**MAYOR’S OFFICE OF EMPLOYMENT DEVELOPMENT**

**REQUEST FOR PROPOSALS**

**Outreach and Participant Engagement Services:**

**Focused Learning, Education, and Experience (FLEX) Program**

**Issued: October 27, 2023**

**Due: November 27, 2023 by 4:30 PM**

**Bidders’ Conference: November 7, 2023, 10-11:30 AM**

**Register by Email:** [**Krysti.Dickerson@baltimorecity.gov**](mailto:Krysti.Dickerson@baltimorecity.gov)

**MacKenzie Garvin Interim Director**

**Mayor’s Office of Employment Development**

**Brandon M. Scott Mayor**

**City of Baltimore**

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# BACKGROUND/PURPOSE OF FUNDING

The Mayor’s Office of Employment Development (MOED) is Baltimore’s workforce development agency and American Job Center operator. MOED serves as the City’s primary agent of workforce development services for employers, new workers, people with disabilities, career changers, returning citizens, laid-off workers, and youth. More information on MOED is available at <https://moed.baltimorecity.gov/>

MOED’s mission is to deliver economic justice to Baltimore residents. To MOED, economic justice means creating an equitable workforce system that responds to all residents’ needs and provides viable economic opportunities to all residents, especially those who have been generally and systemically disadvantaged. We believe that every resident deserves the right for meaningful work and a hopeful future. MOED advances its mission and vision by building the city’s future workforce, increasing labor participation, and building stronger connections between and among business and community stakeholders to promote efficiency of the Baltimore City workforce system.

## MOED serves as one of Baltimore City Department of Social Services’ (DSS) primary Work Opportunities program vendors, providing a suite of employment and education services with the goal of connecting Temporary Cash Assistance (TCA) benefit recipients to career pathways through employment and occupational training. Our case management services incorporate the innovative Goal4 It! model, which is based on the science of self-regulation, executive function, and goal pursuit. Beginning in FY24, MOED’s Focused Learning, Education, and Experience (FLEX) program will serve 2,500 participants annually and emphasize a two-generation (2-Gen) approach by providing services and incentives aimed at improving outcomes for both parents and children.

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## Purpose of Funding

The organization funded by this proposal will provide outreach services to maximize the percentage of TCA Heads of Household referred by DSS who ultimately enroll in the FLEX program. The current uptake rate is 20% and MOED aims to double this percentage.

Additionally, the funded organization will follow up with participants who become disengaged, conducting phone calls, home visits, and other outreach activities to encourage participants to reconnect. Staff will work to identify barriers to participation and provide service referrals as needed.

Finally, the organization will work to engage the ancillary populations eligible for FLEX programming: non-custodial parents affiliated with TCA Heads of Household, and adult children of TCA Heads of Household who are justice-involved. These participants will not be referred directly by DSS.

Services *must* be offered on-site at the WRC (100 W. 23rd Street) at least one day per week. Bidders who have capacity *may* propose to deliver services at another location if preferred, and/or virtually, as required. Bidders proposing to host services at their own sites should be mindful of participant access issues and discuss them in their proposal.

## Applicant Qualifications

This RFP is open to providers operating in Baltimore City. Applicants to this RFP should offer, at minimum:

* Services by a provider or providers with at least 5 years of work experience engaging with disadvantaged or marginalized communities, particularly recipients of DSS benefits, and a demonstrated ability to identify and mitigate barriers to economic success, including childcare, parenting/family stress, transportation, and academic difficulties

Applicants should also possess the following, at a minimum:

* Experience working with Baltimore City residents
* Commitment to provide services through an equity and inclusion lens
* Ability to develop and implement outreach and engagement strategies that will increase uptake of FLEX programming by all eligible participants
* Ability and willingness to participate in meeting of a FLEX Program Steering Committee, if such meetings are held

## Participant Requirements

Awardees will serve participants who meet the following criteria:

* Reside in Baltimore city
* Are at least 18 years old
* Are receiving TCA benefits through the Department of Social Services:
  + TCA Head-of-Household: TCA Head-of-Household applicants or enrollees who must participate in required Work Activities in order to continue to receive TCA benefits.
  + TCA Non-Custodial Parent: Non-custodial parent affiliated with TCA Head of Household and court-mandated child support order
  + Justice Involved: Child of TCA Head-of-Household, aged 18 years old or older, with a juvenile or criminal record

## Grant Amount and Terms

The outreach budget for the FLEX program is $1,000,000. This RFP covers a period of service beginning in March 2024 and ending September 30, 2028. MOED and BCDSS reaffirm their commitment to procuring services from minority-owned and women-owned business enterprises (MWBEs). At least 26% of the budgeted funds for the FLEX program will be awarded to MWBEs.

## Proposal Guidelines

Proposals must include the following components:

1. Proposal abstract

2. Proposal narrative

3. Budget & budget justification

4. Letters of reference

The required proposal document should be prepared using 12-point font, double-spaced, and on numbered pages.

**MOED is also accepting proposals for additional services as part of the FLEX program. RFPs for these services can be found at https://moed.baltimorecity.gov/news. Applicants may propose to deliver one service, all services, or a combination thereof. Organizations proposing to deliver more than one service may submit a single application addressing the requirements of all relevant RFPs.**

**If submitting for Outreach and Participant Engagement Services only,** the Proposal Narrative must be limited to 10 pages (not including the cover page, abstract, budget section, and supporting documents). **If submitting for more than one FLEX program,** the Proposal Narrative may be as long as 20 pages.

Submit your application via email to Shantrice Cooper-Mckoy at **Shantrice.CooperMckoy@baltimorecity.gov** by **November 27, 2023.** Include “FLEX Services Proposal” in the subject line of the email.

It is the applicant's responsibility to ensure that the submitted proposal is complete and fully responsive to all RFP requirements.

## Cost of Proposal

MOED will not pay any costs incurred by applicants associated with proposal preparation.

## Clarification Procedures and Withdrawals

All clarifications or changes to submitted proposals must be in the form of a written addendum and received prior to **November 27, 2023.** A submitted proposal may be withdrawn prior to the due date. A written request to withdraw the proposal must be submitted electronically to **Shantrice.CooperMckoy@baltimorecity.gov.**

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## Public Records

Applicants 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.

## Contract Award

The successful subcontractor will enter into an agreement with the Mayor’s Office of Employment Development (MOED) in a format to be determined by the City of Baltimore. Acceptance of the subcontractor’s offer to perform the services specified herein will be made by written notice of award to the successful bidder. Thereafter, the future subcontractor and MOED shall enter into a written contract. The contract will incorporate the terms and conditions of this RFP, as well as any addendum issued, and the successful bidder’s response to this RFP. Said contract must be approved by the Baltimore City Board of Estimates. The successful subcontractor must register in the City of Baltimore’s Workday system at <https://wd1.myworkdaysite.com/supplier/baltimorecity/suppliersite>. Once registered, active contract holders will submit information to Workday at [workdaysuppliers@baltimorecity.gov](mailto:workdaysuppliers@baltimorecity.gov).

## **Compliance Requirements**

Any award of a contract under this RFP will be subject to applicable requirements of the funding sources. These terms and conditions include, without limitation, provisions regarding reporting, insurance, indemnification, audits, nondiscrimination, minority and women's business enterprise requirements, conflict of interest and local hiring provisions.

## Tentative Schedule

* RFP issued: October 27, 2023
* Bidders conference: November 7, 2023
* Written questions due on or before: November 10, 2023
* Response to questions posted: November 15, 2023
* Proposals due: November 27, 2023
* Award is announced on or about: December 22, 2023
* Final qualification documents due from selectees: January 3, 2024
* Start of services: March 2024
* Contract end date: September 30, 2028

# QUALIFICATIONS AND RESPONSIBILITIES

All selected organizations must meet a minimum level of administrative and fiscal capacity in order to enter into a subgrant agreement with MOED. Therefore, all applicants given selection notification must provide the following Documentation of Qualifications when requested by MOED. Failure to satisfactorily provide the following documentation could result in disqualification of proposed award.

## Documentation of Organization’s Qualifications

* In good standing with the Maryland Department of Assessments and Taxation at time of proposal submission *<Must submit a current a certificate of good standing from the Department of Assessments and Taxation.>*
* Legal entity (Proof of Incorporation, 501c (3), etc.) *<Must submit document proving legal entity.>*
* Written personnel policies *<Must submit table of contents of personnel policies.>*
* Written conflict of interest policy for staff and board *<Must submit copy of Conflict of Interest Policy.>*
* Written grievance procedure for customers/clients <*Must submit copy of grievance procedure*.>
* Ongoing quality assurance process for services <*Must submit descriptions of process*.>
* For organizations with an annual budget of at least $100,000 *<Must submit current annual budget document identifying the various sources and amounts.>*
* For organizations that have more than one revenue source *<Must submit revenue documentation identifying the various sources and amounts*.>
* Proven fiscal capacity including capacity for fund accounting *<Must submit bound copy of most recent formal audit completed within last year. Must satisfactorily address all findings.>*
* Verify that the program has procured and will maintain during the life of the agreement the following required insurance coverage: professional liability, errors and omissions; commercial general liability insurance, including contractual liability insurance; business automobile liability (if applicable); worker’s compensation coverage; and employee dishonesty insurance *<Must submit copies of certificates of insurance with contract. >*
* Adequate method to collect client information and demographics *<Must submit sample of format or report. >*
* Demonstrated ability to collect outcome data that measures performance to plan *<Must submit report showing actual to planned performance. >*
* 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 should have a PDF reader, office applications compatible with the current version of Microsoft Excel and Word, and email accounts for all  individuals accountable for this agreement or willingness and budget to acquire these technologies *<Must submit letter describing how organization currently addresses or plans to address these criteria.*>

## Subgrantee Responsibilities

Program success is contingent upon the ability of the subgrantee to meet the demands of managing and administering the initiative/service. The awarded agreement 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 subgrantee 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.**

Subgrantee 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

# TECHNICAL PROPOSAL FORMAT

## Proposal Abstract

All submissions should include a **one-page** Proposal Abstract with the following information:

1. Name of lead applicant organization
2. Names of all partner organizations (if applicable)
3. Program objectives
4. Targeted population(s)
5. Overview of services to be provided
6. Proposed activity and performance outcomes
7. Proposed period of performance
8. Requested award amount

## Proposal Narrative

The Proposal Narrative should contain the following:

*Experience and Qualifications.* A summary of the proposer’s qualifications with regard to the selection criteria identified in this RFP. The summary should contain: (a) information on projects of similar nature that the vendor and/or firm has completed, including brief descriptions, dates, and names of contact persons, (b) specific mention of local or regional experience (c) demonstrated ability to reach residents in the target populations and (d) specific mention of methods for ensuring that programming is delivered in manner that incorporates a race equity and inclusion framework. In project descriptions, identify any personnel likely to work on this project. Please include links to and/or examples of relevant work if possible.

*Project Management and Key Technical Staff.* Applicants should designate a project manager to oversee project activities. This section should describe that designation and the responsibilities of the project manager and key personnel. Include resumes for the project manager and key personnel if already selected. Note that the resulting contract will require commitment of the specified personnel. Include an outline showing estimated hours by each staff member by task.

Provide a timeline with all activities, timeframes, deliverables, and partners required to implement all outreach and participant engagement services 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 one month after the grant start date.

*Statement of Work.* Provide a description of the proposed activities and methodologies for each task, including the following:

* Outreach. Describe proposed strategies for managing DSS referrals, reaching referred participants and eligible participants not referred by DSS, and maintaining ongoing communication about FLEX programming and available services. Include a variety of methods of establishing contact with participants, including those who may lack access to secure housing, telephone or broadband service.
* Engagement. Discuss methods of increasing participant engagement with FLEX programing and other services. Include a process for re-engaging participants who have become disengaged. This section should demonstrate familiarity with the Goal4It! model and capacity to work within its parameters.
* Barrier assessment. Describe strategies and methods by which referred participants will be assessed for potential barriers for economic success, and how plans for barrier mitigation will be developed.
* Service referrals. Include a description of proposed methods for referring participants for needed services, such as childcare, transportation support, behavioral health services, or adult education. Discuss any existing relationships with service providers that may support this work, and include methods for tracking referrals and monitoring participation.

*Performance Outcomes and Data Tracking.* Include total number of participants to be offered services. Describe the process for tracking participant-level data and progress. Describe how data will be used to inform quality assurance and improvement and to inform decisions about any changes need to interventions to improve client/project outcomes.

*Other Information.* Include any other relevant material you wish to provide.

## Budget & Budget Justification

Use the templates included to complete this section. Complete all fields requested or indicate "n/a" where the field is not applicable. Please be sure to:

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

## Subcontractor Agreements

The proposal should include drafts of agreements with all planned subcontractors.

## Letters of Reference

Three letters of reference from previous or current partners are required. These should include contact information (name, phone number, email address, etc.) for references.

# FUNDING/BUDGET GUIDELINES

The funding will not exceed $1,000,000 for the term of the agreement. This amount is provided as a planning figure only and does not commit the MOED to award an agreement for this amount.

The selected service providers will not be required to leverage additional resources in order to meet described outcomes; they are, however, strongly encouraged to do so. List other resources that contribute to the delivery of the proposed services on Leveraged Resources budget form. Include expense category (e.g., staff, operating, etc.), brief description, actual or estimated amount, and sources that contribute to the delivery of the proposed program. Include letters of support for all leveraged resources.

# BUDGET FORMAT

Please use the included Excel sheet to complete the proposal budget. Attach the completed Excel spreadsheet with your submission.

# EVALUATION CRITERIA

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.

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 provide additional information on proposals. A total score of **100** points is possible.

**Experience and Qualifications (10 points)**

* To what extent does the applicant have a successful history of designing and delivering high quality, comprehensive programming for the targeted population?
* Does the applicant describe past experience and identify any personnel likely to work on the project?
* To what extent does the applicant demonstrate an understanding of and commitment to race equity and inclusion through proposed programmatic approaches and outcomes?

**Program Description and Components (40 points)**

* Who is the target population for the program?
* How will the applicant contact and engage referred participants and other eligible residents? Does this strategy include provisions for connecting with residents experiencing housing insecurity or challenges with connectivity?
* How will the program reengage disengaged participants?
* How will the program address barriers to employment such as low reading or math skills, a criminal background, child support, child care, and transportation challenges? Does the proposal discuss relationships with service providers or other community resources that might support this work?
* Does the applicant identify staff to provide each function including outreach, engagement, barrier assessment, and service referrals?
* Has the applicant demonstrated effective employer engagement and support in program design that includes a commitment to hiring qualified program graduates?
* Has the applicant demonstrated an effective instructional format (in-person, remote, or hybrid) and accommodations for residents impacted by the digital divide? Has the applicant developed effective strategies that provide ample career development and 21st Century job readiness/preparation services to work in middle to high-skill occupations?

**Outcomes (20 points)**

* How will the program track participant-level data and progress?
* How will data be used to ensure quality service delivery and inform decisions about changes to improve client and project outcomes?
* Is there a plan or process in place to ensure ongoing as well as a final program evaluation for participants?

**Budget (30 points)**

* How and to what extent does the proposed program ensure it will meet the outcome requirements of this RFP? Does the proposal plan include performance levels, benchmarks, and methods and tools that will guarantee achievement of the selected goals?
* Is there evidence in the proposal of leveraging of resources and in-kind contributions, which will assist in meeting proposal outcomes?
* Does the cost per participant and the total allocation sought constitute an effective use of resources?
* Does the projected budget effectively support the proposed program?

# EMPLOY BALTIMORE PROGRAM

To promote our commitment to utilize the Employ Baltimore program to meet employment needs, all businesses awarded contracts, franchises, and development opportunities with the City of Baltimore in the amount of $50,000.01 to $300,000.00, except professional service and emergency contracts, shall comply with the terms of the Executive Order as described online at <http://www.oedworks.com/resources/Employ_Baltimore_exec_order_revised.pdf>

If you have questions concerning the terms of the Employ Baltimore Executive Order or any other issues related to the hiring of Baltimore residents for this contract, please contact the following:

John Ford

MOED Local Hiring Coordinator

jford@oedworks.com

# DEFINITIONS

|  |
| --- |
| **Abstract:** A brief, comprehensive summary of the contents of an article or a project; it allows readers to survey the contents of an article or project quickly. |
| **Administrative Costs:** The allocable portion of necessary and allowable costs that is associated with the overall management and administration of the workforce investment system and which are not related to the direct provision of the Employment and Training Services. These costs can represent both personnel and non-personnel categories and both direct and indirect classifications. |
| **Advanced Training/Occupational Skills Training:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. |
| **Audit:** A systematic review by a CPA to determine and report whether an organization’s financial operations are being properly conducted, financial reports are being presented fairly and applicable laws and regulations are being complied with. All successful bidders must submit an audit of their organization. |
| **Barriers to Employment:** Hinder an individual’s ability to participate in the labor force. These may include lack of a high school education or its equivalency, basic skills deficits, limited English, substance abuse, etc. |
| **Basic Skills:** Those academic skills that include reading, writing and speaking English, and the skills involved in math applications, computing and solving problems. |
| **Case Management:** The provision of a client-centered approach in the delivery of services, designed-  (A) to prepare and coordinate comprehensive employment plans, such as service strategies, for customers to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and (B) to provide job and career counseling during program participation and after job placement. |
| **Credential:** Written statement or certificate that validates achievement of educational or occupational skills. |
| **Community-Based Organization:** A private nonprofit organization that is representative of a community or a significant segment of a community and that has demonstrated expertise and effectiveness in the field of workforce investment. |
| **Cost Allocation Plan:** A plan that identifies and distributes the cost of services and/or departments or function according to benefit received. It is the means to substantiate and support how shared costs of a program are charged to a particular cost objective. |
| **Cost Reimbursement Contracts:** An agreement format that provides for the reimbursement of all allowable costs that have been identified and approved in the contract budget. Contractors must maintain the documentation necessary to support the costs. |
| **Data Collection:** The collection and recording of information pertinent to a participant including: demographic, service and outcome data elements. |
| **Date of Participation:** Represents the first day, following a determination of eligibility, that the individual begins receiving a service funded by the program. |
| **Date of Exit:** Represents the last day on which the individual received a service funded by the program or a partner program. |
| **Diploma:** The term diploma means any credential that the state education agency accepts as equivalent to a high school diploma. |
| **Economic Development Agencies:** Agencies including local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development. |
| **Employability:** A demonstrated level of knowledge, skills, abilities, work behaviors and attitudes necessary to compete successfully in the labor market. |
| **Employment Assessment:** The ongoing participant centered diagnostic evaluation of a participant’s employability, interests, values, aptitudes, abilities, educational and vocational history, barriers, motivation and existing skills that lead to the development of an ongoing, comprehensive plan for the removal of barriers to employment and the attainment of the individual’s career goals. Assessment first occurs at intake and is an ongoing, continuous collection of information to evaluate the effectiveness of support services, training and education and to monitor the participant's progress. |
| **Follow Up:** Active case management of participants for at least one year after completing the program. Follow up services can include assessment/re-assessment, information & referral, additional training opportunities, support services, employment & education retention counseling, life skills/problem solving advocacy, services to support continued success for the participant or other program activities provided during the service period. Case notes are required on a monthly basis. |
| **Indicators:** The specific characteristics or behaviors measured to track a program’s success in achieving its outcomes. |
| **Individual with a Disability:** In general: an individual with any disability as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12102). |
| **Job Search Assistance:** Job search skills training including job club, which provides the participant with the instruction and skills necessary to obtain full time employment. These skills may include resume writing, interviewing skills, telephone techniques, and job acquisition skills. Job search assistance must be offered to all customers. |
| **Labor Market Information:** Occupational supply and demand information for Baltimore City identifying areas of growth or decline for the labor market and assessment of the effects of such growth or decline. Review and evaluation of an area's employment possibilities, including projected openings, new employment, job skills needed, available training programs, wages and labor supply. |
| **Limited English Speaker:** An individual whose native language is not English or who has an inability to communicate in English orally or in writing, resulting in a barrier to employment or training. |
| **Literacy:** The term “literacy'' means an individual's ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function on the job and in society. |
| **Lower Living Standard Income Level:** That income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary based on the most recent lower living family budget issued by the Secretary. |
| **Low Income Individual**: An individual who-(A) receives, or is a member of a family that receives cash payments under a Federal, State, or local income-based public assistance program; (B) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402)) that, in relation to family size, does not exceed the higher of— (i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level, for an equivalent period; (C) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977 (7 U.S.C. 2011 et seq.); (D) qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); (E) is a foster child on behalf of whom State or local government payments are made; or (F) in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or subparagraph (B), but who is a member of a family whose income does not meet such requirements. |
| **Minimum Wage:** The wage established as the lowest hourly salary that can legally be paid for labor. In Maryland, minimum wage rates are as follows: **$13.25** effective 1/1/23; **$14.00** effective 1/1/24; **$15.00** effective 1/1/25. |
| **Occupational Skills:** Those skills identified as necessary to successfully perform work-related functions within an industry sector. Occupational skills can be attained through activities such as entering into an apprenticeship or internship program; completing a career-specific professional, technical or advanced job skill-training program; earning a college degree. |
| **Outreach/Recruitment:** These are activities and strategies for identifying and contacting potential customers. These strategies will include procedures that assure access throughout the service area and address appropriate access for customers with barriers. |
| **Outcomes:** Benefits or changes to individuals or populations during or after participating in program activities. How a program changes the life of an individual or population. |
| **Outputs:** The direct products of program activities. (i.e., number of classes taught, number of counseling sessions, number of educational materials distributed, hours of service delivered, etc.) |
| **Placement:** A client securing employment while participating in the program. To be counted as full time employment, the job placement must be at least 30 hours or more per week, with wages equal to or greater than the higher of either the state or federal minimum wage per hour, and be an unsubsidized position. |
| **Public assistance:** Federal, state, or local government cash payments for which eligibility is determined by a needs or income test. |
| **Referral:** Any eligible participant who is not enrolled to receive services at a contracted program must be given the referral information regarding the full array of applicable or appropriate service available through local programs. |
| **Supportive Services:** Services needed to assist the participant so that they may be successful in achieving their goals. This may include transportation, childcare, work related tools, and clothing. To the greatest extent possible programs should address support service needs through leveraging of resources and partnerships with other providers. |
| **Target:** A numerical objective for a program’s level of achievement on an indicator. A projection. |
| **Unsubsidized Employment:** Full or part-time employment in a job not financed from funds provided by a federal or state grant. A job in which the wages paid to an employee are not financially supported by a state or local employment and training program. |