Training/experience in analyzing and solving problems, working productively with others, being considerate, listening and following instructions, accepting responsibility, and demonstrating good attendance. These skills will be taught and reinforced continually as interrelated parts of skills training.
16. Training when possible will incorporate “green” training experiences that will equip youth with “green” knowledge. For example training may include experience in areas such as retrofitting public buildings, solar panel installation, reclaiming of public park areas, recycling computers

#### Enhanced Youth Activities

1. Proposals to provide Enhanced/ Supplemental Youth services will provide a documentable increase in the intensity, duration and/or quality of the “mandated program elements” and/or “mandated design components of their current/pending WIA Youth contract. Ultimately these improvements will be expected to contribute to improved performance as measured by the Federal Performance Standards.

2.

**TARGE**

**TED POPULATIONS AND ELIGIBILITY CRITERIA**

A. Youth Training

1. The Youth served through this youth program will be funded by WIA Youth funds depending on their individual eligibility. Youth served with the WIA Youth funds will meet the following eligibility criteria:

a. Is age 14 – 21;

b. Is a low income individual defined as follows;

- Receives or is a member of a family that receives cash payments under a Federal, State or Local income based public assistance program.
- Received an income or is a member of a family that received a total family income, for the 6 month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, public assistance payments, and Old Age and Survivors benefits received as a result of the Social Security act) that in relation to family size does not exceed the higher of –
  - (i) The poverty line for the equivalent period; or
  - (ii) 70% of the lower living standard income level for the equivalent period. (\$22,523 for a family of 4 )
- Is a member of a household that receives (or has been determined in the six month period prior to application for the program involved to be eligible to receive) food stamps;
- Qualifies as a homeless individual;
- Is a foster child on behalf of whom State or local government payments are made;
- In cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program, but who is a member of a family whose income does not meet such requirements.

c. Is within one or more of the following categories:

- Deficient in basic literacy skills;
- School dropout;
- Homeless, runaway, or foster child;
- Pregnant or parenting;
- Offender; or
- Is an individual who requires additional assistance to complete an educational program, or to secure or hold employment.

**Contractors are responsible for documenting all eligibility information prior to enrollment consistent with the policy of the Delaware Workforce Investment Board.**

3.

**Perform**

**ance Standards (contract performance standards)**

The outcome goals for the youth programs funded by the Workforce Investment Board and required under the Workforce Investment Act are provided below. All program selected for

funding must have program designs that support the attainment of these performance goals. Performance Goals for PY 09 have not yet been negotiated. The following are provided as examples. Both these percentages and the measures are subject to change.

**Older Youth (OY) - (Youth 19 - 21 years of age at program entry)**

1. **Entered Employment Rate** measures the number of youth who didn't have a job before services and obtained a job after services. **82%**

**WIA Calculation:** *Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training in the first quarter after exit:*

# of OY who have entered employment by the end of the 1st Qtr after exit (Divided by)  
# of OY who exit during the Qtr.

2. **Employment Retention Rate** measures the number of youth who had a job after leaving services and still had a job 6 months later. **81%**

**WIA Calculation:** *Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

# of OY who are employed in 3rd Qtr after exit (Divided by)  
# of OY who exit during the Qtr.

3. **Earnings Change** compares earnings youth had before services and 6 months after services. **\$3,914**

**WIA Calculation:** *Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

Total Post-Program Earnings (earnings in Qtr 2 +Qtr 3 after exit) minus Pre-Program Earnings (earnings in Qtrs. 2 + 3 prior to registration) (Divided by)  
# of OY who exit during the Qtr.

4. **Credential Rate** measures acquisition of recognized credentials 6 months after services by youth who were in jobs or further education right after services, credentials defined locally. **66%**

**WIA Calculation:** # of OY who were in employment post-secondary education, or advanced training in the first Qtr. after exit and received a credential by the end of 3rd Qtr. after exit (Divided by)  
# of OY who exit during the Qtr.

**Younger Youth (YY) – (Youth 14 to 18 years of age at program entry)**

5. **Skill Attainment Rate** measures the attainment of basic, work readiness or occupational skills while receiving services. **88%**

**WIA Calculation:** *Of all in-school youth and any out-of-school youth assessed to be in need of basic skills (BS), work readiness skills (WR), and/or occupational skills (OS):*

$$\frac{\text{Total \# of attained BS} + \text{\# of attained WR skills} + \text{\# of attained OS}}{\text{Total \# of BS goals} + \text{\# of WR skills goals} + \text{\# of OS goals}} \text{ (Divided by)}$$

6. **Diploma or Equivalent Attainment Rate** of those who enter without a diploma or equivalent, measures the number of youth who receive one by the time they leave services. In-school youth that leave services and are still in school are excluded from this measure. **69%**

**WIA Calculation:** *Of those who register without a diploma or equivalent:*

$$\frac{\text{\# of younger youth (YY) who attained a secondary school diploma or equivalent by the end of the 1st Qtr. after exit}}{\text{\# of YY who exit during the Qtr. (except those still in secondary school at exit)}} \text{ (Divided by)}$$

7. **Retention Rate** measures the proportion of youth that are in the following activities 6 months after they leave services: **65%**

- Post secondary education
- Advanced training
- Employment
- Military service
- Qualified apprenticeships

**WIA Calculation:** *\# of younger youth found in one of the following categories in the 3<sup>rd</sup> Qtr. after exit:*

- post secondary education
  - advanced training
  - employment
  - military service
  - qualified apprenticeships (Divided by)
- \# of YY who exit during the Qtr.*

To assist in monitoring the retention of youth in employment and other outcomes, providers will also be responsible for reporting on participant retention in employment and other outcomes at the following increments of time:

- Day 1 of employment
- Day 30 of employment (continuous from day1)
- Day 60 of employment (continuous from day1)

- Day 90 of employment (continuous from day1)

#### **4. OTHER SOLICITATION INFORMATION**

1. For new participants after July 1, 2006 all Youth Proposers and ITA Providers will provide training that will allow trainees to earn a Diploma, GED, or Certificate as defined in USDOL TEGL 17-05 ([http://wdr.doleta.gov/directives/corr\\_doc.cfm?DOCN=2195](http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=2195)) attachment B.
2. Preference will be given to proposals, in the proposal rating criteria, that:
  - Demonstrate the ability to operate quality, cost effective training programs that result in high placement rates, increased wages, long term job retention and credential attainment.
  - Enter into partnerships (with other contractors or other youth providers) that produce synergy. Synergistic activity will produce an outcome greater than the sum of the efforts taken independently.
  - Equip trainees with appropriate “green” knowledge to prepare them to enter into “green pathways” to career opportunities & training
- 4) Youth proposers, consistent with the USDOL Youth Vision, will plan for improved youth performance while continuing to serve the “at risk/neediest” youth population as described in the TEGL 28-05. This will include establishing linkages with alternative education and direct involvement with the Business community (areas such as speakers, volunteer’s trainers, work shadowing, internships, & employment).

#### **5. POLICIES**

- 1) The existence and contents of proposals are confidential and as such will not be discussed with any proposer or outside party by staff or Board members at any time other than designated official proposal review periods. Proposers also should be aware that they are competitors and should not discuss the contents of proposals with others. Proposals received are considered the property of the DWIB and will not be returned.
- 2) All proposals funded through this Request for Proposal (RFP), when viewed in their entirety, will be readily accessible to disabled individuals and will conform with all non discrimination and Equal Opportunity laws and regulations covered by Section 188 of the Workforce Investment Act.
- 3) All proposers must establish linkages with other state and community agencies in order to assure the delivery of services indicated above.
- 4) All proposers must be capable of obtaining supportive services.
- 5) It is the policy of the Delaware Workforce Investment Board that all participants will receive work maturity skills training, which includes job search, and substance abuse prevention skills.
- 6) All service providers will be responsible for recruitment, enrollment, training, job placement, job retention, or other previously stated outcomes. The Contractor is also responsible for determining and documenting eligibility and providing the MIS section with required data.

7) Proposals, submitted through this RFP, will either describe the entire program to be considered (Stand Alone Programs) or the specific Enhancements. When proposing a stand- alone program, the Proposal should reflect 100% of services, budget, and participants. When proposing enhancements, only the cost of the enhancements will be budgeted and the number of participants will be the total to receive the enhanced services. Contracts may fund all or any portion of the cost of a training program/enhancement. .

8) All selected proposers, will provide information regarding their training to the “One Stop” offices. The information will include; training type, schedule, entrance criteria, eligibility, and the number of slots available on a tuition basis and their cost, if appropriate.

## **6. COST CATEGORIES, BUDGETING, AND CONTRACTING**

1) The DWIB reserves the right to write separate contracts for each type of funding awarded to a program.

2) Contract Extensions - The DWIB reserves the right to negotiate one-year extensions to contracts funded through this Request for Proposal. The minimum criteria for extension will be satisfactory performance for the review period. The DWIB reserves the right, at its sole discretion, to specify the review period.

3) Tuition fee contracts may be allowed when documentation of the following conditions is provided: Tuition charges or entrance fees are not more than the education institution’s catalog price, are necessary to receive specific training, and the training is open to and attended by the general public.

4) Cost Allocation - All budgeted costs must be allocable to one of two categories: (1) administration, (2) program. Administration may not exceed 12% of the total budget. Although the breakout of costs is not a Request for Proposal requirement, proposals that are funded must meet this requirement.

5) The following costs are not allowable charges under the WIA program:

- Costs of fines and penalties resulting from violation or, failure to comply with Federal, State, or local laws and regulations.
- Back pay, unless it represents additional pay for WIA services performed for which the individual was underpaid;
- Entertainment costs
- Bad debts expense
- Insurance policies offering protection against debts established by the Federal Government
- Contributions to a contingency reserve or any similar provision for unforeseen events
- Costs prohibited by 29CFR part 93 (Lobbying)
- Costs of activities prohibited in 627.205 (Public service employment prohibition); and 627.210 (non-discrimination)

6) Profit is an allowable expense for “for profit” trainers. All profit is negotiable. No profit will be allowed until all contracted performance is achieved.

## 7. PROPOSAL REVIEW PROCESS AND PROCEDURES

1. When you determine that your organization will submit a proposal, you must schedule your initial proposal development session. **The scheduling of proposal development sessions is required for your proposal to be considered a complete proposal.** The scheduling will be done via the Internet at [www.delawareworks.com/WIB](http://www.delawareworks.com/WIB).
2. An orientation for all proposers will be held on April 13 from 1:00 – 3:30 at the Buena Vista Conference Center, 661 S. DuPont Hwy, New Castle Delaware 19720.
3. Three copies of each proposal are due no later than 4:00 P.M. on April 27 2009. They will be submitted to the Delaware Workforce Investment Board (DWIB) c/o DE Dept of Labor, Division of Employment & Training 1<sup>st</sup> Floor, 4425 N. Market Street, Wilmington, DE. 19802
4. A separate Proposal for each type of specific solicitation is required.
6. Proposals are considered “confidential” information until funding decisions are final.
7. All proposals become the sole property of DWIB.
8. The proposals submitted in response to this Request for Proposal will be processed after submission as follows:
  - A pre-screening will be performed by staff to insure that each proposal is responsive to the Request for Proposal (RFP).
  - Responsive proposers will then enter into and participate in proposal development sessions with DOL/DET contract staff. The purpose of proposal development is to establish the “Best and Final” offer of the proposer. The process allows proposers to make necessary changes in their proposal to make it as clear and competitive as possible. The “Best and Final” offer will be the final revision of the Proposal. The proposal development period will begin on April 28, 2009 and end no later than June 1, 2009
9. One copy of the “Best and Final” offer is due no later than 4:00 P.M. on June 4, 2009. They will be submitted to the Delaware Workforce Investment Board (DWIB) c/o DE Dept of Labor, Division of Employment & Training, 1<sup>st</sup> Floor, 4425 N. Market Street, Wilmington, DE. 19802
  - “Best and Final” offers will be presented by the proposer to a subcommittee of the DWIB. The DWIB will decide based on that presentation, and related data, whether to fund the offer. Funding may be for all or part of the offer.
  - Oral presentations will be made to the DWIB proposal review committees on June 17, 2009. Individual appointments will be scheduled.  
**NOTE: Handouts, promotional materials, videos, overheads, etc., are not permitted at oral presentations.**
  - The “Best and Final” offer will be analyzed by staff. Analysis will include a

comparison with other similar offers, provider past performance, and other DWIB performance/contract placement standards. The analysis will be provided to the DWIB, which will make the decision on funding.

- Funded proposals will be expected to provide the services specified, at the cost proposed in the “Best and Final” offer unless further proposal development is specified by the DWIB.

10. The DOL/DET contract staff may submit a concern to DWIB on matters discussed in proposal development. Proposers who decide not to adjust their proposals in light of expressed concerns may comment on their justification in writing or in their oral presentation.

11. Proposers may request an explanation of the basis of the awarding of funds from the Executive Director of the DWIB. The request must be in writing and must be submitted within ten (10) days of the award. Proposers who feel that a provision of the WIA has been violated may file a complaint. Information on the filing of a complaint may be obtained through the DWIB office.

## **8. PROPOSAL EVALUATION**

All proposals presented for DWIB consideration will be reviewed and evaluated according to the following criteria:

### Demonstrated Ability (25%)

- Proposer demonstrates the ability to operate like or similar high quality, cost effective training programs that result in high placement rates.

### Cost (15%)

- Costs are reasonable and competitive as compared to other similar programs.

### Program Design and Proposed Results (40%)

- Program design provides adequate case management to achieve the planned results.
- Number and quality of staff is adequate.
- Planned Services support the required program elements and components.
- Planned outcome rates are challenging (stand alone) or increased performance is supported by the planned enhancements (enhanced & supplemental).
- Additional education is provided to all individuals in need of this service.
- Retention and Post-Exit Follow-Up services are included in the design.
- Planned partnerships will produce synergy.
- Design includes opportunities for youth to receive appropriate “green” experiences.

### Linkages with schools / other youth agencies (5%)

- Specific linkages with specific schools / programs have been established.
- Evidence of specific services that will be provided through the linkages is provided.
- The program includes Basic Skills instruction during the summer and upon the return to school, when appropriate.

### Intensity & Duration of Training (15%)

- The length, hours per day, and type of training service

## 9. DEFINITIONS

**ADULT** - Except in sections 127 and 132, the term "adult" means an individual who is age 18 or older.

**BASIC SKILLS DEFICIENT** - The term "basic skill deficient" means, with respect to an individual, that the individual has English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test.

**CASE MANAGEMENT** - The term "case management" means the provision of a client-centered approach in the delivery of services, designed

(a) to prepare and coordinate comprehensive employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and

(b) to provide job and career counseling during program participation and after job placement.

**COMMERCIALLY AVAILABLE OFF-THE-SHELF TRAINING PACKAGE** means a training package sold or traded to the general public in the course of normal business operations, at prices based on established catalog or market prices. To be considered as sold to the general public, the package must be regularly sold in sufficient quantities to constitute a real commercial market to buyers that must include other than WIA programs. The package must include performance criteria pertaining to the delivery of the package, which may include participant attainment of knowledge, skills or a job.

**COMMUNITY-BASED ORGANIZATION** - The term "community-based organization" means a private nonprofit organization that is representative of a community or a significant segment of a community and that has demonstrated expertise and effectiveness in the field of workforce investment.

**COMPETENCY** - The term "competency" means a skill or knowledge, accepted by the DWIB, to be achieved by an individual in order to achieve a program credential.

**COMPLETER** – The term "completer" means a participant who successfully complies with the definition of program credential completion in the Contract.

**COMPLETION** – The term "completion" means the successful achievement of the requirements of training specified in the contract. Generally this is defined by a combination of hours of attendance and competency attainment.

**COST ANALYSIS** – The term "Cost Analysis" means the review and evaluation, element by element, of the cost estimate supporting an organizations proposal for the purpose of pricing the contract.

**COST REIMBURSEMENT CONTRACT** – The term “Cost Reimbursement Contract” means an agreement that provides for the payment of actual costs incurred to the extent prescribed in the agreement. Instead of paying the contractor to meet all the terms and conditions at a specified price, this type of agreement reimburses the awardee for its best efforts to perform up to the total cost and types of costs authorized in the agreement.

**CREDENTIAL** – Nationally recognized degree or certificate or State recognized credential (H.S Dipl./GED, postsecondary degrees, recognized skills standards, licensure, apprenticeship or industry recognized certificates).

**DISLOCATED WORKER** - The term "dislocated worker" means an individual who

- (A)(i) has been terminated or laid off, or who has received a notice of termination or layoff, from employment;
- (ii)(I) is eligible for or has exhausted entitlement to unemployment compensation; or
- (II) has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center referred to in section 134 (c), attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a State unemployment compensation law; and
- (iii) is unlikely to return to a previous industry or occupation;
- (B)(I) has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise;
- (ii) is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days; or
- (iii) for purposes of eligibility to receive services other than training services described in section 134(d)(4), intensive services described in section 134(d)(3), or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close;
- (C) was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or
- (D) is a displaced homemaker.

**DIPLOMA OR RECOGNIZED EQUIVALENT ATTAINMENT RATE** - A youth diploma or equivalent attainment rate is calculated for those participants that enroll without a diploma or equivalent. The performance percentage is calculated by dividing the number of participants that achieve a secondary school diploma or equivalent at termination by the total terminated (except those still in secondary school)

**DISPLACED HOMEMAKER** - The term "displaced homemaker" means an individual who has been providing unpaid services to family members in the home and who

- (A) has been dependent on the income of another family member but is no longer supported by that income; and
- (B) is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

**ELIGIBLE YOUTH** - Except as provided in subtitle C and D, the term "eligible youth" means an individual who

- (A) is not less than age 14 and not more than age 21;

- (B) is a low-income individual; and
- (C) is an individual who is one or more of the following:
  - (i) Deficient in basic literacy skills.
  - (ii) A school dropout.
  - (iii) Homeless, a runaway, or a foster child.
  - (iv) Pregnant or a parent.
  - (v) An offender.
  - (vi) An individual who requires additional assistance to complete an educational program, or to secure and hold employment.

**EMPLOYMENT etc. ATTAINMENT RATE** - The performance percentage established is calculated by dividing the number of individuals who enter and retain in postsecondary education, advanced training, military service, employment, or qualified apprenticeships by the number of individuals who have exited the program.

**ENROLLMENT** – The term “enrollment” means the completion of a defined number of hours of training in the core curriculum as specified in the contract.

**EXIT**– A participant who has not been reported in AJLA (management information system) as enrolled in an any activity for 90 days.

**FAMILY** - The term "family" means two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:

- (A) A husband, wife, and dependent children.
- (B) A parent or guardian and dependent children.
- (C) A husband and wife.

**FIXED UNIT PRICE CONTRACT** – The term “Fixed Unit Price Contract” means an agreement that pays a Contractor a specified price for specified deliverables regardless of the Contractors actual costs incurred. This contract type places maximum risk and full responsibility on the contractor for all costs and resulting profit/program income or loss.

**PERFORMANCE BASED CONTRACT** – A “Fixed Unit Price contract where the contractor agrees to be paid for performance based on outcomes.

**FOLLOW-UP SERVICES FOR YOUTH –**

1. Follow-up services for youth may include:

- The leadership development and supportive service activities;
- Regular contact with a youth participant's employer, including
- assistance in addressing work-related problems that arise;
- Assistance in securing better paying jobs, career development
- and further education;
- Work-related peer support groups;
- Adult mentoring; and
- Tracking the progress of youth in employment after training.

1. All youth participants must receive some form of follow-up services for a minimum duration of 12 months. Follow-up services may be provided beyond twelve (12) months at the State or Local

Board's discretion. The types of services provided and the duration of services must be determined based on the needs of the individual. The scope of these follow-up services may be less intensive for youth who have only participated in summer youth employment opportunities.

**FULL LEVEL OF STAFF** - The term "Full Level of Staff" refers to the employment of individuals and their assignment to work on the Contract at a level sufficient to occupy all the positions found on the Staff section of the Statement of Work, for the hours specified there. An individual is considered to occupy a position when carrying out the duties of the position or on paid leave, consistent with Contractor personnel policies while assigned to that position.

**HOMELESS** – The term "Homeless" means an individual who lacks a fixed, regular, and adequate nighttime residence; and who has a primary nighttime residence that is:

- a. a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing for the mentally ill); or
- b. an institution that provides a temporary residence for individuals intended to be institutionalized; or
- c. a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

**IN-SCHOOL YOUTH** – A Youth attending any school, including alternative school, when the education leads to a High School Diploma.

**INDIVIDUAL WITH A DISABILITY** -

- (A) **IN GENERAL** - The term "individual with a disability" means an individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12102)).
- (B) **INDIVIDUALS WITH DISABILITIES** - The term "individuals with disabilities" means more than one individual with a disability.

**INDIVIDUAL SERVICE STRATEGY (ISS)** – The term "Individual Service Strategy" means an individual plan for a participant which shall include an employment goal (including, for women, consideration of non-traditional employment), appropriate achievement objectives, and the appropriate combination of services for the participant based on the objective assessment.

**LEADERSHIP DEVELOPMENT OPPORTUNITIES** – The term "Leadership Development Opportunities" means the following activities:

- Exposure to post-secondary educational opportunities;
- Community and service learning projects;
- Peer-centered activities, including peer mentoring and tutoring;
- Organizational and team work training, including team leadership training;
- Training in decision-making, including determining priorities;
- Citizenship training, including life skills training such as parenting, work behavior training, and budgeting of resources;
- Employability; and positive social behaviors [WIA sec. 129(c)(2)(F).]

**LEARNING RICH** – The term "Learning Rich" means training in which a variety of important basic skills are learned in the context of the functional task required to accomplish the work. Learning may occur in a work or training setting. Training is characterized by high expectations, real

challenges, real work, and the real world. The learner is continually involved in problem solving, communication, and critical thinking.

**LOWER LIVING STANDARD INCOME LEVEL** - The term "lower living standard income level" means that income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary based on the most recent lower living family budget issued by the Secretary.

**LOW-INCOME INDIVIDUAL** - The term "low-income individual" means an individual who

- (A) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;
- (B) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402)) that, in relation to family size, does not exceed the higher of
  - (i) the poverty line, for an equivalent period; or
  - (ii) 70 percent of the lower living standard income level, for an equivalent period;
- (C) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.);
- (D) qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302);
- (E) is a foster child on behalf of whom State or local government payments are made; or
- (F) in case permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family whose income does not meet such requirements.

**NONTRADITIONAL EMPLOYMENT** - The term "nontraditional employment" refers to occupations or fields of work for which individuals from one gender comprise less than 25 percent of the individuals employed in each such occupation or field of work.

**OFFENDER** - The term "offender" means any adult or juvenile

- (A) who is or has been subject to any stage of the criminal justice process, for whom services under this Act may be beneficial; or
- (B) who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

**OLDER INDIVIDUAL** - The term "older individual" means an individual age 55 or older.

**ON-THE-JOB TRAINING** - The term "on-the-job training" means training by an employer that is provided to a paid participant while engaged in productive work in a job that

- (A) provides knowledge or skills essential to the full and adequate performance of the job;
- (B) provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and

(C) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

**OUT-OF-SCHOOL YOUTH** - The term "out-of-school youth" means

- (A) an eligible youth who is a school dropout; or
- (B) an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.

**PARTICIPANT** - The term "participant" means an individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under this title) under a program authorized by this title. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving subsidized employment, training, or other services provided under this title.

**PLACEMENT** – The term “Placement” means the act of securing for or by a participant unsubsidized employment for the duration of 1 calendar day, with an anticipated permanent duration. For reporting purposes, a placement may not begin prior to the day of the last leave from any activity in AJLA (management information system) is reported. Full-time placement requires 30 or more hours per normal workweek. Part-time placement requires 25 or more hours per normal workweek.

**POSITIVE SOCIAL BEHAVIORS** - The outcomes of leadership opportunities, often referred to as soft skills, which are incorporated by many local programs as part of their menu of services. Positive social behaviors focus on areas that may include the following:

- (a) Positive attitudinal development;
- (b) Self esteem building;
- (c) Openness to working with individuals from diverse racial and ethnic backgrounds;
- (d) Maintaining healthy lifestyles, including being alcohol and drug free;
- (e) Maintaining positive relationships with responsible adults and peers, and contributing to the well being of one's community, including voting;
- (f) Maintaining a commitment to learning and academic success;
- (g) Avoiding delinquency;
- (h) Postponed and responsible parenting; and
- (i) Positive job attitudes and work skills.

**POSTSECONDARY EDUCATIONAL INSTITUTION** - The term "postsecondary educational institution" means an institution of higher education, as defined in section 481 of the Higher Education Act of 1965 (20 U.S.C. 1088).

**POVERTY LINE** - The term "poverty line" means the poverty line (as defined by the Office of Management and Budget, and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902(2))) applicable to a family to the size involved.

**PUBLIC ASSISTANCE** - The term "public assistance" means Federal, State, or local government cash payments for which eligibility is determined by a needs or income test.

**SCHOOL DROPOUT** - The term "school dropout" means an individual who is no longer attending any school and who has not received a secondary school diploma or its recognized equivalent.

**SECONDARY SCHOOL** - The term "secondary school" has the meaning given the term in section 14101 of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 8801).

**SIMULATED WORK** - The term "Simulated Work" means an activity that takes place in a training situation where a work product is produced for the purpose of learning work maturity skills and/or specific occupational skills rather than for the purpose of producing the work product.

**SKILL ATTAINMENT RATE** - If a participant is deficient in basic literacy skills, the contractor will establish at a minimum, one participant basic skills goal for the year. A minimum of one participant skill goal must be set for the year with a maximum of three goals per year. Skill goals will fall into the category of basic, work readiness, or occupational skills.

The performance percentage established for Skill Attainment Rate is calculated by dividing the Skills Goals (Basic, Work Readiness, and Occupational) achieved by the number of Skills Goals set.

**SUPPORTIVE SERVICES** - The term "supportive services" means services such as transportation, child care, dependent care, housing, and needs-related payments, that are necessary to enable an individual to participate in activities authorized under this title, consistent with the provisions of this title.

**SUPPORTIVE SERVICES** may include the following:

- (1) Linkages to community services;
- (2) Assistance with transportation costs;
- (3) Assistance with child care and dependent care costs;
- (4) Assistance with housing costs;
- (5) Referrals to medical services; and
- (6) Assistance with uniforms or other appropriate work attire and work-related tool costs, including such items as eye glasses and protective eye gear. [WIA sec. 129(c)(2)(G).]

**TRAINING** – The term "Training" means a systematic, planned sequence of instruction or other learning experiences on an individual or group basis under competent supervision which is designed to impart skills, knowledge, or abilities to prepare individuals for unsubsidized employment.

**TRAINING RELATED JOB** – The term "Training Related Job" means a job in which a major vocational skill learned in training, as specified in the training plan or curriculum, is a predominant activity.

**TUITION BASED** – The term "Tuition Based" means that payments to a vendor educational institution of tuition charges, entrance fees, and other usual and customary fees of an educational institution are not more than the educational institutions catalogue price, necessary to receive specific training, and are for training of participants.

**UNEMPLOYED INDIVIDUAL** - The term "unemployed individual" means an individual who is without a job and who wants and is available for work. The determination of whether an individual is without a job shall be made in accordance with the criteria used by the Bureau of Labor Statistics of the Department of Labor in defining individuals as unemployed.

**VETERAN; RELATED DEFINITION**

(A) VETERAN - The term "veteran" means an individual who served in the active military, naval, or air services, and who was discharged or released from such service under conditions other than dishonorable.

(B) RECENTLY SEPARATED VETERAN - The term "recently separated veteran" means any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

#### **WORK EXPERIENCES FOR YOUTH -**

- Work experiences are planned, structured learning experiences that take place in a workplace for a limited period of time. Work experiences may be paid or unpaid.
- Work experience workplaces may be in the private, for-profit sector; the non-profit sector; or the public sector.
- Work experiences are designed to enable youth to gain exposure to the working world and its requirements. Work experiences are appropriate and desirable activities for many youth throughout the year. Work experiences should help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the youth participant with the opportunities for career exploration and skill development and is not to benefit the employer, although the employer may, in fact, benefit from the activities performed by the youth. Work experiences may be subsidized or unsubsidized and may include the following elements:

- (a) Instruction in employability skills or generic workplace skills such as those identified by the Secretary's Commission on Achieving Necessary Skills (SCANS);
- (b) Exposure to various aspects of an industry;
- (c) Progressively more complex tasks;
- (d) Internships and job shadowing;
- (e) The integration of basic academic skills into work activities;
- (f) Supported work, work adjustment, and other transition activities;
- (g) Entrepreneurship;
- (h) Service learning;
- (i) Paid and unpaid community service; and
- (j) Other elements designed to achieve the goals of work

**PART B**

**PROPOSAL FORMS**

## PROPOSAL INSTRUCTIONS

- A. A complete, separate proposal will be submitted for each specific program.
- B. Proposers will submit three (3) signed original copies of the proposal on 8 ½ x 11 inch paper in the designated proposal format, stapled in the upper left hand corner. Please do **not** place in covers, binders or rings.
- C. **Proposals must be received by 4:00 p.m. on April 23 2009 at.**
- Delaware Workforce Investment Board (DWIB)  
**(Note Location)**  
C/o DE Dept of Labor, Division of Employment & Training, 1<sup>st</sup> Floor  
4425 N. Market Street, Wilmington, DE. 19802
- D. Proposal items should be numbered exactly as indicated on the proposal forms.
- E. No cover sheet should be added to this proposal.

### VERY IMPORTANT

1. **Stand Alone Proposers will submit a Proposal Data Summary, Budget and Target Questions 1 -6. Proposers for Enhanced and/or Supplemental Services will submit a Proposal Data Summary, Budget, Target Questions 4 & 6. In Target Question 4, only section VI from this Request for Proposal will be completed. Target Question 6 will be comprehensive which means that the enhanced/supplemental services will be added to the Target Question 6 for their PY 09 contract. In Target Question 6, milestones impacted by enhanced/supplemental services are to be bolded.**
2. **When you determine that your organization will submit a proposal, you should schedule your initial proposal development session. The scheduling is a requirement for a proposal to be complete, and will be accomplished via the Internet at [www.delawareworks.com/DWIB](http://www.delawareworks.com/DWIB). One initial meeting per organization will be scheduled for proposers of Youth Training. The calendar on this site will indicate all of the dates and times available. When you view the calendar, you may choose any of the available dates and times. You will schedule by contacting the web site via e-mail and providing your selection. Every effort will be made to provide your organization the date and time of your choice. When it is not possible, another time and date, as close to the original submission, will be provided. The Delaware Workforce Investment Board will notify you regarding the scheduled time/date.**

## PROPOSAL FORMAT

This RFP requires proposers to submit their proposals using a standard and streamlined proposal format (Performance Target Outline). This outline asks proposers to present a clear, concise, and simply stated description of their:

1. Proposal Data Summary – The summary data for your proposal.
2. Outcome Statement - The end state they are committed to for customers served by this program.
3. Customer Description - A presentation of customer conditions and behaviors and relevant demographic information including a customer profile.
4. Performance Targets - A clearly stated target for the projected number of customers to be served in terms of how many will reach and sustain a high level of success and for how long. The means of verification should also be stated.
5. Product Steps - A clear presentation of some of the core aspects of your approach. What is unique? Why are you proposing to use this approach over alternatives? And, what are some of the key features of the delivery/ service approach of this proposed program?
6. Key People - Who are the key persons for this program? What are their qualifications (skills, experience, background, etc), that make them ideally suited to make this program successful. If not known, describe the position, its qualifications and who will be doing the hiring.
7. Likely Milestones & Verification - What is the logic and sequence of major customer milestones anticipated? How many will likely (projection) reach these milestones toward your Performance Target and what is the corresponding means of verification?
8. Budget

## PROPOSER CHECKLIST

To aid the proposer in putting together their proposal package:

### Applicant Submission Checklist

	Page
1. Proposal Data Summary	_____
2. Outcome Statement	_____
3. Customer Description	_____
4. Performance Target(s)	_____
5. Product Steps	_____
6. Key People	_____
7. Milestones	_____
8. Budget	_____
	_____
	_____
	_____
	_____
	_____

**PROPOSAL DATA SUMMARY**

1.0 Name and Address of Applicant Organization

\_\_\_\_\_  
(NAME)

\_\_\_\_\_  
(STREET)

\_\_\_\_\_  
(CITY, STATE)

\_\_\_\_\_  
(ZIP CODE)

\_\_\_\_\_  
(CONTACT PERSON)

\_\_\_\_\_  
(TELEPHONE NUMBER)

\_\_\_\_\_  
(FAX NUMBER)

\_\_\_\_\_  
(E-MAIL ADDRESS)

\_\_\_\_\_  
(Website URL)

\_\_\_\_\_  
(LOCATION(S) OF PROGRAM OPERATION - CITY/TOWN, COUNTY)

\_\_\_\_\_  
(GEOGRAPHIC AREA THE PROGRAM WILL SERVE)

2.0 Organization Type:

- Non Profit
- Governmental
- Private for Profit

3.0 Proposed Contract Period

START DATE: \_\_\_\_\_ END DATE: \_\_\_\_\_

4.0 Proposed Services:

- Youth Training

4.1 Total Number of Enrollments \_\_\_\_\_

4.2 Total Training Hours per Enrollment \_\_\_\_\_

5.0 If more than one cycle of training is proposed, can training be offered on a per cycle basis? If yes, complete the following:



## Target Outline Question #1 YOUR PROGRAM'S OUTCOME STATEMENT

What is the overall end state that your agency will accomplish for the customers who are served by this solicitation? This statement should clearly indicate the programs responsibility to serve the customer from recruitment through 12 months of post exit follow-up services. All proposals must demonstrate a commitment to developing long-term relationships with youth served in the proposed program

**Outcome Statement:** The result that the investor seeks (generally an end state) to which all performance targets must contribute. Examples include: a school with no one being drug-dependent, a community in which no baby has a low birth weight for any preventable reason, etc. Outcomes are specific states or conditions that can be understood to be caused or at least influenced by the achievement of performance targets.

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## Target Outline Question #2 CUSTOMERS

- A. WHO are the customer for the selected program and HOW MANY customers do you plan to serve in the coming program year? Please provide a description of conditions and behaviors of typical customers as well as demographic information on this customer group. In addition to describing new customers, current vendors who are seeking continued funding should include participants who carry-in from the current program year to the new program year.
- B. In describing your customers, you should indicate the barriers you expect to/have encounter (end) and how they relate to the focus on “neediest youth”.
- C. Profile-Please provide a profile of one or two customers served by this program.

**Customer:** Customers are people who directly interact with an organization’s product and its implementers. This interaction is intended to result in a change in customer behavior or condition in line with organizational outcomes and mission.

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## Target Outline Question # 3 PERFORMANCE TARGET

- A. What are your QUANTITATIVE PERFORMANCE TARGETS for these customers for the year and how will you know if you reached them? Proposed programs must include the performance goals listed in the RFP for the participants to be served.
- B. Discuss your program's ability to meet contractually required performance standards or outcomes with emphasis on services to at-risk youth.
- C. Verification –Identify the activities and tools that will be used to monitor performance on a regular basis.

***Performance Targets:*** The specific result that an implementer seeking investment will commit to achieve. It is tangible in the sense that it can be verified and narrow enough to be directly achieved by the implementer. It almost always represents a change in behavior for the customer of a program.

***Verification:*** Establishing that something represented to happen does in fact take place. Verification in Outcome Funding replaces measuring. It is kept as simple as possible and looks more to answer the question yes or no than to measure small differences. Verification typically focuses on milestones and performance target accomplishments.

---

## Target Outline Question # 4

### YOUR PRODUCT

#### What are the CORE FEATURES of your *product*?

- I. Intensity/Duration – Describe the intensity of the service to participants, including hours of participation. In addition identify the enrollment schedule, training schedule and the duration of the program including post-exit follow-up.
- II. Essential Elements: At a minimum the milestones established in Target Question 6 must be described.
- III. Comparative Advantages Over other Products.
- IV. Delivery Strategy – In a narrative fashion describe how a specific client will flow through the elements of your program
- V. Other Core Features (Stand Alone Proposers - up to one page per item may be used).
  - (a) Describe the assessment process that will identify basic skill levels, work history, aptitude, interests, barriers, and support service needs. Identify the assessment instruments that will be used.
  - (b) Describe your strategy for ensuring High School Diploma/GED attainment for older and younger youth.
  - (c) Describe how your program will implement an incremental program of credential attainment designed to reinforce success and build skills. Include a listing of the credentials that will be a part of this program design.
  - (d) What post-exit retention activities, services and incentives will you use to ensure that individuals are staying employed and increasing earnings or remaining in post secondary education or advanced training?
  - (e) What partnerships does your agency plan to develop with other community or state agencies and what type of services from this partnership can your program provide to youth (synergy)?
  - (f) Describe any “green” experiences and learning that participants will experience.
- VI. Other Core Features (Enhance/Supplemental Proposers - up to one page per item may be used)
  - (a) Describe the Enhanced/Supplemental Services Proposed
  - (b) Describe why the proposed services do not already exist
  - (c) Describe how the need for the services was determined
  - (d) Describe the expected impact of the proposed services
  - (e) What do you anticipate will be the impact of the loss of these services when the stimulus funding expires.
  - (f) What partnerships does your agency plan to develop with other community or state agencies and what type of services from this partnership can your program provide to youth (synergy)?
  - (g) Describe any “green” experiences and learning that participants will experience



Target Outline Question #5  
KEY PEOPLE

- A. Identify the key people and their qualifications who are primarily responsible for delivering the product, including outreach, assessment, training, coaching/mentoring, fiscal reporting, and project management, as applicable to your specific proposal. If the key people are not known, describe the position, its qualifications and who will be doing the hiring. In addition, please identify the specific, key people and their positions, in schools, or other agencies with whom you are partnering.
- B. Identify the critical intermediaries (other individuals/agencies) that are a part of your delivery strategy and how they benefit your program.
-

## Target Outline Question #6 MILESTONES

At a minimum, Milestones must include all mandated Design Components and Program Elements in a manner consistent with the required performance standards. New Enrollments, Carry-in Enrollments and Post Exit individuals need to be broken out individually (may be done on separate rows or separate Milestone Sheets.)

	Milestones	Total	Verification
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
Performance Target:			

**Milestone:** A critical point that customers must reach to ensure that a project is on course to achieving its performance target.

**Verification:** Establishing that something represented to happen does in fact take place. Verification in Outcome Funding replaces measuring. It is kept as simple as possible and looks more to answer the question yes or no than to measure small differences. Verification typically focuses on milestones and performance target accomplishments.

**BUDGET SUMMARY**

Area of Training: \_\_\_\_\_  
Organization: \_\_\_\_\_

Contract #: \_\_\_\_\_  
Program Year: \_\_\_\_\_

**TOTAL**

- 1. Staff Salaries \_\_\_\_\_
- 2. Staff Fringe Benefits \_\_\_\_\_
- 3. SUBTOTAL \_\_\_\_\_
- 4. Direct Benefits To Participants \_\_\_\_\_
- 5. Rent (inc. cost per sq. ft./hr. rates) \_\_\_\_\_
- 6. Custodial Services \_\_\_\_\_
- 7. Utilities (List as a % of Annual Expense)
  - a. Heat/AC \_\_\_\_\_
  - b. Phone \_\_\_\_\_
  - c. Electric \_\_\_\_\_
  - d. Other \_\_\_\_\_
- 8. Consumable Office Supplies \_\_\_\_\_
- 9. Postage \_\_\_\_\_
- 10. Equipment and Furniture Purchase: (Itemize on Attached Page) \_\_\_\_\_
- 11. Equipment Rental: (Itemize on Attached Page) \_\_\_\_\_
- 12. Tuition \_\_\_\_\_
- 13. Entrance Fees \_\_\_\_\_



**EMPLOYEE LISTING**  
**SALARY AND FRINGE EXPENSES**

AREA OF TRAINING: \_\_\_\_\_

YEAR: \_\_\_\_\_

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

**LIST EVERY EMPLOYEE BY TITLE**  
**(USE ADDITIONAL PAGES TO LIST EACH EMPLOYEE NUMERICALLY)**

POSITION	DATES OF EMPLOYMENT HOURS PER WEEK (if seasonal give # of weeks and hourly rate) (If part-time, indicate hourly rate)	SALARY	FRINGE	TOTAL	FUNDED STAFF HOURS
Person #1			THIS PROGRAM		
			OTHER		
Person #2			THIS PROGRAM		
			OTHER		
Person #3			THIS PROGRAM		
			OTHER		

Organization \_\_\_\_\_

Type of Training \_\_\_\_\_

**BUDGET BACK-UP PAGE**

<u>LINE</u> <u>NUMBER</u>	<u>ITEM</u>	<u>NUMBER</u> <u>OF EACH</u>	<u>AMOUNT</u>	<u>EXPLANATION/</u> <u>REMARKS</u>
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***DIRECT BENEFITS TO PARTICIPANTS***

CONTRACTOR: \_\_\_\_\_

TYPE OF TRAINING \_\_\_\_\_

TOTAL AMOUNT OF DIRECT BENEFITS: \$ \_\_\_\_\_

(COMPLETE THE FOLLOWING FOR EACH TYPE OF PAYMENT, IE: TRANSPORTATION, NEEDS BASED, ETC. CLIENTS MUST NOT RECEIVE CASH. VOUCHERS ARE TO BE USED FOR GOODS AND SERVICES)

AMOUNT: \$ \_\_\_\_\_

TYPE OF PAYMENT: \_\_\_\_\_

EXPLANATION: \_\_\_\_\_

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