

Economic Growth Region 2

Request for Proposals

For

**Workforce Investment Act (WIA) Title I Youth Programs and
Services**

Services to be Delivered

July 1, 2011 – June 30, 2012

RFP Issue Date: May 3, 2011

Proposal Due Date: May 31, 2011

Serving the following Indiana counties: Elkhart, Fulton, Kosciusko, Marshall and St. Joseph

Northern Indiana Workforce Investment Board

200 E. Main Street, Suite 910

Fort Wayne, IN 46802

260-459-1400

Section I: Background and General Information

A. Overview of RFP

Workforce Investment Act (WIA) Title I formula funds are allocated to local Workforce Investment Boards for Youth Services to support the delivery of employment and training services to youth who meet federal Workforce Investment Act eligibility criteria. The Northern Indiana Workforce Investment Board (NIWIB) is the grant recipient for these funds in Northern Indiana and, through this RFP, is seeking proposals from organizations that could use WIA Youth funds to provide skill development and employment preparation services to eligible youth.

In keeping with the intent of WIA, NIWIB is committed to helping economically disadvantaged youth be successful in school, access job training and higher education opportunities, and gain the knowledge and skills required to enter high-wage career pathways. More specifically, NIWIB is seeking partnerships with organizations that can demonstrate measurable, positive impact on the youth they serve. Youth-serving organizations are invited to respond to this Request for Proposal (RFP) as an important step toward building a network of integrated youth services, one that helps youth succeed in school, at work, and as members and leaders of their communities.

Because this will be a true partnership between NIWIB and selected youth-serving organizations, NIWIB is seeking interested organizations that demonstrate the four critical characteristics listed below.

- Competent and cooperative management with a vision for developing and supporting positive youth development activities;
- A commitment and ability to ensure that youth-oriented staff are available to serve low income youth over the next 2 years;
- A high level of innovation and creativity in designing project and experiential based learning activities in which young individuals can participate; and,
- A willingness to work with community partners and educational organizations in the planning and implementation of these innovative approaches to youth development.

B. Purpose of RFP

The purpose of this RFP is to solicit proposals for the delivery of youth services under the Workforce Investment Act in the following counties: Elkhart, Fulton, Kosciusko, Marshall and St. Joseph. Interested organizations may propose programs and services for youth in all five counties or they may propose to target specific counties as appropriate. However, NIWIB will actively work to ensure that WIA Youth services are available to eligible youth in every county. As such, interested organizations are encouraged to make proposed youth programs and services available in the more rural counties of northern Indiana.

WIA rules require that programs must be designed to serve both low income in-school and out-of-school youth. In this solicitation, however, **NIWIB is only accepting proposals that serve youth between the ages of 17 and 21 and target one or more of the three following categories of youth:**

1. Youth who are in school but are at-risk of not successfully finishing high school;
2. Youth who have dropped out of school (and have not yet earned a GED); and,
3. Youth who are out of school having successfully completed high school, desire to participate in further learning activities, but lack the financial resources or guidance necessary to make this happen.

WIA program requirements also mandate that a minimum of 30% of all WIA Youth program expenditures must be spent on providing services to out-of-school youth (categories 2 and 3 above). Bidding organizations should keep this requirement in mind to ensure that the proposed program provides for services to both in-school and out-of-school youth as appropriate. Additionally, all programs **must** lead to one or more of the following outcomes:

1. completion of a high school diploma;
2. attainment of degrees or industry recognized certifications;
3. job placement;
4. placement in post-secondary education programs, advanced training activities, apprenticeship programs or in the military; and/or
5. for youth with poor basic skills, an improvement in math and reading skills as measured by assessment scores.

C. WIA Youth Program Description

The overall goal of the WIA Youth program is to connect eligible youth to skill development and other educational activities and then to the local labor market. To accomplish this, youth development strategies must be developed to help interested youth enroll in and successfully complete critical skill development activities AND successfully transition to employment in the local labor market. Youth who are deficient in basic skills must also participate in activities designed to improve their reading, writing, math, analytical, computer and communication skills.

From a broad perspective, the WIA youth program design must consist of four components:

1. **Assessment:** All youth customers must complete a personalized and objective assessment of their skill levels and service needs;
2. **Plan Development:** Based on the results of these assessments, all youth customers must participate in the development and ongoing maintenance of an individual service strategy or plan that outlines an effective service strategy;
3. **Service Delivery:** Based on this plan, all youth customers must receive the specific youth development and workforce services as described in their plan; and,

4. **Follow Up:** Once all services have been delivered and outcomes achieved, all youth must receive some form of follow-up services for a minimum period of 12 months following their completion of program activities.

From a more detailed perspective, the WIA legislation mandates that ten specific program elements must be included in the WIA Youth program design (these can be available through direct service provision, through partnerships with other organizations, or by referral to other organizations as appropriate):

- Tutoring and instruction leading to secondary school completion, including dropout prevention activities;
- Alternative secondary school offerings;
- Summer employment opportunities, directly linked to academic and occupational learning activities;
- Paid or unpaid work experiences, including internships;
- Occupational skill training;
- Leadership development opportunities;
- Supportive services;
- Comprehensive guidance and counseling;
- Adult mentoring; and,
- Follow up services for a minimum of 12 months.

Interested organizations should also note that NIWIB views strong community partnerships as instrumental to the success and sustainability of “second chance” programs for at-risk and out-of-school youth. Proposals should therefore demonstrate comprehensive collaboration - including shared financing as appropriate – among local school districts, community colleges, and community-based organizations.

D. Jobs for America’ Graduates (JAG) Program

In addition to these required elements, NIWIB is also committed to supporting the Jobs for America’s Graduates (JAG) program. The JAG youth program is a school-to-work transition program focused on helping at-risk youth graduate from high school and either find employment or pursue postsecondary training following graduation. At each participating high school, the JAG program provides a trained "Career Specialist" who provides individual and group instruction to 35-45 students at risk of not graduating. The JAG curriculum focuses on supporting students in their regular studies and offers instruction on 37 core employability competencies that prepare students for the workplace. NIWIB has firm plans to fund and support JAG programs at 7 high schools in Northern Indiana in the coming year. Additionally, NIWIB is working with 2 additional high schools and expects JAG programs to be operational at these high schools as well. Given all this, NIWIB is looking for an organization to deliver the JAG program and curriculum in as many as 9 Northern Indiana high schools in the year ahead. Additional details on JAG curricula and activities can be found in Attachment E to this RFP.

E. Internships

As noted in section I.C. of this RFP, one required service that must be available to eligible youth are paid or unpaid work experiences, including internships. NIWIB is a strong supporter of paid internships and, as such, will require selected youth providers to have the human resource capacity and structure to support such internships. This means that bidding organizations must have the capacity to perform the following functions in support of paid internships for youth:

- Must have the capability to place youth on a payroll system;
- Must have the ability to manage all payroll-related tax requirements and liabilities;
- Must have appropriate liability coverage to cover youth on internship assignments;
- Must have required worker's compensation coverage; and
- Must have a quality assurance and program monitoring system to ensure that youth are paid for actual hours worked.

F. Transition of Current (Carry-In) WIA Youth Customers

NIWIB is committed to a smooth continuation of services to existing youth customers without an undue interruption of services. Youth customers currently receiving services from an existing provider will continue to receive services from that provider if the provider is awarded a new contract through this RFP. Youth customers currently receiving services from an existing provider that does not receive a contract under this RFP will be smoothly transitioned to another provider. NIWIB may require new contractors to accept "carry-in" WIA youth participants and to continue providing appropriate WIA services to these young individuals.

G. Performance Goals & Measures

The Workforce Investment Act measures the success of WIA Youth program services based on a specific set of required performance measures. These performance measures include three Department of Labor (DOL) defined measures for youth served in the program:

- | | |
|--|------------------|
| ▪ Placement in Employment or Education | 72% of all youth |
| ▪ Attainment of Degree or Certificate | 63% of all youth |
| ▪ Literacy and Numeracy Gains | 50% of all youth |

Please note that these performance measures are negotiated on an annual basis and are therefore subject to change based on these negotiations with the Indiana Department of Workforce Development and DOL. For more specific information on these measures, interested organizations are encouraged to review Training and Employment Guidance Letter No. 17-05 as issued by the US Department of Labor on February 17, 2006. This Guidance Letter provides significant detail on how these performance measures are calculated.

H. Eligible Bidders

Organizations eligible to submit proposals in response to this RFP include not-for-profit organizations, education institutions, government entities, for-profit businesses and other organizations that are not suspended, debarred or otherwise prohibited from entering into a legal contract for WIA Youth funding. Proposals from community-based organizations, faith-based organizations, small businesses and minority-owned businesses are encouraged.

All bidders must accept liability for all aspects of any WIA program conducted under contract with NIWIB. Bidders will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted.

This Request for Proposals is not in itself an offer of work nor does it commit NIWIB to fund any proposals submitted. NIWIB is not liable for any costs incurred in the preparation or research of proposals. NIWIB reserves the right to make an award to any bidder or to make no awards, if that is deemed to serve the best interests of Northern Indiana.

I. Contract Length and Details

Based on last year's allocation, NIWIB believes that it will have up to \$1 million in WIA Youth resources that it can award to organizations proposing effective youth development and workforce preparation strategies. Bidding organizations should know that NIWIB intends to be as inclusive as possible in this solicitation. The goal is to receive a wide variety of high quality, innovative proposals that meet the youth developmental needs of the emerging workforce in Northern Indiana. The resulting contract with the successful bidder will be for a one-year period, which can begin any time after contract negotiations are completed. Based on performance, NIWIB may elect to renew the contract for up to two additional years. All commitments made by NIWIB are contingent upon the availability of funds.

J. RFP Provisions and Expectations

NIWIB assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Investment Act of 1998; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; The Age Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended. NIWIB also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the WIA Title I financially assisted program or activity, and to all agreements that NIWIB makes to carry out the WIA Title I financially assisted program or activity. Any organization submitting a bid is also providing an assurance that they will comply with the above nondiscrimination and equal opportunity requirements.

The successful bidder also assures that if awarded a contract it will comply with all regional, state and federal program and financial monitoring requirements. This means the bidder will make available all required information (both program and financial) as is required to satisfy local, state, and federal

monitoring expectations. In addition, bidders are required to maintain all WIA records for at least three years.

Bidding organizations should note that specifications in this RFP may change based on issuance of State or Federal policy or WIA re-authorization. NIWIB will work with successful bidders to implement any changes required by the State or the Federal Department of Labor. By submitting a proposal, the bidder agrees to work cooperatively with NIWIB to comply with any required subsequent changes.

K. Proposal Submission and Time Line

To ensure a fair and open process for all interested bidders, the following time table will be used with this RFP:

RFP Issued	May 3, 2011
Questions & Answers Deadline	May 20, 2011
Proposals Due	May 31, 2011
Proposal Review Completed	June 2, 2011
Workforce Investment Board Approval	June 3, 2011
Contract Negotiations Completed	June 6, 2011
Contractor Begins Delivering Services	July 1, 2011 or after

NIWIB may require selected bidders to attend oral interviews, participate in negotiations and rewrite their statements of work as agreed upon during the negotiations.

Section II: Proposal Requirements for Youth Proposals

- A. Proposals must be received by email no later than noon EST, May 31, 2011. Proposals received after that time and date may be rejected.
- B. Proposals must be limited to 15 single-sided pages, not including other sections of your proposal such as required attachments, your audit/financial reports, and other attachments such as resumes and organizational charts. All pages must be numbered and all required attachments must be completed as requested. Proposals that fail to follow all instructions and do not include all applicable information and forms may not be considered.
- C. **Attachment A** (Budget Form) must be completed.
- D. **Attachment B** (Production Schedule) must be completed to show planned enrollment/service levels.
- E. **Attachment C** (Non-Collusion Affidavit) must be signed and submitted.
- F. **Attachment D** (Assurances and Certifications) must be signed and submitted.
- G. An electronic copy of the proposal must be submitted via email and sent to the attention of Edmond O'Neal, Director of WorkOne Services at EOneal@PartnersForWorkforce.org.
- H. Questions regarding this RFP may be submitted in writing to Edmond O'Neal via email to EOneal@PartnersForWorkforce.org. Questions will be addressed until May 20, 2011 and all answers will be posted to the www.gotoworkone.com website.
- I. Use this as a checklist to ensure that you have included all items required to respond to this RFP. Failure to include all required information could result in rejection of your proposal.
 - Proposal Statement of Work in an editable format (e.g. Word)
 - Attachment A (Budget Plan in the provided Excel format)
 - Organizational Chart
 - Attachment B (Production Schedule)
 - Attachment C (Non-Collusion Affidavit)
 - Attachment D (Assurances and Certifications)
 - Copy of most recent audit report and cost allocation plan
- J. Bidders have the right to appeal any action or decision related to this RFP. Appeals will be reviewed and investigated by NIWIB. Bidders wishing to make a formal appeal must provide, in writing, their specific rationale for the appeal. All written appeals must be submitted to Kathleen Randolph via email to KRandolph@PartnersForWorkforce.org.

- K. Unless specifically requested by NIWIB, changes and/or amendments to the originally submitted proposal will not be considered. In addition, NIWIB reserves the right to: (1) amend or withdraw this RFP at any time, (2) reject any and all proposals, and (3) re-issue this RFP if necessary.

Section III: Proposal Statement of Work

Interested organizations should adhere to the following outline in responding to this RFP. This will make your proposal more reviewable and will allow reviewers of your proposal to make more informed decisions.

A. Experience of Bidding Organization and Staff (15% of overall rating)

1. Provide an overall description of your organization. What are your organization's mission and vision, governance structure, and legal status? Please describe your management structure that highlights key management personnel and their proposed roles with this project. Please identify the single point of contact for your organization. What experience does your single point of contact have at directing and managing youth projects? **(5% of overall rating)**
2. Proposals must include information to demonstrate that the organization and/or its key staff has a record of success in operating youth development and workforce preparation programs or projects. Describe your organizational and key staff experience in providing these services to youth. Outline any specific workforce services that your organization and/or key staff have provided to low income youth that are either at-risk of not graduating high school or are out-of-school but looking for further opportunities or guidance. **(7% of overall rating)**
3. Describe your organization's experience in working with customer tracking and/or MIS systems. Specifically, detail any experience your organization and key staff possess in the real time reporting of customer activities in an MIS data base. **(3% of overall rating)**

B. Proposed Plan of Work (40% of overall rating)

1. In section I.B. of this RFP, NIWIB has identified three specific groups of youth to be targeted for WIA Youth assistance. Of these three groups, detail which of these specific youth your organization will target for services. Also, identify the specific number of youth (for each of the targeted groups your organization is proposing to serve) that will receive WIA Youth services through your organization.
2. Describe all WIA Youth services that will be provided by your organization. Please note that your organization may propose any or all of the following: (1) to operate the JAG program at all JAG-approved high schools in Northern Indiana (detailed information about the JAG program can be found in Attachment E to this RFP), (2) to operate a new and innovative workforce program for disadvantaged youth that incorporates the ten required WIA Youth services as identified in section I.C. of this RFP, or (3) to operate both the JAG program and a new program for disadvantaged youth. Regardless of what is being proposed, NIWIB is especially interested in the specific skill development services that your organization will make available to WIA Youth participants. Please provide detailed descriptions and information on all youth services and

learning/development activities to be provided by your organization using funds made available through this RFP. If you are proposing to offer paid internships to youth, briefly describe your payroll process for supporting paid internships. **(15% of overall rating)**

3. NIWIB is looking for highly innovative and nontraditional recruitment strategies that aggressively and effectively outreach to at-risk youth. Describe the specific strategies that your organization will utilize to make youth aware of available WIA Youth services and to recruit them for participation in youth development and workforce preparation activities. **(5% of overall rating)**
4. Describe the eligibility, assessment, individual service strategy development, and case management services that will be provided to youth. Describe the intake process your organization will use to ensure that only WIA eligible youth are enrolled in program activities. Also describe how youth will be assessed and prepared for youth development and workforce preparation activities. Lastly, describe any innovative or unique approaches to youth service planning or case management that your organization will utilize. **(5% of overall rating)**
5. Describe how your organization will manage WIA Youth services and activities to meet or exceed each of the required performance measures as identified in section I.G. of this RFP. Provide specific information on the strategies your organization will use to ensure that youth are continuously engaged in WIA Youth services until they have successfully transitioned to employment or more advanced training. In addition, please provide an assurance that services will also be designed to meet any additional quality standards that may be established by NIWIB. **(15% of overall rating)**

C. Staffing Plan and Organizational Structure (15% of overall rating)

Staffing of the WIA youth program is one of the most critical aspects of ensuring program quality. Please describe your proposed staffing plans.

1. While staffing/hiring decisions will be the responsibility of your organization, please identify the qualifications of any current staff that will be involved in delivering the proposed WIA Youth services. Include brief position descriptions with position titles. If the staff is to be hired at a later date, include the qualifications required for new staff. Also, please describe the process through which qualified staff will be identified and selected. Include an organizational chart that specifies staffing levels and locations where all staff will be located. **(7% of overall rating)**
2. Identify key management staff by name with a description of their role in the proposed project as well as a summary of their credentials/qualifications. **(8% of overall rating)**

D. Partnerships and Coordination (5% of overall rating)

Include a brief description of any partners that will be involved in the operation of your proposed WIA youth program. Describe the specific role that these partners will play in delivering the proposed workforce services to youth. For partners that will play a significant role in your proposed Youth program, you are encouraged to include letters from these partners which reference the specific commitments being made, including services to be delivered to youth customers, financial or in-kind contributions if any, and any other commitment(s) being made. **(5% of overall rating)**

E. Financial Management and Budget (25% of overall rating)

The bidder should complete a budget plan as detailed in Attachment A **(15% of overall rating)**. Please do not deviate from the budget plan provided as consistency will allow reviewers to compare proposed budgets. In addition to providing the required budget, please provide the following information about your financial management systems.

1. Bidders must maintain a financial management system that is auditable and in compliance with generally accepted accounting principles. Detailed financial records must also be available for audit and monitoring purposes when required. To demonstrate your organizational ability to comply with these financial standards, provide a brief description of your financial management system, including appropriate internal controls. Also provide an electronic copy of your most recent audit report and your organization's cost allocation plan. **(4% of overall rating)**
2. Has your organization had any questioned costs, disallowed costs or compliance monitoring findings in the last three years? If so, describe these costs or findings and detail how the issues have been resolved. **(3% of overall rating)**
3. If WIA costs you incurred in the operation of the proposed youth program were subsequently disallowed as a result of an audit or monitoring (meaning you spent them inappropriately), does your organization have the capability to repay these funds? If yes, from what source? **(3% of overall rating)**

Attachment A

Budget Plan

A budget plan must be completed for each category of youth you are proposing to serve (Younger Youth and Older Youth). If proposing to serve both categories of youth, a total of two budget plans will be required. Include in your budget plan all proposed management fees, including all costs associated with staff that are not providing direct customer services.

Instructions for completing a Budget Plan are located in the first tab of the Budget Plan file. You can download the Budget Plan from www.gotoworkone.com.

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WIA Youth Production Schedule

Enter Organization Name

Planned Youth Enrollments & Exits By Quarter

	1st Quarter July – Sept 2011	2nd Quarter Oct – Dec 2011	3rd Quarter Jan – March 2012	4th Quarter Apr – June 2012	Total for Year
Planned WIA Youth Enrollments (# of youth to begin receiving services)					
Planned WIA Youth Exits (# of youth to stop receiving services)					

Performance Goals for Proposed Youth Program

Performance Measures/Outcomes	Number of Youth to Attain Outcome	Required Goal as a %	Organizational Goal as a %
Placement in Education or Employment		72%	
Attainment of Degree/Certificate		63%	
Literacy/Numeracy Gain		50%	

These performance measures/outcomes have been described in section I.G. of this RFP and are subject to change based on state negotiations. Bidders should enter both an estimated total number of youth that it believes will attain these outcomes as well as a percentage of the total number of youth being served.

Attachment C

Non-Collusion Affidavit

State of Indiana

County of _____

The respondent is hereby giving oath that it has not, in any way, directly or indirectly, entered into any arrangement or agreement with any other respondent or with any officer or employee of the Northern Indiana Workforce Investment Board whereby it has paid or will pay to such other respondent or officer or employee any sum of money or anything of real value whatever; and has not, directly or indirectly, entered into any arrangement or agreement with any other respondent or respondents which tends to or does lessen or destroy free competition in the letting of the agreement sought for by the attached response; that no inducement of any form or character other than that which appears on the face of the response will be suggested, offered, paid, or delivered to any person whomsoever to influence the acceptance of the said response or awarding of the agreement, nor has this respondent any agreement or understanding of any kind whatsoever, with any person whomsoever, to pay, deliver to, or share with any other person in any way or manner any of the proceeds of the agreement sought by this response.

Signature of Authorized Representative

Print or Type Name

Date

Attachment D

Assurances and Certifications

The respondent assures and certifies to each of the following items:

1. The bidding organization agrees to comply with all applicable State and Federal laws and regulations governing the Workforce Investment Act, the Northern Indiana Workforce Investment Board, and any other applicable laws and regulations.
2. The bidding organization has not been debarred or suspended or otherwise excluded from or ineligible for participation in federally funded programs.
3. The bidding organization possesses legal authority to offer the attached proposal.
4. A drug free workplace will be maintained in accordance with State of Indiana requirements.
5. By submitting a proposal the bidder certifies to his/her knowledge and belief that there is no conflict of interest (real or apparent) inherent in the bid or in delivering the plan of work if NIWIB awards a contract. A conflict of interest would arise if any individual involved in the preparation of this RFP, proposal review and rating or award decisions has a financial or other interest in or represents the bidding organization and would be likely to gain financially or personally from the award of a contract. The same would hold true for any member of the individual's family, partner, or an organization employing or about to employ any of the above as a direct result of the successful award of a contract under the RFP. NIWIB reserves the right to disqualify a bid should a conflict of interest be discovered during the solicitation process.
6. The bidding organization assures that if awarded a contract by NIWIB, it will comply with Regional, State and Federal program and financial monitoring requirements. This means the bidder will make available required information (both program and financial) as is required to satisfy local, state, and federal monitoring expectations.
7. The bidding organization assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Investment Act of 1998; Title VI of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; The Age Discrimination Act of 1975, as amended; and Title IX of the Education Amendments of 1972, as amended. The bidding organization also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the WIA Title I financially assisted program or activity, and to all agreements that NIWIB makes to carry out the WIA Title I financially assisted program or activity. This WIA Title I funded program is an equal opportunity employer/program. Auxiliary aids and services will be made available upon request for individuals with disabilities. By submitting a bid all bidders are providing an assurance that they will comply with the above nondiscrimination and equal opportunity provisions.

Signature of Authorized Representative

Print or Type Name

Date

An Introduction to the Jobs for America's Graduates (JAG Program)

The Jobs for America's Graduates (JAG) program is a school-to-career program implemented in 700 high schools, alternative schools, community colleges, and middle schools across the country. JAG's mission is to keep young people in school through graduation and provide work-based learning experiences that will lead to career advancement opportunities or enrollment in a postsecondary institution that leads to a rewarding career.

JAG serves young people with barriers to success. The more barriers to success that a young person might have, the more he or she is considered "at-risk" of graduating from high school or having a successful transition from school to an entry-level job that leads to a career. After more than two decades of operation, JAG has proven to be one of the most cost-effective and successful state-level strategies for tackling high drop-out rates, low academic performance, youth unemployment, and other critical issues related to at-risk youth.

The mission statement of the national model is to establish state organizations committed to implementing the JAG Model to serve in-school and out-of-school young people. JAG programs deliver a unique set of services to targeted youth in high school, including 12 months of post-graduation follow-up services that will result in the graduate pursuing a postsecondary education and/or entering the workforce in a quality job leading to a career. Targeted youth are those most at risk of leaving high school before graduating, unable to complete requirements for a high school diploma, or unable to experience a smooth transition from school to a career (with or without postsecondary education). While JAG is not for everyone; it is for students that possess significant barriers to academic (high school diploma or GED) and career success (securing an entry-level job leading to a career).

JAG Specialists recruit and interview students interested in the program. However, before a final decision is made to finalize the Program Roster, the in-school Advisory Committee meets and reviews candidates for the program. The JAG Specialist depends upon the Advisory Committee to provide feedback on each candidate and assist in the selection of participants with barriers to academic and career success. Generally speaking, career specialists know that young people with the greatest number of barriers (who want to be in the JAG program) will gain the most benefits from participation in the program.

The Electronic National Data Management System (ENDMS) provides JAG Specialists with a tool to capture critical information about participants upon entry into the program. Specialists are able to print a hard copy of a document called the "Student Profile." This document identifies barriers to academic and career success based upon the master list below.

ACADEMIC BARRIERS

- A.1. One or more modal grades behind peers
- A.2. Low academic performance (a grade point of C or below or basic academic skills in the bottom quartile of the class)
- A.3. Basic skills deficient (reading and math in particular)
- A.4. Failed state proficiency exam

- A.5. A past record of excessive absences as verified by school officials
- A.6. Has been suspended, expelled, or put on probation during high school
- A.7. Has repeated a grade in high school
- A.8. Has dropped out of school previously
- A.9. Limited English proficiency

PERSONAL BARRIERS

- P.1. Special Education-certified (verified by school district or agency)
- P.2. Lacks motivation or maturity to pursue education or career goals
- P.3. Emotional disorder that impairs education or career goals
- P.4. Has a disability (documented disabilities only)
- P.5. Health problems that impair education or career goals

ENVIRONMENTAL BARRIERS

- E.1. Family environment is not conducive to education or career goals
- E.2. Is pregnant (when admitted to the program)
- E.3. Has dependent child(ren) in the home
- E.4. Has documented alcohol and/or substance abuse
- E.5. Convicted of a criminal offense other than a traffic violation
- E.6. Has a record of violent behavior
- E.7. Homeless
- E.8. Runaway

INCOME AND WORK-RELATED BARRIERS

- W.1. Is an economically disadvantaged student as defined by public assistance, AFDC, or free lunch
- W.2. Is a member of a race/ethnic group with a low family income
- W.3. Having inadequate or no work experience
- W.4. Lacks marketable occupational skills that are in demand in the local labor market.

JAG MODEL PERFORMANCE GOALS AND OUTCOMES

- ✓ Graduation/ GED Completion Rate. The word “graduates” appears in the name of the organization and represents the importance of graduation (or GED completion) to the JAG National Network. The goal is to achieve a 90% completion rate by the close of the 12-month post-graduation follow-up phase. The Graduation Rate is computed by subtracting the non-graduates from the number of participants on the Program Roster and dividing the graduates by the total number of participants. For example:

Total number of participants:	600
Non-graduates:	50
Graduates:	550
Graduation Rate:	90.17% (550 divided by 600)

- ✓ Positive Outcome Rate. The goal is for 80% of the participants to achieve a positive outcome by the close of the 12-month post-graduation follow-up phase. The positive outcomes valued in the JAG Model include: employment (full-time or part-time); postsecondary enrollment; or full-time military. The Positive Outcome Rate is computed by dividing the number of Positive Outcomes by the number of graduates (550). For example:

Total number of graduates:	550
Total number of positive outcomes:	500
Positive Outcome Rate:	90.9% (500 divided by 550)

- ✓ Employment Rate. The goal is for 60% of the participants to be employed in a full-time (35 hours or more) or a part-time job (greater than 10 hours but less than 35 hours). The word “jobs” is prominent in the name of the organization - “Jobs for America’s Graduates.” The Employment Rate is computed by dividing the number of employed participants (full-time, part-time, and full-time military) by the number of graduates. For example:

Total number of graduates:	550
Total number of employed graduates:	350
Employment Rate:	60.1% (350 divided by 550)

- ✓ Full-time Jobs Rate. The goal is for 60% of the graduates to be in a full-time job including: full-time employment (35 or more hours per week; two part-time jobs totaling 35 or more hours equates to a full-time job). The Full-time Jobs Rate is computed by dividing the number of full-time employed graduates (full-time civilian and full-time military) by the total number of employed graduates (full-time civilian, part-time civilian, and full-time military). For example:

Total number of employed graduates:	350
Total number of full-time employed graduates	210
Total Full-time Jobs Rate:	60.0% (210 divided by 350)

- ✓ Full-time Placement Rate. The goal is for 80% of the graduates to be engaged in full-time activities (full-time civilian employment; full-time military; full-time postsecondary enrollment; or part-time jobs with part-time postsecondary enrollment) by the close of the follow-up phase. The Full-time Placement Rate is computed by dividing the total number of full-time enrolled and employed graduates by the number of graduates. For example:

Total number of graduates:	550
Total number of full-time enrolled and employed graduates:	520
Full-time Placement Rate:	94.5% (520 divided by 550)

- ✓ Unable to Contact Rate. The goal is a less than 10% “unable to contact” rate during the 12-month post-graduation follow-up phase. An escalating “unable to contact” rate is of considerable concern because performance outcomes can’t be claimed if the Specialist is unable to make contact with graduates.

Total number of graduates:	550
Unable to contact:	25
Unable to Contact Rate:	4.5% (25 divided by 550)

- ✓ Further Education Rate. Specialists are committed to encouraging graduates to pursue a postsecondary education if it is appropriate and feasible given the graduate’s situation. The Further Education Rate is tracked to emphasize the importance that the JAG Model places on a postsecondary education especially when combined with part-time employment.

Total number of graduates:	550
Postsecondary enrollment:	110
Further Education Rate:	20% (110 divided by 550)

- ✓ Average Wage. Specialists are encouraged to assist graduates to secure a positive status change (increase in wages or hours; advancement; promotion, etc.) during the 12-month post-graduation follow-up phase. The average wage is computed by adding the hourly wage for all graduates and dividing by the number of graduates.

JAG MODEL SERVICES

- ✓ Classroom Instruction. A trained “JAG Specialist” provides individual and group instruction to 35-45 students carefully selected for the program by a school Advisory Committee comprised of faculty, administrators, and counselors.
- ✓ Employability Skills Training. The JAG Curriculum is designed to equip students with no less than 37 competencies that will prepare them to secure a quality job and/or pursue a postsecondary education upon graduation from high school. Students in multi-year programs may attain as many as 85 competencies in four years.
- ✓ Adult Mentoring. The JAG Specialist provides individual attention to reduce the number of barriers preventing students from receiving a high school diploma, securing employment, or pursuing a postsecondary education and/or training that leads to a career.
- ✓ Guidance and Counseling. JAG Specialists provide informal guidance to students on career and life decisions and, based on the individual needs of students, connect them to professional counseling services to address more serious barriers.
- ✓ Summer Employment Training. JAG programs include placement services for students over the summer months to support yearlong learning.
- ✓ Leadership Development. In-school students participate in the highly motivational student-led JAG Career Association to develop leadership and teaming skills. Out-of-School young adults participate in a youth-led organization called the JAG Professional Association.
- ✓ Job and Postsecondary Education Placement Services. Specialists engage in intensive employer marketing and job development activities to identify quality job placement opportunities for students upon graduation. Likewise, they assist students in the exploration of postsecondary education opportunities and help navigate the financial aid and application processes.

- ✓ Linkages to School- and Community-Based Services. JAG programs serve as a school-based “one-stop center” to ensure that they receive academic and social services from in-school and community-based resources as needed.
- ✓ 12-Month Follow-up Services. JAG provides a full 12 months of post-graduation follow-up services and support on the job and/or in pursuit of a postsecondary education.
- ✓ Accountability System. Systematic Internet-based tracking of program activities, including: students served, services delivered and performance results achieved. Electronic National Data Management System (ENDMS) allows monitoring of the data captured in the national, state, and local database. The required data and information are essential in conducting JAG’s National Accreditation Process including local site reviews and funding sources.
- ✓ Professional Development. Continuous improvement of results through the professional development of state and local staff is an ongoing service provided JAG-State Organizations.

All JAG programs must offer the following activities in each high school in which the JAG program is operating:

1. JAG Specialists (teacher) must participate in the DWD provided JAG training workshops to learn how to deliver the model services and implement all components of the model. This workshop will be in-state and conducted by a nationally certified trainer. When a JAG Specialist terminates service and is replaced, the new specialist must also receive this training.
2. The national organization sponsors a National Training Seminar (NTS) each July. JAG Specialists are not required, but encouraged, to attend to receive updated technical knowledge and professional development.
3. One component of the model is to have a student organization called the “Career Association” for students to learn and practice leadership skills. A few competitive events allow students to compete against other schools. Some of these are required events. Therefore, participation in the Super Regional Career Development Conference (usually in early April) and the State Career Conference (usually in late April) is required. Both are one-day events.
4. The State Career Development Conference (CDC) takes place each Spring, annually, and will be attended by staff and JAG participants that have qualified to compete.
5. Classes should be separated by grades whenever possible because the competencies taught to seniors are different than those taught to underclass students.
6. JAG Specialist must have this/her own computer with Internet access. The data entry requirements must be kept current to meet national expectations. Specialists will be required to enter data on a daily or weekly basis. Their database will be monitored monthly by the state staff and the national staff and expected to be current, complete, and accurate.
7. JAG Specialist should be scheduled the equivalent of one hour per day to conduct Job Development, Job Marketing, and Follow-up Activities. A minimum of three hours per week should be scheduled for these activities.

8. JAG Specialist should be contracted for twelve (12) months to have time during summer when schools are not in session to conduct follow-up activities with all students. It is required that graduates receive, at a minimum, one contact per month (including June, July, and August) for 12 consecutive months after leaving high school. Undergraduate students should also receive monthly contacts during summer months to encourage tutorial help, remediation, work experience, return to school, etc.

For Northern Indiana, there are currently seven (7) fully operational JAG Programs at the following high schools:

- Elkhart Central HS (Elkhart County)
- Elkhart Memorial HS (Elkhart County)
- Elkhart LIFE (Elkhart County)
- South Bend Adams HS (St Joe County)
- South Bend Clay HS (St Joe County)
- South Bend Riley HS (St Joe County)
- South Bend Washington HS (St Joe County)

However, NIWIB is working with 2 additional high schools and expects to operate JAG programs at these high schools as well.

ADDITIONAL INFORMATION

The selected service provider agrees to use funds to pay for salaries, travel, staff development, instructional materials, supplies, and other approved costs with the exception of equipment.

Additional information about the Jobs for America's Graduates National Model and all required components can be found on their Web site at www.jag.org.