

**SAN DIEGO
WORKFORCE
PARTNERSHIP[®]**

**REQUEST FOR PROPOSAL
FOR
YOUTH CASE MANAGEMENT SERVICES
ISSUED MAY 19, 2014**

**Proposal must be received no later than
12:00 P.M. Pacific Daylight Time (PDT)
June 13, 2014**

ABSOLUTELY NO EXCEPTIONS

An Equal Opportunity Employer
Auxiliary Aids and Services are Available upon Request
to Individuals with Disabilities

**YOUTH CASE MANAGEMENT SERVICES
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**NOTIFICATION OF REQUEST FOR PROPOSALS
FOR
YOUTH CASE MANAGEMENT SERVICES
MAY 19, 2014**

1.0 REQUEST FOR PROPOSALS INTRODUCTION

The San Diego Workforce Partnership, Inc. (SDWP) is issuing this Request for Proposals (RFP) to interested and qualified applicants with experience in providing comprehensive case management services for youth ages 16-21. The purpose of this request is to procure one (1) provider for twenty-three (23) months with the option to extend the contract twelve (12) additional months based on need, performance, and funding availability. The period of performance for the agreement to be awarded is twenty-three (23) months beginning August 1, 2014 and ending June 30, 2016. Respondents are invited to submit a proposal in accordance with the instructions indicated in this RFP.

1.1 Solicitation

SDWP, guided by the Youth Council, is soliciting proposals from qualified organizations to direct federal Department of Labor (DOL) Workforce Investment Act (WIA) Title I Youth funds towards intensive case management services to WIA eligible youth, ages 16-21 in the City of San Diego's Metro Region, specifically in the Lincoln Park, Colina del Sol, and Stockton/Logan neighborhoods. These target neighborhoods are identified based on specific youth data (youth unemployment rate, high school attendance and graduation rates, teen birth rates, foster care involvement, and number of youth on probation). A "heat mapping" process conducted by the San Diego Youth Development Office (YDO) identified the highest concentration of youth in the categories above. The following link identifies the boundaries of the neighborhoods to be served based on the heat mapping criteria:

<http://www.arcgis.com/apps/OnePane/basicviewer/index.html?appid=3dbf38054f094aa8b27dfafa1269e3b8>

Also factored into the decision on which neighborhoods to focus this pilot, is the presence of existing "assets/investments" that could be leveraged to provide services for youth. These neighborhoods are also the focus of the PATHWAYS Initiative.

It is the intent of this RFP that the funded proposer will coordinate with San Diego Unified School District's (SDUSD) Dropout Recovery Program Check & Connect and PATHWAYS initiative in implementing a shared strategy to provide re-engagement services to youth who are at-severe risk of dropout or who have dropped out of school. SDWP will leverage WIA Youth funds to provide the case management and intensive wrap-around services that will support a youth's successful re-engagement and transition to educational and/or occupational skills training. SDUSD has committed to leverage school district staff to create a systemic approach to dropout recovery and transition services.

The funded proposer will partner with SDUSD to expand their dropout recovery efforts and enhance supports provided to those students who are at severe risk of dropout due to chronic absences, credit deficiency, low reading and math skills and English language proficiency. Utilizing the national best practice model – Check & Connect – SDUSD funds staff positions to provide extensive academic coaching and mentoring to the youth “enrolled” in the reengagement center.

Programs should address both education and workforce development strategies through a career pathway model that connects classroom experience to real life work activities and prepares youth for ongoing education, long-term careers, as well as entry into the workplace. Programs should be designed to provide seamless pathways to General Educational Development (GED) Certificate/ High School Diploma, postsecondary education and training. It is expected that all youth will complete a program in their chosen interest area that results in completion of an industry-recognized certificate, diploma and/or postsecondary degree that is a part of their long term career goals.

Programs should address the needs of youth who may have multiple barriers such as but not limited to: homelessness, pregnant or parenting, former foster care youth, gang-involved, and adjudicated youth. These youth may access meaningful careers through multiple pathways such as contextualized basic skills bridge programs, adult education, and similar short-term certification programs.

SDWP hereby solicits proposals using a competitive bid process to select a contractor for the purposes of providing wrap-around/intensive case management services from:

- For profit organizations
- Non-profit organizations;
- Public agencies; and/or
- A collaboration of these organizations.

A consortium, joint venture, or collaboration of organizations with complementary skills and experience is permitted to respond to this RFP, however, the proposal must clearly demonstrate that all contractual responsibility rests solely with one legal entity and that the proposed arrangement would enable the Respondent to furnish efficient quality for SDWP. Respondents will be required to procure any sub-contracted partners detailed in their proposal. See Section 6.5 Subcontractors.

Agencies that have not previously been awarded a WIA contract but have managed other federal, state, or local funds to deliver a similar program design, population served, and have participated in a collaborative service delivery approach are encouraged to apply.

This RFP contains the requirements that Respondents must meet in order to submit a responsive proposal. A responsive proposal is one that complies with all format and content requirements of the RFP. This RFP provides information regarding the format in which proposals must be submitted, the requirements that must be met to be eligible for consideration, the respondents’ responsibilities, and the documents that must be included.

SDWP is committed to equal opportunity in its contracting process.

1.2 Estimated Funding

Funding in the amount of \$900,000 is available through WIA Title 1 Youth Funding. SDWP will award one contract to deliver wrap-around/intensive case management services in the metro San Diego region, in partnership with SDUSD, over a twenty-three month period with an option to extend for an additional twelve (12) months based on need, performance and funding availability.

1.3 Submittal of Proposals

SDWP must receive the proposal(s) marked “(Name of Agency) Proposal” **no later than 12:00 P.M., PDT, Friday, June 13, 2014**. Submit one (1) proposal with original signatures, eight (8) copies, and one (1) electronic PDF copy on a USB flash drive to:

Evelyn Ramirez, Procurement Advisor
San Diego Workforce Partnership
3910 University Avenue, Suite 400
San Diego, CA 92105

Late proposals will not be accepted. SDWP will provide a receipt verifying the time and date the proposal is received. If Respondents send their proposals via U.S. Postal Service, UPS, or any other type of delivery service, Respondents are responsible for requesting proof of delivery date and time from their chosen carrier.

1.4 RFP Schedule and Timeline

Beginning May 19, 2014, the RFP will be available to download from SDWP’s website <http://workforce.org/rfps-open>. If you are unable to download the RFP please contact:

Diahna Leon, Youth Director
3910 University Ave., Suite #400
San Diego, CA 92105
619-228-2956
Email: YouthRFP@workforce.org

Timeline:

<u>Activity</u>	<u>Date</u>
Issue RFP	May 19, 2014
Respondents’ Orientation	May 27, 2014
Last Day to Submit Questions	June 9, 2014
Notice of Intent to Bid Submission (by 5:00 P.M., PDT)	June 9, 2014

Last Day Answers Posted on Website	June 11, 2014
Required Statement of Qualifications (SOQ) Submission (by 5:00 P.M., PDT)	June 13, 2014
Proposals Due by 12:00 P.M., PDT	June 13, 2014
Evaluation Completion	June 23, 2014
Youth Council Approval	June 30, 2014
Workforce Investment Board Approval	July 17, 2014
San Diego Consortium Policy Board Approval	July 25, 2014
Effective Date of Contract	August 1, 2014

1.5 Respondents' Orientation

SDWP will provide a Respondents' orientation to present the RFP requirements and address questions. All questions posed during the Respondent's orientation will be compiled and posted on SDWP's website within 3 business days. No other communication besides Q & A is allowable as per section 1.8 RFP Questions. The Respondents' orientation will be held on Tuesday, May 27, 2014 from 11:00 to 12:30 am, PDT at the SDWP, located at 3910 University Avenue, San Diego, CA 92105, in the Julie Benedict Community Room, located on the third floor.

1.6 Notice of Intent to Submit a Proposal

A **Form 1 - Notice of Intent to Submit a Proposal** is required of all organizations planning to submit for the Youth Case Management Services RFP. The Notice of Intent to Submit form is attached and will also be available at the Respondents' Orientation. Providing a Notice of Intent to Submit does not commit the Respondent to submit a proposal.

All Notices of Intent to Submit are due no later than 5:00 P.M. (PDT), Monday, June 9, 2014, to:

Attn: Diahna Leon, Youth Director
3910 University Ave., Suite #400
San Diego, CA 92105
619-228-2956
Email: YouthRFP@workforce.org

1.7 Statement of Qualifications (SOQ)

SDWP is using a Statement of Qualifications (SOQ) to establish a Respondent's qualifications to bid for workforce development funds. The submission of a SOQ determines an organization's legal, administrative, and fiscal capacity to meet SDWP, state, and federal government requirements. The SOQ places organizations on the Qualified Agencies List (QAL), which allows the organization to be eligible to respond to RFP's and to be awarded a contract with SDWP. The SOQ must be submitted

annually and filed with SDWP. SOQ's submitted to SDWP are valid for 12 months from the date of submission. Completion of the SOQ is a **required** step in the process.

SDWP encourages the participation of Respondents who are certified as small businesses, minority-owned firms, and women's business enterprises whenever possible. Such certification must be documented in their SOQ.

One (1) original of all SOQ documents are due no later than 12:00 P.M. (PDT), Friday, June 13, 2014 to:

Attn: Evelyn Ramirez, Procurement Advisor
San Diego Workforce Partnership
3910 University Avenue, Suite 400
San Diego, CA 92105

Detailed information and the necessary forms are available for download from SDWP's website <http://workforce.org/rfps-open>. If you have difficulty or problems downloading the document please contact: Evelyn Ramirez, Procurement Advisor at (619) 228-2954 or evelyn@workforce.org.

1.8 RFP Questions

To ensure a fair and objective evaluation, questions related to the RFP that arise after the Respondent's Orientation must be submitted via e-mail to: YouthRFP@workforce.org. Written questions will be accepted through Monday, June 9, 2014. Questions received after the deadline will not be answered.

Written responses to questions received by SDWP will be posted on the website, <http://workforce.org/rfps-open>, within two (2) business days of day the question was submitted. The last date answers will be provided to questions is Wednesday, June 11, 2014. **It is the Respondent's responsibility to check the website on a regular basis for updated information and written responses to all questions submitted.**

NOTE: With the exception of the Respondents' orientation, and the technical assistance session, oral questions will NOT be accepted.

Only the responses on the website are considered clarifications to the instructions contained in this RFP. In the event that responses modify any of the terms, conditions, or provisions of this RFP, documentation will be given via a subsequent amendment to the RFP.

Respondents are warned that no other individuals are to be contacted in this regard. No other sources of responses or clarification are considered valid.

Respondents are strictly prohibited from contacting members of SDWP Board of Directors (Board of Directors), Workforce Investment Board (WIB), San Diego Consortium Policy Board (Policy Board), Adult Programs Committee (APC), San Diego Youth Council (Youth Council) or SDWP staff other than as stated in Section 7.7, Conflict of Interest.

1.9 Addenda to this RFP

At the discretion of SDWP, if it becomes necessary to revise any part of this RFP, an addendum will be posted on SDWP's website, <http://workforce.org/rfps-open>.

Respondents are responsible for checking the website frequently to remain informed about the procurement process, receive addenda to the RFP, read responses to questions, and remain updated on other information that may affect this RFP.

1.10 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 responsible for any costs incurred by the Respondent'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 SDWP. SDWP reserves the right to negotiate with any Respondent after proposals are reviewed, if such action is deemed to be in the best interest of SDWP.

1.11 Termination Due to Availability of Funds

When funds are not appropriated or otherwise made available by SDWP to support continuation of this contract, this contract shall be cancelled as of the effective date set forth in the termination notice and Contractor shall be reimbursed for the reasonable value of any nonrecurring cost incurred but not yet recovered under this contract.

2.0 BACKGROUND INFORMATION

2.1 Organizational Overview

SDWP is a 501(c)(3) tax-exempt organization chartered by the County and the City of San Diego to fund job-training programs in the San Diego region. The organization's primary funding is allocated by the Department of Labor under the provisions of the Workforce Investment Act (WIA).

SDWP serves as a source of information on the region's current and projected labor market. Research specialists analyze workforce needs and trends in San Diego County, offering jobseekers, employers, educators, trainers, and researchers data on topics such as wages and salaries, occupational projections, employment statistics, and San Diego County's economy.

The organization's mission is to empower job seekers to meet the current and future workforce needs of employers in San Diego County. The vision of SDWP is that every business in our region has access to a skilled workforce and every job seeker has access to meaningful employment. Our community will view us as the leader for innovative workforce solutions, which add great value to our region.

For additional information, please visit www.workforce.org.

2.2 Workforce Investment Act of 1998 (WIA)

On August 7, 1998, President Clinton signed the Workforce Investment Act (WIA) of 1998, replacing the Job Training Partnership Act (JTPA) effective July 1, 2000. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

The 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 youth workforce development activities in San Diego County.

The WIA legislation is up for reauthorization. The terms and conditions of this RFP may change based on the new legislation. Respondents to this RFP will be expected to remain informed on WIA and its regulations and requirements. Technical assistance on legislative changes will be available from SDWP.

2.3 WIA Guiding Principles

The key guiding principles embodied in WIA, emphasized reform of the workforce system. WIA guiding principles driving employment services include:

- Streamlining services through America's Job Centers of California (AJCC) service delivery systems;
- Empowering individuals through information and access to training services;
- Providing universal access to employment related services;
- Increasing accountability (i.e. improving clients' employment retention and earnings, improving the quality of the workforce, sustaining economic growth, enhancing productivity, and reducing welfare dependency);
- Improving youth programs by linking them more closely to local labor market needs and community youth programs and services, and ensuring strong connections between academic and occupational learning.

2.4 New Strategic Vision for the Delivery of Youth Services under WIA

The DOL's Employment and Training Administration's (ETA) New Strategic Vision for the Delivery of Youth Services under the Workforce Investment Act guides the work of local and state workforce systems. The ETA's "overarching priority" for the whole workforce investment system is as follows:

To meet the demands of business by providing adults and youth with the necessary educational, occupational and other skills training and services needed for high demand occupations in the 21st century.

The New Strategic Vision acknowledges the importance of providing effective support for the nation's "neediest" youth so that they are prepared for jobs and careers in the knowledge economy. WIA-funded youth programs will provide leadership by serving as a catalyst to connect these youth

with quality secondary and postsecondary educational opportunities and high-growth and other employment opportunities.

The ETA has adopted a strategic approach for youth services across four major areas, called the Four Pillars:

- Focus on Alternative Education;
- Meet the Demands of Business, Especially in High-Growth Industries and Occupations;
- Focus on the Neediest Youth;
- Focus on Improved Performance.

The terms and conditions of this RFP may change based on WIA Reauthorization. Successful Respondents to this RFP will be expected to remain informed on WIA regulations and requirements. Technical assistance on legislative changes will be available from SDWP.

A copy of the WIA, and the WIA regulations, are available for review at the U.S. Department of Labor (DOL) Employment and Training Administration website at www.doleta.gov. In addition, Respondents are encouraged to keep track of the federal reauthorization of the WIA legislation located on the California Workforce Association's website at www.calworkforce.org. Respondents should also make themselves familiar with California State Directives that set state policy (accessible at www.edd.ca.gov) and local policy (available on SDWP's website at www.workforce.org).

2.5 SDWP Governance

SDWP, under the leadership of the Board of Directors, WIB, and the Policy Board, is responsible for the fiscal and programmatic administration of federal employment and training funds for the City of San Diego and County of San Diego under a Joint Powers Agreement. SDWP Boards provide the framework for administering federal, state, and local funding to provide workforce development activities that increase individuals' earnings and skills, and are responsive to business' needs.

The Policy Board is comprised of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board oversees funding and policy development under WIA. The Policy Board appoints the members of the WIB.

The WIB is a federally mandated board that shares responsibility with the Policy Board for overseeing funding and policy development under the WIA. The board's expertise is in labor market conditions and the development of effective responses to regional economic needs.

The Board of Directors represents an array of San Diego's booming industries, including healthcare, life sciences, and technology. This board is responsible for the oversight of SDWP operations.

There are two other deliberative bodies that oversee SDWP's activities. The Youth Council, a sub-committee of the WIB, is the primary body providing expertise in youth policy and is responsible for oversight of the contracted youth workforce development services and programs. The Adult Programs Committee (APC), also a sub-committee of the WIB, is responsible for oversight of the

Adult and Dislocated Worker programs. The APC oversees the operations and performance of the AJCC Network in the San Diego Region.

For more information on SDWP and its boards please visit SDWP website at www.workforce.org/boards.

2.6 Roles and Responsibilities of SDWP

Roles and responsibilities of SDWP include:

- Oversee and evaluate the management and operations of all programs funded by SDWP;
- Allocate funds;
- Monitor contractors' performance, quality of service, cost effectiveness, and report on performance to the Boards;
- Develop and provide technical assistance to contractor's staff;
- Inform contractors of federal and state policies, procedures, and rules that may impact the operations of the program(s), and give assistance as needed to implement them accordingly;
- Prepare grant plans and/or modifications as required for all funding sources;
- Maintain local data management system for use by Contractor, with linkage to the State of California's reporting system; and
- Ensure compliance with all rules, regulations, and procedures issued by all funding sources.

The roles and responsibilities may be refined and changed as:

- Federal and State law and requirements are enacted and implemented covering the workforce development system;
- Regulations and procedures are developed or changed by the U.S. Department of Labor;
- SDWP's governing boards adopt local direction and procedures.

2.7 Roles and Responsibilities of the Contractor

Roles and responsibilities of the contractor include:

- The provision of all required WIA services to participants which include but are not limited to:
 - Intake/Eligibility;
 - Enrollment;
 - Assessment;
 - Case Management;
 - Individual Service Strategy (ISS) and
 - Supportive Services. (For detailed list of required WIA funded services see the glossary)
- Document client training activities in SDWP's data collection system; and
- Manage fiscal responsibilities associated with payment of the contract(s).

3.0 PROGRAM DESCRIPTION

3.1 Need

San Diego is the eighth largest city in the nation and the largest bordering Mexico. The city's moniker, "America's Finest City," attests to its beautiful setting, relatively low-levels of crime and higher than average levels of income and education. However, these generalities hide its neighborhoods of poverty. Disparities are especially evident in neighborhoods in City Districts 4, 8 and 9/County Districts 1 and 4. A closer look at these neighborhoods reveals large numbers of unemployed and under-educated minority residents, high number of returning prisoners, well above average contact with the juvenile justice system, high teen pregnancy rates, and large numbers of foster care youth. At the same time, these neighborhoods are ripe with strengths, diversity (e.g., city district 9 is home to the highest percentage of African refugees in the nation), readiness, and commitment to action. It is precisely because of these challenges as well as these communities' readiness to thrive that efforts associated with this RFP will be focused in these city and county districts.

Specific characteristics of San Diego's Opportunity Youth (OY) population are as follows¹:

- In the 2010 census, there were 218,800 youth ages 15-24 living in the City of San Diego (16.7% of the total population). According to the Annie E. Casey Foundation Kids Count Data Center, as of 2011 approximately 19,000 San Diego City youth ages 18 to 24 (11%) were not presently enrolled in school or working and had no degree beyond a high school diploma or GED.
- Of San Diego's 16 to 19 year old disconnected youth, 39.5% had not obtained a high school diploma while 60.5% had a diploma or some college experience. Of the 20 to 24 year-olds, 26.8% had not completed high school compared with 73.2% who had.²
- OY youth are concentrated among specific populations: African-American and Latino students across the county drop out of school at much higher rates (26.7% and 19.7%) than their white and Asian classmates (10 and 8.4 percent³). These same populations also have higher than average unemployment rates.
- OY youth are concentrated in City Council Districts 4, 8 and 9.

"Opportunity youth are more likely to be involved in crime, in part because their incomes are lower. Youth crime is a substantial proportion of all crime committed in the U.S.: the years 16-24 cover the peak years of offending across a lifetime. Youth are arrested for 37% of all violent crimes and 43% of all property crimes; over 300,000 are in prison or other detention facilities (UCR, 2010, Table 38; Sickmund et al., 2011). Juvenile youth commit crimes typically related to drug use, gun violence, gang activity, and alcohol/drug abuse, as well as crimes in school."⁴

While the San Diego Unified School District has reduced overall student dropout rates for the past three years, significant gaps in success remain, particularly in student sub groups including Latino/Hispanic, African-American, English Language Learners (ELL), student with disabilities and

¹ Note: Currently available data. The development planning process will further refine data specific to the OY population.

² The Plummeting Labor Market Fortunes of Teens and Young Adults: A.Sum, I. Khatiwada, M. Trubsky, M. Ross, W. McHugh and S. Palma; Metropolitan Policy at the Brookings Institution; March 2014

³ http://www.voiceofsandiego.org/education/article_ec25b990-c46b-11e0-afb2-001cc4c03286.html

⁴ Belfield, C. R., Levin, H. M., & Rosen, R. (2012). The Economic Value of Opportunity Youth. Corporation for National and Community Service.

students from low socio-economic households. In addition, the over-all dropout rate at the most critical 11th and 12 grade levels has increased or remained static since 2010-2011. The schools identified to be served by the re-engagement center – Lincoln, San Diego High Complex, Crawford and Hoover have experienced significantly higher student dropout rates as compared to the overall district. Lincoln’s dropout rate tripled from 2010-2011 to 2011-2012. Student dropouts from these four schools collectively comprise 51% of the overall district dropouts in 2010-2011 and 61% of the districts dropouts in 2011-2012. More than a majority of the student dropouts are Latino, African-American, ELL and all are from low-income households. In 2011-2012 the district dropout rate for ELL students actually increased by 3%, with the overall district dropout rate for economically disadvantaged students eight times higher for others. Other predictors-indicators for students most likely to dropout as noted by the district Research and Reporting department in the most recent dropout report include a greater than 10% absentee rate and a suspension/expulsion referral(s) in the year prior to the student dropping out. Analysis of the 2012-2013 dropout data is in process and scheduled to be released later this year. ⁵

The San Diego Unified School District’s Project Recovery is a program that engages district staff and community volunteers on an ongoing basis to actively seek out student ages 16-18 that have dropped out or are not currently attending school. Although the district has experienced success from these recovery efforts there has been no sustained plan to support recovered students and re-engage them in school.

Research shows that many out-of-school youth want to return to school, but are uncertain of how to do so and are fearful they will not succeed once they get there. Helping these young people find alternative pathways to graduation – and productive and promising futures – is a critical challenge facing educators and municipal leaders today. Fortunately, a growing number of cities are leading the way with innovative strategies that provide multiple routes to graduation for all students. These efforts include the establishment of one-stop “re-engagement centers” for high school dropouts. The centers offer a range of services such as individual academic assessments, opportunities to explore different educational options and referrals to appropriate schools or other credential programs.

Re-engagement centers can either operate in a central physical location or through roving staff or other “virtual” connections. Regardless of the specific approach, the goal of re-engagement centers and programs is the same: to provide caring, well-trained staff who help young people develop personalized plans to earn a high school diploma or GED.

The Center connects youth to comprehensive resources such as childcare, behavioral health and employment, which support academic achievement and success. Re-engagement Centers also prepare youth for life after graduation: college, careers, family, and a productive civic life - by partnering with community colleges, Child Welfare, Behavioral Health, local workforce investment board, businesses, community based organizations, etc.

⁵ Dropouts: 2010-2011, prepared by the Office of Accountability, Research & Reporting Department, Mara E. Bernd, Ph.D.

3.2 PATHWAYS Youth Center

In 2013, San Diego Youth Development Office (YDO) received a development grant from the Aspen Institute’s Forum for Community Solutions through its Opportunity Youth Incentive Fund (OYIF) to create an initiative to address the educational, training and employment needs of the growing number of youth ages 16-24 who are disconnected (Opportunity Youth). This initiative - San Diego Youth Opportunity Pathway (PATHWAYS) - utilizes a collective impact framework. The YDO serves as the backbone organization responsible for organizing a cross-sector collaborative, guiding a common vision and strategy and supporting aligning activities to transform the inefficient and fragmented system that has contributed to an increase of Opportunity Youth in San Diego. SDWP is the fiscal agent.

During a 12 month planning process, PATHWAYS has created a systems approach to identify and strengthen pathways and programs that will provide Opportunity Youth with a high school diploma or GED, an apprenticeship or industry certification, a two or four year college degree and ultimately a family sustaining job. PATHWAYS includes the following four program components:

1. Outreach and re-engagement
2. Educational momentum
3. Certification and Credentialing
4. Youth Development

In 2014, OYIF will provide additional funding for the implementation of the [PATHWAYS Model](#) created through the development grant. This funding provides an opportunity for the leveraging of public and private resources to implement the comprehensive systems approach as created through the PATHWAYS initiative. The central “hub” of these activities is the PATHWAYS Youth Center (to be located at the South Metro America’s Job Center of California) where re-engagement services will occur. Through this RFP, the San Diego workforce system joins the national and statewide movement to address Opportunity Youth in partnership with the San Diego Unified School District and PATHWAYS.

A list of reference materials to aid Respondents is available in **Attachment A - Reference Materials**, as well as a glossary of terms available in **Attachment B - Glossary of Terms**.

3.3 Re-engagement Case Management

Specifically, the intent of this RFP is to leverage \$900,000 in WIA Title I Youth funds to procure an organization to provide comprehensive case management services for WIA eligible youth ages 16-21. These youth will be current students enrolled in a SDUSD high school (in-school), and students deemed dropouts from a SDUSD high school (out-of-school). The SDUSD in partnership with PATHWAYS will identify approximately 250 youth to participate in the PATHWAYS Youth Center. Of the 250 youth, approximately 150 will be in-school and 100 will be out-of-school. All youth shall meet WIA eligibility requirements under WIA definition See **Attachment C – WIA Youth Program Eligibility Guidelines**.

SDUSD will develop a memorandum of understanding or partnership agreement with the successful Respondent; therefore, it is not necessary for Respondents to contact SDUSD for letters of support or other proposal commitments.

Case management is the core of service provision for the delivery of WIA and Re-engagement center services at the PATHWAYS Youth Center. SDWP is seeking to fund case management and wrap-around services for approximately 250 youth recruited by the SDUSD Check & Connect Program and the successful Respondent.

Check & Connect is a research-based intervention used with students who are disengaged from school and learning. SDUSD will dedicate three district salaried Check & Connect staff to the Pathways Re-engagement Center. The core of Check & Connect is a trusting relationship between the student and a caring, trained mentor. This mentor advocates for and challenges the student and partners with the family, school, and community to keep education salient for the student. Check refers to systematic monitoring of student performance variables (e.g., absences, tardies, behavioral referrals, grades). Connect refers to personalized, timely intervention focused on problem solving, skill building, and competence enhancement.

Check & Connect Mentors are SDUSD employees who work with students selected to participate in the Re-engagement center (and their families) for at least two years. They function as liaisons between home and school, striving to build constructive family-school relationships.

The successful Respondent will work in partnership with SDUSD Check & Connect staff to provide distinct case management strategies for each youth whether they are at risk of dropout or have dropped out of school, with a focus on re-engaging youth with school or preparing them for work. The successful Respondent will be required to work collaboratively with SDUSD staff (mentors) to develop individualized service strategies that address the educational, social, and other life challenges that may lead to dropping out of school.

3.4 Framework for Re-engagement Strategies

These WIA funds will be leveraged with the OYIF and other public and private funding in partnership with SDUSD to launch a pilot youth re-engagement services approach. Because WIA Title 1 Youth funds will be used to augment the PATHWAYS initiative, activities will be piloted for twenty-five months (with an additional 12 month option pending future WIA funding), in three specific neighborhoods within the Metro region, and in partnership with the SDUSD. The three specific neighborhoods are: Lincoln Park, Colina del Sol, and Stockton-Logan, selected based on need indicators such as high dropout rate, high number of youth on probation, high teen birth rate, concentrated poverty, etc.

The successful Respondent will work together with SDUSD and PATHWAYS leveraged resources to deliver the following re-engagement activities in a coordinated approach:

- **Outreach and Recruitment** – SDUSD will access student records (grades, attendance, disciplinary actions, residence, etc.) to identify students for re-engagement services and target approximately 250 youth identified as at severe risk of dropout out and/or recently

dropped out. Youth to be considered may attend (or have attended) any SDUSD high school, but shall reside in the neighborhoods listed above. Once these youth have been identified, it will be the responsibility of the successful Respondent to outreach to, and recruit, 100 out-of-school youth who are on the list of recent dropouts provided by SDUSD (150 in-school youth will be recruited by SDUSD).

- **Wrap-Around/Case Management** – WIA eligibility certification and required programmatic elements, and referral to external supports (housing, transportation, behavioral health, etc).
- **Learn** – Basic skills tutoring and academic support, credit retrieval, enrichment preparation/bridge programming, apprenticeships, internships, industry certification, college preparation, post-secondary enrollment, and entrepreneurship.
- **Stabilization and Support** – Comprehensive assessment (academic, career interest/aptitude, psych/social, etc), individual service strategy development (academic, vocational, sector-based), career exploration, peer & cohort activities and youth civic engagement. Strong peer networks and mentoring supports
- **Employment** – Job readiness support, summer work experience, and sector based job placement. Apprenticeship, industry certification, two and four year college degrees, sector-based employment, and placement in San Diego’s high demand career fields.

The above activities will take place primarily at the South Metro America’s Job Center of California (AJCC) Youth Room, to be developed into the PATHWAYS Youth Center. However, some staff (e.g., SDUSD staff) will spend much of their time in the community and at other locations where youth are. It is imperative that the successful Respondent work collaborative with SDUSD to deliver the appropriate level of intervention and services within the delivery of case management services and student outreach and re-engagement.

3.5 WIA Program Elements

In addition to the coordinated wrap-around/case management services, there are four overarching principle program components that shall be provided to all youth served under this RFP:

- Educational Services;
- Work Readiness Training;
- Work Preparation and Work-Based Opportunities; and
- Youth Development Services.

It is expected that funded programs will offer youth a clear program package based upon a distinct set of activities and strategies leading to the mandatory DOL outcomes described in section 3.11, Performance Management. All of the WIA and local mandatory activities described below shall be available to all enrolled youth, either by the lead Respondent or by partner organizations. How, and by whom, activities will be offered shall be clearly described within proposal.

3.6 Educational Services

Services shall include innovative and creative instructional approaches that offer a continuum of skill, grade-level, and developmentally appropriate educational options that connect to career pathways. A continuum of educational options may include: literacy and numeracy skills instruction, GED instruction, alternative secondary education instruction, English as a Second Language (ESL) skills instruction, opportunities for credit retrieval, innovative contextualized learning opportunities

such as project based learning and hands-on learning linked to career pathways, educational supports such as those focused on regular attendance, reasonable accommodations, tutoring and support for passing the California High School Exit Exam (CAHSEE). Activities should include the idea of basic skills “bridge/career pathways programs” that prepare individuals for entry into occupational/technical skills training, as well as an integrated set of activities, interventions, and supports that lead youth to the attainment of certificates.

The WIA and local mandated educational activities include:

- Preparation for Postsecondary Education;
- Basic Skills;
- GED preparation;
- Alternative Secondary School;
- Postsecondary School;
- Tutoring;
- Reasonable accommodations.

3.7 Work Readiness Training

Work readiness training is an extremely critical activity and therefore shall be offered to all youth in the program. Program designs are sought that incorporate work readiness training as an on-going component offered through a sequenced continuum of options. The approach sought should demonstrate a variety of instructional techniques to address “how to get a job and how to keep a job.” This may include:

- Career Assessments;
- Peer and group-based instructional environments that support skill development;
- Assessment methods to evaluate soft-skills, preferably in a work setting;
- Job Search and Interview Strategies specific to population;
- Trainings on specific industries of interest;
- Individual coaching and support;
- Specific curriculum to include Americans with Disabilities Act, accommodations, and disclosure.

Program designs shall demonstrate how this training is offered in correlation to any work-based learning opportunities and/or regular employment. Respondents shall demonstrate how their work readiness approach is effective in assisting youth to gain the appropriate skill levels needed to attain and maintain employment. It is recommended that work readiness curriculums be based on needs and requirements of high growth industry professions.

3.8 Work Preparation and Work-Based Opportunities

Successful Respondents shall offer a continuum of work-based learning opportunities that are age and developmentally appropriate. These experiences will be used to assist youth to develop “soft-skills”, gain work experience and to influence their decisions about career choices. Program designs shall offer youth employment opportunities to earn a wage while learning skills. Opportunities shall be provided that offer youth a chance to participate in hands-on, paid, work-based learning

experiences, such as internships, work experiences, job shadows, and community service which add authenticity and relevance to learning while ascertaining marketable skills that lead to employment. To the extent feasible, programs should offer career opportunities and exposure in the region's emerging and high growth industries.

The WIA and local mandated work preparation and work-based activities include:

- Work Readiness Skills;
- Occupational Skills;
- Work Experience;
- Summer Work Experience;
- Job Shadowing.

3.9 Youth Development Services

Respondents shall demonstrate how they will infuse positive youth development principles into the program that are both the "what" and the "how" of a program design. Peer influence is a central part of creating opportunities to engage youth and help them make positive choices for themselves. Therefore, the successful Respondent shall provide group activities that support a high level of peer involvement and positive group and/or individual relationships. Respondents shall provide opportunities for youth to contribute to others and their community and to develop a sense of purpose and work cooperatively.

Mentoring programs and strategies are a highly effective tool for enhancing positive youth development. Respondents are encouraged to demonstrate the use of long-term mentoring relationships with clear goals to support career development and or educational attainment. The mentoring relationship described is not to be assumed by the same individual as the program staff, i.e., case manager or job coach working with the youth. Additionally, workplace and/or industry mentors are recommended to provide additional one-on-one or small group support during a youth's work-based learning.

Respondents should demonstrate creative ways to use technology to engage retain and educate youth. This may include the use of social media, online educational instruction, and exposure to the many career opportunities in the technology industry.

The WIA and local mandated youth development activities include:

- Computer Literacy;
- Financial Literacy;
- Life Skills;
- Mentoring by Adults;
- Leadership Development.

For a complete list of the mandatory WIA program activities see **Attachment D – WIA Program Elements**.

3.10 Eligibility and Enrollment

WIA defines eligible youth as an individual who is not less than age 14 and not more than age 21, is a low-income individual, and is an individual who is one or more of the following:

1. Deficient in basic literacy skills;
2. A school drop-out;
3. Homeless and/or runaway;
4. A foster child;
5. Pregnant or a parent;
6. An offender; or
7. An individual who requires additional assistance to complete an educational program, or to secure and hold employment as defined below:
 - a. At risk of dropping out of school;
 - b. Disabled;
 - c. Limited English proficiency;
 - d. Family history of chronic unemployment;
 - e. Gang involved youth;
 - f. Reside in areas with high rates of poverty, crime and unemployment;
 - g. Refugee/immigrant youth;
 - h. Have a substance abuse problem or history of having such a problem; and/or
 - i. Former Foster Care.

See **Attachment C – WIA Youth Program Eligibility Guidelines**. In addition, for the purpose of this RFP, SDWP defines in-school and out-of-school youth as follows:

- In-School Youth at Risk of Drop Out – an eligible youth who is in school, low-income and at risk of dropping out, based on the following risk factors or criteria:
 1. Chronic attendance problems resulting in disciplinary issues (e.g. suspensions, expulsions or other documented behavioral issues resulting in a disciplinary action)
 2. Failing core subjects, (English, Math, Citizenship)
 3. Two grades below his/her age group (over age and under credit)
 4. Below 2.0 GPA or is on their school's D and F list
 5. Has failed to pass the California High School Exit Exam (CAHSEE)
 6. Below minimum number of required credits for grade level
 7. Not able to obtain a work permit due to low GPA
- Out-of-School Youth – an eligible youth who:
 1. Is not a high school graduate (a high school dropout)
 2. Has either graduated from high school or holds a GED certificate, but is basic skills deficient, unemployed, underemployed; or
 3. Is attending post-secondary school and is basic skills deficient

Note: SDUSD will provide support to document the above status of youth.

3.11 Performance Management

The Respondent must demonstrate in their project narrative how their programs will be able to help all enrolled youth meet the following long-term mandatory DOL performance accountability standards known as Common Measures:

- Literacy/numeracy skill gains
- Attainment of degree or credential (including at a minimum a high school diploma/GED, as well as occupational/vocational/technical skills certification)
- Placement in unsubsidized employment, apprenticeships, or postsecondary education or training.

See **Attachment E - DOL Common Measures** for more information.

SDWP will also monitor the following enrollment requirements:

- 150 In-school youth
- 100 out-of-school youth

Respondents must enter the projected intended outcomes youth will achieve anytime during their program participation and/or upon exit onto **Form 2 - Performance Goals Matrix**. In addition to Common Measures, the successful Respondent will be required to track enrollments, program activities, demographics, and other locally determined data.

Contractors are required to submit monthly performance reports to the assigned SDWP staff member by the 20th of each month. Technical assistance and training on the required performance accountability measurements and data management will be provided to the successful Respondent(s).

3.12 Other Key Program and Service Strategies

The Check & Connect mentor's primary role is to outreach and recruit youth into the PATHWAYS Youth Center, keep them motivated and work with them to address any barriers that may prevent them from succeeding in school, at work, or in their personal lives. The mentors will conduct regular one-on-one meetings with the youth and their families. The mentor serves as the students' advocate and navigator through school, work and other activities that help build the youth's capacity for success in school or work. He/she will support the youth in enrollment into school (secondary or post-secondary), application for student financial aid and educational scholarships, attaining childcare, transportation assistance, and other supportive services as needed. These services will be coordinated with the center's case management team to assist with referrals and or additional supports to staff to attain assistance. The primary responsibilities for the case management shall be:

- Provide a participant orientation and program introduction;
- Refer and link participants to appropriate community resources;
- Make home visits, if required, to address family issues and assist with daily life management, as needed;

- Provide job placement assistance including building and maintain relationships with after-school employers, coordinate interviews as appropriate, and prepare students with resume writing and interview preparation;
- Community outreach including presentations about the program;
- Maintain cooperation and participation with collaborating agencies;
- Coordinate weekly meetings with mentors to review youth case plan, progress, challenges, to collaboratively address barriers that impede youth success;
- Monitor status of participants, prepare and maintain case management files;
- Input data into data collection and reporting system;
- Assist in developing and updating program protocols;
- Prepare and submit required reports; and
- Follow all WIA and grant specific guidelines and protocols.

It is not expected that any single proposer can provide all of the identified program elements. As such, collaboration with other non-profit, for-profit and public entities is encouraged. Other key stakeholders and system partners that will be critical to engage may include:

- San Diego County Office of Education – Juvenile Court and Community Schools
- San Diego Community College District
- San Diego Health & Human Services Agency
 - Child Welfare
 - Behavioral Health
 - TANF/SNAP
- San Diego Probation Department
- San Diego Police Department
- San Diego Housing Commission

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

- **Client Tracking:** Successful Respondent will be required to utilize the data management system selected by SDWP. This includes the entry of individual participant data such as eligibility determination, demographics, enrollment, activities, case notes, and outcomes data. Timely data entry is required and shall be entered within three (3) days after the date of any individual activity. SDWP Program Specialists will conduct on-going monitoring to evaluate the contractor's use of the data system. Failure to comply with the required use will result in corrective action and may result in the contract being terminated. SDWP will provide technical assistance on the data system to successful Respondents.
- **Orientation:** An orientation shall be provided to each participant. This includes information on the full services that are available through funded program such as activities and expectations. In addition, youth should be given information on other WIA funded providers, including AJCC partners.

- **Referral:** Any eligible youth who is not enrolled in services at a contracted program shall be provided referral information regarding the full array of applicable or appropriate services available through local programs including AJCC partners and WIA funded youth service providers. In addition, youth should be given referrals for further assessment if determined appropriate. Programs are strongly encouraged to link and share information with other youth serving agencies, organizations and training providers in order to meet the individual needs of all youth.
- **Assessment:** Each participant shall be provided an assessment in a variety of areas to determine personal, academic and career goals. Successful Respondent shall ensure their staff is fully trained on proper administration and scoring of these testing instruments in order to have valid outcomes. This assessment shall be used to develop the Individual Service Strategy that guides the specific service delivery strategies and activities. Assessment shall include a review of literacy/numeracy skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. A variety of assessment tests can be used to determine skill levels and work readiness. However, the tests listed below shall be used to determine literacy and numeracy skill levels. These are mandated by the Department of Labor, and there are no exceptions to using any of these educational assessments for measuring literacy/numeracy gains. The following are the current approved testing instruments for literacy/numeracy skills and/or literacy in English–As-A-Second Language levels:
 - Tests of Adult Basic Education (TABE)
 - CASAS Survey Achievement Tests
 - Adult Basic Learning Examination (ABLE)
 - Oral BEST and BEST Plus
 - Literacy BEST

Any youth assessed below the 9th grade level in math or reading shall receive educational services to address their basic skills (literacy/numeracy) deficiencies. These youth shall have both a pre and post-test using the same testing instrument. Assessment tools will be paid for by contractors and should be budgeted as appropriate.

- **Individual Service Strategy (ISS):** With a youth centered approach based upon assessment results, the program shall help each youth set personal, academic and career goals. This should be recorded in the form of an Individual Service Strategy (ISS) that should guide the specific service delivery strategies and activities offered to individual youth. The ISS is an individual plan prepared jointly the case manager, mentor and participant for the activities the youth will engage in while in the program. Center staff and each youth will review together all assessment results. They should approach the creation of the ISS by having the end result in mind at the beginning—by agreeing on the performance outcome that is the desired goal of the ISS. They should create the mix and sequence of activities best suited to help the participant reach the agreed-upon goal.

- **Participant Supportive Services:** Based on assessment results and the documented youth’s needs for supportive services, providers shall be able provide supportive services that will assist with the barriers in order to successfully complete their WIA program activities. Please refer to SDWP’s, Operations Manual Chapter IV – Part II Program Activities for further details at <http://workforce.org/operation/manual>.
- **Participant Payments/Employer of Record:** Service providers shall have the capacity to provide direct monetary payments to youth, including hourly wages, stipends or incentives. This can be done directly by the funded agency or through a subcontract with another agency, such as a payroll-processing agency. The employer of record shall adhere to all child labor laws regarding hours of employment, working conditions, etc. Please refer to SDWP’s, Operations Manual Chapter IV – Part II Program Activities for further allowable details at <http://workforce.org/operation/manual>.
- **Follow-Up Services:** All youth shall be provided with twelve (12) months of documented follow-up services, after the youth is exited from the program, to assist youth in sustaining a successful transition from the program. These activities include, at a minimum, referral to other services, continued guidance in their ongoing education or employment activity and shall be documented.
- **Outreach and Communications:** Successful Respondent shall work to inform the greater community of services, resources and programs funded by the San Diego SDWP.
 - **Community Outreach:** Successful Respondents shall establish and maintain key community relationships to ensure that their funded programs are known by the general public. These relationships include, but are not limited to, media representatives, elected officials, training providers, professional associations and community organizations.
 - **Online Presence:** Successful Respondents shall be visible and proactive with an online presence through an updated website and appropriate social media. The tagline “*Funded by the San Diego Workforce Partnership*” should appear on any and all communications for funded programs.
 - **Special Events:** Successful Respondents shall view special events as a viable strategy for increasing the recognition of the services, programs and resources funded by SDWP, especially with regional employers. Special events may include, but are not limited to, graduation ceremonies for training participants, open houses, press conferences, media tours, career panels and job fairs.

3.13 Career Pathways Approach

Successful Respondent shall highlight a career-pathway-oriented framework that has the goal of increasing an individual’s educational, skills attainment, and employment outcomes while meeting the needs of local employers in growing sectors and industries. (For labor market information you can visit <http://workforce.org/industry-reports>). Career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies.

A career pathways approach helps to simplify difficult-to-navigate systems, making training and credentialing programs more accessible to at-risk and out-of-school youth. It also creates easy-to-follow paths to industry-recognized credentials while providing the necessary support services. In addition, career pathways provides work-focused alternatives to traditional college settings by offering academic instruction within the context of particular occupations or industries at the basic and developmental levels while complementing and meeting the labor demands of growing industries.

3.14 Employer Participation

The active participation of employers is critical to the success of the workforce development system. Respondents shall identify employers that will provide work sites for subsidized employment opportunities for youth, as well as employers that will participate in the identification of appropriate training strategies to prepare youth for career-oriented employment. Such employers should also commit to hire qualified trainees.

Employers should be engaged in confirming the skills and credentials required for occupations. Employers may also play a role in program curriculum design and instructions, where applicable. Finally, employers may provide vocational training, work experiences (e.g. internships and apprenticeships), and ultimately, permanent jobs as part of the career pathways system.

3.15 Participation of Public Adult Education and Community Colleges

Successful Respondent shall ensure the participation of public adult education and community colleges in the provision of training services for youth where appropriate. PATHWAYS Youth Center should arrange for such services to be provided at no cost to the WIA grant. Short-term vocational preparation courses are preferred. The selection of such training courses should be based on the career pathway options developed in conjunction with an employer or employer group.

3.16 Follow-up Strategies

Successful Respondent shall follow up on the status of exited youth for a period of one year to determine if the service strategy was successful and if the youth continues to be enrolled in school or employed.

3.17 Location and Facility Requirements

As described in section 3.2 PATHWAYS Youth Center, services will be delivered in a central “hub” as well as other “virtual” connections. The “hub” will be located in a designated youth room at the South Metro AJCC. SDWP staff will assist the successful Respondent with the shared facility arrangement with the AJCC operator.

3.18 Technology Systems Requirements

SDWP has technology system requirements with which the successful Respondent shall comply with. For technology system requirements see **Attachment F - Technology System Requirements** provides additional technology systems recommendations.

4.0 REQUIRED PROPOSAL FORMAT AND CONTENT

The proposal shall clearly demonstrate the Respondent's ability to provide the requested services. As stated in Section 1.1, a responsive proposal is one that complies with the format and content requirements of the RFP. The RFP provides information regarding the format in which proposals must be submitted, the requirements that must be met to be eligible for consideration, the respondents' responsibilities, and the documents to be included.

In order to simplify the review process and obtain the maximum degree of comparison the proposal must be organized as follows:

4.1 Page Limits

Respondents must adhere to the following page limits and formatting requirements:

- Title Page
- Table of Contents
- Executive Summary - not to exceed one (1) page
- Program Narrative - not to exceed twenty (20) pages
- Proposed Budget - (**Forms 3, 4 and 5**)
- All other attachments, excluding Forms 1 through 8 – not to exceed ten (10) pages

No other page limits are in effect. SDWP will remove any excess pages from proposals exceeding these limits before the proposals are distributed for review and evaluation. Organizational charts and required resumes of key staff, noted in section 4.6 Management and Organization, must be included as attachments of the proposal and are not subject to the page limits above. However, items such as job descriptions and outreach recruitment materials, etc., are subject to page limits, as they would be counted as attachments.

4.2 Formatting Requirements

Respondents must adhere to the following formatting requirements:

- Font size: 12 point
- Font: Times New Roman
- Margins: at least one inch
- Line spacing: Double-spaced
- Pages: single-sided
- Page numbering: right justified at the bottom of each page
- **NO BINDERS**, copy ready format
- Language: English

4.3 Title Page

Respondent's title page must include the:

- Company name, address, phone number, and federal tax identification number;
- Name of the person authorized to negotiate contracts and make decisions for the organization including the telephone number, fax number, and e-mail address; and

- Authorized signature and submittal date.

4.4 Table of Contents

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

4.5 Executive Summary

Respondent's executive summary must include a brief overview of the entire proposal including an overview of Respondent's organization and qualifications to provide case management services, specifically for opportunity youth. The Respondent must describe its organization and how it relates to youth workforce development; knowledge of K – 16 education systems; and provide a description indicating the strengths of the organization that uniquely qualify it for the provision of the Pathways case management services.

4.6 Management and Organization

Respondents must provide an organization chart of intended operations, including a staffing plan and resumes for all key positions. Respondents are to describe their staffing plan for the program and the organization's hiring policies, and clearly define the qualifications of the staff proposed to fill positions within the program. Organization Chart, staffing plan, and resumes will not be counted as part of the 20-page limit.

4.7 Program Narrative

In addition to the elements described in Section 5.0, Program Design Narratives, the proposal must include the following items:

- a) Program Flow Chart – Program Flow Chart will not be counted as part of the 20-page limit.
- b) Program Outcomes – Complete **Form 2 - Performance Goals Matrix**. Form 2 will not be counted as part of the 20-page limit.
- c) Partner Information - Complete **Form 6 - Partner Roles and Responsibilities**. Form 6 will not be counted as part of the 20-page limit.
- d) Letters of Commitment - Respondents must provide letters of commitment from collaborative stakeholders identified in the narrative on **Form 6 - Partner Roles and Responsibilities. Letters of commitment** must detail the specific roles and financial commitments of the collaborative stakeholders. Letters of general support will not be accepted. Letters of Commitment will not be counted as part of the 20-page limit.
- e) Respondent's Conflict of Interest Form - Complete **Form 7 - Conflict of Interest Disclosure**. Form 7 will not be counted as part of the 20-page limit.

4.8 Past Performance Questionnaire

Three (3) complete **Form 8 Past Performance Questionnaire** must be submitted from organizations/agencies the respondent has had direct involvement for projects of similar size and

scope. Questionnaires must be for projects Respondent has managed within the past two years for a duration of at least six months. If a joint proposal is submitted, Questionnaires must be completed for the lead entity, the organization that assumes financial responsibility. Respondents that have had contracts with SDWP within the past two years must include SDWP as one of the agencies completing a Questionnaire. Each of the Respondent's Questionnaires must be completed by the referring organization and emailed or mailed (postmarked) no later than the proposal due date, directly to:

Diahna Leon, Youth Director
3910 University Ave., Suite #400
San Diego, CA 92105
619-228-2956
Email: YouthRFP@workforce.org

Questionnaires delivered by the Respondent will not be accepted. **Past Performance Questionnaires received after the proposal due date will not be accepted.**

4.9 Proposed Budget

Complete Budget Information **Form 3 - Financial Management Structure, Form 4 - Budget Narrative, Form 5 - Standard Budget Shells** and a Cost Allocation Plan. See Section 6.2, Budget Information, for detailed instructions.

5.0 PROGRAM DESIGN NARRATIVES

All Respondents must respond to the questions and instructions in Section 5.0, Program Design Narratives. Questions must be answered in concrete language, using quantifiable measurements whenever possible, and be specific about the role of each collaborator. Narratives should answer the following questions: what will be done, who will do it, who will receive service, how and where it will be done. Narrative responses must be limited to a maximum of twenty (20) pages (excluding flowcharts and exhibits).

5.1 Demonstrated Ability (40 Points)

Respondents must describe in detail their knowledge, expertise, and experience working within the youth development, dropout recovery, workforce development industry, and/or the non-profit sector as it pertains to WIA case management services and for youth ages 16-21. Respondents are expected to demonstrate their understanding of career pathways, the connection to businesses' workforce development needs, and their ability to reengage youth and young adults into traditional, as well as career technical education programs.

Describe the Respondent's demonstrated ability for the past two years in the following areas, clearly articulating the measurable outcomes including the roles of specific partners involved in achieving program goals:

- A. Shared program operation/implementation that involved cooperative decision making or a multi-disciplinary approach to developing strategies and interventions for youth. Include the distinct roles of each key partner and the steps to achieve goals.

- B. Operating a workforce development program targeted at youth age 16-21, specifically addressing the program's experience serving out-of-school youth;
- C. Relationships and Collaborations with other non-profit, for-profit and public entities and with the (SDUSD, the San Diego Community College District (SDCCD), the AJCC, youth-focused community-based organizations, and business/employers in operating a workforce development program targeted at youth;
- D. Providing services to youth in the metro regional area described in this RFP (Section 1.1 Solicitation);
- E. Providing services to special populations including pregnant/parenting teens, homeless youth, foster youth, youth with disabilities, those involved with the criminal justice system, and diverse demographic groups reflective of the neighborhood/area to be served;
- F. Providing the following specific or comparable program elements:
 - 1. Tutoring, study skills training, and Instruction leading to completion of secondary school, including dropout prevention strategies;
 - 2. Alternative secondary school services as appropriate;
 - 3. Summer employment opportunities that are directly linked to academic and occupational learning;
 - 4. Paid and unpaid work experiences, including internships and job shadowing, as appropriate;
 - 5. Occupational skill training, as appropriate;
 - 6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate;
 - 7. Supportive services;
 - 8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
 - 9. Follow-up services for not less than twelve (12) months after the completion of participation, as appropriate; and
 - 10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- G. Managing projects, which include working closely with employers and training providers in the employment, development and implementation of training programs for specific occupations.
- H. Past Performance Questionnaires indicate the Respondent's experience in managing/operating a similar project of scope and size.

5.2 Program Design (40 Points)

5.2.1 Approach

Describe how your program design will provide comprehensive case management services for WIA eligible youth ages 16-21 who are both currently enrolled (in-school) deemed dropouts from a San Diego Unified School District high school (out-of-school). The program design should take into consideration the [PATHWAYS Youth Center approach](#) and [PATHWAYS Model](#). Include the following:

- A. The progression of in-school participants from enrollment through exit to follow-up including all service options available and how businesses/employers and collaborators interact in the process;
- B. The progression of out-of-school participants from enrollment through exit to follow-up including all service options available and how businesses/employers and collaborators interact in the process.
- C. How you will collaborate with adult education and community colleges.

5.2.2 Case Management Strategy

- A. Discuss your case management strategy for in-school and out-of-school youth and how each participant receives all planned services, makes appropriate progress, and reaches planned goals.
- B. Discuss your strategy to re-engage out-of-school youth with school; how you will provide educational services such as basic skills, English for non-English speakers, computer literacy, and instruction leading to the completion of secondary school, tutoring, study skills, alternative school services, GED preparation, and preparation for post-secondary educational opportunities.
- C. Discuss how your program is tied or linked to public adult education schools and local community colleges. Discuss how you will provide contextual basic skills and link academic and occupational training.
- D. Discuss your strategy to prepare out-of-school youth for work; develop and improve youth employment skills, work readiness skills, and job-specific skills.
- E. Describe your plan to ensure continued participation of youth in the PATHWAYS Youth Center.

5.2.3 System Of Support

Please complete **Form 6 - Roles of Partners**, which outlines the roles and responsibilities of each proposed partner.

- A. Identify which collaborators specialize in serving out-of-school youth and what services they will provide.
- B. Specify the actual commitments each collaborator has made in terms of other additional direct and in-kind resources to maximize effectiveness.
- C. Describe your plan to access the services of other youth and family service providers that will assist youth in continuing their participation in the PATHWAYS Youth Center.

5.2.4 Intake And Assessment

- A. Describe your intake process including eligibility determination and your assessment process to provide the appropriate service strategy for in-school and out-of-school eligible youth.
- B. Describe how you will conduct an initial assessment of the youth's family financial condition. Explain how you will coordinate with the AJCC to encourage enrollment of the youth's family members into the adult workforce development system.
- C. Discuss how assessment will be structured to identify academic, employability and occupational interests, aptitudes and skill levels, personal development, and supportive service needs.
- D. Describe your referral process to ensure that non-WIA eligible youth are provided services by other appropriate service provider.

5.2.5 Individual Service Strategy

- A. Describe your plan for developing ISS for eligible in-school and out-of-school youth and how you will provide information on the full array of available services and encourage their use.
- B. Discuss how services and activities included in the ISS are based on individual assessments; that outcomes meet federally established performance standards; and that youth and their families receive proper information and appropriate guidance to make informed decisions. What specific tools will be used?
- C. Discuss how youth and their families who cannot be served by the program are referred to appropriate services.

5.2.6 Career PATHWAYS Approach

Describe your process for providing career guidance, including career exploration opportunities, career development strategies, job development, and job placement.

5.2.7 Employer Participation

- A. Describe how you will identify, develop and maintain relationships with employers who can participate in preparing youth for the workforce.
- B. Describe how you will coordinate job development with your collaborators and with other successful proposers.
- C. Describe the continuum of opportunities for employer involvement and indicate the extent of their commitment, especially in providing subsidized employment for youth and in identifying appropriate training strategies to prepare youth for career-oriented employment.

5.2.8 Participation Of Public Adult Education And Community Colleges

Describe your strategy for providing training services to participants through the public adult education schools and community colleges.

5.2.9 Follow-Up Strategies

- A. Discuss your follow-up services for at least 12 months after the participant exits from the program to determine if the youth has achieved or attained their goal and continues to be enrolled in school or employed.
- B. Discuss how and at what intervals participant activities will be monitored and tracked after exiting from the program.
- C. Discuss how you will ensure that participants remain on their targeted career path after exiting from the program.

5.2.10 Facility Requirements

In addition to providing virtual services, it is expected that the successful Respondent will operate in a central physical location at the South Metro AJCC. SDWP will assist the successful Respondent in developing the PATHWAYS Youth Center operations at the AJCC.

- A. Describe how you will provide full accessibility to persons with disabilities and to non-English or limited English speakers, to your building and to all youth services.
- B. Discuss how you determine the most effective schedule of expanded hours of operation and services to best meet the needs of your community.

5.2.11 Reporting Of Youth Activity

Discuss how you will ensure that all youth activities from enrollment through exit to follow-up are reported in a timely and accurate manner.

5.2.12 Performance Goals/Outcomes

Discuss your plan to ensure that proposed youth activities detailed in section 5.2 will result in achieving program performance goals detailed on **Form 2 - Performance Goal Matrix**.

5.3 Cost Reasonableness (20 points)

Please complete the following Budget Forms and prepare a twenty-three (23) month budget in accordance with **Attachment G – Budget Instructions**:

- **Form 4 – Budget Narrative Worksheet**
- **Form 5 – Standard Budget Shell**
 - Expenditure Plan
 - Budget Detail
 - Personnel Detail
 - In-Kind Personnel Costs

Ensure sufficient participant costs (wages, incentives, supportive services, etc.) are allocated.

6.0 FINANCIAL REQUIREMENTS

6.1 Financial Management Structure

Respondents are required to describe their financial management structure by completing the form included in the **Form 3 - Financial Management Structure**. The responses included in this document will serve to evaluate the Respondent's experience managing and accounting for state

and federal funds as well as conducting self-monitoring for financial performance and compliance. 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.

6.2 Budget Information

As stated in Section 1.0 of this RFP, the period of performance for the contract to be awarded is twenty-three (23) months beginning August 1, 2014 and ending June 30, 2016.

Respondents are required to submit a **Form 5 - Standard Budget Shell**, (e.g., personnel, non-personnel, contracts, indirect, profit) that covers the entire twenty-three (23) month contract period, a related budget narrative by line item, and a cost allocation plan. Estimated funding amounts are listed in Section 1.2. No Respondent should exceed the estimated funding amounts. The overall line-item detail budget should provide a high-level snapshot of the Respondent's total budget.

All personnel costs must identify the staff position, annual salary, and percentage of annual time spent on the funding sources for every staff position by program year of the twenty-three (23) month contract.

Non-personnel costs should also be further outlined into specific line items (such as supplies, equipment, repairs, and mileage). Subcontractor costs should identify the subcontractor, the service to be provided, and the total cost. Successful Respondent's subcontracts funded with WIA must be reviewed and approved by SDWP prior to executing.

The Respondent should submit a cost allocation plan describing the methodology that will be used to prorate common operating costs to each funding source. 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 support costs (see section 6.3).

Each Respondent is required to submit a **Form 4 - Budget Narrative** and a cost allocation plan that corresponds to its line-item budget detail. This narrative should justify the need for all costs built into the line-item detail, the methodology used to derive each cost, and the methodology used to allocate the line-item cost across the funding stream(s) Department of Labor (DOL) Workforce Investment Act (WIA) Title I Youth funds.

The total of the separate indirect and negotiated profit line items (when calculated in aggregate) should not exceed fifteen (15) percent of a Respondent's budget. For-Profit organizations' negotiated profit line item will not be negotiated at a rate higher than ten (10) percent of a Respondent's budget. The following factors that may be considered in negotiating Profit:

- a. Contractor effort measured by the complexity of the work to be performed and amount of subcontracting (if approved under the contract terms);

- b. Contract cost risk;
- c. The contractor's investment and independent development;
- d. The quality of the contractor's record of past performance including cost control and past accomplishments; and
- e. Additional factors as needed.

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. All costs should be identified as program support or program costs. 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."

For guidance on completing the standard budget shell and the budget narrative, please see, **Attachment G - Budget Instructions.**

6.3 Support vs. Program Costs

WIA identifies two cost categories: support and program costs. For the purpose of the RFP, SDWP defines administrative costs as support costs. Respondents may not exceed the cap of 10 percent on support costs. For more information on support and program costs, refer to "20CFR, Section 667.200 and 220." All Respondents should follow this rule when classifying budget costs as support or program costs. SDWP encourages Respondents to use in-kind or other revenue streams other than WIA funding to pay for support costs. The extent to which a Respondent can meet performance objectives while minimizing support costs will be a factor in the evaluation process.

6.4 In-Kind and Cash Match Resources

In order to efficiently use Title I WIA Youth funding and Case Management services to youth within San Diego County, it becomes increasingly important to leverage a wide-range of public and private resources to support youth services. Respondents are encouraged to demonstrate either in-kind or cash match resources from any variety of funding sources.

These in-kind or cash match resources must directly support the proposed program activities and must be documented with a Letter of Commitment, Memorandum of Understanding or other documentation.

In-kind and cash match resources can support any particular budget item as long as it supports program activities. Cash match is defined as a contribution of funds made available to the Respondents to be used specifically for program activities. Respondents are required to assign a

monetary value to any in-kind contributions. Examples of in-kind resources include but are not limited to:

- Staff time from lead and/or partner agencies (directly related to jobseeker or business customers)
- Facilities/Infrastructure (where services are provided)
- Participant expenses (e.g. internship/work experience wages, incentives, supportive services, tuition, books, fees, tools or clothing for employment)
- Equipment (directly related to services to jobseeker or business customers)
- Outreach and/or media support

6.5 Subcontractors

The Respondent shall describe its plan to subcontract any portion of the services. All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. See **Attachment H - Contract General Provisions**, Section 29.0, Procurement and Purchases and Section 42.0, Subcontracting for additional information. If a proposal identifies a specific entity to provide services, SDWP's award does not provide the justification or basis to sole source the services.

7.0 EVALUATION PROCESS AND CONTRACT AWARD

7.1 Compliance Review

Upon receipt of proposals, staff will review submitted proposals for completeness and technical compliance with the terms and conditions of the RFP. All proposals must adhere to the required format and, in order to be competitive, must include all of the requested information, completed forms, and attachments. **Proposals that do not adhere to these requirements will be determined non-responsive and will not be considered for funding.** SDWP reserves the right to reject any proposal submitted. SDWP will remove any excess pages from proposals exceeding these limits before the proposals are distributed for evaluation.

7.2 Evaluation Criteria

The review panel will score and rank all proposals using the criteria described within the RFP, and specifically developed to examine the competence of the Respondents and suitability of their proposals. Scoring will be given to the following sections:

Proposal Section	Point Value
Section 5.1 Demonstrated Ability	40
Section 5.2 Program Design	40
Section 5.3 Cost Reasonableness	20
Total Points	100

Respondents must have a total average score of 85 points or higher to be recommended for funding. SDWP reserves the right to recommend multiple proposals to governing boards. In the event that the primary Respondent recommended fails to provide services outlined in the

agreement and proposal, SDWP may use an alternate Respondent to perform services based on a score of 85 points or higher and approved by the governing board.

7.3 Selection

The review panel will recommend as the successful Respondent the organization whose proposal is determined to best meet the needs of SDWP, based on the evaluation criteria discussed above.

The selection of the successful proposal will be based upon information supplied by the Respondent in response to this RFP and upon other information that will be obtained by the evaluation team, as deemed necessary. The lowest-cost proposal may not be determined to be the most responsive when all factors of evaluation of the proposal have been considered. However, the quoted budget will be an important factor in the determination of the successful proposal.

SDWP reserves the right to negotiate with any Respondent after proposals are opened, if such action is deemed to be in the best interest of SDWP.

7.4 Appeals Process and Access to Evaluation Information

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

An appeal will only be considered valid if there has been a violation of the one of the following criteria:

- The procurement process as outlined by the RFP was violated in some manner; and/or
- Federal, state, and/or SDWP procurement guidelines, as described in **Attachment H - SDWP Contract General Provisions**, have been violated.

An appeal would not be allowed:

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

The appeals process shall consist of the following steps:

- A written letter of appeal shall be delivered to SDWP's Director of Administrative Services;
- The written appeal shall specify evidence for valid appeal and the specific relief sought;
- The written appeal must be received by SDWP within three (3) business days from the date the RFP recommendation is first publicly posted on SDWP's website. Pursuant to the Ralph M. Brown Act (Cal. Gov't Code §54950 et al.), the agenda for a publicly noticed meeting shall be posted no later than 72 hours prior to the meeting being held. Therefore, the agenda for the June 30, 2014 Youth Council Meeting shall be posted no later than 3:00p.m., Wednesday, June 25, 2014: <http://workforce.org/boards/>;
- A designated third-party, appeals review panel comprised of non-SDWP staff shall have 10 business days to determine if the criteria for a valid appeal have been met. The decision of the review panel shall be final with no provision for reconsideration.

Access to Score Sheet and Comments

Individual score sheets and comments used during the evaluation process may 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 review panel's recommendations will be presented to the Youth Council at its meeting on June 30, 2014. The Youth Council's recommendation will be presented at the WIB meeting on July 17, 2014 and at the Policy Board meeting on July 25, 2014. These dates are subject to change at SDWP's discretion. These Boards will designate the Respondent to be awarded the contract(s) based upon consideration of the review panel's recommendations.

Respondents are advised that the WIB and the Policy Board, based upon the results of the evaluation process and the recommendations of the review panel and staff, must approve the final selection.

7.6 Contract Award

The Policy Board will make the final selection of the successful Respondent(s) on July 25, 2014, with contract negotiations and contract signing to follow. These target dates are subject to revision.

Once the successful Respondent is approved, arrangements will be made to begin contract negotiations and contract implementation. The term of the contract will be for twenty-three (23) months), with the option to extend the contract for twelve (12) additional months based on need, performance, and funding availability. The contract budget shall be renewed after the twenty-three (23) month period based on the availability of funds.

7.6.1 Negotiation/Contract

All Respondents shall designate an authorized negotiator. (The name and contact information for this person must be included on the title page of the proposal.) This designated person must be empowered to make binding commitments for the successful Respondent and its subcontractors, if any. SDWP reserves the right to negotiate the final terms of the contract agreements with the successful Respondent(s). Items that may be negotiated include, but are not limited to, the scope of work, the staff as proposed, the implementation schedule, and the final award amount.

7.7 Conflict of Interest

7.7.1 Ex-Parte Communication

It is the policy of SDWP to prohibit ex-parte communication with any board member (Policy Board, WIB, APC, Youth Council, or Corporate Board), SDWP staff, consultants or other persons serving as an evaluator during the procurement process. Respondents that directly contact board members or evaluators risk elimination of their proposals from further consideration.

Any written communication to a board member or evaluator from potential Respondents will be distributed to all board members and evaluators. Collaboration with members of the various SDWP boards and committees on or about the proposal is a violation of the ex-parte communication rule. However, recognizing the value that such collaborations may bring to our system, SDWP has developed **Form 7 - Conflict of Interest Disclosure** to ensure that these types of arrangements do not place Respondents in jeopardy. Any Respondent who wishes to collaborate with a member of any SDWP board or committee MUST fill out the attached form and submit with proposal.

NOTE: Under no circumstances may an individual who is part of the proposal review committee collaborate with any Respondent. All such individuals will be asked to sign the "Conflict of Interest Certification for Request for Proposal" stating they have not collaborated with any Respondent.

Proposals submitted to the SDWP for consideration/evaluation shall be accompanied by both **Form 7 - Conflict of Interest Disclosure** and an assurance that the provisions of Section B.14 of SDWP Procurement Guidelines have not been violated.

7.7.2 Cooling Off Period

SDWP, the WIB and the Policy Board shall not approve or contract with, and shall reject any bid or proposal submitted by, an individual or entity who within the preceding twelve (12) months, was themselves or employs anyone who:

1. Is a current, dismissed, separated, or formerly employed person of SDWP
 - a. Was employed in any position(s) of substantial responsibility in the area of service to be performed by the contract; or
 - b. Participated in any way in the negotiations, transactions, planning, arrangements, or any part of the decision making process relevant to the proposed contract/service agreement, or was or is employed in a role of substantial responsibility in the same general subject area as the proposed contract; or
 - c. Is an owner, officer, principal, partner, or major shareholder of the proposed contractor.

This prohibition shall apply to any qualified person(s) leaving the employ of SDWP after September 21, 2012, and shall apply at all times during the twelve-month period beginning on the date the person left the employment of SDWP, and shall apply to any procurement issued or contract executed within that twelve-month period. Potential Respondents must detail any Cooling Off Period disclosures on **Form 7 - Conflict of Interest Disclosure**. The San Diego Consortium Policy Board may, upon a showing of special circumstances that would justify the approval of such a contract, waive this prohibition.

7.8 Communications

SDWP takes sole responsibility for any and all outreach and distribution of information about the status of contracts and/or public relations matters to the media and/or other parties. Any and all media or information inquiries about SDWP contracts and/or public relations matters should be immediately directed to SDWP's communications team at communications@workforce.org or 619-228-2904.

7.9 Insurance

A full line of business insurance will be required of all successful Respondents. Please refer to SDWP's Contract General Provisions, Sections 19.0 and 20.0, **Attachment H - Contract General Provisions** for complete information.

7.10 Contract Terms and Litigation Warranty

SDWP will negotiate contract agreements with the successful Respondent(s). SDWP's standard contract terms are included in the **Attachment I - Generic Contract Template** and **Attachment H - Contract General Provisions**. These will be the terms and conditions used by SDWP in its contract, and will form the basis for contract negotiations.

The RFP, any addenda, and the Respondent's response shall also become part of the contract agreement between SDWP and the Respondent. SDWP is not responsible for oversights in this RFP that are not brought to the attention of SDWP prior to starting contract negotiations. The Respondent shall indicate in its proposal any exceptions that the Respondent takes to the terms and conditions in **Attachment H - Contract General Provisions**, or to any of the contents of this RFP. Contract terms required by the Respondent must be included or attached to the Respondent's proposal.

Respondents, by submitting a proposal, warrant that they are not currently involved in litigation or arbitration concerning their performance as it relates to the same or similar services to be supplied pursuant to the referenced contract and that no judgments or awards have been made against the Respondents on the basis of their performance in supplying the same or similar services, unless such fact is disclosed to SDWP in the proposal(s). Disclosure will not automatically disqualify the Respondents; however, SDWP reserves the right to evaluate proposal(s) on the basis of facts surrounding such litigation or arbitration. These will be reviewed and decided upon at the discretion of SDWP.

7.11 Funding Warranty

Respondents, by submitting a proposal(s), warrant that in the preceding three (3) years they have not had one or more public transactions (federal, state, or local) terminated for cause or default.

7.12 Work for Hire

Respondent agrees that all intellectual properties created by the Respondent in the course of performance of Respondent's duties under a contract with SDWP, including without limitation, all patentable and copyrightable inventions and recordings, in every format, are each a "work for hire" and are the sole and exclusive property of the State, except as provided in 37 CFR Regulations part 401.14 and CFR 97.34 where it is the property of DOL, as indicated in the WIA Subgrant Agreement, provision 19.

In the event the contract does not qualify as a "work for hire" agreement, in partial consideration for the compensation paid to the Respondent pursuant to the contract, the Respondent hereby irrevocably assigns to SDWP, on behalf of the State and DOL, in perpetuity, all of the Respondent's rights, title, and interest in and to all copyrights, patents, know-how, and other forms of intellectual

property created by the Respondent in the course of performance of Respondent's duties under a contract with SDWP.

Respondent agrees to execute any forms of assignment or transfer reasonably requested by SDWP during or following the term of this Contract in order to evidence the foregoing agreement of the parties.

7.13 Restriction on Disclosure

Confidential Information: Any information deemed confidential or proprietary by Respondent must be clearly marked and identified by Respondent as such and include an explanation of why such information is exempt from disclosure under applicable law. Such clearly marked and identified confidential or proprietary information will be protected and treated with confidentiality only to the extent permitted by law. Information not protected from disclosure by law will be considered a public record.

If Respondent does not mark information as confidential or proprietary, SDWP will assume that Respondent believes such unmarked data should be released to the public.

Bids submitted in response to a Request for Proposals (RFP), amounts actually paid by the government under a contract, and cost and pricing data incorporated into a contractual document such as line item prices, contract award prices, and modifications are released. Explanatory material and headings associated with costs and pricing data are normally released unless Respondent can justify their deletion.

Proposals will be received, maintained, and disclosed to the public consistent with the California Public Records Act and the Freedom of Information Act. In general, proposals will be exempt from disclosure until the evaluation and selection process has been completed. Respondents should be aware that SDWP is required by law to make its records available for public inspection and copying, with certain exceptions (see California Public Records Act, California Government code Section 6250 et.seq. and the Freedom of Information Act - 5 U.S.C. Sec. 552).

SDWP will not notify Respondent of requests for release of information or that SDWP released data unless SDWP receives a request for information previously marked and identified by Respondent as confidential or proprietary. If SDWP receives a request for release of such previously marked and identified confidential or proprietary information, SDWP will notify Respondent of such request to allow Respondent to challenge such request consistent with applicable law.

Respondent, by submission of materials marked confidential or proprietary, expressly acknowledges and agrees that neither SDWP nor the City or County of San Diego will have any obligation or liability to the Respondent in the event a court of competent jurisdiction compels the disclosure of these materials.

Any data to be returned should be so marked by Respondent and will be returned if not essential to the proposal or contract record.

8.0 ATTACHMENTS

Attachments are separate documents to this RFP and maybe downloaded from SDWP's website www.workforce.org.

- Attachment A - Website Reference Materials**
- Attachment B - Glossary of Terms**
- Attachment C - WIA Youth Program Eligibility**
- Attachment D - WIA Youth Program Elements**
- Attachment E - DOL Common Measures Definitions**
- Attachment F - Technology System Requirements**
- Attachment G - Budget Instructions**
- Attachment H - Contract General Provisions**
- Attachment I - Generic Contract Template**
- Form 1 - Notice of Intent to Submit a Proposal**
- Form 2 - Performance Goals Matrix**
- Form 3 - Financial Management Structure**
- Form 4 - Budget Narrative**
- Form 5 - Standard Budget Shell**
- Form 6 - Partner Roles and Responsibilities**
- Form 7 - Conflict of Interest Disclosure**
- Form 8 - Past Performance Questionnaire**