



REQUEST FOR PROPOSALS

FOR

ALLIED HEALTHCARE CAREER PATHWAY PARTNERSHIP

ISSUED MARCH 1, 2010

Proposals must be received no later than 3:00 P.M.

Pacific Standard Time (PST)

April 9, 2010

NO EXCEPTIONS

San Diego Workforce Partnership, Inc.
3910 University Avenue, 4th Floor
San Diego, CA 92105
(619) 228-2900

TABLE OF CONTENTS

1.0 Solicitation Overview	4
1.1.....	Background 4
1.2.....	Workforce Investment Act 5
1.3.....	Amount of Funds Available 5
1.4.....	Population Served 6
1.5.....	Outcomes 6
A.....	Adult/Dislocated Worker Performance Measures 6
(i).....	Placement and Employment 6
(ii).....	Attainment of recognized Degree of Certificate 6
B.....	Youth Performance Measures 7
(i).....	Placement and Employment 7
(ii).....	Attainment of recognized Degree of Certificate 7
(iii).....	Literacy/Numeracy Gains 7
1.6.....	Criteria 7
1.7.....	Contract and Procurement Term 8
1.8.....	Eligibility for Submission of Proposals 8
1.9.....	RFP Release and Timeline 8
1.10.....	Bidders Conference 8
1.11.....	Access to RFP 8
1.12.....	Request for Qualifications 9
1.13.....	Ex-Parte Communication 9
1.14.....	RFP Process Questions and Addenda 9
2.0 Financial Plan and Budget Components	10
2.1.....	Leveraged Resources 10
2.2.....	Financial Management Structure 10
2.3.....	Budget Information 10
A.....	Form B- Budget Forms and Instructions 10
B.....	Cost Allocation Plan and Indirect cost rate Agreement 11
C.....	Administrative Costs 11
D.....	Respondent Program Costs 11
3.0 Needs Statement	12
A.....	Current Employment Demand Down 12
B.....	Healthcare Diversity 12
C.....	Career Pathways 12
D.....	Current Challenge 12
4.0 Statement of Work	13
4.1.....	Working with Individuals 13
A.....	Clear Pathways 13
B.....	Curriculum and instruction 13
C.....	Intensive Student Support 14
4.2.....	Working With Employers 14
4.3.....	Working Within Larger Systems 15
4.4.....	Other Requirements 15
A.....	Intake and Eligibility 15
B.....	Client Tracking 15
C.....	Technology Systems 16
5.0 Proposal Submittal Instructions and Content	17
5.1.....	Submittal Instructions 17

5.2.....Proposal Format and Content 17

A.....Proposal Cover and Affirmation Form 17

B..... Table of Contents 17

C..... Executive Summary 17

D..... Needs Statement 18

E..... Narrative 18

F..... Budget Forms 18

G..... Letters of Commitment 18

6.0 Narrative Questions 19

6.1..... Please Provide a One Page Executive Summary 19

6.2..... Needs Statement 19

6.3..... Service Design and Approach 19

A..... Career Pathway Partnership Overview 19

B..... Working with Individuals 19

C..... Working with Employers 20

D..... Working with Larger Systems 20

6.4..... Budget and Budget Narrative 20

7.0 Proposal Evaluation and Approval Process..... 21

7.1..... Evaluation 21

7.2..... Compliance Review 21

7.3..... Appeals Process and access to Evaluation Information 21

7.4..... Access to Score Sheets and Comments 22

7.5..... Board action 22

7.6..... Right to Cancel 22

7.7..... Restriction on Disclosure of Proposals 22

7.8..... Contract Negotiation/Term and Litigation Warranty 23

8.0 Attachments and Forms 24

8.1..... Attachments 24

8.2..... Forms 24

Attachments are separate documents to this RFP and may be downloaded from the Workforce Partnership’s website at www.sandiegatwork.com

1.0 SOLICITATION OVERVIEW

The San Diego Workforce Partnership, (SDWP) as a funder of the San Diego Workforce Funders Collaborative, (WFC) is releasing this Request for Proposals (RFP) for \$475,000 of WIA Adult/Dislocated Worker and WIA Youth funding in order to fund innovative and system-changing programs and stimulate private sector foundation involvement in workforce development. Funding shall be directed to inventive workforce development partnerships that lead to career pathways in Allied Health, as well as systems changes that support sustainable workforce programs.

This shall be done through implementing an Allied Healthcare Career Pathway Partnership that:

- **Addresses the workforce needs of healthcare employers;**
- **Addresses workers' needs for formal career pathways to good jobs through skill development and reduction of barriers to employment; and,**
- **Influences and informs systemic and policy change within the community college and workforce development systems.**

As defined by the WFC, and for the purpose of this RFP, an **Allied Healthcare Career Pathway Partnership (referred to as Career Pathway Partnership throughout this RFP)** is an industry sector partnership that collaborates with employers, community-based organizations and community college/public universities to develop career advancement opportunities for low- income, low skilled, dislocated workers and disconnected young people.

These Career Pathway Partnerships being described in this RFP differs from traditional workforce development programs in several important ways. In general, is has a dual customer orientation (employers and workers), engage employers and other partners in identifying workforce needs, and align funding from various sources. The intent is to build programs based on San Diego's healthcare industry needs, leading to strong involvement by employers. The solutions developed shall extend beyond training or education programs into the ways in which services are provided, and create programmatic improvements to systems or policies.

Public or non-profit universities and/or Community Colleges are mandatory partners, but need not be the lead fiscal agent when responding to this RFP. Other examples of possible applicants include, but are not limited to:

- Community colleges and/or public and non-profit universities,
- Economic development councils or corporations,
- Healthcare industry associations or non-profit healthcare providers,
- Chambers of commerce,
- Organized labor,
- Community based organizations, or,
- Some combination of the above.

1.1 Background

San Diego Workforce Partnership (SDWP)

The San Diego Workforce Partnership, Inc. has been in operation since 1974, when a joint powers agreement between the City and the County of San Diego created what is now a nonprofit public benefit corporation.

SDWP funds job training programs to meet the region's demand for qualified workers. The programs benefit local employers, unemployed and recently laid-off adults, and at risk youth ages 14 to 21. In addition, SDWP invests resources in studying and analyzing our local economy. These important findings, trends and labor market needs are highlighted in studies, community forums and on websites. In addition, SDWP is a major funder and partner of the WFC.

The San Diego Workforce Funders Collaborative (WFC)

The San Diego Workforce Funders Collaborative is a public/private coalition of philanthropic foundations, employers and public entities interested in expanding and coordinating funding for career education and workforce development efforts in San Diego County. The WFC is the sponsor of this RFP and will continue to direct funding towards this initiative.

Founded in 2006, the WFC is designed to strengthen and expand sectoral workforce development efforts and workforce partnerships in the San Diego area. WFC is working to identify the region’s workforce needs, create well-coordinated and well-financed solutions, and monitor regional success. The current WFC members are The California Endowment, San Diego Workforce Partnership, Lifetechnologies Corporation, Kaiser Permanente, the Gary and Mary West Foundation, the United Way of San Diego, The Girard Foundation, San Diego Regional Economic and Development Corporation, the State of California Employment Development Department, and San Diego Grantmakers. The WFC also received a 3-year grant from the National Fund for Workforce Solutions, a partnership of the Ford Foundation, U.S. Department of Labor, Annie E. Casey Foundation, and the Hitachi Foundation, to strengthen and expand local grantees.

1.2 Workforce Investment Act

The Workforce Investment Act (WIA) is the nation’s principal workforce development legislation. WIA provides funds for the employment and training needs of adults, dislocated workers and youth. Administered by the Department of Labor (DOL), it is one of the largest funding streams that support workforce development activities in San Diego County. For more information on the WIA and related information, see the following websites:

- DOL ETA <http://www.doleta.gov/usworkforce>
- WIA Regulations <http://www.doleta.gov/regs/statutes>

1.3 Amount of Funds Available

Funding Type	Amount
WIA Youth	\$225,000
WIA Adult/Dislocated Worker	\$250,000
Total	\$475,000

Contract awards are dependent on availability of funding at the time of contract negotiations.

Please note that these are two separate grant funding streams and successful bidders will be accountable to rules, regulations, and outcome measures according to each. It is the intent of the RFP to award ONE grant to an organization that has the capacity to meet the requirements of both WIA funding streams.

1.4 Population Served

Adult/Dislocated Workers

WIA eligible low-income adults and dislocated workers age 18 and older; [Click here](#) for more information.

Youth

Youth as for the purpose of this RFP are defines as disconnected low-income young people between the ages of 17 – 21. All youth must meet WIA Eligibility Requirements; [Click here](#) for more information.

Although one contract will be developed with the successful bidder, the two grants must be used separately to serve each respective population. Successful bidders must have proper accounting systems in place to track both funding streams and adhere to all federal rules and regulations.

1.5 Outcomes

At a minimum, Partnerships must ensure that programs are designed to achieve the following outcomes for the youth and dislocated worker populations.

Outcomes for Youth:

- Basic skills attainment (Literacy/Numeracy)
- Attainment of degree or recognized certificate
- Placement in employment or postsecondary education

Outcomes for Adult/Dislocated Workers:

- Placement in employment
- Attainment of a recognized degree or recognized certificate

The following includes the formulas used to calculate each Performance Measure and a recommended performance target. Performance targets specific to an individual program may be determined during contract negotiations.

Adult/Dislocated Worker Performance Measures

➤ Placement in Employment

- Recommended Minimum Performance Target = 85%
 - Number of individuals employed at Exit
 - Divided By
 - Number of individuals who Exit (complete the program)

➤ Attainment of Recognized Degree or Certificate

- Recommended Minimum Performance Target = 85%
 - Number of individuals who receive WIA-funded Training AND receive a Credential
 - Divided By
 - Number of individuals who receive WIA-funded Training
- This measure applies to those who have Exited (completed the program).

Youth Performance Measures

➤ Placement in Employment or Education

- Recommended Minimum Performance Target = 60%
- Of those who ARE NOT in employment or post-secondary education at enrollment:
 - # of youth participants who are in employment (including the military), post-secondary education, advanced training/occupational skills training, and/or qualified apprenticeship at exit
 - *Divided By*
 - # of youth participants who exit during the quarter

➤ Attainment of Degree or Certificate

- Recommended Minimum Performance Target = 40%
- Of those enrolled in education or training (at enrollment or at any point during the program):
 - # of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter
 - *Divided By*
 - # of youth participants who exit during the quarter

➤ Literacy/Numeracy Gains

- Recommended Minimum Performance Target = 40%
- Of those Youth who are basic skills deficient:
 - # of youth participants who increase one or more educational functioning levels
 - *Divided By*
 - # of youth participants who have completed a year in the program (i.e., one year from enrollment) plus the # of youth participants who exit before completing a year in the youth program
- This measure only applies to youth who are basic skills deficient at enrollment into the program.

1.6 Criteria

Proposals will be evaluated based upon responsiveness to this RFP and their ability to demonstrate the following:

- Responsiveness to the Scope of Work;
- Ability to meet required outcomes;
- Clearly defined partnerships with a community college, non-profit or public university partner;
- Partnership with employers that have a clearly defined role in the program;
- Ability to leverage funding specifically to off-set student seat or in classroom time costs;
- Demonstrated ability to meet outcomes;
- History of successful collaboration with other partners and stakeholders, particularly employers; and,
- Cost reasonableness.

1.7 Contract and Procurement Term

The period of contract performance will be June 1, 2010 through May 31, 2011. SDWP maintains an option to extend contracts for additional one-year terms up to three additional years after the initial first year, contingent upon need, demonstrated performance and availability of funds. SDWP also maintains the right to revoke or modify any and all contracts with appropriate board approval.

1.8 Eligibility for Submission of Proposals

SDWP is seeking proposals from employers, community-based organizations, nonprofit and public universities, community colleges, faith-based organizations, private training providers, and/or school districts from throughout San Diego County. Lead applicant will be responsible for the overall administration and coordination of the grant. Lead agencies are required to procure all subcontractors in accordance with WIA regulations. To be eligible as the lead applicant organizations must:

- Be a non-profit organization, a private for-profit organization, or a public education institution. [Click here](#) for Request for Qualifications.

1.9 RFP Release and Timeline

The RFP and all attachments will be available for download from the Workforce Partnership's website at www.sandiegowork.com/rfp. Look for the **Allied Healthcare Career Pathway Partnership** RFP in the "Contractor Resources" section on the home page of Workforce Partnership's homepage. The timeline is as follows:

- RFP Released.....March 1, 2010
- Bidder's Conference.....March 18, 2010
- Proposals Due.....April 9, 2010
- Evaluation of Proposals.....April 12 – 19, 2010
- Approval of Award Recommendations:
 - Workforce Investment Board.....May 13, 2010
 - San Diego Consortium Policy Board.....May 21, 2010
 - Program Implementation and Start-up.....June 1, 2010

1.10 Bidders Conference

An optional bidder's conference for potential applicants will be held on **March 18, 2010 at 2:00 p.m. – 4:00 p.m., at:**

San Diego Workforce Partnership
Metro Community Room
3910 University Ave, 3rd Floor
San Diego, CA 92105

The bidder's conference will provide a general overview of the Allied Healthcare Careers Pathways program, and will serve as a forum for potential bidders to ask questions. All questions and answers from the bidder's conference will be posted on the Workforce Partnership's website at www.sandiegowork.com/rfp. It is the responsibility of each bidder to check the website periodically for this information.

1.11 Access to RFP

The RFP along, with any addenda, notices or other pertinent information can be accessed on SDWP's website at www.sandiegowork.com/rfp. The RFP is also available for pick up at the reception desk at the San

Diego Workforce Partnership, 3910 University Ave., 4th Floor, San Diego, CA 92105, or by contacting Julie Benedict, Procurement Advisor at 619-228-2900.

1.12 Request for Qualifications

All bidders will be required to submit a Request for Qualifications (RFQ) to demonstrate fiscal and administrative capacity. The RFQ application can be downloaded from the SDWP website at www.sandiegowork.com/rfp and submitted on or before the proposal due date of April 9, 2010. All contract awards are contingent upon fiscal and administrative qualification and successful contract negotiation.

[Click here](#) for Request for Qualifications.

1.13 Ex-Parte Communication

SDWP will enforce the prohibition on *ex-parte* communication during this RFP process. The *ex-parte* communication prohibition restricts RFP bidders from contacting members of the San Diego Workforce Partnership Board, the Workforce Investment Board, the San Diego Consortium Policy Board, and/or the Sub-Committees of those boards including the Youth Council.

Note: Under NO circumstance may an individual who is part of the RFP evaluation committee collaborate or provide information regarding this RFP to any bidder.

1.14 RFP Process Questions & Addenda

Questions related to the RFP that arise after the Bidder's Conference must be submitted in writing via e-mail at SDWFC_RFP@workforce.org. Written responses to questions received by the SDWP will be posted within 72 hours on the website at www.sandiegowork.com/rfp. Only the responses posted on the website are considered clarifications to this RFP.

Written questions will be accepted through 5:00 p.m. PST, on, April 5, 2010. Phone calls and oral questions (with the exception of those recorded at the March 18, 2010 bidder's conference) **will NOT** be accepted. Furthermore, questions received after the above deadline will not be answered.

At the discretion of the Workforce Partnership, if it becomes necessary to revise any part of this RFP and addendum will be posted on the Workforce Partnership's website. Any clarification, including responses to questions raised at the bidder's conference, will become an addendum to this RFP. It is the responsibility of potential bidders to check the website frequently to remain informed about the procurement process, responses to questions, and other information.

2.0 FINANCIAL PLAN AND BUDGET COMPONENTS

2.1 Leveraged Resources

A cash match is not required under this RFP. However, the extent to which a contractor can show cash and/or in-kind match from non-WIA sources will be a factor in the evaluation process. The cash match may serve as another funding source for this program. These funds may be used to offset program operating costs.

Respondents providing a cash match shall include the source of the match and the amount of the match.

2.2 Financial Management Structure

Respondents are required to outline their financial management structure. This outline should include a description of the respondent's experience managing and accounting for state and federal funds as well as conducting self-monitoring for financial performance and compliance. Respondents are required to describe their financial infrastructure, including their ability to segregate funds in their accounting system. A brief description of the staff structure and internal control system in place should be included in the narrative. In the case of a collaborative partnership, this section must also identify the lead agency responsible for the financial activities of the collaborative and the related partner responsibilities.

2.3 Budget Information

This section contains guidelines to complete budget forms, cost allocation plan, indirect cost agreement, and reference materials regarding administrative vs. program costs.

- Respondents are required to complete and submit the entire budget documents included in Form B- Budget Forms and Instructions which are as follows.
 - **Expenditure Plan:** Projected monthly expenditures for all funding streams for the period of performance.
 - **Budget Detail Form:** Respondents are required to submit an overall line-item budget (e.g. personnel, non-personnel, contracts, indirect) that identify all proposed costs for this contract award. It should provide a high-level snapshot of the respondent's total budget. All costs should be identified as program or administrative costs. Funding amounts are listed in Section 1.2 *Amount of Funds Available*. No respondent should exceed the allocated amounts for Youth and Adult/Dislocated Worker funding streams.
 - **Personnel Detail Worksheet:** Personnel costs must identify each funded staff position, annualized salary, and percentage of annual time spent on the funding sources.
 - **In-kind Personnel Detail Worksheet:** All personnel costs provided as in-kind contribution will be listed on this form following the similar guidelines as for the Personnel Detail Worksheet.
 - **Budget Narrative:** Each respondent is required to submit a complete "Budget Narrative Form" that justifies the need for all costs built into the "Budget Detail Form". Personnel cost narrative should include staff positions, their responsibilities and time spent (FTEs) on this contract. Non-personnel costs should also be further outlined into specific line items (such as supplies, equipment, repairs, and mileage). Sub-contractor costs should identify the subcontractor, the service to be provided, and the cost structure. The narrative shall include a description of the in-kind contribution and the ways in which it will maximize program funds.

➤ **Cost Allocation Plan and Indirect Cost Rate Agreement**

The respondent should submit a cost allocation plan describing the methodology that will be used to prorate common operating costs. Examples of common operating costs are infrastructure costs (e.g. rent and copier machines), as well as personnel (e.g. receptionist, fiscal staff, senior management) providing benefits to multiple funding sources. Furthermore, the estimated amounts derived from the proposed methodology should be allocated to each budget line item by funding source. All costs should be identified as program or administrative costs.

Total indirect and profit line items (when considered in aggregate) should not exceed 15 percent of a respondent's budget. The extent to which a respondent can meet performance objectives while minimizing indirect and profit costs will be a factor in the evaluation process. Any indirect costs budgeted must be supported by an indirect cost rate agreement with a federal or state cognizant agency. If a respondent does not have an approved indirect rate but wishes to include indirect costs in its proposal, it must submit all relevant financial information that outlines how the indirect rate and costs were determined and future steps for required approval by the relevant cognizant agency. If the respondent is not required to obtain an indirect rate, then the cost allocation plan must include the methodology describing how common operating costs are distributed to the different funding sources. For more information in preparing indirect cost rate agreements, please reference the "Guide for Indirect Cost Rate Determination" issued by U.S. Department of Labor, Office of Cost Determination issued in November 2006. For-Profit organizations should also reference "48 CFR Chapter 1, Part 31."

➤ **Administrative vs. Program Costs**

The Workforce Investment Act (WIA) identifies two cost categories: administrative and program costs. Administrative costs are those related, required, and incurred for official business in carrying out administrative activities or associated with performing the overall general administrative and management functions and coordination of those functions under WIA Title I. The costs are formally described in Code of Federal Regulations, Chapter 20, Section 667, Parts 200 and 220 (http://www.dol.gov/dol/allcfr/Title_20/Part_667/20CFR667.220.htm). **Respondents may not exceed the cap of five (5) percent on administrative costs.** For more information on administrative and program costs, refer to "20CFR, Section 667.200 and 220." All respondents should follow this rule when classifying budget costs as administrative or program costs. Administrative costs can be any combination of personnel and non-personnel costs and direct and indirect costs.

➤ **Respondent Program Costs**

All allowable costs not classified as administrative costs are program costs. Program costs can be any combination of personnel and non-personnel costs and direct and indirect costs. All subcontractor costs are defined as program costs. Personnel and related non-personnel costs for staff that perform any of the administrative functions specified in the administrative costs section, as well as programmatic services or activities, are to be allocated between administrative costs and program costs according to the function performed. This allocation should be based on documented distributions of actual time worked, or through other equitable and allowable cost allocation methods, and documented in a cost allocation plan.

3.0 NEEDS STATEMENT

In these difficult economic times, an important sector stands out as a growing opportunity for living wage employment – healthcare. As the baby boom generation ages, there will be both an exodus from the healthcare labor force of mature workers, and a growing need for healthcare services. Recent reports¹ have indicated that this market for healthcare labor has tightened; however, current five year projections show robust growth in virtually every healthcare-related occupation.

- **Current Employment Demand Down.** Until the recession of 2008-2009 hit the San Diego County region, allied healthcare and nursing occupations were in very high demand. Three significant factors have contributed to a current decline in the availability of healthcare employment. First, because of the recession, many workers put off retirement or returned to part-time positions creating an over-supply of healthcare workers at a time when unemployment was at an all-time high. Second, the healthcare industry had significant payroll cutbacks and layoffs in response to the economic downturn. Finally, for many healthcare positions, on-the-job experience is required; yet, for many newly graduated healthcare workers, the hands-on experience that would make them eligible for placement simply did not exist.
- **Healthcare Diversity.** According to the American Journal of Psychiatry², as well as many other sources, healthcare service delivery varies significantly by ethnicity and language background. In addition, wage disparities, high school graduation rates, and employment levels are all significantly correlated with race and ethnicity; with African Americans and Latinos faring worse on every measure. Therefore, there is a need to improve culturally competent healthcare workforce development programs to provide access to those for whom traditional pathways have been blocked.
- **Career Pathways.** Healthcare careers are high-wage jobs with clear pathways from entry-level technicians or administrative assistants to doctors, senior administrators and senior nurses. These careers also offer an opportunity for people with Spanish language and cultural backgrounds, as well as members of under-served ethnic groups to help level the quality and access to services that more privileged members of our community are used to.
- **Current Challenge.** Currently there is an over-supply of healthcare workers in San Diego County. Additionally, there are many workers who have recently graduated from training programs searching for practical experience. Yet, the current situation will differ greatly from the picture over the next ten years. However, recent projections by EMSI³ starting in the 4th quarter of 2009 and projecting out to 2015 show predicted double-digit growth in most healthcare occupations. Clearly, there is a continued need for training and a short-term need for meaningful work experience as positions open up.

A further challenge is that many training programs for the occupations above are impacted due to budget cuts and a shortage of qualified instructors. Indeed the barriers to enter into these occupations in the short term are significant. The question is: *what can we as a region do to prepare for the coming shortages?* Some examples of needed interventions might be creating preceptor positions to supervise new hires, working with healthcare providers to clearly delineate career pathways and the training needed, working with educators to ensure that the training accurately provides the skills needed by employers, or bringing employers together into a learning community to share best practices and solve mutual problems.

¹ Jordan, Philip (April, 2009) Environmental Scan Allied Health Occupations, San Diego and Imperial Region, Center of Excellence, Cuyamaca College.

² <http://ajp.psychiatryonline.org/cgi/reprint/164/8/1173.pdf>

³ <http://www.economicmodeling.com/>

4.0 STATEMENT OF WORK

Successful bidders shall demonstrate they have the identified partners whom have a deep knowledge of the healthcare industry—both of employers and workers. They must demonstrate a commitment to improving employment for disconnected youth and dislocated workers. Successful bidders must be committed to promoting systemic change that benefits workers, their employers, and the San Diego community.

Successful bidders must demonstrate their strategies on the following fronts:

- **Working with individuals**--assisting dislocated workers, low- income adults, disconnected youth, and to gain the education, skills, and career awareness to obtain employment in the allied healthcare field.
- **Working with employers**--demonstrating how to help employers address skill shortages and improve employment conditions to retain and advance their low-wage workforce.
- **Working within larger systems**--acting as change agents that introduce and seek to institutionalize new practices with their employer partners' organizations, in the workforce development delivery network, and in the healthcare industry sector.

4.1 Working with Individuals

The Career Pathway Partnership must be designed to meet the needs of disconnected youth and dislocated workers, who need assistance in overcoming the unique challenges they face in terms of enrolling in and completing postsecondary training. The challenges these “non-traditional” students face include:

- Adequate career counseling;
- Training programs that are not directly connected to real job opportunities;
- The need for extensive remedial coursework to prepare for college credit courses;
- Convenient course locations and scheduling;
- Adequate academic advising, monitoring, and support services;
- Adequate access to financial aid to make tuition affordable; and
- Adequate access to support services such as child care and transportation, which are critical to helping working adults balance the responsibilities of school, family, and work.

Therefore, Career Pathway Partnerships must address the following program components:

- **Clear Pathways of Continuing Training and Employment.** This is the defining characteristic of best practice career pathways programs nationwide. Career pathways can be structured as certificates embedded within two-year degree programs.
 - Career pathways must be clear and apparent to participants. There should be apparent road maps showing the connections among education and training, jobs at different skill levels, and routes of career progression through skill building.
 - The Career Pathway Partnership shall offer curriculum with clear stepping stones, and when feasible have embedded certificates. Each stepping stone shall enable the learner to move toward increased skills and marketable credentials.
 - There must be clear links to opportunities to increase skills, competencies, and credentials that will increase income potential.
- **Curriculum and Instruction Innovations.** A second key design component is curriculum innovations. This includes curriculum that is:
 - Competency-based, tied to employer needs and industry skill standards in the allied healthcare industry sector.
 - Structured in cohorts or learning communities. Students in learning communities or student cohorts shall take linked courses together to provide mutual support and encouragement.

- Offers tangible rewards for learning. The curriculum shall be designed in conjunction with employers so that each step in the pathway increases skills and improves learners' career and earning opportunities.
- Offers the delivery of curricula through sequential courses offering manageable increments of skill-building.
- Includes flexible course formats offering training at times and places and by means convenient for both unemployed and working individuals.
- Ideally there shall be easy course credit portability across programs and institutions, for seamless progression along a career path curriculum supported by multiple training providers.
- Education and training that is contextualized to the industry and cognizant of employer needs and skill standards.
- Offers work-based experience and internships.

➤ **Intensive Student Support Services.** The delivery of intensive student support services is the third key design component. The Career Pathway Partnership shall offer a holistic approach to career advancement that integrates wraparound supports, such as peer mentoring, career coaching, case management services, access to support services, financial literacy and asset development services. These services shall begin with the recruitment of students and continue through job placement and retention. Services shall include:

- Case management,
- Facilitated intentional career counseling,
- Life skills training,
- Job readiness instruction,
- Digital/computer literacy and job search and placement assistance,
- Transition services and outreach to emerging workforce from secondary education,
- Mentoring,
- Individualized educational opportunities, and,
- Remedial education interventions.

The above described framework and program elements are essential for connecting workforce education, training and related services. Such a framework can make it easier for individuals, particularly low-skill and low-wage adults and out-of-school youth, to advance over time to higher levels of education and employment.

Partnerships must identify how they will work with existing [One-Stop Career Centers](#) and existing youth providers to recruit and enroll dislocated workers and disconnected youth.

4.2 Working with Employers

An Allied Healthcare Career Partnership as this RFP is describing, shall embody a dual customer approach, therefore Partnership's must have a close relationship with employers and the healthcare industry. Industry partners help align program content with industry requirements and, whenever possible, link curricula to industry skill standards, licensing and certification requirements.

There must be a strong commitment from the employer staff; this includes time as well as other resources. Successful bidders must be able to demonstrate this commitment in the proposal. There must be a clear link to the employers' need and the program design. The Career Pathway Partnership must also demonstrate how they will continue to involve employers to ensure their workforce development needs and continuously met. Employers must be involved in, or offer the following:

- An active employer advisory council;

- Assist in identifying needs for positions, retention, and skills gaps;
- Curriculum development and instruction;
- Potential for paid internships; and
- Jobs for participants.

4.3 Working within Larger Systems

Systems change may occur in any of the following three key areas:

- Changing Industry Practices
- Better Employer/Educator Connection
- Policy Change

Successful bidders must be willing to commit to working with the Workforce Funders Collaborative as a part of ongoing evaluation and systems change work. This work may require working with identified outside consultants and agencies that are funded through the WFC.

Examples of systems change that may be addressed:

- Providing additional sections of core allied health courses through new innovative and cost effective ways;
- Collaboration with employers;
- Adopting innovative approaches to assist displaced and disadvantaged workers to fill employment gaps;
- Exploring creative solutions to barriers in program development, such as issues around clinical placement and developing apprenticeship programs;
- Identifying and analyzing specific employer challenges in preparing their low-skilled workers to fill mid-skill level jobs where employers are experiencing labor shortages;
- Translating employer competency requirements into curricula and program designs that develop appropriate skills among low-skilled workers and job seekers;
- Helping employers to provide career advancement opportunities for low-skilled workers who participate in skill and wage-advancement plans for mid-skill-level jobs; and,
- Helping employers to adopt human resource practices that support the retention and advancement of entry-level and/or culturally diverse workers.

4.4 Other Requirements

The following details WIA or local process requirements related to direct service delivery and operational oversight of programs funded by SDWP through the WFC. SDWP will provide technical assistance and training on these processes to all successful bidders and their staff prior to contract execution and on an on-going basis.

- **Intake and Eligibility.** Under the WIA legislation for federal funding, all participants must meet WIA eligibility for Youth and Dislocated Workers. Certification of eligibility for any WIA funded programs must be completed prior to enrollment. Certification includes low-income determination, documentation of legal immigration or citizenship status, Selective Service registration for males 18 years of age and older as well as barrier criteria meeting federal and local guidelines. SDWP will provide technical assistance to the successful on the certification process to determine eligibility.
- **Client Tracking (Customer Information Services Reporting System (CISRS)).** Successful bidders will be required to utilize the SDWP's data management system, Customer Information Services Reporting System (CISRS), in accordance with the Workforce Partnership's Operations Manual. This includes the entry of individual participant data such as eligibility determination, demographics,

activities, case notes and outcomes data. Timely data entry is required and must be entered within three (3) days after the date of any individual activity. SDWP will conduct on-going monitoring to evaluate the contractor's use of CISRS. Failure to comply with the required use of CISRS will result in corrective action and may result in the contract being terminated. SDWP will provide technical assistance on CISRS to successful bidder.

➤ **Technology System Requirements.** SDWP has technology system requirements detailed below. Provisions for the appropriate hardware and software can be included in the budget for this RFP. At a minimum, contractors must have the following:

- MS Windows 2000 or XP Professional (recommended)
- MS Office Professional Version 2000 or higher (recommended)
- Adobe Acrobat Reader Version 5 or higher (recommended)
- Internet access with Explorer 6.0 and a minimum cable DSL modem (required)
- Symantec Anti-Virus (Recommended)
- Individual E-mail accounts for staff working on the proposed project, and
- Recommended specification: (recommended)
 - Processor: Pentium IV 2.0 GHz (Compaq or Dell)
 - Memory: 512 MB
 - Hard Drive: 40.0 GB or larger
 - Floppy Disk: 3.5" 1.44 MB
 - CD ROM/DVD: 48X or higher.

5.0 PROPOSAL SUBMITTAL INSTRUCTIONS AND CONTENT

5.1 Submittal Instructions

SDWP must receive the proposal marked “(Name of Lead Applicant) Allied Healthcare Career Pathway Partnerships RFP” **no later than April 9th, 2010 at 3:00 P.M. PST.** Submit one (1) proposal with original signature, along with seven (7) copies, of the entire proposal package proposal to:

**San Diego Workforce Partnership
Attn: Julie Benedict
3910 University Avenue, Suite 400
San Diego, CA 92105**

**Please forward an electronic copy of the entire proposal to
SDWFC_RFP@workforce.org as well.**

Persons who hand delivers a proposal will be issued a “Notice of Receipt of Proposal” indicating the date, time and number of proposals submitted. If a commercial carrier (FedEx, UPS, or USPS) is used to submit a proposal, it is the responsibility of the bidder to ensure that they receive a receipt of delivery from the commercial carrier. **LATE PROPOSALS WILL NOT BE ACCEPTED UNDER ANY CIRCUMSTANCES.** No incomplete, faxed, or strictly e-mailed proposals will be considered.

5.2 Proposal Format and Content

Bidders shall submit their proposal in the format described below:

- Font size: 12-point;
- Font style: Times New Roman;
- Margins: At least 1-inch (on sides of document);
- Pages: Single-sided;
- Page numbering: Centered at the bottom of each page; and,
- Narrative must include question numbers.

The proposal should consist of the following information in this prescribed order:

➤ **Proposal Cover and Affirmation Form**

Complete Form A, Proposal Cover and Affirmation Form.

➤ **Table of Contents**

Include a table of contents that shows a clear identification of the material in the proposal by section and by page number.

➤ **Executive Summary**

Not to exceed one (1) page. In the executive summary please detail:

- 1) The history and the mission of the organization,
- 2) A description of how the proposed program is in alignment with the organization’s primary mission and goals,
- 3) An overview of the program partnership between the lead agency and any collaborative stakeholders, if any.

- **Needs Statement.**
Please provide a statement of need that is no more than two (2) pages. Please include the allied healthcare occupations that will be addressed. Include all relevant data and labor market information.
- **Narrative.**
Bidders shall provide a program narrative not to exceed twenty (20) pages. **See Section 6.0 for narrative questions.**
- **Budget Forms.**
Complete Form B – Budget Forms. (Please complete budget summary, budget detail, and a budget narrative.) Budget narrative must be completed on a separate MS Word document. See section 3.0 for instructions and more information.
- **Letters of Commitment.**
Please provide letters of commitment from your collaborative stakeholders identified in the narrative. Although representatives from all partners and/or stakeholders may not be identified at the time of this application, bidders will need to clearly outline the process to engage key stakeholders in the narrative.

6.0 NARRATIVE QUESTIONS

Narrative response to the questions in Section 7.3 may not exceed twenty (20) single spaced pages. Include question numbers.

6.1 Please Provide a One-Page Executive Summary: (10 Points)

The executive summary shall provide a brief overview of the proposal not to exceed one (1) page. In the executive summary please detail: 1) the history and the mission of the organization, 2) a description of how the proposed program is in alignment with the organization's primary mission and goals, 3) an overview of the program partnership between the lead agency and any collaborative stakeholders, if any.

6.2 Needs Statement: (20 Points)

Please provide a statement of need that is no more than 2 pages. Please include the allied healthcare occupations that will be addressed. Include all relevant data and labor market information.

6.3 Service Design and Approach: (50 Points)

Career Pathway Partnership Overview

1. Please provide an overview of the Career Pathway Partnership. Please include/describe:
 - a. What occupation or occupations will the Career Pathway Partnership address? What are the certifications participants will achieve?
 - b. Please describe all partners. Clearly articulate roles and responsibilities.
 - c. Include MOUs and/or Letters of Support. (MOUs will not be counted in 20pg limit)
 - d. Describe communication methods between partners.

Working with Individuals

1. Describe the Career Pathway overall strategy /philosophy for working with individuals.
 - a. Provide a flow chart of the career pathway. (not included in the 20pg limit)
 - b. Describe how you will ensure career pathways are clear to participants.
 - i. Explain the outreach, recruitment and enrollment process. How will the eligibility process be conducted? How will the work with existing [One-Stop Career Centers](#), and existing youth providers?
 - ii. How many participants will be in each cohort?
 - iii. How will the students be recruited and screened?
 - iv. What assessments will be used?
 - v. How long will it take each cohort to complete the full curriculum and obtain a certificate?
 - c. Describe how the curriculum will be offered? What are the specific stepping stones or modules? What days/times will classes be offered?
 - d. Describe any curriculum and instruction innovations the have or will develop.
 - e. Describe any work-based and/or internship opportunities that the Career Pathway Partnership will provide? Will these be paid or unpaid?
 - f. Please describe the Career Pathway Partnership case management model.
 - g. How will the Career Pathway Partnership address the needs of differing populations such as dislocated workers and youth?
 - h. Describe the Career Pathway Partnership's model of facilitated career counseling?
 - i. Describe the work readiness instruction that will be provided.
 - j. How will the Career Pathway Partnership connect to secondary education?

- k. How will remedial education be addressed?

Working with Employers

2. Please describe the Career Pathway Partnership's overall strategy for working with employer partners. Be specific in naming partners.
 - a. How will the Career Pathway Partnership address the following – employer advisory councils, employer paid internships, placement opportunities, and involvement in curriculum development and instruction?
 - b. Please describe how the Career Pathway Partnership will continue to maintain these partnerships and obtain employer feedback.
 - c. How will employers be involved in curriculum development and instruction?
 - d. Describe the mechanism the Career Pathway Partnership will use to ensure the instruction continues to meet employer needs.

Working with Larger Systems

3. Please describe the strategy to address system change.
 - a. How will the Career Pathway Partnership prepare and ensure that the WFC is a part of on-going systems change and capacity building work?
 - b. Please include a description of services, programs, wrap around services, and/or any capacity building needs the Career Pathway Partnership will need in order to be successful? (examples may include: internship wages, staff development, funding for partner convenings or additional supportive services) Include estimated costs on a separate spreadsheet. (not to be included in 20 page limit)
 - c. Please describe any barriers that the Career Pathway Partnership has come across – or anticipates in implementing the program? How can the WFC best support the Career Pathway Partnership to assist in overcoming and barriers to ensure success?

6.4 Budget and Budget Narrative (20 Points) Not Counted In the Narrative Total Pages

1. Complete Form B – Budget Forms and Instructions.
2. Identify the name and contact information for the staff person who may be contacted for any questions regarding your budget submission.

Bidders recommended for a contract, will be required to submit supporting documentation for each budget line item during contract negotiation. Applicable support documentation may include:

- Current lease agreements;
- Personnel policies;
- Approved staff salary ranges;
- An organization chart covering all positions;
- Cost allocated against the recommended funds;
- Detailed job descriptions; and,
- A copy of your current federally approved Indirect Cost Rate approval letter if budgeted Indirect costs.

**Please do not submit these with the proposal.*

7.0 PROPOSAL EVALUATION AND APPROVAL PROCESS

7.1 Evaluation

Based on the evaluation criteria set forth herein, an evaluation panel of SDWP staff, WFC members, and subject matter experts, will evaluate and rank the proposals. Bidders will be notified of the review panel's recommendations according to the RFP Timeline.

Proposals will be evaluated on how well they demonstrate that they meet the criteria listed in section 1.6 and are able to provide the services as described in the **Scope of Work** section 4.0. A review panel will score and rank all proposals based upon the following weighted sections totaling **100 points**:

<u>Proposal Section</u>	<u>Point Value</u>
<input type="checkbox"/> Executive Summary	10
<input type="checkbox"/> Statement of Need	20
<input type="checkbox"/> Service Design and Approach	50
<input type="checkbox"/> Budget and Cost Reasonableness	20
TOTAL POINTS	100

7.2 Compliance Review

Upon receipt of proposals, staff will review submitted proposals for completeness and technical compliance with the terms and conditions of the RFP. Incomplete proposals or those clearly found to be inconsistent with legal, regulatory, or RFP requirements will be eliminated.

7.3 Appeals Process & Access to Evaluation Information

The information below outlines the appeals process and procedure to access evaluation information.

Valid criteria for an appeal for a violation of the one of the following:

- The procurement process as outlined by RFP; and/or,
- Federal and/or SDWP procurement guidelines.

An appeal would not be allowed:

- To contest scores, rating system, or dissatisfaction with the evaluation results unless there is a violation of the process; or,
- By those other than RFP bidders.

The appeals process shall consist of the following steps:

- A written letter of appeal shall be delivered to San Diego Workforce Partnership's Chief Operating Officer;
- The written appeal shall specify evidence for appeal;
- The written appeal must be received by SDWP within five (5) business days from the date when the RFP recommendation is publicly posted on SDWP's website and/or other means of communication with bidder;
- SDWP shall have 72 hours to determine if the criteria for an appeal are met and to respond to a written appeal;

- A valid appeal would be brought through the same recommendation/governance structure as referenced in the RFP for approval of contract awards and presented along with options to address the appeal as developed by SDWP staff; and
- Final resolution of a valid appeal shall end with the San Diego Consortium Policy Board.

7.4 Access to Score Sheets and Comments

Individual score sheets and comments used during the evaluation process will be provided in the form of summaries as prepared by SDWP staff. Actual individual scores sheets will not be disclosed. These summaries will be provided to applicants of the RFP who submit a written request. Requests for this information shall be responded to within ten (10) business days of the Policy Board reviewing the final contract recommendations and any appeals submitted. The purpose for releasing this information is for technical assistance and continuous improvement and not for purpose of an appeal.

7.5 Board Action

The evaluation panel's recommendation will be made to the boards according to the RFP Timeline referenced herein. These dates are subject to change at SDWP's discretion. These Boards will make the final selection of awardees based upon the review panel's recommendations.

7.6 Right to Cancel

SDWP reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. SDWP also reserves the right to modify the RFP process and timeline as deemed necessary.

This RFP does not commit SDWP to accept any proposal, nor is SDWP's responsible for any costs incurred by the Bidder's in the preparation of responses to this RFP.

SDWP reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal, and to award the contracts in whole or in part as is deemed to be in the best interest of the Workforce Partnership. SDWP reserves the right to negotiate with any bidder after proposals are reviewed, if such action is deemed to be in the best interest of the Workforce Partnership.

7.7 Restriction on Disclosure of Proposals

Confidential Information: Any information deemed confidential or proprietary should be clearly identified by bidder as such. Such confidential information will be protected and treated with confidentiality only to the extent permitted by state law. Information not protectable by state law will be considered a public record. Any data to be returned should be so marked and will be returned if not essential to the proposal or contract record.

Proposal(s) will be received and maintained consistent with the California Public Records Act. In general, proposal(s) will be exempt from disclosure until the evaluation and selection process has been completed.

Bidders should be aware, however, that SDWP is required by law to make its records available for public inspection and copying, with certain exceptions (see California Public Records Act, Government code Section 6250, et. seq.).

7.8 Contract Negotiation/Terms and Litigation Warranty

The initial term of the contract shall be for a period beginning June 1, 2010 and ending June 30, 2011, with the option of extending contracts for additional one-year terms up to three additional years, contingent upon need, demonstrated performance and availability of funds. All bidders shall designate an authorized negotiator. This designated person must be empowered to make binding commitments for the successful bidder and their subcontractors, if any.

SDWP reserves the right to negotiate the final terms of the contract with the successful bidders. Items that may be negotiated include, but are not limited to, the scope of work, the staff as proposed, the implementation schedule, and final award amount.

This RFP, any addenda, and the bidder's response shall become part of the contract agreement between SDWP and the bidder. The bidder shall indicate in its proposal any exceptions in regards to contractual terms and conditions found in attachment, Contract General Provisions, or to any of the contents of this RFP. Contract terms required by the bidder must be included or attached to the bidder's proposal.

8.0 ATTACHMENTS AND FORMS

Attachments are separate documents to this RFP and may be downloaded from SDWP's website www.sandiegocounty.gov/rfp.

8.1 Attachments

- Attachment C: Glossary of Terms
- Attachment D: [Contract General Provisions](#)
- [Eligibility Requirements](#)

8.2 Forms

- Form A: Proposal Cover and Affirmation Form
- Form B: Budget Forms

It is important that Bidder's are informed of the federal, local and technical process requirements related to direct service delivery and operational oversight of programs funded by SDWP through the WFC. SDWP will provide technical assistance and training on these processes to all successful Bidders' and their staff prior to contract execution and on an on-going basis.