

EXHIBIT B
REQUEST FOR PROPOSALS (RFP)
READY BY 21 JOBS PROJECT FOR DSS YOUTH
FISCAL YEAR 2012

The Family League of Baltimore City, Inc. (FLBC) is issuing a Request for Proposals (RFP) for entities to provide job readiness and skills training consistent with the Ready by 21 (RB21) model for youth committed to the Baltimore City Department of Social Services, and who are currently in out-of-home placements (i.e. Kinship Home, Foster Home, Group Home, Independent Living Program, Semi-Independent Living Arrangement).

APPLICATION SUBMISSION DEADLINE

October 24, 2011, 5:00 pm

PURPOSE OF THIS INVESTMENT

The Ready by 21 Jobs Project (RB21) is an interagency initiative to increase the success of young people involved with the Baltimore City Department of Social Services (BCDSS) who currently are in out-of-home-placement (Kinship Home, Foster Home, Group Home, Independent Living Program, Semi-Independent Living Arrangement). It employs structured and coordinated job readiness practices to ensure that foster care youth succeed in the world of work. The foundation of the project anchored in the belief that, when young people have opportunities to engage in positive activities and gain a sense of accomplishment and success, they are less likely to fall prey to negative peer and social activities.

RB21 provides 1) job readiness and skills training offering a pathway to year-round jobs; 2) intervention services to link youth with strong community institutions, caring adults and supportive peers; and 3) a variety of employment opportunities to complement young people's natural interests. National research has revealed a 75% success rate for participants as indicated by connections to positive institutions and no new infractions/convictions.

The project was piloted in 2011 with ten community partners providing employment-related services to 362 City youth eligible for TANF resources and who were under the care of the Maryland Departments of Human Resources (DHR), Juvenile Services (DJS) or both. RB21 programming resulted in unsubsidized employment in the private sector for 19 youth; demonstrated growth in all workforce skills, as documented by a verified resume, by 151 youth; and employment of 146 youth through YouthWorks. These results warrant continued growth of RB21 as a premier strategy to engage youth involved in the BCDSS foster care system.

With this investment, The Family League seeks to provide job readiness and skills training consistent with the RB21 model from December 2011 – September 2012 for youth involved with BCDSS and currently in out-of-home placements. Programs that are successful in achieving the performance measures and outcomes described in this RFP may be eligible for a second year of funding without a bid process. Awardees will be held to high standards and subject to unscheduled observations by the FLBC RB21 Coordinator and/or DSS representative.

APPLICANT ELIGIBILITY

Applicants must have a demonstrated track record of providing high quality employment/training programs for at-risk youth, those with unstable housing or family situations, and/or who have been incarcerated. Preference will be given to applicants (1) who have at least two years of experience providing employment/training services for youth committed to the BCDSS who are currently in out-of-home placement and (2) who, through participant-level outcome data, demonstrate success in serving such youth.

Applicants must qualify as one of the following:

- A not for profit corporation with 501c(3) status;
- A for profit corporation; or
- A public entity.

ESTIMATED BUDGET RANGE AND TIMELINE

Applicants must develop a budget based on a \$4,500 per youth cost and must, at a minimum, propose to serve 20 youth. The minimum award will be \$90,000. Applicants must ensure that no less than 52% of their budget is allocated to youth stipends, wages, and taxes.

Applicants must present a budget associated with the scope of work. At a minimum, the budget must address:

- Funding allocated to youth wages and applicable taxes
- Fees associated with attaining certification and/or credentialing
- Clear derivation of costs associated with budget line items.
- Cost per youth (Total Proposed Budget/# of Youth to be Served)

INVESTMENT PARAMETERS AND PRIORITIES

Funding will be awarded to organizations that demonstrate their ability to provide cost-effective, high quality job training and employment opportunities for Baltimore City youth currently in BCDSS out-of-home placements. Please use these requirements as guides in providing answers to the Proposal Narrative and Scope of Work questions.

All programs must meet the following criteria:

1. A demonstrated track record for providing quality employment opportunity programming that support key outcomes for youth involved with the BCDSS who currently are in out-of-home-placement.
2. A demonstrated ability to improve outcomes for the targeted youth population:
 - a. Increase workplace readiness (i.e., demonstrate appropriate behaviors and attitudes on the job).
 - b. Increase the percentage of youth who possess industry-recognized credentials and job skills.
 - c. Increase access to internships and employment opportunities.
3. An established partnership with the BCDSS in order to identify, verify, and recruit the targeted youth.

4. Established partnerships with employers who hire individuals possessing the credentials and job skills being taught.
5. Commitment to register all youth in the YouthWorks Summer Jobs Program through the Mayor's Office of Employment Development (MOED).
6. Commitment to refer youth for participation in SCORE! (Simply Creating Opportunity Rich Environments!), which provides extra-curricular leadership activities designed to open their world to new people and places. More information on SCORE! is found at www.flbc.org.
7. Register as a YouthWorks summer employment site and agree to provide summer employment to enrolled youth in the summer of FY2012. It is anticipated that the youth wages will be subsidized by MOED's YouthWorks program or the RB21 initiative. However, priority will be given to any applicant that can demonstrate a commitment of summer employment subsidized by private sector employers.

All program strategies must include the following:

- Recruit youth meeting the definition of the target population, verify their active engagement with DSS, and then enroll them in the training program. Providers will submit a verification form to the FLBC's Ready By 21 Program Coordinator, who will work with his DSS counterpart to confirm eligibility for the program. **Important:** Youth must be actively involved with the BCDSS and currently in out-of-home-placement. Youth from the same population already enrolled in the program cannot be counted toward the total number served, nor can eligibility be limited by provider-designated enrollment criteria.
- Maintain a minimum active participant pool of 20 youth for the duration of the program (December 2011 – September 2012). Program slots vacated by youth who leave the program (voluntarily or involuntarily), must be filled within 7 days.
- Operate the program on a rolling admissions basis, rather than with cohorts admitted on a monthly basis.
- Provide job readiness, training and employment opportunities for all participants a minimum of 8 - 12 hours per week, either at the service provider's own facility OR a private sector employer.
- Provide training and hands-on experience that will result in industry-recognized, transferrable credentials/skills consistent with the Greater Baltimore area's targeted growth industries of Healthcare & Social Assistance; Bioscience; Business Service; Computer, Internet & Software related data services; Hospitality, Tourism and Culinary Arts; Port & Port-related Services; or Sustainable Energy & Environmentally-driven Services.
- Provide daily instruction and oversight of participants.
- Submit and follow consistently a daily program schedule, individualized per youth as appropriate.
- Be prepared to provide a second year of hands-on training/work for participants who do not secure full-time employment by the conclusion of Year One, if funding is available.
- Assure that all participants obtain the following documents before enrolling in the YouthWorks Summer Jobs Program: Social Security card, birth certificate, proof of City residency, proof of income and, for in-school youth, a school record (report card).

PROGRAM PERFORMANCE MEASURES AND OUTCOMES

The following outcomes will be measured for all programs. Organizations receiving grant awards will be provided more detail on specific data collection responsibilities. Please use these requirements as guides in providing answers to the Proposal Narrative and Scope of Work questions.

How much are we doing?

- Number of unduplicated youth recruited and served
- Number of unduplicated youth retained in program
- Number of youth enrolled in YouthWorks
- Number of youth participating in SCORE!
- Number of youth who receive industry credentials and/or gain meaningful work experience
- Number of eligible youth who transition to year-round employment
- Number of youth obtaining all documents required for enrollment and employment

How well are we doing it?

- 100% enrollment of the contracted number of youth maintained, given 7 days to replace youth who leave the program
- 90% of youth retained in program
- 100% of youth retained in the program enrolled in YouthWorks
- 75% of youth participating in SCORE!
- 85% average daily attendance
- 100% of youth complete enrollment/employment documentation

Is anyone better off?

Primary outcomes - at a minimum, foster care youth taking part in Ready by 21 are expected to achieve the following:

- 75% of youth are retained in the program.
- 75% of youth retained in the program achieve an industry-specific credential or gain meaningful work experience.
- 75% of youth retained in program transition to year-round employment OR continue in RB21 for a second year.

Interim Outcomes - Programs must establish performance measures for the following:

- Participants gain technical skills that will be transferrable to a specific industry sector.
- Participants develop assets, attitudes and resources they need to succeed in the work place.

PROPOSAL ABSTRACT/SUMMARY

Provide an abstract of your proposal in the following format:

Applicant organization:

Applicant address:

Program address (if different than above):

Primary contact:

Exhibit B

RFP- RB21 Youth Jobs Foster Care Youth

Position/title:

Telephone:

E-mail:

Industry sector(s) targeted:

Industry partners:

Methods/strategies to recruit and engage youth (1,000 characters):

Program components (1,000 characters):

PROPOSAL NARRATIVE

A. Describe how your organization plans to recruit, engage, and retain youth committed to the BCDSS who are currently in out-of-home placement, and why you expect to be successful in engaging and retaining this population. (6,000 characters)

Briefly describe your organization's experience in serving this population, especially in providing services related to training and employment. Outline methods/strategies you will use to recruit, engage and retain youth. Make the case, through previous data collected or best practices research, that your methods/strategies will be successful. Describe the methods/strategies that you will use to address the economic, physical, social and/or emotional needs of the foster care youth. Applicants must include a one-page fact sheet that will be used to market the proposed program and recruit youth.

B. Describe your program, outlining the job readiness, skills training, and on-the-job experiences your participants will receive and how you will ensure program quality. (9,000 characters)

Describe each program component and why you have chosen to include it. Explain how your program design will enable you to deliver quality programming that is aligned with cultural competence and youth development principles. Describe how staff are/will be trained, and in what domains and content, to help them achieve mastery in working with at-risk youth. Applicants must include a weekly schedule of services and activities.

C. Identify the industry sectors, industry-recognized and/or credentialed skill sets, and specific transferrable skill(s) that the youth will achieve through your program. Include a proposed daily schedule outlining a specific time frame and activity to encompass the youth's workday. (6,000 characters)

Explain your organization's experience in working with the identified industry sector(s). Demonstrate how the daily schedule's activities will support progression towards skill obtainment. Explain how the proposed training components and strategies will lead to the required employment outcomes and what evidence you have (past program data or best-practices research) that your program will be successful in achieving those goals.

D. Identify what measurable results you expect for your program. (6,000 characters)

Clearly explain how your proposed program will produce the desired outcomes for foster care youth in out-of-home placements. Describe the strategies and/or program elements that will lead to these outcomes and what evidence you have (past program data or best-practices research) that your program will be successful. Explain your experience in managing data related to the performance

measures, including any data collection strategies and tools that you have found useful. Applicants must include a letter of support from a youth previously served by their organization.

E. Outline partnerships you have developed and additional resources you or your partners will leverage to increase the quality of this investment. (6,000 characters)

Describe your existing partnerships that will support the success of your program. Include details of your partnerships with BCDSS, particularly for recruiting participants; community partnerships that will provide support and services, particularly as youth transition to full-time employment; the Mayor’s Office of Employment Development and youth employment programs such as YouthWorks; and employers in the targeted industry sectors.

SCOPE OF WORK

1. **State the number of unduplicated youth (minimum: 20) to be served and MAINTAINED throughout the duration of the program (December 2011 – September 2012).**
2. **Please describe the measures of quality you will use to determine that you are implementing services with quality. (2,000 characters)** These measures must directly correlate with the program components detailed in #2 of the narrative. They must also demonstrate an ability to capture data related to the established performance measures listed under “How Well Are We Doing It”. Please explain how you obtain baseline measurements and the frequency with which you will conduct your measure of quality. *All awardees will be held to the established performance measures.*
3. **Describe the measures of quality you will have in place to determine whether youth involved with BCDSS are achieving the established primary outcomes. (2,000 characters)** These measures must directly correlate with the established primary outcomes and have established data collection tools and methods, including the establishment of a baseline measurement. Please explain the frequency with which you will conduct your measures of quality.

75% of youth are retained in the program (required)	
Measure(s)	
Data Collection Tools	
Frequency of Measurement	

75% of youth retained in the program achieve an industry-specific credential or gain meaningful work experience (required)	
Measure(s)	
Data Collection Tools	
Frequency of Measurement	

75% of youth retained in the program transition to year-round employment or continue in RB21 for a second year (required)	
Measure(s)	
Data Collection Tools	
Frequency of Measurement	

4. **Please establish performance measures for the two interim outcomes and describe the measures of quality you will have in place to determine whether youth being served by this program will achieve them. (2000 characters).** These measures must directly correlate with the established primary outcomes and have established data collection tools and methods, including the establishment of a baseline measurement. Please explain the frequency with which you will conduct your measures of quality.

Youth gain technical skills that will be transferrable to a specific industry sector		_____ %
Technical Skills		
Measure(s)		
Data Collection Tools		
Frequency of Measurement		

Youth develop assets, attitudes and resources they need to succeed in the workplace.		_____ %
Assets, Attitudes, and Resources		
Measure(s)		
Data Collection Tools		
Frequency of Measurement		

ADDITIONAL TERMS AND CONDITIONS

In addition to the standard Terms and Conditions to be outlined in the grant contract, organizations receiving grant awards must comply with the following:

1. Make key staff available to attend trainings as required by FLBC and/or BCDSS.
2. Ensure that accurate and complete entries, at the prescribed frequencies, are made to Efforts To Outcomes (ETO), the electronic case management system.
3. Submit timely & accurate reports on program operations and youth wages with supporting documentation as required.
4. Submit with this application the following:
 - A letter of support from a youth served by the organization
 - A one-page fact sheet designed to market the program and recruit youth
 - A weekly schedule of activities