

## REQUEST FOR PROPOSALS

### **FY18 Disconnected Youth Project: Worcester Education, Employment and Empowerment (W3) Program for Worcester County Local Management Board (LMB)**

The Worcester County Commissioners are currently seeking proposals from qualified providers able to develop and implement a program targeted to help provide support for disconnected youth between the ages of 16 through 24 and to connect them with economic and civic resources through a transition age youth supportive employment program which will provide linkages and advocacy to community partners and resources available to Worcester County's youth in order to create opportunities for employment and career readiness. Further information and instructions to bidders are provided in the Request for Proposals (RFP) package which may be picked up from the Office of the County Commissioners, Worcester County Government Center, One West Market Street - Room 1103, Snow Hill, Maryland 21863, obtained online under the "Bids" drop-down menu in the lower right hand side of the home page at [www.co.worcester.md.us](http://www.co.worcester.md.us) or by calling the Commissioners' Office at 410-632-1194 to request a package by mail. Interested Bidders are encouraged to attend a **Pre-Bid Meeting on Monday, August 28, 2017 at 9:30 am** at the Health Department Office in Snow Hill, 6040 Public Landing Road, Snow Hill, MD 21863. **Sealed proposals will be accepted until 1:00 PM, Monday, September 25, 2017** in the Office of the County Commissioners, Room 1103 - Worcester County Government Center, One West Market Street, Snow Hill, Maryland 21863, at which time they will be opened and publicly read aloud. Envelopes shall be marked "**Proposal for LMB FY18 Disconnected Youth Project**" in the lower left-hand corner. After opening, proposals will be reviewed by an evaluation committee and a recommendation of award will be made to the County Commissioners at a future meeting. In awarding the proposal, the Commissioners reserve the right to reject any and all proposals, waive formalities, informalities and technicalities therein, and to take whatever proposal they determine to be in the best interest of the County considering lowest or best proposal, quality of goods and work, time of delivery or completion, responsibility of consultants being considered, previous experience of consultants with County contracts, or any other factors they deem appropriate. All inquiries shall be directed to Jessica Sexauer, Acting Director of the LMB, at 410-632-3648.



Worcester County's  
Initiative  
to Preserve Families

***Worcester County's  
Initiative to Preserve Families***

***The Local Management Board***

**FY 2018 Request for Proposals**

**for**

**Disconnected Youth Project: Worcester Education,  
Employment and Empowerment (WE3)**

## **Introduction: The Local Management Board**

Executive Summary

Local Management Board purpose and scope of work

LMB Policies and Procedures

Results and Indicators

LMB Funding

Submission of proposals-Acceptance period

## **Requirements: Request for Proposal**

Minimal Requirements

Proposal Content:

- a. Letter of submission
- b. Content of submission
- c. Attachments

Period of Performance (10/1/17-6/30/18)

Contracts

## **Evaluation and Award: Awarding those chosen**

Evaluation and Procedure

Criteria Rubric

Notification of award

Responsibilities

## Executive Summary

Local Management Boards (LMBs) were created by the Maryland Legislature to ensure quality services be provided to children, youth, and families in each of Maryland's 24 jurisdictions. The LMB brings together resources at the local level and uses them to better serve the community.

Worcester County's Initiative to Preserve Families (Worcester County Local Management Board) has grant funding available to local 501-(c) 3not-for-profit organizations, faith based organizations, and government agencies. The funding is for Worcester County's children, youth, and families.

The Worcester County Local Management Board has been working with the Worcester County Health Department and the Governor's Office for Children to review community wide data to plan for the local needs of children, youth and families. Through the community planning process it has been discovered that Worcester County has a high number of disconnected youth. Disconnected youth is defined as those youth between the ages of 16-24 who are either not in school, or are not working.

While dropout rates are relatively low (6.16%) for Worcester County and graduation rates for Worcester County are relatively high (93.30%) (Maryland State Department of Education (MSDE), 2017), many youth live in poverty. For youth of all races, the chance of disconnection increases when the family has a lower household income. Worcester County has a child poverty rate of 20.7% children living in poverty. Worcester County's unemployment rate fluctuates by approximately 50% in the winter months due to the seasonal nature of employment in the resort town of Ocean City (Kids Count, 2014).

Additionally, in 2013, according to Kids Count, 499 or 11% of Worcester children were raised by their grandparents. The most significant data comes from the Opportunity Index, which reported Worcester had 23.5% youth ages 16-24 not in school and not working in 2016, which is high compared to the state and national percentages (12.9% and 13.2% respectively). The number of disconnected youth was on the rise from 2013 to 2015 in Worcester County. In 2013, Worcester County was reported to have 11.9% disconnected youth, in 2014 it was 22.9%, and in 2015 it was 24.8%. Research shows that rural counties have a higher rate of disconnected youth compared to urban areas (Measure of America, 2017).

According to the Annie E. Casey Foundation youth and work policy report, youth who do not experience work from an early start are more likely to be unemployed later on, as well as less likely to attain high levels of career achievement. Disconnected youth are disproportionately poor, living with disabilities and parenting children, only 4% of them have college degrees (Measure of America, 2017). The impact of out of school and out of work youth is not limited to just the individual. For each 16 year old who is out of school and work, the taxpayer burden is approximately \$258,040. In total for youth

ages 16-24 who are out of school and work, that equals approximately \$1.56 trillion in taxpayer dollars (Kids Count Policy Report, 2012). It is for these reasons the LMB has chosen to focus on this strategic goal to impact Worcester County communities.

The Worcester County LMB has conducted Strategic Planning forums with community members, families, youth, and partner agencies to review data and determine service gaps and needs. The information gathered through the various meetings and surveys has resulted in a prioritization of funding to support the needs of disconnected youth in Worcester County.

The Worcester County LMB and its Board of Directors are seeking proposals from providers able to develop and implement a program that will target the following program result and indicators identified in the State of Maryland Policies and Procedures Manual for Local Management Boards, effective July 1, 2017 (<http://goc.maryland.gov/wp-content/uploads/sites/8/2014/03/LMB-Manual-July-1-2017.pdf>):

**Result:**

Youth have opportunities for Employment and Career Readiness

**Indicator(s):**

Youth Employment

- The percent of young adults, ages 16 through 24, who are in the labor force
- The percent of young adults, ages 16 through 24, who are unemployed

**Result:**

Youth will complete school

**Indicator(s):**

High school dropout

- The percent of public school students, grades 9 through 12, who withdrew from school before graduation or before completing a Maryland-approved educational program during the July to June academic year and are not known to have enrolled in another high school program during the academic year.

High School Completion

- The percent of high school graduates who successfully completed the minimum course requirements needed to enter the University System or complete an approved Career and Technology Education Program

Educational Attainment

- The percent of young adults, ages 18 through 24, who have not completed high school, have completed high school, completed some college or an associate's degree, or attained a bachelor's degree or higher

Vendors are to develop and implement a program for Worcester County's disconnected youth using PASSAGES (Progressive Adulthood: Skills, Support, Advocacy, Growth, and Empowerment = Success) modeled after an evidence based practice supported by the Substance Abuse and Mental Health Services Administration (SAMHSA) ([https://www.samhsa.gov/samhsaNewsLetter/Volume\\_22\\_Number\\_3/successful transition/](https://www.samhsa.gov/samhsaNewsLetter/Volume_22_Number_3/successful_transition/)). The program must include the program result and indicators mentioned above in their plans. This document is to provide instruction and insight to the Request for Proposal process.

#### LMB Vision Statement

The Worcester County Local Management Board envisions a caring, compassionate, inclusive community with leadership and government that fosters an environment which empowers all **children, youth, and families** to thrive.

#### LMB Mission Statement

The mission is to achieve a comprehensive system of education, health, and human services that effectively and responsibly address the needs of Worcester County children and families through public and private interagency collaboration.

#### Maryland Results and Indicators

1. The Children's Cabinet has adopted Maryland's Child Well-Being Results and Indicators (Results and Indicators) as the accountability mechanism for Community Partnership Agreements and LMB supported programs.
2. The Office and the Children's Cabinet routinely collect data to measure child well-being. This State and jurisdictional data is publically available on the Scorecard at [goc.maryland.gov/wellbeingscorecard/](http://goc.maryland.gov/wellbeingscorecard/).
3. The Local Management Board will use the Results and Indicators for planning, assessing community needs, decision-making, establishing goals for the jurisdiction and measuring progress.
4. Maryland's Child Well-being Results and the corresponding Indicators are:
  - a. Babies Born Healthy
    - i. Infant Mortality: The number of deaths occurring to infants under one year of age per 1,000 live births, for all infants, and for infants in selected racial groups.
    - ii. Births to Adolescents: The rate of births to adolescent females ages 15 through 19 per 1,000 in the age-specific population.

- iii. **Low Birth Weight:** The percent of all births and births in selected racial groups with birth weight less than 2,500 grams (approximately 5.5 pounds).
- b. **Healthy Children**
    - i. **Health Insurance Coverage:** The percent of children who have health insurance coverage.
    - ii. **Immunizations:** The percent of children ages 19 through 35 months who have received the full schedule of recommended immunizations.
    - iii. **Deaths:** The number of deaths to children ages 0-21 per 100,000 in the age-specific population.
    - iv. **Obesity:** The percent of Maryland public school students in grades 9-12 who are overweight or obese.
    - v. **Hospitalizations:** The number of non-fatal injury hospitalizations to children ages 0-18 years, 19-21 years, and 0-21 years per 100,000 in the age-specific population for selected categories of injury (unintentional, self-inflicted, assault).
    - vi. **Substance Use:** The percent of Maryland public school students in grades 9-12 who have ever had a drink of alcohol.
  - c. **Children Enter School Ready to Learn**
    - i. **Kindergarten Assessment:** The percent of composite scores for Maryland kindergarten students based on their readiness in the domains of the Kindergarten Readiness Assessment (previously measured by the Maryland Kindergarten Assessment).
  - d. **Children are Successful in School**
    - i. **Academic Performance:** The average percent of public school students in grades 3 through 8 performing at or above proficient levels in reading and mathematics on the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment (previously measured by the Maryland School Assessment [MSA]).
    - ii. **High School Assessment:** The percent of public school students in grades 9 through 12 performing at the passing level in four core subjects of the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment: Algebra, Biology, English 2, and Government (previously measured by the Maryland High School Assessment [HSA])<sup>1</sup>.
    - iii. **Alternative Maryland School Assessment:** The percent of students, grades 3 through 8, scoring at or above proficient on the Alternative Maryland School Assessment, by academic year.

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<sup>1</sup> There are still some subjects measured by the HSA (Biology and Government). Biology is moving to some sort of integrated Science assessment while Government stays in the form of the HSA, so the tools will be in flux for a few years.

- iv. **Truancy:** The percent of students in all grades (public schools) absent more than 20 days of the school year (excluding summer school).
  - v. **Bullying and Harassment:** Total number of bullying, intimidation, or harassment incidents reported by academic year.
- e. Youth will Complete School**
- i. **High School Dropout:** The percent of public school students, grades 9 through 12, who withdrew from school before graduation or before completing a Maryland-approved educational program during the July to June academic year and are not known to have enrolled in another high school program during the academic year.
  - ii. **High School Completion:** The percent of high school graduates who successfully completed the minimum course requirements needed to enter the University System of Maryland or complete an approved Career and Technology Education program.
  - iii. **Program Completion of Students with Disabilities:** The percent of students with disabilities, ages 14 through 21, who graduate or complete school.
  - iv. **Educational Attainment:** The percent of young adults, ages 18 through 24, who have not completed high school, have completed high school, completed some college or an associate's degree, or attained a bachelor's degree or higher.
- f. Youth have Opportunities for Employment of Career Readiness**
- i. **Youth Employment**
    - a) The percent of young adults, ages 16 through 24, who are in the labor force.
    - b) The percent of young adults, ages 16 through 24, who are unemployed.
  - ii. **Disconnected/Opportunity Youth**
    - a) The number of youth ages 16 through 24 not in school and not working.
    - b) The percent of youth ages 16 through 24 not in school and not working.
- g. Communities are Safe for Children, Youth and Families**
- i. **Child Maltreatment:** The number of unduplicated children (ages 0 through 17) with indicated/unsubstantiated child abuse/neglect findings per 1,000 in the age-specific population.
  - ii. **Juvenile Felony Offenses:** The rate of referrals, per 100,000 youth ages 11 through 17, for felony offenses, including both violent and non-violent charges.



- iii. Juvenile Recidivism: Juvenile and adult re-adjudicated/convicted recidivism rates for youth released from the Department of Juvenile Services committed programs after 12, 24, and 36 months.
  - iv. Crime: The number of violent crimes committed per 1,000 persons.
- h. Families are Safe and Economically Stable
- i. Child Poverty: The percent of children under age 18 whose family income is equal to or below the federal poverty threshold.
  - ii. Hunger: The percent of families who experience a lack of access, at times, to enough food for an active, healthy life for all household members; limited or uncertain availability of nutritionally adequate foods.
  - iii. Out-of-Home Placements: The number of out-of-home placements that occur per 1,000 children in the population.
  - iv. Homelessness: The percent of children enrolled in the public school system who lack a fixed, regular, and adequate nighttime residence or who are awaiting foster-care placement.
5. The Board may prioritize local indicators on which to focus in addition to State indicators.

<b>LMB Funding</b>
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The LMB receives funding through the Children’s Cabinet. The Community Partnership Agreement is a contract between the Children’s Cabinet and each LMB that is individualized to the needs of jurisdiction and details the roles and responsibilities of each party including the services to be provided to the community and the funds awarded to the LMB. The selected vendor will provide programming from (approximately) October 1, 2017 until June 30, 2018 according to the contracts developed between the LMB and the program. The LMB may renew programming for an additional one to three years.

<b>Community Partnership Agreement (CPA)</b>	<b>Submission of Proposal-Acceptance Period</b>
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The LMB serves to evaluate, plan, coordinate, and support the delivery of services to families in Worcester County across a comprehensive spectrum of program areas for children, youth, and families. The Worcester County Local Management Board is currently seeking a vendor to provide services/programs that will support achievement of designated positive outcomes for disconnected/opportunity youth in Worcester County. Criteria and instruction have been included. Vendors will implement a program that directly affects the result areas impacting disconnected/opportunity youth in Worcester County. Vendors will submit a request for proposal to Worcester County Government. An Evaluation Committee made of non-biased professionals from other counties will review and discuss proposals. The committee will then choose awardees. The LMB will contact the selected vendor and meet with them to prepare

program plans and implementation strategies. The selected vendor, the LMB, and the GOC will sign contracts with policy and procedures. All parties will adhere to GOC/LMB guidelines.

#### Specific Strategies

- Programs should be community based, family focused, and strength based in philosophy, modality, and design.
- Funding provided will not be continuous (1-3 years), so a sustainability plan is critical. The Worcester County LMB reserves the right to discontinue funding if the program is not meeting deliverables or if funding is withdrawn from the GOC.
- Use of Evidence Based Practices are not mandatory, but will receive extra points.
- Worcester County Programs will receive extra points.
- Programs must be able to demonstrate their ability to achieve LMB desired outcomes. A sound evaluation component is critical.
- Priority will be given to submissions that have the potential to address multiple needs and populations.
- Proposals that demonstrate better outcome achievement through collaboration of multiple service entities will also receive priority.
- Proposals for specific individuals or families will not be considered.
- Proposals sent after the due date will not be considered.

#### Format for Proposals

Length and Font Size: Please use fonts no smaller than 12 point. Maximum proposal length including title page, cover letter, proposal, qualifications and budget should not exceed 30 pages.

Title Page: Title: WE3: Worcester Education, Employment, and Empowerment Program Proposal, and identify your organization name, address, telephone number, fax number, email address and primary contact person.

Cover Letter: Signed by the person or persons authorized to sign on behalf of the organization (1-2 pages). This should include a brief (no more than two paragraphs) abstract of the proposal.

Proposal: Clearly identify how the program is expected to reach disconnected/opportunity youth and improve outcomes and opportunities for this population. Describe the program philosophy and modality, explaining how this activity will support measurable achievement of the designated result area. Please provide information validating this program as evidence based practice, if it is one. Include the

target population by geography or population demographic or both. Please provide a work plan detailing timelines for program implementation (3-10 pages).

**Qualification:** Describe what qualifies your organization to provide effective and efficient program administration in the human service arena and for the specific project you propose.

**Budget and Fees:** Provide a detailed programmatic budget, not to exceed \$150,000. Justify all expenses and their necessity to reach result area/outcome goals.

**Evaluation Plan:** Describe how the program will meet the following program measures and targets using a Result Based Accountability framework:

<i>Performance Measure</i>	<b>FY18 Target</b>
<b>What/How Much We Do:</b>	
<ul style="list-style-type: none"> <li># of youth served in WE3 during FY2018</li> <li># of community partners committed to supporting the WE3 program and WE3 program participants</li> </ul>	<p>30</p> <p>10</p>
<b>How Well We Do It:</b>	
<ul style="list-style-type: none"> <li>% of WE3 program participants who report service satisfaction at six months and 12 months</li> <li>% of WE3 program participants completing employment training program (TBA) funded by the Lower Shore Workforce Alliance</li> </ul>	<p>75%</p> <p>50%</p>
<b>Is Anyone Better Off?</b>	
<ul style="list-style-type: none"> <li>#/% youth retaining employment or educational program at least 90 days</li> <li>#/% of youth reporting increased score on the General Self Efficacy (GSE) Scale after 6 months in the program.</li> </ul>	<p>50%</p> <p>75%</p>

**Sustainability:** Describe how your organization will continue providing this service to the community after the 1-3 year grant expires.

**Attachments:** Provide any attachments that you believe will assist in explaining your overall proposal (while staying within maximum overall proposal page guidelines).

**LMB COMMUNITY PARTNERSHIP: Proposal Evaluation Process and Timeline Format for Proposals**

- On 8/16/17 the RFP proposal will be released. Activities to promote/publicize the release will include:
  - ❖ Announcement at LMB meeting prior to release of the RFP and will be highlighted in the minutes
  - ❖ The County will put out a public notice.
  - ❖ Information on the release will be posted on the County website

- ❖ An email announcement will go out from the LMB to members on their regular mailing list
2. Potential vendors will be asked to submit one original and seven copies of their proposal by the designated deadline
  3. When the deadline for submission of proposals has passed, a review team of objective persons will be compiled to review the proposals. Agencies that are submitting a proposal cannot be part of the panel that reviews the proposals. This would prohibit past/present employees of the agency; persons with a current conflict of interest with an applying agency, and present/past board members of an applying agency. This will limit the amount of available volunteers in this small community. *Examples* of persons/agencies we may draw from could include:
    - ❖ The Worcester Commission on Aging
    - ❖ LMB Directors from other jurisdictions
    - ❖ Clergy
    - ❖ Representatives from civic groups
    - ❖ Members of the Worcester County Commission for Women
    - ❖ Representatives from SU School of Social Work or professor(s) from WorWic and/or UMES
    - ❖ Pediatricians
    - ❖ Representatives from the United Way
    - ❖ Representatives from the Eastern Shore Community Foundation

A total of five members will serve on the RFP panel. The panel will be assigned a facilitator who will assist the group through the process, but will not have a vote. Prior to evaluating proposals, the panel members will receive an orientation from the facilitator informing them of:

- ❖ General knowledge regarding the LMB and the Community Partnership Grant
  - ❖ Overall process of evaluating proposals
  - ❖ Process for rating individual proposals
4. Following the review of the proposals by the panel, individual rankings of the proposals will be submitted to the Director of the LMB.
  5. The top three (3) proposals (those receiving the highest scores) may be invited to be interviewed by a subset of the panel. This interview will be for the purpose of gathering additional information and negotiating terms of a potential agreement.
  6. Following the interview, the panel will meet to obtain consensus on the proposals submitted. Scoring details and notes regarding proposals will be forwarded to the Director of the LMB.
  7. The Director of the LMB will present the proposals to the Board of Directors for final discussion and considerations to move forward with presenting the selected proposal to the County Commissioners of Worcester County. Board members can

call a motion to recommend changes for the program vendor to consider, but any such change would require a unanimous vote of support by the full Board.

8. After the LMB Board of Directors has voted to support the selected program vendor the LMB will then move to follow the Worcester County procurement policy where the selected vendor information will be presented to the Commissioners of Worcester County for approval.
9. Agencies wanting to appeal a decision regarding a decision reached for this RFP may do so in writing to the LMB Executive Board within one week of the panel priorities being announced. The Executive Board will either deny the appeal and inform the petitioner, or forward the appeal for consideration by the full Board. To reverse an earlier decision concerning the RFP made by the panel it will require a unanimously vote by the full Board.
10. Once the Board of Directors and County Commissioners have approved the selected proposal, the LMB Director will notify all vendors of their status with the proposal.

**Proposal Timeline:**

- County Commissioners meeting to submit RFP- **8/15/17**
- RFP Question and Answer Session by LMB Staff- **8/28/17** at 9:30 am.
  - Location: Snow Hill Health Department
- RFP due to Worcester County Administration- **9/25/17** by 1:00 pm.
- Evaluation Meeting- **10/04/17** at 9:30am
  - Location: Snow Hill Health Department
- County Commissioners meeting to submit vendor selection - **10/17/17**
- Chosen vendor contacted by- **10/20/17**

**Proposals are to be sent to:**

Office of the County Commissioners  
ATTN: Mr. Kelly Shannahan, Assistant Chief Administrator  
Worcester County Government Center  
One West Market Street, Room 1103  
Snow Hill, MD 21863

Proposals sent after the due date (9/25/17 at 1 pm) will not be considered.

Please contact Jessica Sexauer or Christen Barbierri at 410-632-3648 if you have any questions.

<b>Notification of Award</b>
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The Vendors chosen will be notified by LMB staff by 10/20/17. A follow up meeting will then be scheduled. Program is expected to be ready for implementation by 11/15/2017.

**Programs must address at the Child Well Being area impacting disconnected/opportunity youth and described within this RFP.**

**Criteria Categories****Maximum Score****1. Program need, goals, objectives, outcomes 30 points**

- Is there an accurate understanding of issues/need involved?
- Are disconnected/opportunity youth and their families a priority?
- Is it clearly defined how the proposed program/activity will address the identified need?
- Are the proposed outcomes realistic?
- Does program/activity address the appropriate result area?
- Is the program: reasonable, specific, measurable, obtainable, and time specific?

**2. Budget evaluation “bang for buck” 20 points**

- Are applicants using the award in a manner that will maximize the impact of the monies granted?
- Are the line item amounts realistic?
- How will this program sustain without LMB funding?

**3. Work Plan 15 points**

- Completeness and soundness of plan?
- Project management, progress reporting procedures?
- Is the program evidence based?

**4. Procedures Evaluation 15 points**

- Will evaluation procedures adequately implement and measure the program’s successes and projected outcomes?

**5. Personnel and agency qualifications 10 points****6. Collaboration with other organizations 10 points****7. Is your agency located in Worcester County? 10 points**

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**TOTAL 110 points**