

YouthWorks Program Administrative and Management Guide

2025 - 2026

**Version 1.0, Release Date: May 2025**

The YouthWorks Program Administrative and Management Guide provides information needed for local program administrators to implement YouthWorks in the targeted cities. The Guide provides an overview of administrative and policy requirements to support quality program implementation.

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# Overview

### Program Summary

YouthWorks is a state-funded (line item 7002-0012) youth employment program that helps teens and young adults gain the skills and experience needed to begin their career journey. YouthWorks provides Massachusetts teens and young adults with first jobs, leadership development, skills training, and career exploration. Participants of this program are 14- 25-years old and who are at-risk of falling into chronic unemployment through lack of exposure to employment opportunities, experience, mentorship, and access to opportunity. Specifically, this program aims to provide opportunities to youth who identify as lesbian, gay, bisexual, transgender, queer and/or questioning, youth of color, youth of all abilities, national origins and religions and low-income youth, including single income households, and youth who are experiencing housing insecurity.

YouthWorks aims to improve the employability of participants by offering them structured work and learning opportunities through subsidized employment and supporting activities such as *Signal Success* soft skills-building curriculum. The anticipated outcome of YouthWorks is to provide young people with the skills, experience, and networks to be able to secure employment in the unsubsidized labor market in critical areas of the economy including but not limited to advanced manufacturing, health care, information technology, and construction.

### CommCorp Contact Information

|  |  |  |
| --- | --- | --- |
| For Questions About | Contact | E-mail |
| Program Implementation, including program requirements, program design and modifications, submitting invoices, and the CC YouthWorks Hub | Your Regional Support Manager:* Carlos Fuentes
* Kathryn Kirby-English
 | * Cfuentes@commcorp.org
* kkirby@commcorp.org
 |
| Unlocking, modifying, or adjusting Fiscal Status Reports | Darl Packard,Director, Program Operations | dpackard@commcorp.org  |
| Training and Support | Joelle Paolino, Training and Support Manager | Jpaolino@commcorp.org  |
| Learning Management System (LMS) | LMS Support inbox | YouthWorksLMSSupport@commcorp.org  |

### Regional Support from Commonwealth Corporation

Regional support is based on YouthWorks performance standards which have been established to support shared understandings of promising practices in subsidized youth training and employment programs. Each local program administrator will be assigned a CommCorp staff member to serve as their Regional Support Manager. There will be a range of group-based regional support offerings that guide practice and develop local leadership and innovation. Consistent participation in statewide, regional, and local support gatherings is a requirement of the YouthWorks[[1]](#footnote-2) grant. The following list provides details about the regional support services.

* Monthly meetings with regional leads from all local program administrators and YouthWorks leadership team.
* Biannual statewide regional convening either virtual or in-person.
* Three site visits during the programming year. The regional lead from the local program administrator must be available and in attendance at each worksite visit within the region.
* Support removing staff members no longer involved in the program, as identified by the local program administrator.
* Facilitating data clean-up, by identifying participants who complete applications but are not matched to a worksite and other data elements that local program administrators are required to update.
* Individualized regional support via meetings and calls will support local program administrators in effective program design, implementation, and assessment.
* Provide *Signal Success* fundamentals training.

### Commitment to Diversity, Equity, and Inclusion

As a leader in workforce development, Commonwealth Corporation is committed to having diversity, equity, and inclusion embedded into the programs and services we offer, as well as reflected in the people we impact and our workplace culture. Our vision of a society - where upward economic mobility is possible for all—cannot be accomplished alone, but through the collective efforts and support of our staff, partners, board members and the communities in which we live and serve. To that end, programs are expected to serve vulnerable participants who can self-attest to the one or more of the following demographics and/or risk, factors:

1. Member of the LGBTQ+ community
2. Person of Color
3. From single-income household
4. Experiencing housing insecurity
5. Identifying as having a disability
6. Other youth determined eligible by Commonwealth Corporation, including:
7. involved with the justice system (e.g. DYS-committed; on juvenile probation; gang-involved; CRS; or juvenile arrest);
8. actively in foster care or having aged out of foster care;
9. a school stop-out;
10. a child of a single parent;
11. having limited fluency in English; and
12. being a teen parent.

# Program Reporting Requirements

### Expectations for Grant Administration

Commonwealth Corporation relies on accurate and up-to-date reporting to:

* Identify regional support needs and provide local program administrators with timely and effective support
* Verify that participants are engaged in appropriate and relevant program activities
* Provide stakeholders with information about the impact of public investment in YouthWorks programs
* Ensure that local program administrators are meeting contractual obligations
* Maintain accurate and complete participant-level data, narrative reports, and invoices

###

### Snapshot of Reporting Tools

The table below provides information on the tools and resources available for program and participant information and reporting.

|  |  |  |
| --- | --- | --- |
| Tool | Use | Requirements  |
| YouthWorks SharePoint | The SharePoint link to your Fiscal Status report provides a stable, reliable (as compared to Teams) direct access your FSR for continued entry. | CommCorp defaults to providing access to the Fiscal Contact listed on your contract. In the event that other personnel need access local program administrators should contact their RSM for support and to ensure that your organization records are updated.  |
| YouthWorks Teams Channel | Similar to the SharePoint link each organization will have access to both a General YouthWorks teams channel as well as a private Teams channel specific to your organization. Teams allows for more tools, primarily direct messaging and additional folders for uploading backup documentation or sharing other necessary documents. However, setting up the Teams Channel poses some technological challenges that often delay access initially. It at times takes several days to complete the process of granting access. | Similarly to the SharePoint link we default to sharing the Teams Channel with the Fiscal Contact listed on your contract. If additional personnel need access local program administrators should contact their RSM for support and to ensure that your organization records are updated. |
| [YouthWorks Portal](https://commcorp.org/youthworks-programs/help-center/) | Use the YouthWorks Portal to:Access important administration documents, program calendar, marketing materials, training resources, and more. | Local program administrators and sub-grantees should refer to the Portal for the most up-to-date guidance and information for program administration. |
| CC YouthWorks Hub | Use the CC YouthWorks Hub to:Enter YouthWorks participant data for the current programming cycle. | Local program administrators and sub-grantees are required to utilize this database interface to enter all participant-level data into the Youth Profile, Participation, and Worksite records. Resource: [YouthWorks Technical User Guide](https://commcorp.org/resource/py25-26-technical-user-guide-may-2025/) |
| YouthWorks Learning Management System (LMS) | Use the LMS to:* Assign participants to Signal Success virtual modules
* Register participants for Signal Success in-person training
* Register participants for any career readiness learning events
* Assign participants the End of Program Survey
* Communicate and interact with participants regarding LMS related topics
* Access Signal Success, other learning curriculum and various resources
* Access, track and run any participant learning reports; attendance, participation hours, etc.
 | For use by Participant facing staff only. Region Leads are responsible for adding all new staff to the LMS.Local program administrators and sub-grantees are required to register and attend a YouthWorks LMS Training to learn how to properly navigate the system.Resource: [LMS User Guide](https://commcorp.org/resource/learning-management-system-user-guide-august-2024/) |

### Measuring and Documenting YouthWorks Outcomes

Part of CommCorp’s administration of YouthWorks includes developing an annual report of program accomplishments. CommCorp combines and organizes program data for the Massachusetts State Legislature that contains qualitative (narrative snapshots of YouthWorks participant success stories) as well as quantitative (information on participant demographics, enrollments, and outcomes) data from the YouthWorks program. To document all the accomplishments of YouthWorks local program administrators and partner organizations and continue to sustain and enhance the program, it is important for all regions to continue to augment their data collection and focus on reporting employment, education/training, and skill gain outcomes. The table below indicates the required data points and data collection tools and outlines which tools and outcomes are required of various programmatic components and approaches.

The accomplishment and outcomes documentation are part of the **data-driven program improvement process that programs are required to participate in** which include a review of program performance in terms of key data points like enrollment, completion rates, participant outcome trends and program performance.

To support local programs in entering data into the CC YouthWorks Hub, the [**YouthWorks Technical User Guide**](https://commcorp.org/resource/py25-26-technical-user-guide-may-2025/)is available as a resource. Programs that choose to utilize different databases must learn how to import participant data into the CC YouthWorks Hub.

### Table- Data Points/Tools and Descriptions

|  |  |
| --- | --- |
| Data Point/ Tool | Description and Additional Details |
| Required Across all Tiers |
| Participant Social Security Numbers | Enables CommCorp to conduct matching of employment records against data from the Department of Unemployment Assistance to determine workforce participation and quarterly earnings for youth in the years following their participant in a YouthWorks program. |
| Participant-level demographic information, wage, and hours of core program services | The Technical User Guide contains a full list of all fields as well as data entry parameters surrounding data quality. In addition to basic participant-level demographic information, programs will need to record which program services each participant receives, as well as hours of training and work completed, and other details about completion status. |
| Status upon completion of program | The CC YouthWorks Hub includes fields to document the status of participants at the conclusion of programming, including if participants obtain unsubsidized employment following the conclusion of their YouthWorks programming. Programs must also establish the period in which they are going to track this information and the time period must be for at least 30 days after program completion. Also, within the Early and Career Trajectory tier, programs may elect to track this datapoint within a strategic subset of participants, like those >18 years old or those not enrolled in school. |
| Required in Select Tiers |
| Certification pass or completion status for a program-sponsored credential | Required in the Career Pathway Programming and support models that utilize industry credentials. Programs will need to specify the type of credential and indicate whether participants passed or not. There will also be an opportunity to provide additional information in a comment field. For example, if a participant fails on a first attempt, but is scheduled for re-test, programs should note this. |

By collecting and reporting a more comprehensive set of data, the YouthWorks program will be able to report on a wider range of positive outcomes. Some examples are listed below:

* Participants have increased labor market participation in the two years following their YouthWorks program experience
* Participants completing applicable core program components (*Signal Success* work readiness training, work placement, work-based learning experience, occupational training, etc.)
* Participants improving employability or soft skills
* Participants demonstrate knowledge of careers and the education, training and skills required to progress through a chosen career path
* Participants maintain high levels of workplace engagement
* Program provides first paid work experiences to youth and young adults

### Participant Program Reporting

Local program administrators are required to report individual YouthWorks participant record data, including social security numbers, that will enable the state to develop program profiles, statistical reports on the characteristics of participating youth and employers, and calculate data on program wage levels as part of the process of reporting program outcomes to the Massachusetts State Legislature**.** It is highly recommended that all regions use the Youth Application form provided by the program and ensure every participant has an application on file. (If a local program administrator chooses to utilize an alternative application for youth, it is expected that all required information be manually entered from the application into the CC YouthWorks Hub as necessitated by the data requirements). Additionally, all participant data and information should be reported to Commonwealth Corporation through the web-based CC YouthWorks Hub.

**Note:** This database (CC YouthWorks Hub) is used to support YouthWorks program management and reporting to the Executive Office of Labor and Workforce Development (EOLWD) and the Massachusetts State Legislature. Local program administrators must record ONLY information about youth and young adults who are participating in YouthWorks programs. Information about participants in other (non-YouthWorks) programs should NOT be included in the database.

All final record data for the year must be submitted prior to **July 15, 2026**. The final invoice for the year will not be paid until all required participant data has been entered, in its entirety, into the database, and the final report has been submitted.

Regions experiencing challenges in meeting their enrollment targets submitted with their application will be expected to report this during quarterly reporting and work with the Commonwealth Corporation regional support team closely to improve recruitment and enrollment and/or negotiate a reduced contract to free up resources for additional programming in other regions. Regions that find they have high rates of demand for enrollment in programs are encouraged to create and document a waitlist and share this information with Commonwealth Corporation in a timely manner.

### Sub-Grantee List

Local program administrators must identify specific organizations that will serve as sub-grantees and submit these partners into the CC YouthWorks Hub at least four weeks prior to the beginning of Signal Success training in their program.

### Narrative Reports

In addition to data entry, local program administrators are required to complete short narrative reports at predetermined times during the programming year. Beginning in FY25-26, local program administrators will be required to submit their quarterly reports, as well as the final full year report, through the YouthWorks database. These reports will include quantitative measures as well as qualitative details regarding enrollment and outcomes for each Tier. A list of all required data elements within each report will be provided in advance. Please note that final invoices will not be paid prior to the completion and submission of each region’s final report in July.

|  |  |  |
| --- | --- | --- |
| Report | For Activities Conducted During This Period | Data Entry and Narrative Reports Due Dates |
| Report #1 | June 1, 2025 – July 19, 2025 | August 1, 2025 |
| Report #2 | July 20, 2025 – August 31, 2025 | September 15, 2025 |
| Report #3 | September 1, 2025 – December 31, 2025 | January 12, 2026 |
| Report #4 | January 1, 2026 – April 30, 2026 | May 15, 2026 |
| Final Report  | Entire Programming Year | July 15, 2026 |

# Other Program Requirements

### Media/Press

CommCorp receives a great number of requests for publicity, particularly about youth programs. To respond to these requests, and to ensure we have the most current information, local program administrators are asked to submit copies of any publicity regarding youth programs – newspaper stories, newsletter articles, etc. A sample photo release form is available in the YouthWorks Portal. We welcome profiles and photos of participants served through the YouthWorks programs.

State and local media are often interested in stories about job programs. Please take time to ensure that local reporters acknowledge YouthWorks as a funding source where appropriate. This acknowledgement is important because we want local leaders and legislators to understand that large numbers of local youth jobs programs/placements are a direct result of YouthWorks funding--YouthWorks is often the primary source of funding in many cities. Without referencing the state funding source, legislators may not see the impact of the dollars- making future funding more difficult.

YW partners issuing press releases or internal newsletters, video, or using other press or media to announce or provide information about the YouthWorks program or activities undertaken in relation to this state-funded program must include the following statement: ***This project is funded by the YouthWorks program through the Commonwealth of Massachusetts, Executive Office of Labor, and Workforce Development. The program is administered by Commonwealth Corporation.***

### Site Visits, Quality Assurance, and Monitoring

CommCorp staff may arrange site visits and/or monitoring visits during programming to observe program activities, interview staff, youth participants, and employers, and meet with the local program administrator’s fiscal staff to review fiscal status. The purpose of site visits is to learn more about program models, get insights into youth and employer experiences and provide support in overall quality assurance and effective program implementation. **Local program administrators will be notified about site visits in advance of the visit.** In general, local program staff must report any staffing changes to CommCorp as soon as they become known, either during routine check-ins with regional support staff or during site visits.

### Required Program Documentation

Local program administrators are required to maintain the following back-up documentation to verify program activity. This documentation must be maintained by the local program administrator and be available for CommCorp review upon request. All documentation shall be retained according to the [Massachusetts Statewide Records Retention Schedule](https://www.sec.state.ma.us/divisions/public-records/download/MA_Statewide_Records_Schedule_updated2022-10-31.pdf), which is currently for seven years and thereafter destroyed

* YouthWorks specific policy and procedures detailing how the local program administrator verifies program eligibility
* Documentation to support each enrolled youth’s eligibility, as detailed in the local program administrator’s policy
* Confidentiality Statement and Release Form for each enrolled youth

# Fiscal Requirements & Reporting

### Allowable Expenditures

|  |  |
| --- | --- |
| Allowable Expense | Placement in Budget |
| Admin | Participant Specific |
| Clothing/uniforms for vocational programming/employmentTrainingsTransportation for youth participants, including bus passes, train passes, and bus or van rentalsVocational or supplemental career readiness materials, including certification materials and testing feesDriver’s Education and License feesFood for youth participantsGift cards or other financial incentives (such as bonuses) for youth are permissible to a maximum of $350 per youth for the duration of the grant period if they are tied to program milestones and do not occur in any single increment greater than $100.For their participation in Commonwealth Corporation facilitated events, participants may receive additional incentives that will not count towards their $350Experiences (such as tickets to local events) not to exceed the $350 per youth limitIn some cases, GED or HiSET testing fees and driver’s licenses/state identification may be expended with prior approval from Commonwealth Corporation | NOT ALLOWABLE | Support Services |
| Electronic devices such as laptops, webcams, and Chromebooks and internet access support services | Equipment Purchases – for general office usage | Equipment Purchases – for Program specific equipment |
| Certificates and credentialing opportunities for participants | NOT ALLOWABLE | Youth Participant Tuition and Fees |
| Computer software | Office Supplies | Office Supplies – with written consent from the CommCorp Youthworks staff |
| Equipment rental | Equipment Rental and Leasing | NOT ALLOWABLE |
| Cell phone reimbursement for the program staff that are serving YouthWorks participants | Telephone and Communications | NOT ALLOWABLE |
| Youth and employer outreach materials | Publications/Printing/Copying – if hard copy of materialsMarketing and Advertising (if soft copy of materials) | NOT ALLOWABLE |
| Mileage for program staff (for the YouthWorks grant) in relation to services rendered under the YouthWorks grant. Reimbursement will be provided for mileage only (at the current reimbursement rate of the local program administrator’s fiscal agent) | Travel | NOT ALLOWABLE |
| Staff expenses related to YouthWorks provided trainings, gatherings, and convenings | As appropriate one of the following: Travel, Meal Reimbursement, Parking/Tolls/Taxi, Meetings and Events | NOT ALLOWABLE |
| In some cases, GED or HiSET testing fees and driver’s licenses/state identification may be expended with prior approval from Commonwealth Corporation | TBD on a case-by-case basis | NOT ALLOWABLE |
| Salaries and related personnel costs of outreach, counseling, instructional and job site supervisory staff | Program Staff Salaries – calculated on Budget Detail Tab | NOT ALLOWABLE |
| Other costs directly related to the program | At your discretion or seek guidance from the CommCorp Youthworks Staff | At your discretion or seek guidance from the CommCorp Youthworks Staff |

***Non-allowable*** expenses include:

* Staff bonuses, incentives and/or gifts;
* Equipment (defined as any item of tangible personal property having a per-unit cost greater than $5,000 and a useful economic life of more than three years). Property purchased with grant funds and used for grant purposes that does not meet the definition of ‘equipment’ would fall into the budget category of supplies and materials;
* Indirect costs that exceed 10% of the total budget;
* Mileage reimbursement not related to the YouthWorks grant;
* Any expenses more than the contracted grant amount or outside the contracted grant period; and
* Any expenses outside of the approved budget.

### Focus on Participant Wages

Across the full budget of the regional grant, at least 60% of overall funding must be spent on youth wages, stipends, and support services. Please see the chart above for a better understanding of how to break down expenses by category. Participant salaries have a fixed 14% fringe. Programs can request to lower the youth fringe rate below 14% if deemed necessary.

* **Note:** Programs expecting to provide stipends/wages higher than the approved wage through match should incorporate that information in their match report, not the application budget narrative.

A maximum of 40% of the total funds may be spent on the following:

* Salaries and related personnel costs of outreach, counseling, instructional and job site supervisory staff.
* Other Admin specific costs as outlined in the budget template and in the chart above.
* No funds provided under this program may be used to support the salaries of existing permanent staff at any agency or facility at which youth are employed other than for that portion of their time which these staff spend supervising youth who are assigned directly to them; all such time allocations must be fully documented and are subject to approval by Commonwealth Corporation.

### Appropriate balance between workforce boards and their sub-grantees

Commonwealth Corporation expects all local program administrators to consider how best to distribute administrative funding resources in an equitable manner. All programs that provide core services such as recruitment, case management and program implementation must have a partner worksheet in the program budget. Instances where sub-grantees are not resourced appropriately will lead to requests for application and budget revisions and delay contracting.

### Additional Guidelines

YouthWorks local program administrator’s approved line-item grant budget will reflect the guidelines listed below.

* All line items must be described in the budget narrative worksheets in the budget template.
* Failure to obtain prior approval from Commonwealth Corporation for expenses outside and/or more than these guidelines may result in non-payment from Commonwealth Corporation.
* Lead applicants are expected to make every effort to provide vendor sub-contracts within 21 days of signing their contract with Commonwealth Corporation.

### Financial Match Requirements

Local program administrators are **required** to provide match as outlined by the YouthWorks appropriation which specifies that funds appropriated in the state budget must be matched by private sector organizations. Private-sector employers include private-sector enterprises and private nonprofit organizations such as private hospitals, colleges, universities, and others.

Commonwealth Corporation requires each local program administrator to generate a private sector match equal to 10% of the approved budget for the YouthWorks program. Failure to provide sufficient local, private sector match may be considered by the Commonwealth as a factor in establishing award levels for next year’s YouthWorks program.

The match can be achieved through:

* grants or in-kind donations made by private-sector organizations to the workforce region
* private-sector wages paid to youth who are eligible for YouthWorks

Documenting Match

* All private sector match must be reported by the local program administrator on the Fiscal Status Report. Employer signatures are not required on the FSR.
* **Wages:** Private-sector match used to pay wages or stipends should be documented using the YouthWorks Wage Match Form located in the Fiscal Status Report (FSR).The FSR provides a format to report private sector match used to pay youth wages and stipends and calculates the total reported throughout the program year. The form requires the local program administrator to record:
	+ - the names of youth
		- the start and end dates worked
		- the total hours worked during the period indicated by the start and end dates
		- and the wage/stipend paid per hour.
* If the private-sector employer(s) pays partial wage or stipend for YouthWorks participants, this amount can be applied toward the match requirement.
* **In-kind Match:** Local program administrators should also record in-kind match from private sector organizations on the FSR in the designated field. The local program administrator must have documentation supporting this match, which may include:
	+ A letter detailing the expense, the value of the expense, how the value was determined and a signature from an authorized individual
	+ For time donated to support the program, documentation of the amount of time volunteered (meeting sign-in sheet, sign up sheet, email) and some rationale for calculating the hourly rate of the individual volunteering (actual rate provided by the organization, labor market data with average wage of a similar role in the region, etc).

### Fiscal Status Reports/Invoices

Local program administrators may request reimbursement under an executed contract by submitting a Commonwealth Corporation Fiscal Status Report (FSR). Below are important details regarding the FSR:

* A customized FSR will be issued to the local program administrator’s fiscal agent electronically via both a SharePoint link and a private Microsoft Teams site. Access requests should be submitted via email through their Regional Support Manager.
* FSRs will be accepted based on the local program administrator’s response to the YouthWorks PY25-26 FSR Cadence survey with expectations of submitting FSRs no less than quarterly. Local program administrators that did not respond to the survey have defaulted to monthly FSR submissions.
* Once FSR entry is completed, local program administrators should notify their Regional Support Manager who will conduct an initial review of the entry and either reach out to the local program administrator for clarification or will confirm that it has been received and is proceeding forward for payment.
* All FSRs must be signed by authorized personnel as confirmed by the grantee before payment can be made.
* FSR backup documentation may be submitted by uploading documents to their respective FSR Teams folder or via email to youthworks@commcorp.org; grantee *must* maintain hard copy containing an original signature for the purposes of monitoring. **Backup documentation is no longer required for every grantee for every FSR entry. You will be notified if you are required to submit backup documentation.**
* Operators are required to maintain and make available for review by Commonwealth Corporation staff upon request, documentation and accounting procedures for expenditures that reconcile the information submitted.
* Program staff for each local program administrator should work closely with their fiscal office to ensure accurate program reporting is reflected in each FSR and ensure that the expenses listed align with their initial budget line item.
* For a tentative payment schedule, [please refer to the RFP](https://commcorp.org/resource/youthworks-rfp-py25-26-december-2024/). The goal, assuming a correct FSR submission, is for Commonwealth Corporation to send payment within thirty (30) days. The best way for Commonwealth Corporation to guarantee and confirm on time payment is through electronic funds transfer (EFT). To take advantage of this, please notify your Regional Support Manager for assistance.

### Fiscal Monitoring

Each grant cycle Commonwealth Corporation will conduct Fiscal Monitoring on a select group of grantees. This is to ensure that organizations receiving grants from Commonwealth Corporation:

* Have the fiscal systems, including operating internal controls, needed to meet select federal, state, and other (e.g. foundation) requirements, as applicable.
* Meet the terms of the grant award outlined in the contract with Commonwealth Corporation; and
* Expend grant funds only for allowable activities.

Fiscal Monitoring will be addressed in three distinct categories:

* A select group of grantees will be chosen for on-site Fiscal Monitoring
* A select group of grantees will be chosen for virtual Fiscal Monitoring
* A select group of grantees will be chosen to submit backup documentation for the first, second, and final FSR entries as well as one additional FSR entry as identified by the CommCorp team.

If a grant is selected for any of the above, the local program administrator will be contacted with more detailed procedures and guidance. Failure to comply with these fiscal requirements could impact an organization’s candidacy for more intensive Fiscal Monitoring activities. If a grant is selected for more intensive Fiscal Monitoring, more information about the process will be provided.

### Fiscal Monitoring Activities

The monitoring team will review the following policies and procedures for compliance with federal and state standards:

* Allowable costs
* Audit and audit resolution
* Budget controls
* Cash management
* Cost allocation
* Equipment
* Internal controls

The monitoring team will review all documents and records related to a sample of FSR entries and subcontracts. If an independent audit or report from a previous monitoring visit identified any unresolved findings, the monitoring team will review relevant documents and records and interview staff during intensive monitoring activities to determine whether the local program administrator is in compliance in these areas on its Commonwealth Corporation grant.

All grantees are required to respond to a survey which helps assess their risk in a subset of the policies and procedures listed above: allowable costs, audit and audit resolution, cash management, equipment, and internal controls. The survey will be sent to the local program administrator after grant award, and they will be asked to send in their responses along with the first FSR.

All grantees are required to submit detailed documentation for each expense contribution line item with 25 percent of their FSRs. This process is designed to ensure that grantees have the capacity to provide and maintain required documentation and to determine compliance in three of the policies and procedures listed above (allowable costs, cash management, and cost allocation).

* All grants will submit detailed documentation for the first two and last invoices
* Two-year grants will also submit detailed documentation for three other invoices during the grant period (one after year one, and two at randomly selected times throughout the life cycle of the grant)
* Three-year grants will also submit detailed documentation for six other invoices during the grant period (one after year one, one after year two, and four at randomly selected times throughout the life cycle of the grant)

Commonwealth Corporation will follow-up with grantees that have findings in any of the three policies and procedures listed above (allowable costs, cash management, cost allocation) during the FSR review itself, rather than following up later in the grant period or during intensive monitoring.

### Intensive Fiscal Monitoring

Commonwealth Corporation may also conduct an on-site or virtual comprehensive monitoring of the grantee’s fiscal and operational systems and virtual document collection.

Commonwealth Corporation will notify the local program administrator if their grant is identified for intensive monitoring and work with them to schedule a date for this review. This review includes several components, all of which need not be completed on the same day.

Intensive monitoring activities will generally take place between months four and 12 of the grant’s period of performance but can take place later in the grant period as needed. Grants with a 12-month period of performance will generally have intensive monitoring between months four and six of their grants. Grants with two- and three-year periods of performance will generally have intensive monitoring between months six and 12 of their grants.

**Monitoring report and follow-up for intensive monitoring:**

* Commonwealth Corporation monitoring teams will produce an initial written report 45 days from the date of the review or visit detailing the monitoring activities, findings (if any), and the evidence for such findings. The report will also, if applicable, provide direction on the actions the organization must take to address any findings, such as
* Updating policies and procedures and repaying disallowed costs. Reports with disallowed costs will be reviewed by Commonwealth Corporation’s Vice President of Sector Pathways.
* The local program administrator will be required to submit written responses to the findings in the initial monitoring report within 30 days of receiving the report.
* The Commonwealth Corporation monitoring team will review the organization’s response and, if appropriate, revise the monitoring report. Any decision to revise the final report will be made in consultation with the Vice President of Youth and Social Justice.
* If the monitoring report identifies actions that must be undertaken by the organization, the Commonwealth Corporation monitoring team is responsible for documenting that the organization has complied with all such requirements.
* The Fiscal Status Report asks each grantee to identify the amount of funds requested in the invoice that supports program activity taking place within the contracting period indicated on the FSR. The reason for this procedure is related to ensuring accuracy in determining the economic value of the organization - both Commonwealth Corporation and local grantees.

### Required Fiscal Documentation

The table below lists the types of documentation acceptable for potential categories of expense.

|  |
| --- |
| **Documentation for Expenses** |
| **INVOICED EXPENSES** |
| **Line Item** | **Acceptable Documentation** |
| All Project Staff Salaries (including program management, case Management, job development, data entry, youth recruitment and all other staff) | Proof of salary such as payroll report and register or timesheets that detail the actual hours worked on the project. |
| Project Staff Fringe | Documentation of the basis for the Fringe calculation |
| Staff Travel | Actual Costs - Copy of Travel Voucher/Expense Reimbursement Form and receipts. The mileage rate is $.65 per mile. |
| Advertising/Marketing | Actual Costs - Copy of receipt or invoice |
| Office Supplies and Materials | Actual Costs - Copy of receipt or invoice. If part of a Cost Allocation: A copy of Cost Allocation Plan showing basis for the charges and documentation of the monthly allocation calculation. |
| Communications/Telephone | Actual Costs - Copy of receipt or invoice. If part of a Cost Allocation: a copy of Cost Allocation Plan showing the basis for the charges and documentation of the monthly allocation calculation. |
| Equipment Rental & Maintenance | Actual Costs - Copy of receipt or invoice. If part of a Cost Allocation: a copy of Cost Allocation Plan showing the basis for the charges and documentation of the monthly allocation calculation. |
| Postage/Mailings | Actual Costs - Copy of receipt or invoice. If part of a Cost Allocation: a copy of Cost Allocation Plan showing the basis for the charges and documentation of the monthly allocation calculation. |
| Project Rent | If stand-alone space: copy of lease pages showing rent. If part of a Cost Allocation: a copy of page from Cost Allocation Plan showing basis for the charges plus an explanation of the apportionment to the project. |
| Participant Support Services | Actual Costs - Copy of receipt or invoice |
| Consultants | Actual Costs - Copy of itemized, signed invoice from consultant |
| Evaluation | Actual Costs - Copy of itemized, signed invoice from consultant |
| Training/Education Supplies/Materials | Actual Costs - Copy of receipt or invoice |
| Printing/Reproduction | Actual Costs - Copy of receipt or invoice |
| Youth Incentives | Actual Costs - Copy of receipt or invoice |

### Contract Modifications

During the program year, situations may arise that necessitate a change to the organization’s contract with Commonwealth Corporation. Local program administrators must discuss potential modifications with their Commonwealth Corporation Regional Support Manager and be prepared to submit a modification request in advance of the effective date of the change, if necessary.

A contract modification request is required for any of the following proposed changes to the contract:

* Changes to the total award amount
* Changes to the amount of budget line items listed on the contract Budget Form if the change is over 10% of the budget line
* Changes to the contract duration (e.g. start or end dates)
* Changes to the programs to be delivered or the credentials to be attained by participants
* Changes to the number of youth served
* Changes to the organization’s designated primary point of contact
* Changes to sub-grantees

The RSM may also require a contract modification for other changes that constitute a significant revision to the project scope or budget. Local program administrators are encouraged to discuss potential changes with their Commonwealth Corporation RSM prior to submitting a modification request. If there are any questions about whether a change to the program requires modification, local program administrators are encouraged to consult their RSM. *If the local program administrator makes unauthorized changes to their scope or budget, they risk incurring disallowable costs and submitting payment requests that will not be approved.*

The FSR documents include up to three (3) opportunities for Modifications. A **budget modification should first be discussed with the assigned Regional Support Manager before** being submitted by the region lead via the dedicated Modification page on the FSR. Upon approval of the modification request, Commonwealth Corporation will provide the local program administrator with a revised contract to be signed by the organization’s authorized signatory.

# Participant Eligibility

### Summary of Eligibility Criteria

Participation in the YouthWorks program is limited to residents of the workforce region who meet all four eligibility requirements as defined below.

|  |  |
| --- | --- |
| Eligibility Factor | Criteria Definition |
| Age | A participant must be at least 14 at the start of programming and not older than 25 at the start of programming. |
| Income | A participant must have a family income that does not exceed the annual equivalent of 200% of the Federal poverty guidelines.  |
| Risk and Demographic Factors | A participant must meet at least one of the identified demographics and/or risk factors. |
| Geographic Residence | A participant must reside in the workforce region in which they are working.  |

Each local program administrator must develop and maintain a written policy detailing the process used to verify that youth enrolled in YouthWorks meet the eligibility criteria. Local program administrators must provide these policies to CommCorp upon request. This policy may include the use of self-attestation and should also include reasonable attempts to verify these attestations. CommCorp has provided examples of verification methods in each corresponding criteria section below. These are examples and each local program administrator should determine how to incorporate these into their individual policy. A sample self-attestation form is provided as Appendix 3.

### Age Requirements

**Definition**

* A participant is eligible to participate in the YouthWorks program if they are at least 14 at the start of programming and not older than 25 at the start of programming.
* Commonwealth Corporation urges local program administrators to make special efforts to recruit and serve *Emerging Workforce* participants (Tier 3 & 4) who are disconnected from work and education.
* YouthWorks consists of four specific tiers that align with youth participant age, as described on page 6 of the RFP. If based on in-take/interviewing, a case manager believes a participant would be best served in a tier that is better aligned with their current career stage rather than their age, programs are encouraged to enroll participants in the appropriate stage that aligns with their individual needs.

**Documentation**

Local program administrators should follow their own policy to determine that the enrolled youth meets the eligibility criteria for age. This policy may include the use of self-attestation and should also include reasonable attempts to verify these attestations. Reasonable attempts to verify age may include:

* Review of birth certificates
* Review of driver’s license

### Income Requirements

**Definition**

In the 2025-2026 program year, a participant must have a family income that does not exceed the annual equivalent of 200% of the Federal poverty guidelines. The Federal Poverty Guidelines are outlined in [Appendix 2.](#_bookmark10)

**Note:** For the purposes of YouthWorks programming “income” is defined as gross income. “Family” is defined as two or more individuals related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:

* A married couple and dependent children,
* A parent or guardian and dependent children, or
* A married couple.

**Documentation**

Local program administrators should follow their own policy to determine that the enrolled youth meets the eligibility criteria for income. This policy may include the use of self-attestation and should also include reasonable attempts to verify these attestations. Reasonable attempts to verify income may include:

* Conducting a grant-wide statistical analysis based on zip code or other factors
* Proof of enrollment in a public assistance program
* Unemployment or Social Security Benefits documentation
* Pay stubs, W-2, or 1099 forms from working household members
* Head of household self-attestation

### Risk or Demographic Factors

**Definition and Documentation**

An enrolled youth must meet at least one of the demographic and/or risk factors listed in the first column of the chart below. Local program administrators should follow their own policy to determine that the enrolled youth meets the eligibility criteria for the corresponding risk or demographic factor. This policy may include the use of self-attestation and should also include reasonable attempts to verify these attestations. Reasonable attempts to verify each risk or demographic factor are included in the second column of the chart below.

|  |  |
| --- | --- |
| **Risk or Demographic Factor Definition** | **Sample Verification Documentation** |
| Member of the LGBTQ+ community – An individual who identifies as lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual or nonbinary. | * None needed
 |
| Person of Color- An individual who would select “Hispanic or Latino” as their ethnicity or any race other than “White” in response to U.S. Census demographic questions.  | * None needed
 |
| From a single-income household – An individual who lives in a household where there is only one source of income, typically from a single individual.  | * A signed letter from a parent verifying the child lives in a single income household
 |
| Experiencing housing insecurity-An individual who lacks stable, safe and affordable housing.  | * Written statement from an individual providing temporary residence
* Letter from shelter or EOHHS agency
 |
| Identifying as having a disability – An individual who identifies as having a disability, as defined by having a condition that makes it harder to do certain activities or interact within the world.  | * School records
* Medical records
* Observable condition
* Letter from social service agency
 |
| Involved with the justice system (e.g. DYS-committed; on juvenile probation, gang-involved or juvenile arrest) | * Court and police records
* Letter of parole
* Letter from probation officer or DYS caseworker
* Referral from community-based organization with proven capacity for servicing justice-impacted youth
 |
| Actively in foster care or having aged out of foster care | * Court documents or letter from EOHHS agency
 |
| A school stop-out – An individual who withdrew from high school prior to graduation.  | * School records such as grades or MCAS results
* Attendance/stop-out letter from school
* For out-of- school youth school records dated in the prior two years could be use as well as local assessment such as the TABE
 |
| A child of a single parent- An individual who lives with a parent who is unmarried, widowed, or divorced and not remarried.  | * A signed letter from a parent verifying the child lives in a single parent household
 |
| Having limited fluency in English – An individual who is not fluent in English and identifies their lack of fluency as a barrier to participating in work and learning.  | * School records
* Teacher or Community-Based- Organization referral
* Local assessment of English-language proficiency
 |
| Being a teen parent- An individual who became a parent before the age of 21.  | * Birth certificate
* School records
* Referral or letter from social services agency
 |

### Geographic Residence Requirements

**Definition**

Lead entities must target services to the priority cities, but any youth from the communities served by the workforce region who meet the eligibility guidelines may participate fully in the programming.There is no official limit to the amount of grant funds dedicated to serving eligible youth who reside outside of one of the priority cities.

**Documentation**

Local program administrators should follow their own policy to determine that the enrolled youth meets the eligibility criteria for geographic residence requirements. This policy may include the use of self-attestation and should also include reasonable attempts to verify these attestations. Reasonable attempts to verify residency may include:

* Review of driver’s license
* Documented address provided on W-2 or 1099

### Other Eligibility Notes

* Participants are not required to be enrolled in a secondary school to be eligible for the YouthWorks program.
* YouthWorks is a state subsidized youth employment program. While the placement of youth in job opportunities that are paid for by private-sector employers is a valuable local outcome, if the targeted YouthWorks city/workforce area does not partially subsidize the wages and/or stipends for youth, the youth should not be counted as YouthWorks participants. If the private-sector employer(s) pays the full wage or stipend for youth who are YouthWorks eligible, this amount can be applied toward the match requirement.

Resources

**Appendix 1:** Information Security Policy

**Appendix 2:** 2025 Poverty Guidelines for the 48 Contiguous United States

**Appendix 3:** Sample YouthWorks Eligibility Self-Attestation Form

**Appendix 4:** RFP References

# Appendix 1: Information Security Policy

**Background:** As part of Executive Order 504, the Governor has put into place a series of policies designed to safeguard the security, confidentiality, and integrity of public and personal data of the public. This includes information and data that is handled, collected, used, stored, processed, disposed, or disseminated in the process of providing services such as youth employment programs.

In its role as an agent of the Executive Office of Labor and Workforce development, CommCorp has developed and put policies and controls in place to provide reasonable assurance that security objectives are addressed. Our written information security policy is part of a comprehensive program that ensures that we:

* Collect quantity of personal information and data reasonably needed to accomplish legitimate purpose
* Securely store and protect personal information and data against unauthorized access, destruction, use, modification, disclosure, and loss
* Disclose personal information and data only on a need-to-know basis
* Destroy personal information personal information and data as soon as it is no longer needed or required to be maintained under state or federal law
* Address administrative, technical, and physical safeguards

Executive Order 504 mandates that the protection and confidentiality of personal information and data be incorporated into all CommCorp’s contractual agreements, including YouthWorks. Here is an overview of what constitutes personal and confidential information:

#### Personal Information

* Personal Information (PI) is defined in the Security Freezes and Notification of Data Breaches Statute (Massachusetts General Law 93H):
* Resident’s first name (or initial) and last name in combination with:
* Social Security Number (SSN)
* Driver’s License (or state issued I.D.) number; or
* Financial Account Number

#### Personal Data

Personal data under Fair Information Practices Act (FIPA) is defined as:

* Any information which, because of name, identifying number, mark, or description can be readily associated with an individual (except information that is contained within a public record.

#### Confidential Information

Confidential information is defined as:

* Personal financial information.
* Competitive information from organizations (applications or proposals for grants or financing).
* Information CommCorp’s clients deem to be confidential as part of contractual obligations.
* Wages and wage records for participants in programs administered by CommCorp.

**Local program administrators Responsibilities:** The implementation of CommCorp’s security policy requires that YouthWorks grantees take responsibility for meeting the standards of security and reasonably limiting access to youth participant files as well as securely maintaining administrative records for the required period.

**Why does CommCorp require social security numbers as part of its reporting program?**

CommCorp needs information about state-funded youth employment programs and individuals participating in such programs to report to the state on the effectiveness of the program and if programming targets are being met. It is also valuable to be able to understand whether program activities are affecting the future educational and employment trajectories of participants. **With SSN, we only require one variable to be able to conduct a wage record match, instead of having to send other assortments of name, DOB, and other personally-identifiable information (PII).**

Commonwealth Corporation takes the protection of SSN and other PII very seriously. Furthermore, CommCorp does not use social security numbers to report on individual youth participants; reports are produced for whole annual cohorts of program participants. Additional details regarding data security and confidentiality can be found in the Technical User Guide.

#### Confidentiality Reporting

Program operators must have all YouthWorks participants complete and sign the Confidentiality Statement and Release Form which can be found in the YouthWorks portal to ensure that participants have authorized the release of participant record data including SSNs. This information is used to support ongoing efforts to measure the impact of the YouthWorks program, including how many YW participants enter the labor market after their YW placements. Local program administrators must maintain this form as part of the youth file upon enrollment into the program.

#### Divisional Policies Governing Security and Confidentiality of Information Assets

|  |  |  |
| --- | --- | --- |
| **Description of Information Asset** | **Grantee Responsibilities** | **Records Retention****Requirements** |
| Intake forms and other information managed by local grantee to determine eligibility of youth to participate in YouthWorks program. Such forms are digital or paper files, and could include information that shows:* income level of youth or parents;
* authorization or permission forms;
* SSN or SASID of youth;
* enrollment status in partner program (DYS, DCF, TANF);
* ability status
 | Grantees must limit access to files by* keeping files in locked filing cabinets;
* providing technical assistance/training to all staff regarding their security obligations;
* obtaining signed agreements by all staff that they understand their security obligations.

Grantees that use program partners and other subcontractors shall require all such organizations to meet the standard of security. Grantees may not delegate or transfer security obligations to other subcontractors and remain legally responsible for compliance. | Grantees are required to maintain administrative records for a period of seven years.Grantees may transfer data to digital or microfilm format or scan into PDF format and destroy paper files three years from the date of final program service. |
| Local timesheet and payroll processing data that supports the award of wages and stipends to youth for program participation. Because of FICA and other tax issues, such payroll data necessarily includes a named individual and their SSN. | Grantees must limit access to files by* keeping files in locked filing cabinets;
* providing training to all staff regarding their security obligations;
* obtaining signed agreements by all staff that they understand their security obligations.

Grantees that use program partners and other subcontractors shall require all such organizations to meet the standard of security. Grantees may not delegate or transfer security obligations to other subcontractors and remain legally responsible for compliance. | Grantees are required to maintain payroll records for a period established by the IRS for tax reporting by employers and taxpayers (three full tax years). |
| Individual participant records on | * Grantees must take every possible precaution to safeguard PII and SSN of participants when collecting and preparing data for entry into the CC YouthWorks Hub.
* SSNs must only be accessible to a the minimum required number of local program managers.
 | * Local grantees shall complete all local data entry by a fixed deadline related to each annual
 |
| CommCorp’s CC YouthWorks Hub reporting database. | * Typical export files of youth records used for statistical or evaluative purposes may not include a full SSN.
* Grantees must only ever maintain the minimum amount of identifiable data as required by CommCorp.
* Whenever possible, grantees should avoid physically writing down and/or storing SSNs on any paperwork beyond what forms are required (e.g. application; for payroll purposes.)
 | program. After that date, CommCorp may remove access to the database.* Data files shall be retained according to the [Massachusetts Statewide Records Retention Schedule](https://www.sec.state.ma.us/divisions/public-records/download/MA_Statewide_Records_Schedule_updated2022-10-31.pdf), which is currently for seven years and thereafter destroyed.
* Where potential for long- term data matching exists, CommCorp may opt to maintain data files for longer than seven years.
 |

# Appendix 2: 2025 Poverty Guidelines

|  |
| --- |
| **2025 Poverty Guidelines for the 48 Contiguous United States** |
| **Family Size** |  | **Annual Income** |  | **Monthly Income** |
|  | **Poverty Level** | **200% Poverty Level** |  | **Poverty Level** | **200% Poverty Level** |
|  |  |  |  |  |  |  |
| 1 |   | $15,650.00  | $31,300.00 |   | $1,304.16 | $2,608.33 |
| 2 |   | $21,150.00  | $42,300.00 |   | $1,762.50 | $3,525.00 |
| 3 |   | $26,650.00  | $53,300.00  |   | $2,220.83 | $4,441.66 |
| 4 |   | $32,150.00 | $64,300.00 |   | $2,679.16 | $5,358.33 |
| 5 |   | $37,650 .00 | $75,300.00  |   | $3,137.50 | $6,275.00 |
| 6 |   | $43,150.00  | $86,300.00  |   | $3,595.83  | $7,191.66 |
| 7 |   | $48,650.00  | $97,300.00 |   | $4,054.16 | $8,108.33  |
| 8 |   | $54,150.00  | $108,300.00  |   | $4,512.50 | $9,025.00 |
| Each additional family member: |   | $5,500.00 | $11,000.00 |  | $458.33 | $916.66 |
|

|  |
| --- |
| **Note:** Poverty guidelines are updated periodically in the *Federal Register* by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. § 9902(2). The guidelines for 2025 went into effect as of January 15, 2025. The Federal Register notice was published January 17, 2025 and can be viewed at: [Federal Register : Annual Update of the HHS Poverty Guidelines](https://www.federalregister.gov/documents/2025/01/17/2025-01377/annual-update-of-the-hhs-poverty-guidelines) |

 |

# Appendix 3: Sample Self-Attestation Form

YouthWorks Eligibility Self-Attestation Form



**Eligibility Self-Attestation Form**

Applicant Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Birth: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* I certify that I and my household meet the income eligibility guidelines for the YouthWorks Program. Complete section A or B to provide support for this statement.
* I certify that I meet the eligibility guidelines of the YouthWorks Program, as an individual who identifies with one of the following categories and can provide documentation:
	+ Member of the LGBTQIA+ community
	+ Person of Color
	+ From a single-income household
	+ Experiencing housing insecurity
	+ Identifying as having a disability
	+ Involved with the justice system
	+ Actively in foster care or having aged out of foster care
	+ A high school stop-out
	+ A child of a single parent
	+ Having limited fluency in English
	+ Being a teen parent

**Section A:**

* I certify that prior to the COVID-19 pandemic, I received a free or reduced lunch benefit at my current school or recent.

Name of School: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section B:**

|  |  |  |  |
| --- | --- | --- | --- |
| **If you know, please initial the row of the chart below that describes your current household income.** | Number of People in my household | Annual Income **Less than:**  | Monthly Income **Less than:** |
|  | 1  | $31,300 | $2,608 |
|  | 2  | $42,300 | $3,525 |
|  | 3  | $53,300 | $4,441 |
|  | 4  | $64,300 | $5,358 |
|  | 5  | $75,300 | $6,275 |
|  | 6  | $86,300 | $7,191 |
|  | 7  | $97,300 | $8,108 |
|  | 8  | $108,300 | $9,025 |
| If you have over 8 people in your household, please complete the row below. |
| My Initials | Number of people in my household | Annual Income | Monthly Income |
|  |  |  |  |

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_

# Appendix 4: [RFP References](https://commcorp.org/resource/youthworks-rfp-py25-26-december-2024/)

|  |  |
| --- | --- |
| Topic | RFP Reference |
| Best Practices for Service-Based Learning | RFP – Page 18 |
| Best Practices for Work-Based Learning | RFP – Page 20 |
| Commitment to Participant Wage, Safe and Appropriate Working | RFP – Page 20 |
| Duration of Program Activities | RFP – Page 16 |
| Expanding Partnerships and Employer Engagement | RFP – Page 14 |
| Expectations for Grant Administration  | RFP – Page 35 |
| Invoice Payment Dates | RFP – Page 48 |
| Participation and Completion Requirements | RFP – Page 26 |
| Program and Resource Connections | RFP – Page 23 |
| Programmatic Elements  | RFP – Page 9 |
| Recruitment, Enrollment and Case Management | RFP – Page 16 |
| Signal Success | RFP – Page 21 |
| Utilization of Peer Leaders | RFP – Page 17 |
| YouthWorks Age, Stage and Path Model | RFP – Page 6 |
| YouthWorks Guidance on Stipends and Incentives | RFP- Page 47 |
| Youthworks P25-26 Allocation Table | RFP – Page 12 |

1. The YouthWorks Training & Events Calendar is always updated with new information. Please check the YouthWorks website frequently to stay abreast of what's happening throughout the year [↑](#footnote-ref-2)