

**ONE BALTIMORE FOR JOBS
REQUEST FOR PROPOSALS**

**Neighborhood-Based Outreach Services &
Youth/Young Adult On-Ramps to Work
(Community Connections)**

Issued: Wednesday, March 2, 2016
Due for Submission: Friday, April 8, 2016; 12:00pm (extended from original due date)
Bidders Conference: Friday, March 11, 2016
Location: 1:00 PM to 2:30 PM
Mayor's Office of Employment Development
Eastside One Stop Career Center
3001 E. Madison Street
Baltimore, Maryland 21205

[Attendance is not mandatory, but is highly recommended.]

Questions/Inquires: 1B4J@oedworks.com
Attn: Veobia Akilo

Jason Perkins-Cohen
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One Baltimore for Jobs (1B4J) is made possible by a grant from the U.S. Department of Labor and is administered by the Baltimore City Mayor's Office of Employment Development (MOED) in partnership with Maryland Department of Labor, Licensing and Regulation (DLLR).



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REQUEST FOR PROPOSALS
Neighborhood-Based Outreach Services &
Youth/Young Adult On-Ramps to Work (Community Connections)

OVERVIEW

The Baltimore City Mayor's Office of Employment Development (MOED), on behalf of the Mayor and City Council, requests proposals for community-based initiatives that will conduct intensive, neighborhood-based outreach to youth and young adult residents in Baltimore City who are in need of training, employment and/or support services.

More specifically, MOED is interested in funding innovative programs and/or partnerships that reflect close collaborations with residents and neighborhood stakeholders in order to:

1. recruit un- and under-employed youth and young adults at the neighborhood level;
2. conduct comprehensive, up-front assessments resulting in customized service/career plans;
3. facilitate participant linkages to critical work supports and barrier removal resources; and,
4. as appropriate, dependent upon candidates' determined level of readiness, broker participants' respective access to training and/or coaching leading to placement in an initial work opportunity or referral to an occupational skills training program. (Proposed training approach must include a soft skills component.)

MOED seeks innovative models that go beyond traditional practice and show creativity in proposed outreach, recruitment, on-boarding, training and placement/job retention approaches for the targeted population.

MOED acknowledges that many established and locally-based workforce programs come already equipped with some level of existing community partnership, especially relative to client recruitment activity and community outreach; however, these partnerships are often more informally established and/or not directly supported at a significant level through public or philanthropic resources. MOED also acknowledges the critical role of community residents and neighborhood stakeholders in supporting and sustaining youth and young adult connections to training and work opportunities over time and believes in the importance of community stakeholders' contributions to a well-functioning workforce system and youth-to-work pipeline. The purpose of this RFP is to therefore incentivize and strengthen partnerships between workforce entities and community-representative groups/neighborhood-based entities. These funds are deployed to the desired end of augmenting local capacity for conducting intensive outreach to, effectively engaging, and on-boarding to appropriate supportive service, training and work opportunities, un- and under-employed youth and young adults from Baltimore's most economically distressed neighborhoods.

This RFP is open to workforce organizations applying on behalf of an equal (agreement-based and financially supported) partnership consisting of at least one community-representative group/neighborhood-based entity. Community-representative groups/neighborhood-based entities include, for example: resident-led groups/associations, community development corporations, faith-based institutions, youth development/leadership organizations and/or other similar entities. (Please refer also to the 'Qualified Applicants' section for further guidance regarding RFP eligibility requirements.)

BACKGROUND

In response to the unrest of April 2015, the Baltimore City Mayor's Office of Employment Development (MOED) in partnership with Maryland's Department of Labor, Licensing and Regulation (DLLR) was invited to apply to the U.S. Department of Labor (DOL) to access up to \$5 million dollars in demonstration funds. DOL demonstration funds were specifically earmarked for the purpose of exploring innovative strategies for reengaging disconnected youth and young adult populations (up to age 29) in highly distressed communities across the country, delivering high quality skills training to targeted populations, and providing them with access to career placements in high-growth industry sectors.

Baltimore, Maryland was one of seven sites selected nationally to receive a two-year grant award. Award recipients also included the following jurisdictions: California (Long Beach); Michigan (Detroit); Missouri (Ferguson); New Jersey (Camden); South Carolina (N. Charleston); and Texas (Houston).

MOED's and DLLR's resulting proposal launched the *One Baltimore for Jobs* (1B4J) initiative. 1B4J is designed to target un- and underemployed individuals in predominantly African-American, low-income neighborhoods in Baltimore City, with an emphasis on areas impacted by the April 2015 civil unrest.

The 1B4J initiative is designed to engage inclusive partnerships of workforce, community and industry-based stakeholders in Baltimore's most economically distressed neighborhoods to enroll at least 700 disconnected workers citywide and strengthen partnerships to hire at least 80% of training graduates at an average hourly wage of at least \$11. Through this initiative, targeted populations will receive access to a range of services, including job training, job counseling and placement, and supports and resources designed to address or mitigate critical barriers to work access.

1B4J candidate recruitment efforts are targeted to serve predominantly 16-29 year-old un- and underemployed Baltimore city residents, particularly African American males, that:

- possess little or no work history;
- possess a criminal record,
- have no more than a HS diploma or GED equivalent; and,
- reside in more economically distressed neighborhoods of the city.

The 1B4J initiative released its first RFP, "Targeted Training for In-Demand Careers for Baltimore City Residents," in July, 2015. A total of 12 grants were awarded as a result of this first round of grant-making. Grant recipients represent community, training and industry partnerships in the following sectors: Construction; Healthcare; Manufacturing; and Transportation and Logistics. Performance began in November, 2015 and will continue through April, 2017. Please see <http://www.oedworks.com/whatsnew/news.htm> for a complete list of first-round occupational skills training providers, their service locations and a brief description of their expected outcomes.

1B4J demonstration efforts also include a series of neighborhood-based training forums and targeted community outreach efforts; network-building, group-based learning and educational opportunities for practitioners; and pilots to explore enhanced service models for addressing key work-related barriers on behalf of targeted populations citywide. MOED currently expects to explore piloted citywide barrier removal strategies for criminal records expungement, mental health and substance abuse treatment, developmental education (remediation), and child support intermediation.

Also, MOED released an RFP to support partnerships with providers that will deliver adult education services to disconnected young adults served through 1B4J grantee organizations.

COMPLIANCE REQUIREMENTS

Any award of a contract under this RFP will be subject to applicable requirements of the funding sources, including the U.S. Department of Labor, the Maryland Department of Labor, Licensing and Regulation and the City of Baltimore. These terms and conditions include, without limitation, provisions regarding reporting, insurance, indemnification, audits, nondiscrimination, minority and women's business enterprise requirements, veterans' priority of service, conflict of interest and local hiring provisions.

PURPOSE

The purpose of this RFP is to build upon the 1B4J initiative's first round of investments by supporting neighborhood-based initiatives that will conduct intensive, neighborhood-based outreach to youth and young adult residents in Baltimore City who are in need of training, employment and/or support services. MOED seeks innovative models that go beyond traditional practice and show creativity in proposed outreach, recruitment, on-boarding, soft skills training and placement/job retention approaches for the targeted population.

Proposals must show a consistent and validated track record of engaging and working with historically un- or under-employed populations in one or more economically distressed neighborhoods of Baltimore City, particularly those most impacted by the April 2015 civil unrest.

Proposals must represent diverse, neighborhood-based partnerships and collaborations, preferably inclusive of (but not necessarily limited to) community youth and young-adults, resident-led groups and associations, other community and faith-based stakeholders, youth development and/or leadership organizations and experienced workforce training providers. MOED seeks to fund innovative and flexible program models that address the unique and varied challenges facing low-skill, unemployed residents between the ages of 16-29.

MOED seeks to fund programs that demonstrate a successful track-record of closely partnering with residents and neighborhood stakeholders to: recruit un- and under-employed youth and young adults at the neighborhood level; conduct comprehensive, up-front assessments resulting in customized service/career plans; facilitate participant linkages to critical work supports and barrier removal resources; and, as appropriate, dependent upon candidates' determined level of readiness, broker participants' respective access to training and/or coaching leading to placement in an initial work opportunity or referral to an occupational skills training program. The proposed training approach must include a soft skills component. Applicants to this RFP should therefore possess a capability to (at minimum):

- Work in partnership with a diverse set of neighborhood stakeholders to build youth and young adults' and community residents' awareness of available workforce training, placement and barrier removal opportunities, as well as requisites for successful entry/access;
- Conduct intensive outreach in order to identify, recruit and engage low-skilled, unemployed residents between the ages of 16-29;

- Conduct a comprehensive needs assessment at the point of participant enrollment, resulting in a customized and documented service/career plan;
- Broker candidate access to critical work supports and supportive services, such as: tutoring and developmental education (remediation) or GED, mental health and substance abuse treatment, financial education, public benefits, child support intermediation, child care, criminal records expungement, affordable housing, etc.;
- Provide intensive case management follow-up to ensure participant connection to needed supports;
- Provide curriculum-based soft skills training and/or coaching leading to referral to a sector-based training provider, or, placement into initial employment; and,
- Mentor, coach and support workers through the training, placement and employment retention experience.

Successful awardees of this RFP may also be asked to promote youth and young adult linkages to basic skill development and barrier removal services made accessible through one or more of MOED's piloted citywide barrier removal pilots.

TARGET POPULATION

This grant opportunity is targeted to serve predominantly 16-29 year-old un- and underemployed Baltimore city residents, particularly African American males, that:

- possess little or no work history;
- possess a criminal record,
- have no more than a HS diploma or GED equivalent; and,
- reside in more economically distressed neighborhoods of the city.

AWARD TYPE AND AMOUNT

Funding will be provided in the form of a grant. Approximately \$450,000 is expected to be available to eligible organizations as described below (See '**Qualified Applicants**') to fund approximately 3-5 grants with individual grant amounts ranging from \$75,000-\$150,000. Applicants may apply for a maximum amount of up to \$150,000, and MOED does not expect to fund any project for less than \$75,000. MOED reserves the right to change the number of grants awarded depending on the quantity and quality of applications submitted under this RFP. In the event that additional funds become available, MOED reserves the right to use such funds to select additional grantees from applications submitted in response to this RFP. Grant awards will be made only to the extent that funds are available.

PERIOD OF PERFORMANCE

The maximum period of grant performance is 10 months from the date of execution of the grant agreement, commencing on or about July 1, 2016 and ending no later than April 30, 2017. This performance period includes: all necessary implementation and start-up activities; client recruitment and enrollment; completion of proposed education/training activities; the award of employer- or industry-recognized credentials, if applicable; placement activities; and, participant follow-up for performance outcomes. MOED expects that the grant start date will be no earlier than July 1, 2016 and start-up activities, such as hiring appropriate program staff, will begin immediately. We also expect that

grantees will begin serving participants no later than 1 month after the effective date of grant agreement. We strongly encourage grantees to develop their project work plans and timelines accordingly. Award recipients must plan to fully expend grant funds during the period of performance while ensuring full transparency and accountability for all expenditures.

QUALIFIED APPLICANTS

The purpose of this RFP is to incentivize and strengthen (agreement-based and financially supported) partnerships between workforce entities and community-representative groups/neighborhood-based entities.

This RFP is open to workforce organizations applying on behalf of a partnership consisting of at least one community-representative group/neighborhood-based entity. Community-representative groups/neighborhood-based entities include, but are not necessarily limited to: resident-led groups/associations, community development corporations, faith-based institutions, youth development/leadership organizations and/or other similar entities.

This is a competitive process open to organizations with a not-for-profit designation as evidenced by incorporation in the State of Maryland or Federal 501(c)(3) tax-exempt designation.

Selected vendors (or their core partners) must have demonstrated experience with operating a local or regional workforce development initiative and must possess the requisite technical capacity and professional expertise to provide the types of services required. Bidders may form teams or include subcontractors to appropriately respond to all tasks listed in the Scope of Work. If teams are formed, or subcontractors are engaged, the proposal must clearly identify a prime or lead contractor.

Organizations funded through the 1B4J initiative's first round of grantmaking (RFP: Targeted Training for In-Demand Careers for Baltimore City Residents; Date of Issue: 7/8/15) are not eligible for a direct award or sub-grant under this RFP.

SUBMITTING THE PROPOSAL

Proposals submitted in response to this RFP must consist of five separate and distinct parts: (1) Cover Page; (2) Project Abstract; (3) Project Narrative; (4) Project Budget & Budget Justification; and, (5) Required Supplemental & Qualification Documents.

It is the applicant's responsibility to ensure that the submitted proposal is complete and fully responsive to all RFP requirements, and that the funding amount requested is consistent across all parts and sub-parts of the proposal.

MOED reserves the right to deem any proposal that is incomplete, nonresponsive and thereby ineligible for competitive review. Please closely follow the guidance outlined below to ensure that the proposal package is fully responsive to RFP requirements and thereby eligible for review.

Four hard copies and one digital copy of this proposal must be sent by U.S. mail or hand delivered and received by **12:00 pm on Friday, April 8, 2016**. The digital copy must be submitted via flashdrive. Final proposals should be directed to:

Attn: Veobia Akilo
Mayor's Office of Employment Development
417 E. Fayette Street, Suite 468
Baltimore, MD 21202

All questions and inquiries should be directed to:

1B4J@oedworks.com

Please follow the guidelines below to assemble the proposal:

Guidance for Completion
GENERAL REQUIREMENTS: PROPOSAL FORMAT & ORGANIZATION (5 Points)
<p>Instructions: Please format the proposal package by closely following the standard requirements below.</p> <ul style="list-style-type: none">• Order of Contents Organize the proposal package according to the following sections and order of sequence:<ul style="list-style-type: none">○ Section 1 – Cover Page○ Section 2 – Project Abstract○ Section 3 – Project Narrative○ Section 4 – Budget & Budget Justification○ Section 5 – Required Supplements & Qualification Documents • Page Limits Each section of the proposal package should not exceed the following page limits:<ul style="list-style-type: none">○ Section 1 – Cover Page – 1 pg.○ Section 2 – Project Abstract – 1 pg.○ Section 3 – Project Narrative – 10 pgs.○ Section 4 – Budget & Budget Narrative – No Limit – Please Use Provided Templates○ Section 5 – Required Supplements & Qualification Documents – No Limit • Formatting Requirements Format the proposal according to the following requirements:<ul style="list-style-type: none">○ 12-point font○ Normal Margins (Top: 1"; Bottom: 1"; Left: 1"; Right: 1")○ Double-Spaced○ Times New Roman○ Numbered – bottom of page○ Single-sided 8.5 x 11" page

<p>SECTION 1: COVER PAGE (1 Point)</p>
<p>Instructions: The first section of the proposal should be the Cover Page. Only applications that use the 1-page template included as an attachment to this RFP as the cover page will receive the point. Complete all fields requested or indicate “n/a” where the field is not applicable.</p>
<p>SECTION 2: PROJECT ABSTRACT (3 Points)</p>
<p>Instructions: The second section of the proposal should be the Project Abstract. The Project Abstract should be no more than one page in length and should closely follow the standard formatting requirements above (See ‘General Requirements’). Please label this part of the application ‘Section 2 – Project Abstract’.</p> <p>Please complete the contents of Section 2 – Project Abstract by detailing the following information in narrative form:</p> <ol style="list-style-type: none"> 1. Name of the proposed initiative or project 2. Name of the lead applicant 3. Names of all partners, including collaborating community, service, youth development and/or workforce training/placement organizations 4. Project goal and objectives 5. Targeted population(s) 6. Targeted neighborhood(s) 7. Overview of project scope (types of services to be provided) 8. Proposed performance outcomes 9. Proposed period of performance 10. Requested award amount
<p>SECTION 3: PROJECT NARRATIVE (100 Points)</p>
<p>Instructions: The third section of the proposal should be the Project Narrative. The Project Narrative should be no more than 10 pages in length and should closely follow the standard formatting requirements above (See ‘General Requirements’). Please label this part of the application ‘Section 3 – Project Narrative’.</p> <p>Please detail the information below in narrative form to complete the contents of Section 3 – Project Narrative. Please use the headers below for each sub-section and follow the same order/sequence of content.</p> <p><u>Part 1: Target Neighborhood(s)</u></p> <ul style="list-style-type: none"> • Identify the Baltimore City neighborhoods to be served through the project, including (if possible) the defined boundaries for each targeted neighborhood/geographical area. <p><u>Part 2: Target Population(s)</u></p> <ul style="list-style-type: none"> • Identify the targeted population(s) to be served through the project. • Verify that at least 75 percent of participants served through the program will be low-skill, unemployed

or under-employed Baltimore City residents between the ages of 16-29.

Part 3: Project Methodology & Work Plan

Outreach & Recruitment

- **Neighborhood Engagement** - Describe the plan for promoting community residents' and neighborhood stakeholders' awareness of: 1. the resources and services to be made available through the initiative, and 2. the requirements for program enrollment and/or resource access.
- **Determining Participant Eligibility** - Describe the process to be used for determining participant eligibility for enrollment into the program, including how this process will ensure at least 75 percent of participants served through the program will be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29.
- **Client Recruitment** - Describe the plan for conducting outreach to and recruiting the targeted population. Please detail the specific outreach methods (i.e., community organizing, street outreach, job clubs, job and resource fairs, community-based referral, on-line social media, etc.).
- **Community Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative's community outreach and engagement efforts. Detail the role of each partner.
- **MOED-Sponsored Event Participation** - Verify the organization's commitment to participate in any MOED-sponsored neighborhood outreach events and job fairs.

Comprehensive Assessment

- **Comprehensive Assessment** – Describe the assessment process that will be used after an eligibility determination has been made to identify each candidate's assets (i.e., prior work experience, areas of interest and work aptitudes) and any work-related barriers (i.e., reading and math comprehension levels; mental health and substance abuse; housing; child support, criminal records expungement, child care, etc.).
- **Documentation** - Detail the approach for documenting the outcomes of each individual assessment and developing a service/career plan for each candidate.
- **Assessment Tool** - Please attach the assessment tool and/or service/career plan template.
- **Triage** - Please state the criteria for determining whether a client will be directed to access (1) intensive coaching and/or other specialized services culminating in direct job placement into an entry-level or middle-skilled job; 2) work readiness training leading to employment; and/or 3) referral (or direct enrollment into) occupational skills training along a career pathway that leads to an industry-recognized credential and employment.

Barrier Removal & Stabilization

- **Barrier Removal Strategy** - Describe the strategies to remove or mitigate identified work-related barriers.
- **Supportive Service Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative's barrier removal/supportive service efforts. Detail the role of each partner.
- **Citywide Barrier Removal Pilot Participation** - Verify applicant's commitment to promote youth and young adult linkages to basic skill development and barrier removal services made accessible through one or more of MOED's piloted citywide barrier removal pilots.

Work Readiness & Training

[Applicants that lack operational experience in workforce development are strongly encouraged to partner with another provider to address this component.]

- **Work Readiness & Training Strategy** - Describe the education, support and training strategies to promote the work readiness of participants, including the soft skills development component.
- **Youth Development Approach** - As applicable, describe the plan for integrating youth development practices into proposed work readiness approaches to best meet the needs of a youth and young adult population.
- **Work Readiness & Training Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative's work readiness and training efforts. Detail the role of each partner.

Direct Placement or Referral

[Applicants that lack operational experience in workforce development are strongly encouraged to partner with another provider to address this component.]

- **Job Placement Strategy** - Identify job placement strategies for participants whose assessment indicates that they are ready for direct placement or participation in work readiness training leading to placement. Describing the plan for post-placement follow-up and retention support. Describe any plans for mentoring, coaching and supporting workers through the training and placement experience.
- **Employer Partnerships** - Identify at minimum three (3) employer partners with which the lead applicant, core partner(s) or partnership has had a validated track record of successful placement and candidate retention. Attach a letter of support for each.
- **Occupational Skills Training Referral** – Verify that eligible candidates will receive referral to a sectoral training provider.
- **Job Placement Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative’s job placement, and retention and follow-up efforts. Detail the role of each partner.

Partnerships & Accountability

- **Partner Accountability & Information Exchange** - Describe the approach for holding any identified supportive service, workforce training and placement, and/or other partners accountable to their role in supporting project goals. Detail the process for ensuring collaboration and information exchange between the lead entity and identified partners (i.e., regular partnership meetings, shared data collection platforms, regular project status updates, etc.). Attach any applicable MOUs or partnership agreements.

Part 4: Project Timeline

- Provide a timeline depicting all activities, timeframes, deliverables, and partners required to implement the outreach and recruitment, barrier removal and stabilization, work readiness and training and direct placement and referral strategies described in this Methodology and Work Plan section within the grant period of performance.
- Include timeframes for accomplishing all start-up activities immediately following the start of the grant period of performance and serving participants no later than 1 month after the grant start date.

Part 5: Organizational Capacity & Management**Organizational Chart**

- Provide an organizational chart, included as an attachment to the project narrative. The organizational chart should depict at minimum, the contents below:
 - The organization serving as the lead applicant
 - All core partners serving in capacities indicated above (outreach, supportive services, training, placement and referral), and the linkages between each entity and/or organization
 - All key staff to support the project funded through this grant, including all relevant leadership, program, administrative, and advisory positions within each entity and/or organization.

Project Staffing Plan

- List all key staff to work in support of this project, including each staff member’s name, title, and description of role/responsibilities. Please indicate which positions will be directly supported through this grant, and which will be supported through in-kind or leveraged resources. Please specifically indicate who will be designated as the organizational leads for the following project components, and the professional qualifications that will be required of each position:
 1. Program Management & Reporting
 2. Financial Management & Reporting
 3. Data Management & Tracking
 4. Contract Management & Compliance
- Provide a reasonable timeframe for hiring the project manager if one is not already identified, and

describe plans to assign an interim project manager if required. If planning to hire a project manager, provide a plan to appoint an interim project manager, who will serve until the new project manager is hired.

Core Competencies

- **Neighborhood Engagement & Involvement** - Please detail the organization’s (or partnership’s) capacity to engage youth and community residents in project planning and design, implementation and/or oversight, including:
 - Length of history working in neighborhood(s) specified above
 - Method of engaging youth and community residents in project design, implementation and/or oversight
 - Number of community representatives actively involved in the project’s board/governing body (if applicable)
- **Workforce** - Please detail the organization’s (or partnership’s) experience in managing a workforce initiative, including a summary of the initiative’s performance outcomes from the prior year (7/1/14 – 6/30/15 or 1/1/15 – 12/31/15). Performance outcomes should include (at minimum):
 - Number of residents recruited
 - Number of residents assessed
 - Number of residents trained in the work readiness curriculum
 - Number of residents placed into employment, including average wage at the time of initial placement
- **Youth Development & Engagement** - Please detail the organization’s (or partnership’s) experience in serving a youth and young adult population between the ages of 16-29.

Statement of Verifications

- **Verifications Checklist** - Please complete the attached ‘**Verifications Checklist**’. Use the checklist to verify the organization’s (or partnership’s) capacity to comply with all fiscal and programmatic requirements of this grant.

Part 6: Proposed Performance Outcomes

- Using the chart formats provided below, list the proposed outcomes for this project.

Proposed Outcomes Chart	
Neighborhood Outreach & Participant Recruitment	
1	<p>Outreach - # and type of neighborhood-based outreach and recruitment events/efforts to be hosted/conducted.</p> <p>Note: See suggested table below.</p>
2	<p>Engagement - Estimated # of residents to be engaged as a result of each event/outreach effort (by type).</p> <p>Note: See suggested table below.</p>
3	<p>Assessment - # of residents to complete a comprehensive assessment and documented Individual Profile/Service & Career Plan.</p>
4	<p>Targeted Population - Of those assessed, estimated #/% of participants to be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29.</p>
Barrier Removal & Stabilization	
5	<p>Barrier Removal - Of those enrolled, estimated total #/% of participants to be connected to a supportive service/barrier removal resource.</p>
6	<p>Mentoring or Coaching Support - Of those enrolled, estimated total #/% of participants to access individual or group-based mentoring or coaching supports (if applicable under the proposed project).</p>

Work Readiness Training, Referral & Placement		
9	Work Readiness Training (Enrollment) - Of those assessed, estimated total #/% of assessed eligible participants to be enrolled into work readiness training.	
10	Work Readiness Training (Completion) – Of those trained, estimated total #/% of participants to complete the project’s chosen work readiness curriculum.	
12	Placement - Of those who complete the work readiness curriculum, estimated total #/% of participants to receive placement into employment.	
13	Wage – Of those placed, average wage at point of placement.	
14	Retention – Of those placed, #/% reaching 30, 60, and 90-day retention milestones.	

- Suggested Table (For use in depicting proposed Community Outreach & Engagement outcomes.)

	Event Type/Outreach Method	Estimated # of Events Hosted by End of Project Period	Estimated # of Residents Engaged via Each Event
1			
2			
3			
4			
5			

Part 7: Data Tracking

- Describe the process for tracking participant-level data and progress.
- Name the specific system to be used to track client information (i.e., Efforts to Outcomes, Apricot, other).

Part 8: Cost Per Enrolled Participant

- Identify the proposed cost-per-enrolled participant for this project and how it was calculated.
- Cite evidence demonstrating how the cost(s)-per-participant proposed aligns with similar programs that the lead applicant, partners, or other organizations have conducted, including a justification for how costs may differ for the proposed program, based on the characteristics of the population(s) served.

**SECTION 4:
BUDGET & BUDGET JUSTIFICATION (20 Points)**

Instructions: The fourth section of the proposal should be the **Budget & Budget Justification**. Please use the templates included as an attachment to this RFP to complete this section. Complete all fields requested or indicate “n/a” where the field is not applicable.

As this section is completed, please be sure to:

1. Provide a complete description of costs associated with each line item in sufficient detail to justify the total cost for each line item;
2. Double check the calculations to make sure that they are accurate;
3. Make sure that the budget is justified and reasonable given the scope of work of the project, including adequate staff personnel devoted to the project to support achieving project objectives;
4. Identify any leveraged funds, including the source and a short description of how funds will be utilized as part of this grant.

**SECTION 5:
REQUIRED SUPPLEMENTS & QUALIFICATION DOCUMENTS (1 Point)**

Instructions: The fifth and last section of the proposal should be the Required Supplements & Qualification Documents. Please refer to the attached '**Combined Verifications Checklist**' for a listing of all required supplements and documentation.

EVALUATION CRITERIA

Procedures for assessing the technical merit of applications have been instituted to provide for an objective review of applications and to assist the applicant in understanding the standards against which each application will be judged. The evaluation criteria are based on the information required in the application as described above (See '**Submitting the Proposal**'). The evaluation criteria are described in the chart below.

Note that all proposals will be evaluated on the basis of technical merit and proposed cost. This is not a low-bid procurement. Technical merit includes delivery of requested program services and approach, as well as staff experience and qualifications. Teaming is permissible but the contract will be with a single prime contractor/lead entity.

Proposals will be evaluated and selected through a competitive bid process. MOED will establish a proposal evaluation committee that includes community leaders, representatives of the Baltimore Workforce Investment Board and other stakeholders. Members of the committee will have no conflict of interest with any respondent to this RFP.

MOED reserves the right to negotiate with one or more respondents selected on the basis of the technical merit of their proposal and proposed cost. Respondents may be asked to make personal appearances to provide additional information on proposals.

Evaluation Criteria – Overview:

Section	Value
Proposal Format & Organization	5
Section 1: Cover Page	1
Section 2: Project Abstract	3
Section 3: Project Narrative	100
Section 4: Budget & Budget Justification	20
Section 5: Required Supplements & Qualification Documents	1
Total Points Available	130

Evaluation Criteria - Detail:

Section	Evaluation Criteria	Value
PROPOSAL FORMAT & ORGANIZATION (Total Value: 5 Points)		
Order of Contents	<ul style="list-style-type: none"> • Proposal package is organized according to the sections and order of sequence below. (1 Point) <ul style="list-style-type: none"> ○ Section 1 – Cover Page ○ Section 2 – Project Abstract ○ Section 3 – Project Narrative ○ Section 4 – Budget & Budget Justification ○ Section 5 – Required Supplements & Qualification Documents 	1
Page Limits	<ul style="list-style-type: none"> • Each section of the proposal package falls within the page limits below. (2 Points) <ul style="list-style-type: none"> ○ Section 1 – Cover Page – 1 pg. ○ Section 2 – Project Abstract – 1 pg. ○ Section 3 – Project Narrative – 10 pgs. ○ Section 4 – Budget & Budget Narrative – No Limit – Please Use Provided Templates ○ Section 5 – Required Supplements & Qualification Documents – No Limit 	2
Formatting Requirements	<ul style="list-style-type: none"> • Proposal meets the formatting requirements below. (2 Points) <ul style="list-style-type: none"> ○ 12-point font ○ Normal Margins (Top: 1”; Bottom: 1”; Left: 1”; Right”) ○ Double-Spaced ○ Times New Roman ○ Numbered – bottom of page ○ Single-sided 8.5 x 11” page 	2
SECTION 1: COVER PAGE (Total Value: 1 Point)		
Cover Page	<ul style="list-style-type: none"> • 1-page template included is included as an attachment to the application. All requested fields are complete or indicate “n/a” where inapplicable. (1 Point) 	1
SECTION 2: PROJECT ABSTRACT (Total Value: 3 Points)		
Project Abstract	<ul style="list-style-type: none"> • Project Abstract is no more than one page in length and closely follows the standard formatting requirements provided under the ‘General Requirements’ section of the RFP. (1 Point) • Project Abstract details the following information in narrative form. (2 Points) <ul style="list-style-type: none"> ○ Name of the proposed initiative or project ○ Name of the lead applicant ○ Names of all partners, including collaborating community, service, youth development and/or workforce training/placement organizations ○ Project goal and objectives ○ Targeted population(s) ○ Targeted neighborhood(s) ○ Overview of project scope (types of services to be provided) ○ Proposed performance outcomes ○ Proposed period of performance ○ Requested award amount 	3

SECTION 3: PROJECT NARRATIVE (Total Value: 100 Points)		
Part 1: Target Neighborhood(s)	<ul style="list-style-type: none"> Targeted neighborhoods/geographical areas are clearly identified. (1 Point) 	1
Part 2: Target Population(s)	<ul style="list-style-type: none"> The targeted population(s) to be served through the project are clearly identified. (1 Point) Applicant verifies that at least 75 percent of participants served through the program will be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29. (1 Point) 	2
Part 3: Project Methodology & Work Plan	<p>Outreach & Recruitment (10 Points)</p> <ul style="list-style-type: none"> Neighborhood Engagement – Application presents a thorough, feasible and clearly articulated plan for promoting community residents’ and neighborhood stakeholders’ general awareness of: 1. the resources and services to be made available through the initiative, and 2. the requirements for program enrollment and/or resource access. Determining Participant Eligibility – Application describes the process to be used for determining participant eligibility for enrollment into the program, including how this process will ensure at least 75 percent of participants served through the program will be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29. Client Recruitment – Application presents a thorough, feasible and clearly articulated plan for conducting outreach to and recruiting the targeted population. Community Partnerships – Application identifies any partners to be engaged for the purpose of supporting the initiative’s community outreach and engagement efforts. Respective roles of partners are clearly defined. MOED-Sponsored Event Participation – Application verifies the organization’s commitment to participate in any MOED-sponsored neighborhood outreach events and job fairs. <p>Comprehensive Assessment (10 Points)</p> <ul style="list-style-type: none"> Comprehensive Assessment – Application describes the assessment process that will be used after an eligibility determination has been made to identify each candidate’s assets, work interests and any work-related barriers. Documentation – Application details approach for documenting the outcomes of each individual assessment and developing a service/career plan for each candidate. Assessment Tool - Assessment tool and/or service/career plan template is attached. Triage – Application states the criteria for determining whether a client will be directed to access (1) intensive coaching and/or other specialized services culminating in direct job placement into an entry-level or middle-skilled job; 2) work readiness training leading to employment; and/or 3) referral (or direct enrollment into) occupational skills training along a career pathway that leads to an industry-recognized credential and employment. <p>Barrier Removal & Stabilization (10 Points)</p> <ul style="list-style-type: none"> Barrier Removal Strategy – Application describes planned strategies for the removal of identified work-related barriers. Supportive Service Partnerships - Application identifies any partners to be engaged for the purpose of supporting the initiative’s barrier removal/supportive service efforts. Respective roles of partners are clearly defined. Citywide Barrier Removal Pilot Participation - Application verifies the organization’s commitment to promote youth and young adult linkages to basic skill development and barrier removal services made accessible through one or more of MOED’s piloted citywide barrier removal pilots. 	45

	<p>Work Readiness & Training (5 Points) <i>[Applicants that lack operational experience in workforce development are strongly encouraged to partner with another provider to address this component.]</i></p> <ul style="list-style-type: none"> • Work Readiness & Training Strategy – Application describes planned education, support and training strategies. Work readiness approach includes a soft skills development component. • Youth Development Approach - Application describes plan for integrating youth development practices into proposed work readiness approaches to best meet the needs of a youth and young adult population. • Work Readiness & Training Partnerships - Application identifies any partners to be engaged for the purpose of supporting the initiative’s work readiness and training efforts. Respective roles of partners are clearly defined. <p>Direct Placement or Referral (5 Points) <i>[Applicants that lack operational experience in workforce development are strongly encouraged to partner with another provider to address this component.]</i></p> <ul style="list-style-type: none"> • Job Placement Strategy – Application identifies job placement strategies. Application describes plan for post-placement follow-up and retention support. • Employer Partnerships – Application identifies at minimum three (3) employer partners with which the applicant (and/or core partner) has had a validated track record of successful placement and candidate retention. A letter of support is attached for each identified employer partner. • Occupational Skills Training Referral – Application verifies that eligible candidates will receive referral to a sectoral training provider. • Job Placement Partnerships - Application identifies any partners to be engaged for the purpose of supporting the initiative’s job placement, retention and follow-up efforts. Respective roles of partners are clearly defined. <p>Partnerships & Accountability (5 Points)</p> <ul style="list-style-type: none"> • Partner Accountability & Information Exchange – Application describes planned approach for holding any identified supportive service, workforce training and placement, and/or other partners accountable to their role in supporting project goals. Application details the process for ensuring collaboration and information exchange between lead applicant and partners (i.e., regular partnership meetings, shared data collection platforms, regular project status updates, etc.). A draft, executed MOU or partnership agreement is attached for each core partner. 	
<p>Part 4: Project Timeline</p>	<ul style="list-style-type: none"> • Application contains a timeline depicting all activities, timeframes, and deliverables, and core partners to be engaged in initiative implementation. (3 Points) • Proposed timeframes are realistic and achievable within the project performance period. (2 Points) 	<p>5</p>
<p>Part 5: Organizational Capacity & Management</p>	<p>Organizational Chart (5 Points)</p> <ul style="list-style-type: none"> • Application contains an organizational chart as an attachment. Chart depicts the minimum contents below: <ul style="list-style-type: none"> ○ The organization serving as the lead applicant ○ All core partners serving in capacities indicated above (outreach, supportive services, training, placement and referral), and the linkages between each entity and/or organization ○ All key staff to support the project funded through this grant, including all relevant leadership, program, administrative, and advisory positions within each entity and/or organization. 	<p>25</p>

	<p>Project Staffing Plan (5 Points)</p> <ul style="list-style-type: none"> Application lists all key staff to work in support of the project, including each staff member’s name, title, and description of role/responsibilities. Application indicates which positions will be directly supported through this grant, and which will be supported through in-kind or leveraged resources. Application indicates who will be designated as the organizational leads for the following project components, and the professional qualifications that will be required of each position: <ul style="list-style-type: none"> Program Management & Reporting Financial Management & Reporting Data Management & Tracking Contract Management & Compliance Application provides a reasonable timeframe for hiring the project manager if one is not already identified, and describes plans to assign an interim project manager if required. <p>Core Competencies (10 Points)</p> <ul style="list-style-type: none"> Neighborhood Engagement & Involvement – Application details the organization’s (or partnership’s) capacity to engage youth and community residents in project planning and design, implementation and/or oversight, including: <ul style="list-style-type: none"> Length of history working in target neighborhood(s) Method of engaging youth and community residents in project design, implementation and/or oversight Number of community representatives actively involved in the project’s board/governing body (if applicable) Workforce - Application details the organization’s (or partnership’s) experience in managing a workforce initiative, including a summary of the initiative’s performance outcomes from the prior year (7/1/14 – 6/30/15 or 1/1/15 – 12/31/15). Historical performance outcomes include (at minimum): <ul style="list-style-type: none"> Number of residents recruited Number of residents assessed Number of residents trained in the work readiness curriculum Number of residents placed into employment, including average wage at the time of initial placement Youth Development & Engagement – Application details the organization’s (or partnership’s) experience in serving a youth and young adult population between the ages of 16-29. <p>Statement of Verifications (5 Points)</p> <ul style="list-style-type: none"> Verifications Checklist – Application contains a complete checklist. 	
<p>Part 6: Proposed Performance Outcomes</p>	<ul style="list-style-type: none"> Applicant provides numerical projections for each required outcome measure. (5 Points) Proposed outcomes appear realistic and achievable within the project performance period. (10 Points) 	<p>15</p>
<p>Part 7: Data Tracking</p>	<ul style="list-style-type: none"> Application describes the process by which participant-level data and progress will be tracked. (3 Points) Application names the specific system to be used (i.e., Efforts to Outcomes, Apricot, other). (2 Points) 	<p>5</p>
<p>Part 8: Cost Per Enrolled Participant</p>	<ul style="list-style-type: none"> The proposed cost-per-enrolled participant is clearly stated. (1 Point) Applicant cites clear evidence demonstrating how the cost(s)-per-participant aligns with similar programs and includes a justification for how costs may differ for the proposed program, based on the characteristics of the population(s) served. (1 Point) 	<p>2</p>

SECTION 4: BUDGET & BUDGET JUSTIFICATION (Total Value: 20 Points)	
<ul style="list-style-type: none"> • All applicable expenses are clearly identified with accurate calculations. • Budget Justification provides a complete description of costs associated with each line item in sufficient detail to justify the total cost for each line item. • Budget Justification demonstrates that the budget is justified and reasonable given the scope of work of the project, including adequate staff personnel devoted to the project to support achieving project objectives. • Budget justification identifies any leveraged funds and clearly describes the source and how funds will be utilized as part of this grant. 	20
SECTION 5: REQUIRED SUPPLEMENTS & QUALIFICATION DOCUMENTS (Total Value: 1 Point)	
<ul style="list-style-type: none"> • All required supplements are attached and complete. (1 Point) 	1
BONUS	
<ul style="list-style-type: none"> • Proposed model presents a targeted focus on recruiting and serving young African American males between the ages of 16-29 who are un- or underemployed and possess a criminal record. 	+ 5
<ul style="list-style-type: none"> • Proposed model targets outreach to economically distressed neighborhood(s) and/or neighborhood(s) directly impacted by the April 2015 civil unrest. 	+ 5
<ul style="list-style-type: none"> • Proposal commits to providing retention services for placed individuals beyond 90-days. 	+ 3

COST OF PREPARING PROPOSALS

Costs for developing, preparing and submitting the proposals are solely the responsibility of the bidders. MOED will not provide reimbursement for such costs.

CLARIFICATION PROCEDURES

All clarifications or changes to submitted proposals must be in the form of a written addendum and received prior to **12:00 PM on Friday, April 8, 2016**.

WITHDRAWALS

A submitted proposal may be withdrawn prior to the due date. A written request to withdraw the proposal must be submitted electronically to 1B4J@oedworks.com.

SUBCONTRACTOR RESPONSIBILITIES

Program success is contingent upon the ability of the subcontractor to meet the demands of managing and administering the initiative/service. The contract awarded will be based on cost reimbursement with allowable costs limited to those reasonable and necessary for the effective and efficient performance of the contract services. With the advance written approval of MOED, the subcontractor may be permitted to subcontract specific activities, with conditions.

NOTE: It is suggested that the organization has a minimum of three months operating capital on-hand throughout the term of the contract.

Subcontractor responsibilities include but are not limited to:

1. Oversight of other subcontractors
2. Program operations and fiscal management
3. Monitoring/evaluation
4. Participant tracking and documentation
5. Timely billings and reports
6. Timely reporting of required data/information
7. Cooperation and coordination with MOED staff
8. Achieving outcomes stated in contract

PUBLIC RECORDS

Responders are advised that documents in possession of the Mayor's Office of Employment Development are considered public records and subject to disclosure under the Maryland Public Information Act.

TENTATIVE SCHEDULE

RFP issued:	March 2, 2016
Forum/Bidders Conference:	March 11, 2016 - 1:00 PM to 2:30 PM Eastside One Stop Career Center 3001 E. Madison St, Baltimore, MD 21205
Proposals due:	April 8, 2016 - 12:00 PM
Final qualification documents due	April 18, 2016
Award is announced on or about:	April 25, 2016
Contract completed and approved by:	June 15, 2016
Start of training on or about:	July 1, 2016
Services end no later than:	April 30, 2017
Contract end date:	April 30, 2017

REQUIRED FORMS, SUGGESTED TEMPLATES & CHECKLISTS

Electronic, editable versions of all templates available upon request.

To request, please email 1B4J@oedworks.com.

Application Cover Page

RFP: Neighborhood-Based Outreach Services & Youth/Young Adult On-Ramps to Work (Comm. Connections)

Legal Name of Lead Applicant: _____

EIN Number of Lead Applicant: _____

Project Name: _____

Co-Applicants/Partners: 1. _____
 (If Applicable) 2. _____
 3. _____
 4. _____

Address of Lead Applicant: _____
Street City State Zip

Total Amount Requested: _____ Annual Operating Budget: _____

Cost Per Enrolled Participant: _____

Designated Lead Project Point of Contacts:

	Name	Title	Email Address	Phone
Authorized Official/Signatory				
Finance				
Programming				
Data				

Summary of Key Proposed Performance Outcomes:

Category	Measure	Outcome
Enrollment	Estimated total # of participants to be enrolled into program as a result of neighborhood-based outreach efforts.	
Target	Of those enrolled, estimated #/% of participants to be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29.	
Training	Of those enrolled, estimated total #/% of assessed eligible participants to be enrolled into work readiness training through the project's chosen curriculum.	
Completion	Of those trained, estimated total #/% of participants to complete the project's chosen work readiness curriculum.	
Referral	Of those who complete the work readiness curriculum, estimated total #/% to receive referral to an occupational skills training provider.	
Placement	Of those who complete the work readiness curriculum, estimated total #/% of participants to receive placement into employment.	
Wage	Average wage at initial placement.	

Signature of Authorized Official:

 Signed Date

Combined Verifications Check-List

Instructions: All organizations must meet a minimum level of administrative and fiscal capacity in order to contract with MOED. Therefore, all applicants given selection notification must provide the following Documentation of Qualifications by April 18, 2016. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

Use the checklist below to verify the organization’s (or partnership’s) capacity to comply with all fiscal and programmatic requirements of this grant. Once complete, please have the checklist signed by the project’s authorized official below. Please attach each document shown in the “Attachment” column to support each verification and include a copy of this checklist with the final submission. These attachments, and the completed and signed checklist will form the fifth and last section of the proposal - Required Supplements & Qualification Documents. Do not include any information that is not specifically requested.

	Please review carefully and verify that the organization possesses each required capacity below. Affirm that each is in place by checking the box to the left and having the authorized official sign below:	Please attach the following documents:
<input type="checkbox"/>	The lead applicant is in good standing with the Maryland Department of Assessments Taxation.	Copy of most recent Certificate of Good Standing
<input type="checkbox"/>	The lead applicant is legally incorporated as a 501c3.	Copy of dated letter of nonprofit incorporation from the IRS
<input type="checkbox"/>	The lead applicant possesses an established and documented personnel policy.	Table of contents from organization’s personnel policy manual
<input type="checkbox"/>	The lead applicant possesses an established and documented Conflict of Interest policy for members of its staff and Board of Directors.	Copy of Conflict of Interest policy
<input type="checkbox"/>	The lead applicant possesses an established and documented grievance procedure for customers and clients.	Copy of grievance procedure
<input type="checkbox"/>	The lead applicant possesses an established and documented process for ongoing quality assurance for services.	Brief overview of Quality Assurance process/protocol (written in narrative form)
<input type="checkbox"/>	The lead applicant possesses adequate fiscal capacity, including capacity for fund accounting and reporting.	Copy of most recent audited financial statement (Must adequately address all findings) Copy of current annual budget, identifying the various sources of funding and amounts.
<input type="checkbox"/>	The lead applicant agrees to supply auditable supportive documentation for all invoiced expenses associated with the 1B4J project.	n/a
<input type="checkbox"/>	The lead applicant has procured and will maintain during the life of the contract the following required insurance coverages: <ul style="list-style-type: none"> • professional liability, errors and omissions; • commercial general liability insurance, including contractual liability insurance; 	Copies of all applicable certificates of insurances. [Note: Must be resent with the Mayor & City Council listed as

	<ul style="list-style-type: none"> • business automobile liability (if applicable); • worker’s compensation coverage; and • employee dishonesty insurance 	<p>an additional insured within ten (10) business days from receipt of a contract.]</p>
<input type="checkbox"/>	<p>The lead applicant possesses an adequate method of collecting client information and demographics.</p>	<p>Copy of a sample intake form or report.</p>
<input type="checkbox"/>	<p>The lead applicant possesses a demonstrated ability to collect outcome data that measures performance to plan.</p>	<p>Copy of a report showing actual to planned performance.</p>
<input type="checkbox"/>	<p>The lead applicant possesses access to a networked computer connected to the Internet with a browser that is compatible with any current cloud applications or databases required by MOED. The system has a PDF reader, office applications compatible with the current version of Microsoft Excel and Word, and email accounts for all individuals accountable for this contract. If the lead applicant does not currently possess this infrastructure, it is willing to allocate the resources necessary to acquire these technologies.</p>	<p>n/a (Verification by checking to the left and signing below is sufficient.)</p>
<input type="checkbox"/>	<p>The lead applicant possesses (at minimum, draft) MOUs/agreements with each third party vendor (partner) to be subcontracted and compensated through this grant. The lead applicant commits to submitting fully executed and final agreements to MOED upon award of a grant agreement and understands that payment will not be made for vendor-related expenses without the applicable agreement(s) submitted and on file.</p>	<p>Copies all third party agreements/MOUs. For each third party vendor, submitted proof of legal status, with an Employer ID or Social Security number, and (if applicable) verification that each entity is in good standing with the MD Department of Assessments & Taxation.</p>

Signature of Authorized Official:

Signature

Date

Sample - MOU/3rd Party Partnership Agreement

[PLEASE NOTE THAT THIS IS A SAMPLE AGREEMENT, NOT MANDATED FOR USE BY APPLICANT. Electronic (WORD) version of this template available upon request. To request a copy, email 1B4J@oedworks.com]

[Lead Applicant Organization Letterhead]

**Memorandum of Understanding Between
[Name of Lead Applicant] and [Name of Partner]**

This Memorandum of Understanding (MOU) describes the responsibilities and expectations between **[Name of Lead Applicant]**, and **[Name of Partner]**, for the use of funds received through the Baltimore City Mayor’s Office of Employment Development’s **2016 Neighborhood-Based Outreach Services & Youth/Young Adult On-ramps to Work** grant. One Baltimore for Jobs (1B4J) is made possible by a grant from the U.S. Department of Labor and is administered by the Baltimore City Mayor’s Office of Employment Development (MOED) in partnership with Maryland Department of Labor, Licensing and Regulation (DLLR).

[Name of Lead Applicant] and **[Name of Partner]** have agreed to enter into a collaborative agreement in which **[Name of Lead Applicant]** will be the lead agency and named applicant and the other agency will be the partner in this application.

The partners herein desire to enter into a Memorandum of Understanding setting forth the services to be provided by the collaborative.

The application prepared and approved by the collaborative through its partners is to be submitted to the Baltimore City Mayor’s Office of Employment Development on or before **March 2, 2016**.

I) Description of Partner Agencies

For each member of the partnership, provide some background on the agency or organization and its work regarding workforce development, youth development, and/or community engagement.

II) History of Relationship

- Provide a brief history of the collaborative relationship between the partners, including when and under what circumstances the relationship began and when each partner joined the collaboration.
- Describe the goal of the collaboration.

IV) Roles and Responsibilities

It is agreed by and between the partners as follows:

- Clearly state the roles and responsibilities each organization or agency will assume to ensure the success of the proposed project.
- Describe the resources each partner will contribute to the project either through time, in-kind contribution or with the use of grant funds, e.g. office space, project staff, training.
- Identify the representatives of the planning and development team who will be responsible for planning, developing, and implementing project activities and describe how they will work together and work with project staff, as applicable.
- Demonstrate a commitment on the part of all partners to work together to achieve stated project goals and to sustain the project once grant funds are no longer available.

Suggested Charts for Use in Developing Proposal Narrative

Project Timeline (Section 3; Part 3)

	Project Activity	Start Date	End Date	Person or Entity Responsible
1				
2				
3				
4				
5				

Proposed Performance Measures Chart (Section 3; Part 6)

Proposed Outcomes Chart		
Neighborhood Outreach & Participant Recruitment		
1	Outreach - # and type of neighborhood-based outreach and recruitment events/efforts to be hosted/conducted. Note: See suggested table below.	
2	Engagement - Estimated # of residents to be engaged as a result of each event/outreach effort (by type). Note: See suggested table below.	
3	Assessment - # of residents to complete a comprehensive assessment and documented Individual Profile/Service & Career Plan.	
4	Targeted Population - Of those assessed, estimated #/% of participants to be low-skill, unemployed or under-employed Baltimore City residents between the ages of 16-29.	
Barrier Removal & Stabilization		
5	Barrier Removal - Of those enrolled, estimated total #/% of participants to be connected to a supportive service/barrier removal resource.	
6	Mentoring or Coaching Support - Of those enrolled, estimated total #/% of participants to access individual or group-based mentoring or coaching supports (if applicable under the proposed project).	
Work Readiness Training, Referral & Placement		
9	Work Readiness Training (Enrollment) - Of those assessed, estimated total #/% of assessed eligible participants to be enrolled into work readiness training.	
10	Work Readiness Training (Completion) – Of those trained, estimated total #/% of participants to complete the project’s chosen work readiness curriculum.	
12	Placement - Of those who complete the work readiness curriculum, estimated total #/% of participants to receive placement into employment.	
13	Wage – Of those placed, average wage at point of placement.	
14	Retention – Of those placed, #/% reaching 30, 60, and 90-day retention milestones.	

Proposed Performance Measures - Community Outreach & Engagement (Section 3; Part 6)

	Event Type/Outreach Method	Estimated # of Events Hosted by End of Project Period	Estimated # of Residents Engaged via Each Event
1			
2			
3			
4			
5			

REQUEST FOR PROPOSALS
Neighborhood-Based Outreach Services &
Youth/Young Adult On-Ramps to Work (Community Connections)

BUDGET FORMAT

For Funds Requested Under this RFP

ORGANIZATION: _____

PROJECT NAME: _____

Funding Period	
Proposal Budget Total	\$
Cost Per Participant (enrollee)	\$

Budget not to exceed \$150,000

BUDGET CATEGORIES

Object Class Categories	Grant Program, Function or Activity Total
A. Personnel	\$
B. Fringe benefits	\$
C. Staff travel and training	\$
D. Space rental and utilities	\$
E. Equipment	\$
F. Supplies	\$
G. Participant expenses	\$
H. Contractual	\$
I. Other	\$
J. Administrative costs <i>(May not exceed 10% of total direct costs)</i>	\$
K. Total	\$

Object Class Category (A): PERSONNEL					
A. Position (1)	B. Annualized salary (2)	C. % of time (FTE)	D. Monthly Salary/Wage (3)	E. # of Months	F. Cost
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
			TOTAL PERSONNEL COST		

- (1) Administrative staff costs should be captured on the Administrative Costs budget page.
- (2) At a full-time level.
- (3) B. times C. divided by 12 (months)

Budget Narrative: PERSONNEL

Object Class Category (B.): FRINGE BENEFITS					
A. Position(s)	B. Benefit(s) (what type)	C. Rate (% of D)	D. Base Amount and Nature	E. Cost	
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10					
	TOTAL FRINGE BENEFITS COST				

Budget Narrative: FRINGE BENEFITS

Object Class Category (C.): STAFF TRAVEL/TRAINING					
A. Item	B. # of Staff	C. #of Units	D. Unit Type	E. Cost Per Unit	F. Cost
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10					
		TOTAL TRAVEL COST			

Budget Narrative: TRAVEL/TRAINING

Object Class Category (E.): EQUIPMENT (includes equipment costing \$5,000 or more and a useful life of more than one year)			
A. Item	B. # of Items	C. Cost per Item	D. Cost
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
		TOTAL EQUIPMENT COST	

Budget Narrative: EQUIPMENT

Object Class Category (F.): SUPPLIES (includes supplies/equipment costing less than \$5,000 per item)			
A. Item	B. # of Units	C. Cost per Unit	D. Cost
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		TOTAL SUPPLIES COST	

Budget Narrative: SUPPLIES

Object Class Category (G.): PARTICIPANT EXPENSES			
A. Item	B. # of Units	C. Cost per Unit	D. Cost
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		TOTAL COST OF PARTICIPANT EXPENSES	

Budget Narrative: PARTICIPANT EXPENSES

Object Class Category (H.): CONTRACTUAL	
A. Brief Description	B. Cost
1.	\$
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
TOTAL CONTRACTUAL COST	

Budget Narrative: CONTRACTUAL

Object Class Category (I.): OTHER COSTS (including training expenses)			
A. Item	B. # of Units	C. Cost per Unit	D. Cost
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
		TOTAL COST OF OTHER COSTS-	

Budget Narrative: OTHER COSTS

Object Class Category (J.): ADMINISTRATIVE (Administrative costs may not exceed 10% of total direct costs)	
A. Brief Description	B. Cost
1.	\$
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
TOTAL ADMINISTRATIVE COSTS	

Budget Narrative: ADMINISTRATIVE