

Youth Services RFP

Goals of the RFP

The City of Oakland, Office of Economic and Workforce Development / Oakland Workforce Investment Board (OWIB) seeks experienced organizations to provide workforce development services for in-school youth ages 16-21 and out-of-school youth ages 16-24 under the Workforce Innovation and Opportunity Act (WIOA), with the ultimate goals of helping youth to obtain skills, credentials and work experience, and businesses to connect with a qualified workforce. OWIB will evaluate all timely submissions in response to this Request for Proposals (RFP) and competitively award contracts to bidders whose submissions are most responsive to the need for services described herein.

Funding Availability and Budget

At the time of the issuance of this RFP, OWIB has not been informed of the local WIOA allocation for the 2016-2017 year. Based upon previous allocations, OWIB anticipates awarding up to four contracts of up to \$221,250 per contract to provide Youth Services for the 2016-2017 contract year. These amounts are subject to change based upon the actual allocation and/or changes approved by the OWIB.

In compliance with WIOA priorities, OWIB will allocate 20% of Youth Services funds for services to in-school youth and 80% for services to out-of-school youth. (Please see Appendix C for eligibility criteria and definitions of in-school and out-of-school youth.) *Each contract need not include the 20%/80% split of funds; however, no more than 20% of total grant contracts will be for service to in-school youth.*

Also in compliance with WIOA regulations, OWIB will allocate no less than 20% of funds for activities supporting paid and unpaid work experience as a component of academic and occupational education, as described in section G below. *OWIB requires that all bidders incorporate work experience strategies and devote 20% of their budget to these activities.* Budget expenditures for work experience may include wages as well as staffing costs for the development and management of work experience. Work experience activities may include: summer employment and year-round employment opportunities, pre-apprenticeship programs, internships, job shadowing, and on the job training opportunities. Work experience strategies must serve as a next step in career development, whether the desired outcome is employment or enrollment in post-secondary education or advanced training.

Youth incentives such as funds for transportation, uniforms, or certifications are an allowable expense and may be included in the bidder's proposed WIOA budget. Each incentive must be linked to the participant's achievement of goals identified in his or her Individual Service Strategy.

WIOA training funds will be available to Youth Services providers for the benefit of eligible participants; however, training funds will not be included in the bidders' proposed budgets. Training funds will be accessed on an as-needed basis through arrangement with the OWIB.

Required Match and Leveraging of Resources

Youth Services contractors must demonstrate leveraging of non-WIOA resources for the delivery of employment and training services to Oakland job-seekers and businesses. *Committed or projected cash*

match equivalent to no less than 15% of the amount requested of OWIB must be included in each bidder's Youth Services budget and described in the budget narrative section of the proposal.

Cash match is defined as funds at the disposal of the contractor and to be used specifically for activities serving WIOA-eligible and –enrolled youth as described in the contractor's proposal and consistent with the allowable activities of the funding source. Possible sources of cash match include employer or other private contributions, foundation grants, local government contracts, public education funds, and federal grants of non-WIOA funds. *Committed* cash match must be documented by an attachment to the proposal (i.e., copy of award letter or relevant page of contract document); documentation of *projected* cash match will be required at the time of contract execution.

In-kind, non-cash match will not fulfill the OWIB's 15% match requirement; it should be referenced in the proposal narrative, as appropriate, but should not be included in the Budget Form or Narrative.

Scope of Services

OWIB is soliciting proposals to provide services under one or more of the following service models, which are described in greater detail below:

- OUSD Alternative High School Model
- GED/HiSET Education Model
- Postsecondary Education/Training Model
- Youth Employment Model

Bidders must describe the service model or models that they propose to deliver under contract with OWIB. Proposals may include services under a single service model or under several service models. Bidders may propose for youth to participate in a single service model or in several service models.

Bidders are encouraged to refer to effective and evidence-based practices in designing their approach to the service model or models. Several of these practices are referenced in the RFP as examples; bidders are not limited to inclusion of these practices and are encouraged to justify their selection of these and other practices in the proposed service design. Bidders are also encouraged to involve youth, parents, and other community members in program design.

Together, the Youth Services providers contracted by OWIB and their partners will deliver a system of coordinated workforce services for enrolled Oakland youth, in partnership with OWIB staff and OWIB-contracted providers of Adult and Dislocated Worker Services and Business Engagement & Services. (Please see section I, Required and Preferred Partnerships, below for additional information.)

Bidders must demonstrate that the fourteen (14) required WIOA youth program elements will be made available to all youth served by the proposed service models. Please see Appendix E for definitions of these program elements. "Made available" does not mean that every youth participant must receive all program elements; it means that youth have access to these services if they require them to meet their goals. The 14 required program elements are:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have as a component academic and occupational education; which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships, job shadowing, and on-the-job training opportunities; and that serve as a next step in career development, whether the desired outcome is employment or enrollment in post-secondary education or advanced training;
4. Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area;
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
7. Supportive services;
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate;
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

Note that one strategy to maximize youth access to the fourteen required WIOA program elements is to co-enroll participants in programs such as Vocational Rehabilitation, Adult Education, and Job Corps. By leveraging multiple youth program funding sources for needed services, including those available from other public and private organizations, the service provider can further ensure that youth will successfully achieve their education and skills training goals.

At the time of the release of this RFP, WIOA guidelines and regulations are forthcoming. Nothing in this RFP is intended to limit the services required to be provided under the WIOA guidelines for the operation and management of WIOA-mandated youth services or the regulations and guidelines for registration, eligibility and enrollment, delivery of the required 14 youth program elements, training, tracking, exits, and follow-up; and to the extent not stated in this Scope of Services, those are incorporated by reference.

Rapid Response/Layoff Aversion Services

The following sections describe each of the four service models solicited under this RFP.

1. OUSD Alternative High School Model

OUSD Alternative High School Model	
Target Population	Youth ages 16-21 in Oakland Unified School District (OUSD) alternative high schools and at high risk of dropout, identified through OUSD partnership, with focus on youth with disabilities
Objective	To provide additional academic, pre-employment, and supportive services that lead youth to a high school diploma and start them on a career pathway.
Priority Partners	OUSD Alternative High Schools; Career Pathways Trust II initiative
Outcomes	Attainment of high school diploma; entry into and retention in post-secondary education, training, or unsubsidized employment; measurable gains toward post-secondary credential or employment

2. GED/HiSET Education Model

GED/HiSET Education Model	
Target Population	Youth ages 16-24 who are not attending any school and who do not have a high school diploma or equivalency
Objective	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to help youth attain a high school diploma or equivalency and start them on a career path.
Priority Partners	Oakland Unified School District (OUSD) (to identify recent drop-outs, to reconnect with alternative education); Peralta Community College District (PCCD)
Desired Elements	<ul style="list-style-type: none"> • Outreach strategies, including collaboration with OUSD and PCCD • Academic remediation to ensure skills gains in reading and math • Intensive preparation activities for the high school equivalency exam • Supportive services to address potential challenges and barriers • College and career framework, including counseling, goal-setting, college visits, career exploration, college and financial aid application assistance, and post-secondary or career transition strategies • Paid or unpaid work experience
Outcomes	Entry into and retention in a high school equivalency program; measurable skills gains; attainment of high school diploma or equivalent; entry into post-secondary education or employment

3. Post-Secondary Education/Training Model

Post-Secondary Education/Training Model	
Target Population	Youth ages 16-24 who already have a high school diploma or equivalent, are not attending any school, and require assistance to enroll in post-secondary education/training
Objective	To provide services to help youth apply for, enroll in, and progress through post-secondary education or training that leads to a portable credential and starts them on a career pathway. Services and training may be <i>sector-specific</i> , leading youth to develop an understanding of and academic and technical skills needed to secure employment within a particular high-demand industry.
Priority Partners	Peralta Community College District (PCCD); other training providers; employers; Adult Services providers
Desired Elements	<ul style="list-style-type: none"> • College counseling and goal-setting • College preparation activities, including college visits, college and financial aid application assistance, assessment test preparation, and study skills training • Navigation assistance to move from non-credit or pre-college (basic skills, English as a Second Language) education to credit-bearing college education • Academic, career technical, and/or integrated academic and career technical instruction • Bridge programs, which accelerate educational attainment for low-skilled individuals to “bridge” them to skills training, post-secondary programs, and career-path employment in sectors with evident demand for skilled graduates • Use of WIOA Individual Training Accounts (ITAs) and cohort-based training subsidies to pay for training in in-demand sectors • Wrap-around support services to remove barriers and ensure persistence and completion of training • Career exploration • Job readiness and job search training • Work-based learning, such as paid and unpaid work experience, summer and year-round employment, job shadowing, and on-the-job training • Industry engagement in program design, delivery, work-based learning, and hiring of graduates
Outcomes	Entry into and retention in post-secondary education/training; measurable gains toward post-secondary credential and/or employment; attainment of high school diploma

Note: Youth Services contractors that deliver programs following the Post-Secondary Education/Training model will have the option of referring eligible youth ages 18-24 for Individual Training Accounts (ITAs). The Youth Services contractor will provide youth with information about training providers on the Employment Training Provider List (ETPL) to inform the choice of training. The contractor will secure and maintain on file all necessary paperwork related to the ITAs and will coordinate with OWIB staff to assure the strategic use of ITAs to realize the intended outcomes of the Post-Secondary Education/Training model.

4. Youth Employment Model

Youth Employment Model	
Target Population	Youth ages 16-24 who are not attending any school and who require assistance to secure employment
Objective	To provide services – addressing some or all of the 14 WIOA Youth Program Elements – to prepare and place youth in employment and start them on a career pathway.
Desired Elements	<ul style="list-style-type: none"> • Comprehensive assessment of employment history, interests, skills, abilities, and experience • Career exploration, counseling, planning, and goal-setting • Job readiness/soft skills development • Job search skills training, including resume and interview preparation • Basic skills remediation and tutoring • Work-based learning to help youth gain skills relevant to their career interests, including paid and unpaid internships, pre-apprenticeship, and on-the-job training • Use of OJTs to connect youth to employment • Placement in employment that is the first step on a career pathway
Priority Partners	PDDC; employer partners
Outcomes	Entry into and retention in unsubsidized employment; measurable gains toward employment; attainment of credential

Populations to Be Served

Eligibility criteria for Youth Services participation can be found in the U.S. Department of Labor’s [Youth Program Fact Sheet](#). Out of school youth must be between the ages of 16 and 24 and in-school youth must be between the ages of 16 and 21 at the time of enrollment in WIOA. Please see Appendix C for detailed definitions of youth eligibility. Note that WIOA exempts adult basic education programs from its definition of “school” for purposes of determining “in-school” or “out-of-school” status.

WIOA and the California WDB give priority of service to several youth populations, including veterans, individuals on public assistance, other low-income individuals, and individuals who are basic skills deficient, including limited English speakers. In addition, the Oakland WIB has identified the following local priority populations:

- Individuals residing in Oakland neighborhoods with the highest rates of unemployment
- Individuals re-entering the workforce from the criminal justice system
- Individuals with limited English speaking ability

OWIB Youth Services contractors will be asked to prioritize and document services to these populations and to comply with WIOA and OWIB priority of service policies. Support requested will include:

- a. Provide Agency analysis of the geographic areas of Oakland where youth reside that are served and planned for service (include percentages)
- b. Provide average length of services provided to an individual participant

Performance Measurement and Accountability

Data Collecting and Reporting

Contracted Youth Services providers will be responsible for providing client and program data under policies and guidelines established by WIOA, OWIB, the State of California and the federal government, and administered by the City of Oakland. The contractors will be required to:

- Utilize CalJOBS, an internet-based system used throughout the State of California, as the system of record for Youth Services participant tracking.¹
- Ensure complete, accurate and timely data entry in compliance with WIOA.
- Gather and maintain all required participant eligibility documentation, which will be subject to ongoing local and State monitoring and verification.
- Report program participant information, including WIOA tracking and follow-up data.
- Prepare monthly and quarterly performance reports as required by WIOA and as may be requested by City staff, OWIB, and OWIB committees.
- Prepare monthly financial and training expenditure reports, along with supporting documentation as required by the City.

Reports generated from CalJOBS will be utilized to determine program performance by OWIB and the State of California; therefore, knowledge of the system, accuracy and timely entry of information are critical. OWIB will provide technical assistance and mandatory staff training on CalJOBS system input. It will be the contractor's responsibility to ensure on-going staff expertise and cooperation.

File Maintenance and Documentation

Youth Services contractors will maintain a case file for each WIOA-enrolled participant. Case files must include all required documentation, including documentation of program eligibility, assessments, CalJOBS printed forms and case notes, training paperwork, attendance records, follow-up printouts, copies of verification documentation on items that count toward performance measures such as paystubs, postsecondary and advanced training enrollment, high school diploma/GED, etc., as appropriate. OWIB will provide technical assistance and mandatory staff training on WIOA program eligibility, priority of service, documentation, file maintenance, and performance and financial reporting. It will be the contractor's responsibility to ensure on-going staff expertise and cooperation.

Monitoring

OWIB staff will monitor, audit, and evaluate program activities throughout the funding period. Youth Services providers must allow OWIB staff access to all files and records relating directly to WIOA funds, including participant case files, fiscal documents and other related records.

¹ To access CalJOBS, type this address into your web browser www.caljobs.ca.gov.

Required Performance Measures

WIOA establishes core performance measures for Youth Services. WIOA performance measures are designed to measure the effectiveness and continuous improvement of the workforce service delivery system, and the contracting agency will be required to collect and report data through CalJOBS pertaining to these measures. Performance measures are subject to change at any time, and the OWIB may set performance benchmarks or implement additional measures in response to regulations or local need. At the time of issuance of this RFP, the proposed WIOA Youth performance measures are:

- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the second quarter after exit.
- Percentage of program participants who are in post-secondary education or advanced training/occupational skills training or who are in unsubsidized employment during the fourth quarter after exit.
- Median earnings of participants in unsubsidized employment during the second quarter after exit.
- Percentage of participants who obtain a recognized post-secondary credential, secondary school diploma, or equivalent during participation or within one year after program exit.
- Percentage of participants who during a program year are in education that leads to a recognized post-secondary credential or employment and who are achieving measurable gains towards those goals.

A measure of effectiveness in serving employers (potentially including employee retention rates, rates of repeated employer use of program, and share of all employers in a labor market served) is expected to be developed and implemented by the U.S. Department of Labor (USDOL) by July 2016. USDOL's [Notice of Proposed Rule-Making](#) also considers tracking of supplemental customer services indicators. Additionally, the OWIB develops local performance measures and will set specific targets to evaluate Youth Services providers' effectiveness at serving local populations. Additional data requested may include individuals' barriers to employment, such as English-Language-Learner and Ex-Offender status; businesses engaged by sector; and use of training and work experience dollars by sector. Youth Services contractors may be required to track and report on any or all of these supplemental outcome measures.

OWIB staff will monitor, audit, and evaluate program activities throughout the funding period. The Youth contractors must allow OWIB staff access to all files and records relating directly to WIOA funds, including database records, fiscal documents and other related records.

Evaluation of Proposals

Proposals will be evaluated according to the following criteria:

Criteria	Maximum Point Value
Organizational Experience and Capacity <ul style="list-style-type: none">• Application must provide evidence that the applicant and its required partners have the fiscal, administrative and performance management capacity to	15

<p>administer funding streams. Scoring under this criterion will be based on the extent to which applications provide:</p> <ul style="list-style-type: none"> ○ Ability to manage and maintain fiscal records, including experience with federal funds and cost allocation. ○ Adequate and qualified staff ○ Capacity to track required deliverables and generate the required reports <ul style="list-style-type: none"> ● Mission, history, accomplishments ● Organization structure and staffing (see Org Chart) ● Relevant programs and services, and their recent outcomes ● Administrative and data management experience and capacity ● Fiscal management experience and capacity ● Facilities ● Experience related to OWIB system and providers ● Summary information on proposed subcontractors 	
<p>Program Description</p> <ul style="list-style-type: none"> ● Proposal must demonstrate that the applicant has experience serving target population. Applicant must provide program evaluations or reviews and previous contract experiences. ● Summary ● Target population, outreach and marketing plan ● Effective strategy to recruit eligible participants ● Proposed client services and flow (see Client Flow Chart, Service Elements Delivery Plan) ● Description of follow-up services and tools to measure customer satisfaction. ● Proposed sector strategies and business engagement ● Proposed Work Plan and Timeline (see attached) ● Previous contract experience ● Innovative approaches 	20
<p>Existing and Proposed Program Staffing</p> <ul style="list-style-type: none"> ● Roles and experience, by position (see attached Resumes, Job Descriptions) ● Training plan 	5
<p>Subcontractors and Other Partners</p> <ul style="list-style-type: none"> ● Proposed subcontractor capacity, experience, and ability to contribute to performance outcomes (see attached Letters) ● Partnerships with OWIB system providers ● Contributions of other proposed partners (see attached Letters/MOUs) ● Partnerships with employers 	15
<p>Outcomes, Data Collection, Reporting and Monitoring</p> <ul style="list-style-type: none"> ● Proposed performance outcomes (see attached), including justification if not consistent with past/current performance on similar contracts ● Proposed data collection systems and procedures ● Proposed quality assurance and monitoring of subcontractors ● Proposed evaluation and continuous improvement strategies ● Past/current performance on similar contracts (see Past/Current Contracts Form) ● Proposal demonstrates provider understands WIOA performance measures. 	25

<p>Budget and Budget Narrative</p> <ul style="list-style-type: none"> • Applicant must show a strong understanding of WIOA financial procedures and fiscal management. Scoring criteria for this section will be based on the following categories: <ul style="list-style-type: none"> ○ Description of process to support proposed activities with sufficient project operational budgets. ○ Description of fiscal management experience and the use of fiscal controls. ○ Describe budget justification and demonstrative sufficient understanding of WIOA cost definitions and cost reimbursement contracts. • Budget Form • Budget Narrative, including: <ul style="list-style-type: none"> ○ Justification of costs ○ Sources of non-WIOA funds, including whether proposed or confirmed 	20
TOTAL	100