

The Philadelphia Council for College and Career Success and
The Philadelphia Department of Human Services

Request for Qualifications: E³ Centers Project

March 2010



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Important Dates

RFQ Release Date	March 30, 2010
RFQ Due	April 16, 2010 at 12:00pm Mail or deliver to: Out-of-School Youth Department/E ³ RFQ c/o Philadelphia Youth Network 714 Market Street, Suite 304 Philadelphia, PA 19106
Full proposal invitations extended	April 30, 2010



Philadelphia's E³ Centers are supported by the City of Philadelphia's Department of Human Services, the Philadelphia Council for College and Career Success, and the Philadelphia Youth Network with funding through Temporary Assistance to Needy Families and the Workforce Investment Act. Additional support for the E³ Centers' civic justice projects is provided by the Pew Charitable Trusts

The Philadelphia Council for College and Career Success and the Department of Human Services (DHS) are pleased to announce a Request for Qualifications for the operation of five E³ Centers in the city of Philadelphia. The Centers are located in the West, Southwest, North, Logan and Girard sections of the city. This is a two-step process that involves the initial submission of a Request for Qualifications (RFQ); after the Requests for Qualifications are reviewed those applicants deemed to have the strongest qualifications will be invited to submit full proposals.

BACKGROUND

Established in 1999 as a statutorily-mandated subgroup of the Workforce Investment Board, the Philadelphia Youth Council leads and oversees youth workforce preparation programming for young people in the City of Philadelphia. The Philadelphia Youth Network was selected by the Workforce Investment Board through a competitive bidding process to staff the Youth Council and manage resources on its behalf.

In December 2008, the Council was reconstituted and renamed the Philadelphia Council for College and Career Success and as such is taking on even greater challenges and opportunities. Mayor Nutter has committed to two bold educational goals--increase the high school graduation rate to 80% in 5-7 years; and double the baccalaureate attainment rate of Philadelphians in 8-10 years--and has appointed the reconstituted Council to act in support of the achievement of these goals.

In order to achieve its mission and charge, the Council adopted an action plan framework which outlines key roles, strategies and approaches for the Council. Specifically, the Council will seek to invest funds, align additional resources and constituencies, and advocate for policies that support the attainment of the Council's goals. The Council will take on these tasks to advance five key strategies:

1. Youth Engagement
2. Re-Engagement of Disconnected Students
3. College and Career Preparation (skills attainment)
4. College and Career Access (application process and support)
5. College Completion and Career Mobility

The Philadelphia Department of Human Services' mission is to provide and promote safety and permanency for children and youth at risk of abuse, neglect and delinquency. The agency's goal is to strengthen and preserve families while empowering them to make choices that lead to safety, stability and well being. DHS services include child protection, foster care and adoption, prevention (which provides social supports designed to strengthen at-risk families) and delinquency intervention and reduction.

E³ CENTERS PROJECT

On behalf of the Council for College and Career Success and the Philadelphia Department of Human Services, and in order to help address the goals of the Council and of DHS, the Philadelphia Youth Network (PYN) contracts with youth-serving organizations to operate Philadelphia's five E³ Centers (the three "E's" stand for Education, Employment and Empowerment). The Centers offer basic skill-building experiences and ongoing case management services for out-of-school youth, court-involved youth, and youth returning from juvenile delinquent placement. The Centers' service delivery structure is designed to help youth achieve long-term goals in the areas of education, employment and empowerment (life skills).

The Centers primarily serve youth ages 16-21 seeking to improve their skills and work toward long term self-sufficiency. Youth may be referred to one of the Centers or find a Center on his or her own. Each Center is designed to serve a minimum of 270 youth annually. To meet the skill-building goals of their youth, E³ Center services are organized into three pathways:

Educational Services

The purpose of this pathway is to enable young adults to achieve academic gains which will ultimately lead them to an academic credential. Services include low literacy classes and tutoring, GED prep classes, school credit accumulation and connections to high school diploma options. For youth who successfully obtain the GED or high school diploma and wish to go on to postsecondary education, Centers also provide assistance with the college and financial aid application processes.

Employment Readiness

The purpose of this pathway is to provide center youth with intensive work readiness programming that will prepare them for regular employment. This is achieved through job readiness training, supported internships (subsidized and unsubsidized), community service and service learning opportunities, and job search supports. In addition, the employment pathway includes access to occupational skills training programs that are responsive to regional market needs. Youth can take advantage of the occupational skills programs either at the Center or through referrals to programs in the community.

Empowerment Activities

In this pathway, the young adult is provided with a number of enrichment electives. Those offerings must include parenting skills, personal budgeting, self-care and drug and alcohol prevention (including drug and alcohol referral); other electives may be offered as well. Programming must also support the development of anger management and conflict resolution skills, as well as the capacity for moral reasoning.

Upon entering a Center, all youth are assigned an advisor who works with that youth and his or her family to facilitate the meeting of educational, employment and self sufficiency goals.

RFQ PROCESS INFORMATION

The application process will begin with the submission of a Request for Qualifications (RFQ). The RFQ is designed to ensure that prospective recipients of funds to operate an E³ Center have the organizational and administrative capacity to do so. Any organization interested in competing for E³ Center grant funding to be let by the Philadelphia Youth Network must first submit an RFQ which is due in PYN's offices no later than on Friday, April 16, 2010. In the RFQ you will also be asked to indicate which section of the city served by an E³ Center you have a preference for working in, if any.

Those entities whose RFQs are deemed to best respond to the questions described in the *Request for Qualifications* will be invited to submit a full proposal. PYN will notify respondents of the outcomes of their respective RFQs by the end of April. Those invited to submit full proposals will have approximately four weeks to complete their submissions; an exact due date will be provided when successful respondents to the RFQ are notified. Results of the RFP process will be announced in June 2010.

Request for Qualifications packets should be submitted to:

Out-of-School Youth Department/E³ RFQ
Philadelphia Youth Network
714 Market Street
Suite 304
Philadelphia, PA 19106

Request for Qualifications packets should include:

- Three copies of the completed RFQ cover sheet on your organization's letterhead
- Three hard copies of the narrative
- One copy of the narrative and RFQ cover sheet on disc or flash drive
- Three copies of current Board Members and Board Officers list
- Requested financial, legal and human resource information as outlined in the *Eligibility* section of this document

Please contact Janine Wright, Director of Out-of-School Youth Programs at the Philadelphia Youth Network, with any questions regarding the *Request for Qualifications*. She can be reached at jwright@pyninc.org.

ELIGIBILITY

In order to be eligible to apply, an agency must demonstrate fiscal and administrative capacity by responding to the following vendor qualifications and responsibilities. All awards are contingent upon fiscal and administrative qualification and successful contract negotiation. Applicants must provide all requested vendor qualification materials when submitting their Request for Qualifications. Failure to provide documentation verifying the following could result in disqualification from the process:

- Legal entity (must submit documentation proving status as a legal entity) with a full-time Executive Director;
- Copy of current Board of Directors list including professional affiliations;
- Copy of personnel policies & procedures manual (must address discrimination and sexual harassment);

- Written grievance procedure for staff and participants (must submit copy of grievance procedures);
- Annual budget (must submit current & next fiscal year's projection);
- Proven fiscal capacity including capacity for fund accounting (must submit copies of audit for the last two years with all findings satisfactorily addressed);
- General valid liability and worker's compensation insurance (must submit certificate of insurances with contract);

ONGOING ROLE OF THE PHILADELPHIA YOUTH NETWORK (PYN)

In its oversight capacity, The Philadelphia Youth Network will be responsible for the following:

1. Contract and performance management

PYN will issue the contracts for the Centers, monitor contract compliance and maintain performance data on a monthly and quarterly basis.

2. Technical assistance for Center operations

Technical assistance will apply to implementing program design, convening lead organizations and partners, and supporting connections between centers and other key systems such as Department of Human Sources, Family Court and School District of Philadelphia. In addition, PYN will organize professional development opportunities for all partnering organizations from the inception of the grant and will continue throughout the program year. Finally, PYN will provide curricula for some aspects of programming such as the job readiness training classes.

3. Additional support

PYN will provide additional support, such as linkages for Center youth to occupational skills programs, when appropriate and when funding allows.

PREPARING THE RFQ NARRATIVE

The narrative portion of the Request for Qualifications should provide reviewers with a clear understanding of the agency's interest in and capacity both to manage an E³ Center and to deliver the required services. The narrative must be typed, address all sections and formatted using a 1" margin, single line spacing and no smaller than a 12 point font. In addition, the narrative must not exceed eight pages.

Please focus the narrative on specific responses to the information requested using the headings provided to identify each section and subsection. Narratives will be scored on a 100 point scale. Points given for each section are listed below and apply to new applicants only. For current E3 providers, each section will count for 20 points.

Section A: Organizational Capacity (30 points)

Describe your organization and its history. Please provide information on the following:

1. Experience administering a multi-faceted youth program for out-of-school and court involved youth.
2. Capacity to provide comprehensive case management to a large number of youth.
3. Capacity to conduct and interpret a thorough initial and ongoing assessment.
4. Capacity related to fundraising and development. Specifically, how will you raise additional resources to support center operations?
5. Documented evidence of meeting similar performance goals from program/project funding agency. Please provide specific data including measurable increases.
6. Describe current technology infrastructure. Include internet connectivity and capacity to support center-based computer labs.
7. Demonstrate your ability to hire and to retain qualified staff and to provide high level professional development.

Section B: Service provision (25 points)

Identify how your program will address the following:

- 1) *Youth development* – Describe your agency's understanding of and approach to youth development, including how that approach will be demonstrated in your programming.
- 2) *Retention* – Describe how you will manage the challenge of retaining youth in your center activities and classes, particularly those youth with the lowest literacy levels as well as delinquent and court-involved youth.
- 3) *Outcomes*—What do you see as appropriate measurable outcomes for youth who come in for E³ services? What have been some specific outcomes in the areas of education, employment and social services that you have achieved for a similar demographic of youth?

Section C. Quality Assurance & Outcomes (25 points)

- 1) How does your agency currently review and utilize performance data?
- 2) How will your agency apply continuous improvement efforts to ensure that services are meeting youth needs and resulting in optimal outcomes?
- 3) Describe your agency's standard quality assurance protocols to ensure compliance with regulations and achievement of program goals, youth eligibility, maintenance of records and data entry.

Section D. Collaborative Arrangements (20 points)

Describe the connections, relationships and partnerships your organization has that will add to the overall programming and administration of an E³ Center. Please give specific examples of how you have successfully managed partnerships with other agencies and how you evaluated the success of those partnerships. In order to deliver the types of services identified in this model, what are the strategic areas in which you would seek partnerships?

THE FOLLOWING SECTION IS FOR CURRENT E³ PROVIDERS ONLY

Section E. Program Improvements (20 points)

Please describe the lessons learned from operating an E³ Center and describe what changes you would make to your program to improve retention and achievement rates of your members. Please note—you may use an additional page to address this question bringing your total narrative page count to no more than nine pages.

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Since proposals with incomplete or missing sections will be considered ineligible and will not be considered, please take the time to complete this checklist to ensure that all of the following information is included in your proposal package.

Each copy of the proposal must include the following, *in the order listed*:

- Cover Sheet:** Fully completed and signed by the authorized agency representative.
- Narrative:** Maximum of 8 single-sided, single-spaced pages; formatted using 1" margins and no smaller font than 12 pt; addressing all sub-sections listed in RFQ Narrative.
- Current Board Members and Board Officers list**
- Copy of personnel policies and procedures manual (must address discrimination and sexual harassment)**
- Written grievance procedure for staff and participants**
- Annual budget** (must submit current budget and next year's fiscal projections)

Package includes:

- Hard copies:** Three originals of narrative and cover sheets. Three copies of Board list
- Electronic copy:** One CD or flash drive with electronic copies of cover sheet and narrative. Proposal should be saved as a single PDF file.
- Audit and 990:** One copy each of the past two years' organizational audits, including the accompanying financial statements and management letter. One copy of the most recent IRS Form 990.
- Proof of Legal Status:** IRS Letter of Determination or other.
- Proof of Insurance** (general valid liability and worker's compensation insurance certificates)

Request for Qualifications: E3 Centers Project

March 2010



Contact Information	
Name of organization (applicant):	_____ _____
Street address:	_____ _____
City, State, Zip:	_____

Section of City in which you would like to operate an E3 Center *(please check all that apply):*

Logan/Olney____ Girard____ North____ Southwest____ West____

No preference____

Do you currently work or are you willing to work in any of the following zip codes *(please circle all that apply):*

19112 19121 19123 19125 19130
19132 19133 19145 19146 19148

Authorized Representative* *(person who can legally sign contracts for organization – signature required, below)*

Name:
Title:
Phone:
Fax:
E-mail:

Primary Contact

(for questions about agency or application in general)

Name:
Title:
Phone:
Fax:
E-mail:

Fiscal Contact

(for questions about the budget)

Name:
Title:
Phone:
Fax:
E-mail:

***Signature of Authorized Representative (required):**

X _____