San Diego Workforce Partnership

Request for Proposals (RFP)
For Population Specific Services – Black Opportunity Youth

Request for Proposal (RFP) Issued	**April 1, 2021**
Respondents Orientation	**April 8, 2021, 10:00am – 1:00pm**
Notice of Intent Due	**April 22, 2021 by 5:00pm**
Final Day to Submit Questions	**April 27, 2021**
Proposals Due	**May 6, 2021 by 5:00pm**
In Person Interviews	**June 1-4, 2021**
Evaluation Completion	**June 4, 2021**
Anticipated Award Notification	**June 17, 2021**
Contract Start	**July 1, 2021**

Proposal must be received no later than
5:00 pm (PDT)
May 6, 2021
ABSOLUTELY NO EXCEPTIONS

The San Diego Workforce Partnership is an equal opportunity employer and is committed to equal opportunity in its contracting process. Auxiliary aids and services are available upon request to individuals with disabilities.

Population Specific Services – Black Opportunity Youth RFP

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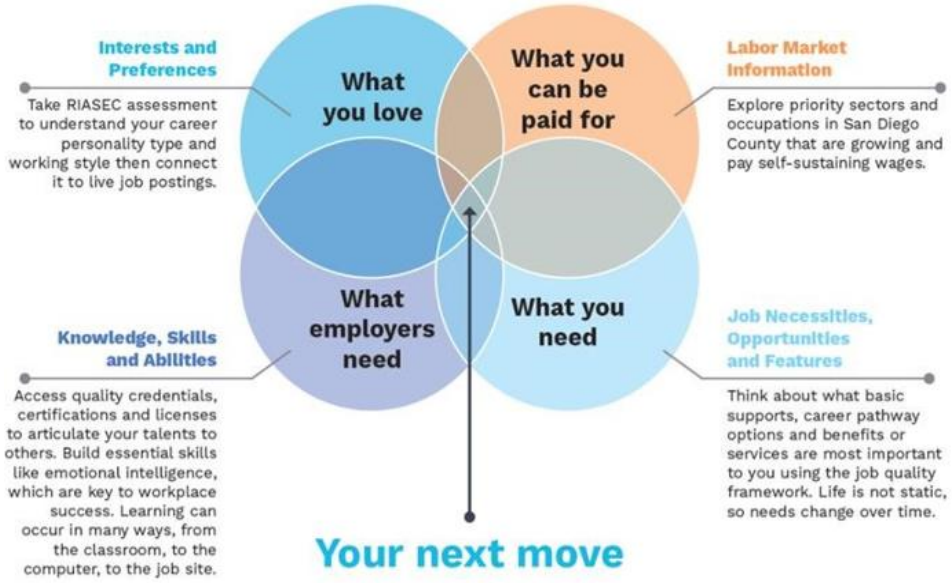
I. INTRODUCTION AND SCOPE OF WORK

A. OUR PHILOSOPHY INTRODUCTION

The San Diego Workforce Partnership believes in empowering job seekers to meet the current and future workforce needs of employers in San Diego County. All of our work and partnerships are grounded in the framework of helping an individual find the intersection between what they love to do, what they can be paid for, what employers need, and the education, training and support they need along their career pathway. The aspiration for our funding for Opportunity Youth is centered on helping youth align their interests and skills with education, training, and jobs. We hope to see you infuse these tenets into the foundation of your program design, while still meeting the required program elements and services. Review **ATTACHMENT – TECHNOLOGY AND SYSTEM REQUIREMENTS** to learn more about the different platforms used by the Workforce Partnership.



B. PURPOSE OF RFP/BACKGROUND

The Workforce Partnership is soliciting proposals to identify a subrecipient to deliver Workforce Innovation and Opportunity Act (WIOA) Title I Youth services to Black Opportunity Youth within San Diego County. This Request for Proposal (RFP) was designed in partnership with youth from the community to identify a Subrecipient capable of offering services in an integrated environment where education, career skills training, community resources, employment assistance and wrap-around support are available for young adults. Subrecipient will be responsible for delivering specific outcomes, located in **ATTACHMENT – PERFORMANCE AND IMPACT MEASURES.**

This RFP was prepared based upon the WIOA and associated U.S. Department of Labor (DOL) and California Employment Development Department (EDD) regulations and guidance. Throughout the RFP there are specific terms and language used that Respondents may not be familiar with. Please refer to **ATTACHMENT - GLOSSARY OF TERMS** to find definitions of commonly used phrases.

WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers. https://www.dol.gov/agencies/eta/wioa/

The WIOA system is built around the following key principles:

- Increase access and opportunity, particularly for those individuals with barriers to employment, to ensure success in the labor market.
- Support the alignment of workforce investment, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages; and to provide employers with the skilled workers they need to succeed in a global economy.
- Promote improvement in the structure and delivery of services to better address the employment and skill needs of workers, job seekers, and employers.
- Increase the prosperity of workers and employers and the economic growth of communities, regions, and states, and the global competitiveness of the United States.
- For purposes of Title I, to provide workforce investment activities through statewide and local workforce development systems that increase the employment, retention, and earnings of participants and increase attainment of recognized postsecondary credentials by participants; and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance productivity and competitiveness.

C. SCOPE OF WORK

The Workforce Partnership seeks to procure a subrecipient to provide workforce services to Black Opportunity Youth*, for a total of one (1) subrecipient.
**Detailed population definitions can be found below under "WIOA Eligibility"*

D. CONTRACT PERIOD

The Workforce Partnership intends to award one contract with a base year that will begin on July 1, 2021 and end on June 30, 2022, with the option to extend the agreement for three additional one-year periods based on organizational need, service provider performance, and funding availability.

The Workforce Partnership anticipates awarding approximately $600,000 in WIOA Youth funding through this RFP for the base year. This amount is an estimate based on past WIOA allocations and is subject to change as the Workforce Partnership receives funding allocations from the DOL and the EDD in the spring of 2021. Contracts will be structured as cost reimbursement. Cost per youth should not exceed $5,300. Applicants are encouraged to build a model that leverages outside funding for youth.

Anticipated contract will range from $400,000 - $600,000 depending on total funds available, services provided, and number served. **Applicant proposals should not exceed $600,000**. Final funding amounts will be negotiated once an applicant is selected.

E. ORGANIZATIONAL OVERVIEW & GOVERNANCE

The Workforce Partnership is a 501(c)(3) tax-exempt organization chartered by the County and the City of San Diego to empower job seekers to meet the current and future workforce needs of employers in San Diego County. The organization's primary funding is allocated by the U.S. Department of Labor under the provisions of WIOA and is overseen under the leadership of the Workforce Development Board (WDB) and the Policy Board. Together with community partners, the Workforce Partnership funds and delivers programs whose goal is to prepare young adults for high school graduation, post-secondary education and ultimately, a career. Additionally, the Workforce Partnership provides targeted employment services designed to help eligible job seekers identify a career path and obtain the skills and experience they need for success. For additional information on the Workforce Partnership, its mission and strategic pillars, visit workforce.org.

F. ELIGIBLE APPLICANTS

For-profit and nonprofit organizations, public agencies, consortiums, and/or a collaboration of these organizations are all encouraged to apply. Consortiums, joint ventures, or collaborations of organizations with complementary skills and experience are encouraged to apply. The Workforce Partnership values the strength and strategic benefit of multiple partners coming together to provide comprehensive community services grounded in linguistic/cultural skills, trust and relationships within populations and geographies, and experience delivering evidence-based programming. Receiving and/or managing WIOA funds previously, is not a requirement. If a collaborative proposal is submitted, the applicants need to clearly identify one legal entity as the prime Respondent that will hold contracting responsibilities and liabilities.

If an organization applied to the first issuance of this RFP and was not selected, they are still eligible to apply to this current RFP.

G. ADDENDA TO THIS RFP

The Workforce Partnership may revise any part of this RFP and will release an addendum that will be posted on the Workforce Partnership's website, Youth RFP. Respondents are responsible for checking the website to remain informed about the process and any changes that may affect the RFP. If Respondents have difficulty or problems accessing the website or downloading information, contact the Workforce Partnership at youthRFP@workforce.org.

H. RIGHT TO CANCEL

The Workforce Partnership reserves the right to delay, amend, reissue, or cancel, all or any part of this RFP at any time without prior notice. The Workforce Partnership also reserves the right to modify the RFP process and timeline, as necessary. This RFP does not commit the Workforce Partnership to accept any proposal or execute an agreement with any bidders, nor is the Workforce Partnership responsible for any costs incurred by the Respondents in the preparation of responses to this RFP. The Workforce Partnership reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal and to award the contracts in whole or in part as is deemed to be in the best interest of the Workforce Partnership. The Workforce Partnership reserves the right to negotiate with any Respondent after proposals are reviewed, if such action is deemed to be in the best interest of the Workforce Partnership.

I. SUBMITTAL OF NOTICE OF INTENT AND PROPOSAL

The Workforce Partnership must receive proposals no later than **May 6, 2021 and no later than 5:00pm (PST). Late proposals will not be accepted.**

A Notice of Intent (NOI) must be submitted and include your organization's Dun & Bradstreet Data Universal Numbering System (DUNS) number on the NOI. To request a DUNS number, visit the DUNS Number website. The NOI needs to be completed by **April 22, 2021 and no later than 5:00pm (PST)**.

To submit the NOI, access the Workforce eBid website on the Workforce Partnership website, Youth RFP. To gain access, the Respondent will be required to create a unique password and provide the main point of contact's email address. The Respondent will have the opportunity to submit for bid by entering the organization's information and selecting the proposal they are submitting. The Respondent will digitally sign the form as confirmation to bid. An email confirmation with a snapshot of the submission form along with the digital signature will be provided as proof of submission.

To submit a proposal, log on to the Workforce eBid site using the email address along with the unique password that was created when the NOI was submitted. The proposal can be digitally signed as confirmation of submission of proposal once it has been uploaded onto Workforce eBid. An email confirmation with a snapshot of the submission of proposal form along with the digital signature will be provided as proof of submission.

J. QUESTIONS AND ANSWERS ABOUT THE RFP

The Workforce Partnership anticipates that potential Respondents will have questions as they review the RFP and is committed to providing answers to the best of their ability, as well as publishing these questions and answers for all potential Respondents to review. All questions about this RFP must be submitted in writing to youthRFP@workforce.org with the name of the RFP in the subject line. The final day to submit questions will be on **April 27, 2021 by 5:00pm (PST).** Questions received after that time will not be answered. All questions and answers will be publicly posted online at Youth RFP. The Workforce Partnership will respond to questions on a rolling basis.

K. RESPONDENTS ORIENTATION

A virtual webinar session will be held on **April 8, 2021 at 10:00am (PST).** This is an opportunity for potential Respondents to request additional clarity on both the current state as well as future state needs. No inquiries will be answered outside of the Respondents' orientation or Q+A process outlined in section J. If accommodations are needed to participate in the Respondents' Orientation, please e-mail youthRFP@workforce.org. Link to the orientation will be posted online at Youth RFP.

II. SOLUTIONS PROFILE, BUDGET, REQUIRED STAFF POSITIONS, AND JOB QUALITY

A. SOLUTIONS PROFILE

1. Needs Statement

The US Department of Labor estimates that nearly 6 million 16-24 year-olds are both not in school and not working— which equates to one in seven youth. These "disconnected youth" are twice as likely to live in poverty, three times as likely to not have a high school diploma or its

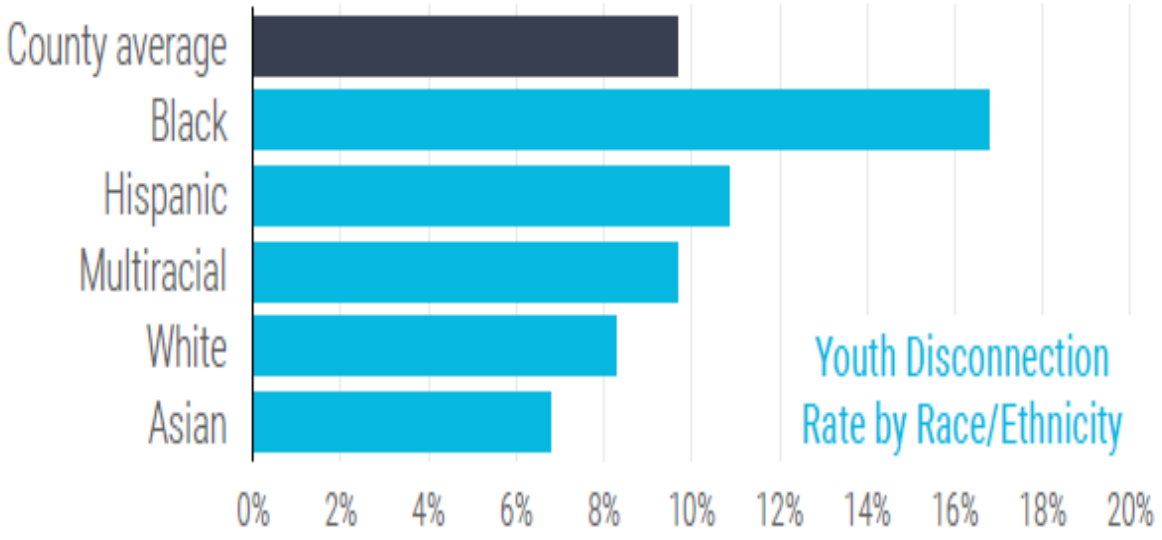
equivalent, and three times as likely to have a disability. Disconnected girls and young women are more than three times as likely to have a child than their connected counterparts.

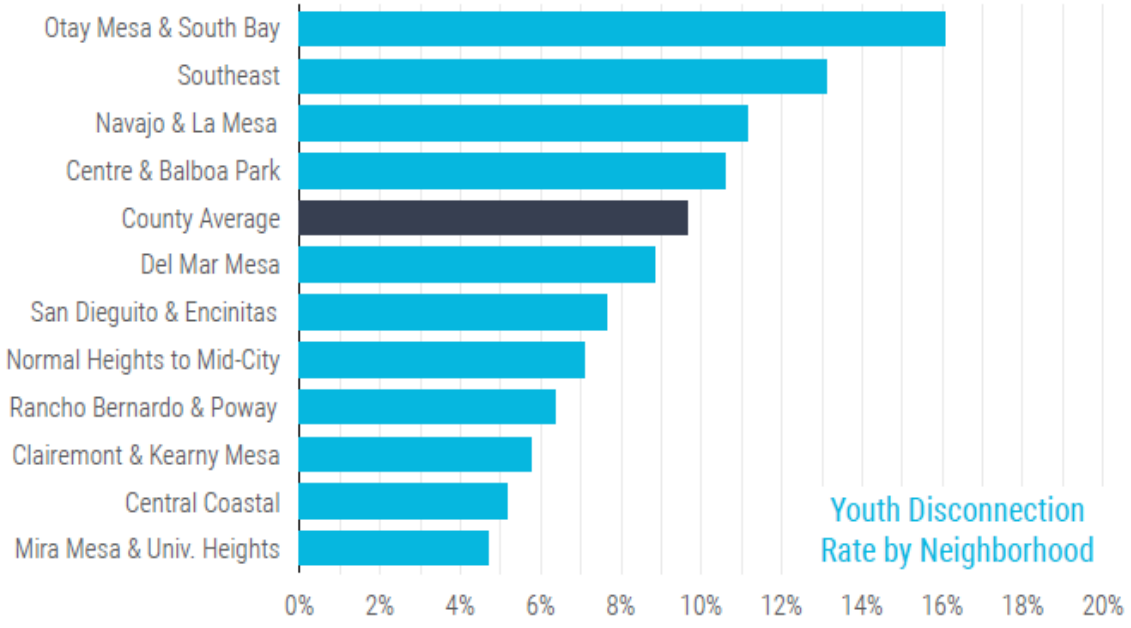
In San Diego, approximately 38,000 young adults aged 16 to 24 are both not in school and not working—about one in 11. These disconnected youth are disengaged from education, training, and the world of work. Youth unemployment leads to skill atrophy and increased involvement with the juvenile justice system. Youth disconnection is often characterized as a crime issue, an education issue, a public health issue, or a social service issue. And, as record numbers of employees begin to retire, the large number of youth and young adults that lack work experience and skills will increasingly become a bottom-line issue for San Diego's business community. Because of the interconnectedness of our workforce, education and social service systems, Youth disconnection has become a community issue that we must address.

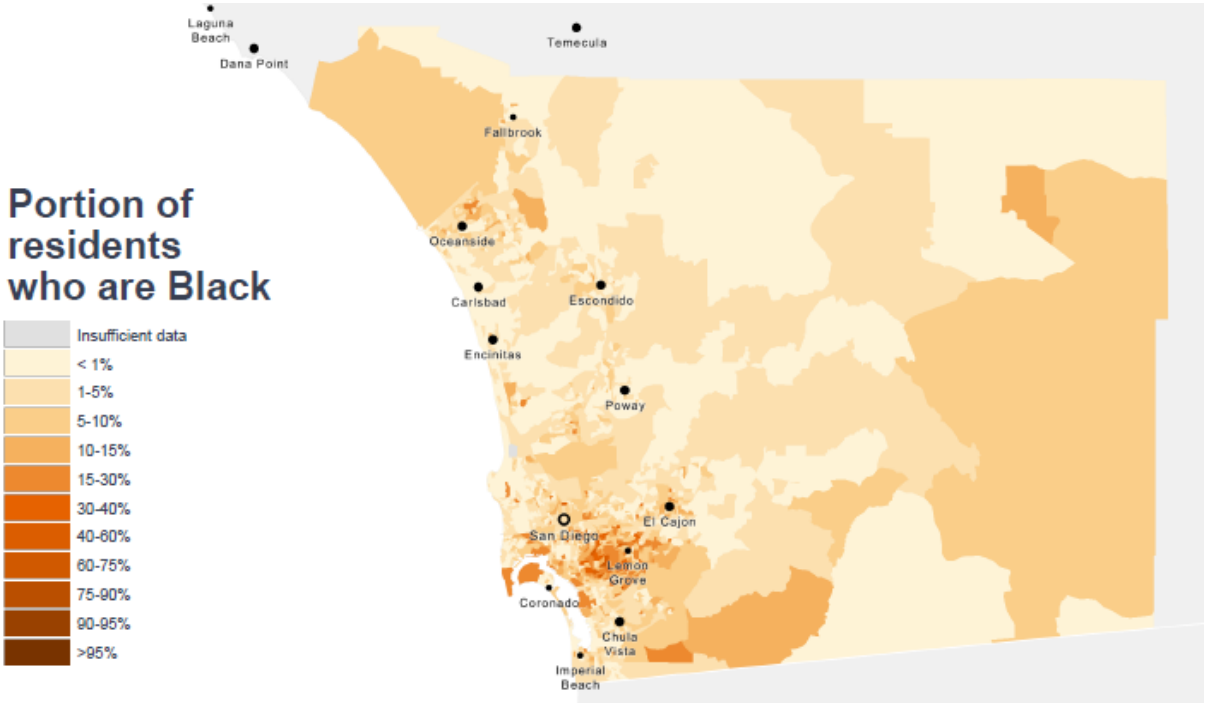
While there are many populations in San Diego County that have unique education, training and job seeking needs, we looked at disconnection rates and barriers to education and employment to narrow our focus on specific populations. We are specifically looking to serve Black Opportunity Youth based on the following statistics:

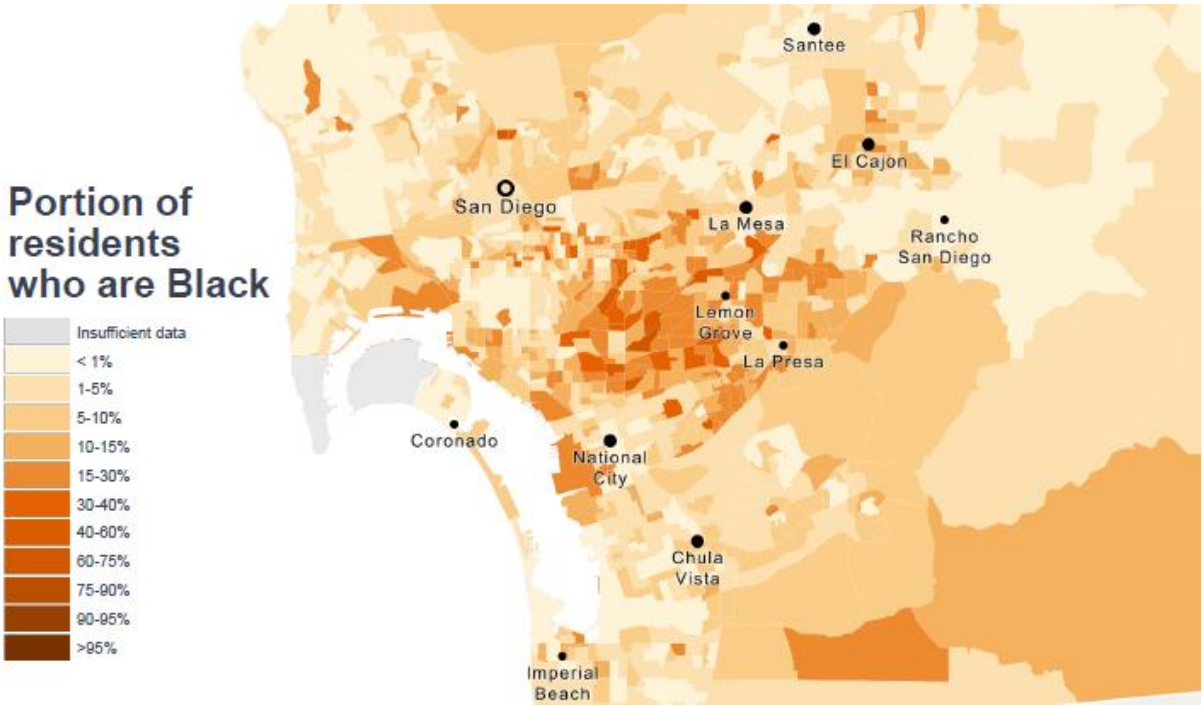
- Black Youth had a pre-pandemic disconnection rate of 17%, compared to a county average of 10%
- Youth in Southeast San Diego (where 18% of residents are Black, compared to a county average 6%) had a pre-pandemic disconnection rate of 13%
- Nationwide, the pandemic has caused a spike in Black unemployment (from 6% in February 2020 to 9% in February 2021) and youth unemployment (from 11.5% to 14%)
- San Diego's public and private institutions have historically discriminated against Black residents. This project is designed to begin to address systemic racism—not by privileging any one group over another, but by opening economic opportunities to communities that have long been denied such opportunities.

The Workforce Partnership knows that within the Black Opportunity Youth population, many refugee and immigrant youth are represented. In order to best serve this population, we completed a separate RFP to serve that group. For this specific opportunity, we are seeking to serve Black Opportunity Youth, beyond the refugee and immigrant community. Subrecipients serving both populations will work in partnership together.


County average
Black
Hispanic
Multiracial
White
Asian
Youth Disconnection
Rate by Race/Ethnicity
0%
2%
4%
6%
8%
10%
12%
14%
16%
18%
20%

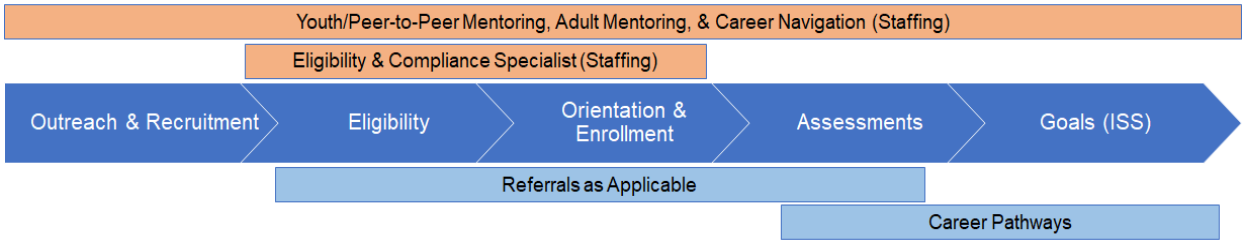

Otay Mesa & South Bay
Southeast
Navajo & La Mesa
Centre & Balboa Park
County Average
Del Mar Mesa
San Dieguito & Encinitas
Normal Heights to Mid-City
Rancho Bernardo & Poway
Clairemont & Kearny Mesa
Central Coastal
Mira Mesa & Univ. Heights
Youth Disconnection
Rate by Neighborhood
0%
2%
4%
6%
8%
10%
12%
14%
16%
18%
20%

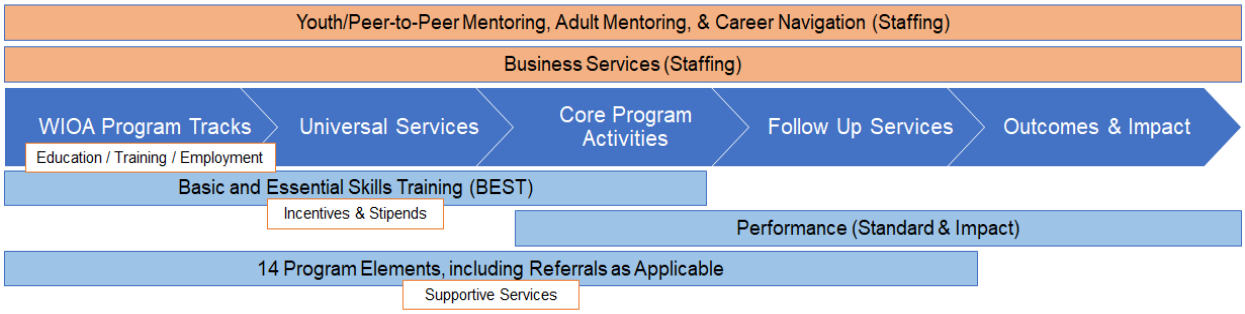

Portion of residents who are Black
Insufficient data
< 1%
1-5%
5-10%
10-15%
15-30%
30-40%
40-60%
60-75%
75-90%
90-95%
>95%
Laguna Beach
Dana Point
Temecula
Fallbrook
Oceanside
Carlsbad
Escondido
Encinitas
Poway
El Cajon
San Diego
Lemon Grove
Coronado
Chula Vista
Imperial Beach


Portion of residents who are Black
Insufficient data
< 1%
1-5%
5-10%
10-15%
15-30%
30-40%
40-60%
60-75%
75-90%
90-95%
>95%
Santee
El Cajon
San Diego
La Mesa
Rancho San Diego
Lemon Grove
La Presa
Coronado
National City
Chula Vista
Imperial Beach

2. Program Design and Requirements

Subrecipient must ensure they will provide the following program design components. When creating a Program Design, Subrecipient should address the elements outlined below and more information refer to the Workforce Partnership Operations Manual.





3. Program Design Elements

Respondents must ensure they will provide the following program design components.

i. Outreach and Recruitment

Outreach and recruitment includes, but is not limited to, identifying potentially eligible youth, working with parents/guardians to secure eligibility documentation (when applicable), and working closely with other government systems, community organizations, and school systems to identify and recruit youth. Subrecipient must develop a plan to identify specific communities to conduct outreach and recruitment. Communities must be identified using zip codes and referencing community names.

ii. WIOA Eligibility

The Workforce Innovation and Opportunity Act sets guidelines for which youth are eligible to participate in WIOA youth programming. Subrecipient will be responsible for determining WIOA eligibility of all youth applicants and collecting and verifying all necessary eligibility source documents. Youth will be determined eligible based on the requirements outlined in the Workforce Partnership Operations Manual – Chapter 7, Part 2 (Operations Manual). All applicable barriers must be reported. For the purpose of responding to this RFP, eligibility is as follows:

a. Black Opportunity Youth

- Out of School Youth
- Age 16-24;
- Identifies as Black/African American;
- Not attending any school;
    - Dropout Youth;
    - A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner Enrolled in WIOA Title II Adult Education;
    - Enrolled in YouthBuild;
    - Enrolled in Job Corps;
    - Enrolled in a high-school equivalency program not in a public K-12 school system;
    - Enrolled in a drop out re-engagement program; OR
    - Enrolled in a charter school exclusively in partnership with WIOA, YouthBuild, Job Corps, or CA Conservation Corps

AND

- Meets one or more employment barriers:
    - Individual with a disability;
    - School dropout;
    - Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter (as defined by the local school district);
    - Justice involved/offender;
    - A homeless individual;
    - Foster youth;
    - Pregnant or parenting;

    OR

    - A **low-income** individual who requires additional assistance to complete an educational program or to secure or hold employment, as defined locally below*:*
        - Who resides in an area with high rates of poverty, or unemployment, or resides in a designated Promise Zone or Gang Injunction Zone;
        - Who reside in a public housing program;
        - Who is a refugee/immigrant;
        - Who have serious emotional, medical, or psychological barriers;
        - Who has substance abuse problem, or has a history of having such a problem; OR
        - Who has a parent or legal guardian that is incarcerated.

    OR

    - A **Low-income** recipient of a secondary school diploma or its recognized equivalent and:
        - Basic skills deficient; or
        - English language learner

iii. Access and Locations

The Subrecipient must provide access points throughout San Diego county and must have, at minimum, a main office/location, and satellite locations or other strategies to provide access points for communities identified in the outreach and recruitment plan. Access and

locations should specifically address transportation, technology, and scheduling barriers. The locations should be easily accessible to members of the community, including parents or guardians of the participants. Respondents should also address how they will adapt their services to provide remote and virtual access that is responsive to COVID-19 limitations and social distance mandates.

iv. Orientation and Assessments

As part of orientation, all youth must receive information on all available services. The Workforce Partnership will standardize WIOA orientation and program assessments based on a universal intake design to facilitate a highly effective enrollment and partner referral process. Subrecipient will participate and enhance these strategies by conducting an Objective Assessment (OA) of academic level, skill level, and service needs of each participant to analyze and develop appropriate service strategies to meet individual needs. Orientation and assessment resources will be provided through the Workforce Partnership platforms. Standardized assessments cover:

- Program assessment and suitability
- Development and basic needs
- Education
- Work Experience
- Basic skills
- Employability
- Interests and aptitudes

v. Individual Service Strategy (ISS) Goals

Subrecipient must use the results of the OA to develop the ISS for the youth participant. The ISS is an age appropriate, individualized written plan of short- and long-term goals that includes, career pathways, education and employment goals, involvement in program elements, supportive services, incentives, and stipends. The ISS will identify, and track activities related to each of the goals and will clearly connect the services to be provided to each youth. The ISS directly links to one or more indicators of performance outcomes.

vi. Referrals

Youth who do not enroll in WIOA programs should be provided information regarding other applicable and appropriate services available through other local community programs. In some cases, youth may be given referrals that facilitate further assessment or securing of basic needs to prepare them for eventual program participation. The successful Subrecipient is encouraged to partner with smaller, grassroots organizations who may not have the capacity to apply to this RFP, but successfully serve Black Opportunity Youth in the community. Subrecipient will be required to track all referrals through the CalJOBS Referral Module if the referral entity is utilizing the module. For additional information regarding referrals, co-enrollments, and dual enrollments, refer to “Partnerships and Collaboration,” below.

vii. Career Navigation

Career Navigation, also known as case management, is the infrastructure for delivering effective services that will facilitate the growth and development of youth and the achievement of performance goals. The process extends from recruitment through follow up. The Career Navigator motivates participants and coordinates services and information to prepare youth for postsecondary education opportunities, academic and occupational training, or employment and training opportunities, as appropriate. Subrecipient are encouraged to incorporate trauma informed and human-centered design approaches in their staffing models. It is the main responsibility of the Career Navigator to guide the youth towards self-sufficiency.

viii. Career Pathways

WIOA places a strong emphasis on career pathways, defined as a combination of rigorous and high-quality education, training, and other services that include: career counseling, training for a specific occupation, and supporting advancement in that specific occupation or occupational cluster. Subrecipient will be required to provide information to youth regarding career pathways and related industries to accelerate the advancement towards self-sufficiency.

ix. Participant Engagement and Retention

Youth are expected to have weekly engagement in services/activities, either active in one-day or long-term activities. At minimum, Subrecipient is required to facilitate monthly services/activities (every 30 days). Subrecipient is strongly encouraged to develop comprehensive engagement strategies to ensure program retention. A cohort model to deliver services is strongly encouraged to allow for peer-to-peer support and engagement, as well as promoting collaboration between WIOA partners to leverage resources and provide network-wide trainings/activities to participants. Partners must demonstrate their ability to manage caseloads through a combination of their staffing plan and the solutions proposal.

x. Core Program Activities

The primary focus of WIOA youth programs is education, training, and employment. As such, Subrecipient will be required to provide a minimum of one type of core service to each participant. Subrecipient must demonstrate the ability to provide all three core components:

Educational Services. Services must include instructional approaches that offer a continuum of skill, grade level, and developmentally appropriate educational options that connect to career pathways, including:

- Tutoring
- Study skills training
- Evidence-based dropout prevention and recovery strategies that lead to completion of a secondary school diploma or its recognized equivalent
- Post-secondary preparation, enrollment, and credential/degree attainment
- Alternative secondary school services
- Job shadowing and career exploration in field of study

- Other activities that prepare an individual to be successful in any secondary or post-secondary educational options.

Training Services. Services must include instructional approaches that offer occupational skills and education concurrently with training options that connect to career pathways, including:

- Classroom based occupational skills training
- Job shadowing and career exploration
- Eligible Provider Training List (ETPL)
- Youth Services Education Provider List (YSEPL)
- Apprenticeship training

Employment Services. Services must include approaches that offer work-based learning opportunities that connect to career pathways, including:

- Work experience
- Job shadowing and career exploration
- Internships
- Pre-Apprenticeships
- On-the-Job training

xi. 14 Youth Program Elements

WIOA designates 14 youth program elements (**ATTACHMENT – 14 YOUTH PROGRAM ELEMENTS**) that must be made available to all enrolled youth. If a Subrecipient does not directly provide one of the program elements, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. The funded provider will have primary responsibility for ensuring that each participant receives the full continuum of services. The Workforce Partnership has implemented each of the elements into aspects of the universal program design, including:

- WIOA Program Tracks
- Basic and Essential Skills Training (BEST)
  **see below for more information*

xii. WIOA Program Tracks

The Workforce Partnership has developed WIOA Program Tracks (**ATTACHMENT – WIOA PROGRAM TRACKS**) that each eligible youth must enroll into as part of their program participation. All tracks include required core program services and outcomes. Subrecipient may not alter core program services or outcomes; however, youth may switch tracks at any time based on updates to their ISS. Tracks are as follows:

- Track A: Education Only
- Track B: Employment & Experience
- Track C: Employment & Training
- Track D: Employment & Education

xiii. Universal Services

Universal Services are identified as additional WIOA program elements that will supplement core program service through continued skill development. The services are required to be provided to all youth including, but not limited to:

- Financial Literacy
- Mental Health
- Comprehensive Guidance & Counseling
- Leadership Skills & Youth Development
- Mentoring

Required elements are included in the BEST draft outline and staffing requirements.

xiv. Basic and Essential Skills Training (BEST)

Additional skills have been identified as instrumental in overall program success, engagement, and impact to youth leading to self-sufficiency. The Workforce Partnership developed a draft outline for BEST training and all Subrecipient will enhance and implement. The draft outline of BEST (**ATTACHMENT – BASIC AND ESSENTIAL SKILLS TRAINING**) includes the overall concept as part of the universal program design and includes elements from both core track services and universal services, work-readiness training, labor market information (LMI), entrepreneurial skills training, and additional WIOA program elements included in **ATTACHMENT – 14 YOUTH PROGRAM ELEMENTS.**

SDWP will provide more details on what is required under BEST closer to the start of the contract. BEST will be a network-wide partnership between SDWP and all Subrecipient where the material is widely available and accessible to all enrolled youth. Subrecipient will work with SDWP to develop different workshops, trainings, and topics based on what is submitted in response to the RFP under the Solutions Proposal.

xv. Incentives and Stipends

Once Subrecipient is selected, the Workforce Partnership will develop a universal incentive and stipend policy related to the overall program design tied to participation and completion of BEST training, track-specific trainings, education, or work-based learning activities. Subrecipient may submit requests to include additional incentives or stipends based on their specific strategies. Subrecipient will need to include incentives and stipends in the participant costs section of their budget. **ATTACHMENT – INCENTIVE AND STIPEND POLICY**

xvi. Supportive Services

Subrecipient must budget for and provide Supportive Services to enable successful participation in WIOA activities. Subrecipient must also provide in-kind match to extend and promote the use of Supportive Services by leveraging and promoting resources, self-sufficiency, and accessibility. Supportive Services include, but are not limited to:

- Transportation
- Childcare and dependent care

- Housing and utilities
- Educational testing
- Tools and uniforms
- Work attire and interview clothes
- Books, fees, and school supplies for post-secondary education
- Legal aid services
- Employment and training related application fees, testing, and certifications

xvii. Follow Up Services

Subrecipient is required to provide at least 12 months of follow-up services to participants who have completed program services, as well as participants who may have dropped out of the program but need additional services. Upon completion of their education, training or employment goals, participants will enter a “follow up” period of participation. Follow-up services should be a continuation of programmatic services with consistent engagement to provide additional support, resources, community service/volunteering, and other youth development activities encouraging responsibility, social, and civic behaviors. Subrecipient will assist youth with securing and retaining employment, continuing training, or attainment of a secondary or post-secondary credential/diploma, degree, or certificate. Follow up services must support successful performance outcomes.

xviii. Performance

Performance outcomes will be broken into two tiers, defined in **ATTACHMENT – PERFORMANCE AND IMPACT MEASURES**:

- Standard WIOA Performance
- Enhanced Performance Outcomes
- Impact Metrics on Population Specific Strategies

Subrecipient who does not meet Standard WIOA Performance measures may be subject to de-allocation or de-obligation of funds based on their quarterly performance reporting.

Enhanced Performance Outcomes are measures that extend beyond standard performance measures to provide substantial impact in leading youth towards self-sufficiency. Subrecipient will have an opportunity to earn incentives (increased funding allocation in subsequent contract years) based on meeting enhanced performance outcomes, funding dependent.

Both standard and enhanced performance measures are subject to change based on federal, state, and local laws, policies, and the Workforce Partnership and subrecipient negotiated contract changes.

Once Subrecipient is selected, a SDWP Senior Economist and Data Analyst will partner with your organization to review your program design, population(s) served and decide on definitions of impact metrics.

xix. Partnerships and Collaboration

Subrecipient is expected to demonstrate external partnerships with youth serving systems such as, local secondary schools and alternative education, school districts, higher education institutions including community colleges, law enforcement, juvenile and adult justice systems, local housing programs, community-based organizations, the County of San Diego's Health and Human Service Agency, mental health and counseling centers, employers, and other organizations that serve youth. Subrecipient is encouraged to refer youth to these programs as appropriate.

The Workforce Partnership recognizes that not all organizations have the capacity to implement and manage a large federal grant, such as this RFP. However, many of these organizations have deep relationships in the community and have seen great success in working with Black Opportunity Youth. The Subrecipient will need to identify which community-based organizations they will partner with and provide details of those partnerships.

Subrecipient must also demonstrate how they will partner and collaborate with current American Job Centers of California (AJCC) Career Center Operator and the new Subrecipient that will be responsible for the Youth One-Stop Career Center Services contract, as well as other WIOA Youth Subrecipient. This will include providing county-wide workshops, trainings, and services as a “network-wide” service strategy to leverage resources and develop cohort-based learning, as well as dual-enroll youth in multiple WIOA programs as part of a comprehensive case management system. The Workforce Partnership staff will facilitate regular meetings of providers to support collaboration and partnership.

WIOA Subrecipient will be required to sign a Memorandum of Understanding (MOU) with the AJCC Career Center Operator. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities. In addition to signing the MOU, the Subrecipient will be required to make referrals using the CalJOBS Referral Module which focuses on quality referrals that are likely to convert to services. This ensures the following:

- Referrals are recorded and a system is in place for partners to follow-through and report progress on referrals made.
- We are using an integrated and expert intake process for all customers entering the AJCCs. Frontline staff are highly familiar with the functions and basic eligibility requirements of each program and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.

xx. Partnership with San Diego Workforce Partnership

The Workforce Partnership will actively support Subrecipient in providing standardized trainings, resources, and/or curriculum on the following required eligibility and programmatic elements:

- WIOA Eligibility - Trainings
- Universal Assessments & Referral Systems - Trainings

- Labor Market Information, Career Coach, and RIASEC - Trainings & Resources
- Basic & Essential Skills Training (BEST) – Curriculum, Trainings, & Resources
- Business Partnerships & Job Quality – Resources
- Additional resources and trainings as requested

xxi. 2-Gen Approach

The 2-generation approach is centered on establishing a new mindset that focuses on family-centered program design, continues with the alignment of services across multiple organizations, and culminates in providing coordinated services to children and parents. This includes supporting parents and families of WIOA eligible youth and youth who are pregnant, parenting, or providing eldercare. The Subrecipient must promote family friendly organization practices internally and propose plans to incorporate the 2-Gen Approach with the services provided to the youth they will serve through this contract.

The Budget file categories include but are not limited to; personnel, non-personnel, sub-contracts, indirect, profit that covers the entire twelve (12) month contract period for the first year of the contract. 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. Non-personnel costs should also be further outlined into specific line items (e.g. rent, supplies, equipment, repairs, and mileage). A budget (Excel file) must be included in submission. Pricing must be inclusive of cost of supply and provision of services during the service period and include any applicable taxes. The prices quoted should be valid for a period of 4 years. (cost of living and additional costs will be negotiated each contract year).

xxii. Job Quality

Respondents should specifically address how the job quality framework will be used in conjunction with the fourteen required WIOA elements for youth programs and what, if any, metrics beyond the required WIOA performance metrics will be tracked and analyzed to determine a) which programmatic interventions are most successful in connecting youth with quality jobs b) which employer strategies are most effective in creating pathways to quality jobs c) what additional supports are necessary to enable youth to pursue pathways to quality jobs.

B. PROJECT BUDGET AND REQUIRED STAFFING POSITIONS

The Respondent must submit **ATTACHMENT – BUDGET**, **ATTACHMENT – BUDGET NARRATIVE, STAFFING PROPOSAL, A COST ALLOCATION PLAN AND AN INDIRECT RATE AGREEMENT** if applicable.

The Budget file categories include but are not limited to; personnel, non-personnel, sub-contracts, indirect, and profit that covers the entire twelve (12) month contract period for the first year of the contract. 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. Non-personnel costs should also be further outlined into specific line items (e.g. rent, supplies, equipment, repairs, and mileage). A budget (Excel file) must be included in submission. Pricing must be inclusive of cost of supply and provision of services during the service period and include any applicable taxes. The prices quoted should be valid for a period of 4 years. (cost of living and additional costs will be negotiated each contract year).

The Budget Narrative file items should correspond to each line-item in the Project Budget Detail tab of the Budget file. This narrative should justify the need for all costs built into the line-item and the methodology used to derive each cost.

For guidance on completing the budget and the budget narrative, please see **ATTACHMENT – BUDGET AND BUDGET NARRATIVE INSTRUCTIONS.** The template files are provided for a Windows Environment computer (MAC systems should not be used). You should be using a recent version of MS Excel and MS Word that are configured with MS "recommended" security settings, without custom options. Please do not modify the template files in any way (except adding rows in the Budget Narrative file).

1. Work Experiences

A minimum of 25% of the funds allocated must be spent on paid and unpaid work experiences. Including summer and yearlong employment opportunities, pre-apprenticeship programs, internships, and job shadowing. Allowable expenditures beyond participant wages can include staff time spent identifying potential work experience opportunities, staff time working with employers to develop the work experience, staff time spent working with employers to ensure a successful work experience, staff time spent evaluating the work experience, participant work experience orientation sessions, classroom training or the required academic education component directly related to the work experience, and orientation for employers.

2. Cost Allocation Plan

The cost allocation plan describes 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. All costs should be identified as program or program support costs (see Section 4d - Program Support vs. Program Costs).

3. Indirect Costs and Negotiated Profit

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 as defined in Section 4d - Program Support vs. Program Costs.

For-profit organizations' negotiated profit line item shall not be negotiated at a rate higher than 10% of the total project. The following factors are considered in negotiating profit:

- The Respondent's effort measured by the complexity of the work to be performed and amount of subcontracting (if approved under the contract terms);
- Contract cost risk.
- The Respondent's investment and independent development.

- The quality of the Contractor's record of past performance including cost control and past accomplishments.
- 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.

4. Program Support vs. Program Costs

WIOA identifies two cost categories: administrative and program costs. For the purpose of the RFP, the Workforce Partnership defines administrative costs as program support costs. Respondents may not exceed the cap of 20% on program support costs. Program support costs typically include salary and wages for staff who work in Finance, Human Resources, Payroll, Legal, Property Management, etc. as well as other associated costs related to these functions. For more information on program support and program costs, refer to 2 CFR parts 200 and 2900. All Respondents should follow this rule when classifying budget costs as program support or program costs. The Workforce Partnership encourages Respondents to use in-kind or revenue streams other than WIOA funding to pay for program support costs. The extent to which a Respondent can meet performance objectives while minimizing support costs will be a factor in the evaluation process. A minimum of 10% of the Total Budget amount must be spent in the Participant Cost category.

Disallowed cost includes:

- Food and beverages
- Bad debt
- Advertising (other than help-wanted ads and procurement requests)
- Contributions/Donations to other non-profits
- Entertainment
- Fines and penalties
- Lobbying and fundraising costs
- Equipment purchases >$100 without prior approval from Workforce Partnership

5. In-Kind and Cash Match Resources

In order to efficiently use WIOA funds and deliver program services to residents and businesses within San Diego County, it is important to leverage a wide range of public and private resources to support program services. For more information on cost sharing or matching, refer to 2 CFR part 200 and 2900.

Respondents are required to provide a 25% in-kind or cash match for the SUPPORT SERVICES line item and a 10% in-kind or cash match of the total contract amount on the budget.

In-kind and cash match resources can support any 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.

These in-kind or cash-match resources must directly support the proposed program activities and should be documented with a Letter of Commitment, MOU, or other documentation. The documentation of in-kind or cash-match resources will include agreed-upon details of the support, that includes the amount to be lent or the services or supplies to be provided, the terms and goals of the agreement, and each parties roles and responsibilities in the agreement.

6. Subcontractors

If applicable, the Respondent must describe its plan to subcontract any portion of the services in Section C3 – Solutions Profile. The Respondent must follow their own procurement procedures to procure subcontractors if those procedures reflect state and local laws and conform to the standards in 2 CFR §§200.318–326. If a proposal identifies a specific subcontractor as collaborating in the design or provision of services, the Workforce Partnership's award of the grant does not provide the justification or basis to sole source the procurement of those services, thereby avoiding full and open competition for the provision of the planned services. Procurement of subcontractors may be done before or after submitting a proposal. See **ATTACHMENT – CONTRACT GENERAL PROVISIONS** for additional information. The Respondent's subcontracts funded with WIOA must be reviewed and approved by the Workforce Partnership prior to executing.

7. Required Staff Positions

The Workforce Partnership requires that the following positions and corresponding functions be fulfilled. Respondents are encouraged to propose creative staffing structures that may include full-time dedicated staff, shared positions, multiple part-time staff or other designs that have proven to be successful in serving youth in the past. For the purposes of this section, please explain how each position and its responsibilities will be met. For budgeting purposes, please use the titles provided below. All staff must be trained to recognize trauma and mental health needs, incorporate trauma informed approaches in case management, and make appropriate emergent referrals when necessary.

Career Navigator – The Career Navigator will provide case management for youth participants to facilitate the growth and development, participation in core program activities, and support achievement of performance outcomes. The Career Navigator will work in partnership with the Peer and Adult mentors and the Business Service Representative to provide a supportive and comprehensive case management strategy. Responsibilities will include, but are not limited to:

- Assisting with Eligibility, Registration, Orientation, Assessments, and Program Goals.
- Coordinating Core Program Activities (WIOA Tracks) to prepare youth for post-secondary education opportunities, academic and occupational training, and/or employment.
- Coordinating/Co-Coordinating Universal Services and Basic and Essential Skills Trainings (BET)

- Case Management Documentation.
- Coordinating Follow Up Services and Documentation of Performance Outcomes.
- ISY Career Navigator would build relationships and create referral strategies with secondary and post-secondary institutions.

Adult Mentor – The Adult Mentor will provide support, motivation, and guidance to the Youth participants from recruitment through follow up and beyond. The primary responsibilities include providing one-on-one face-to-face interactions with a trusting adult to facilitate positive growth and development in partnership with the Career Navigator, Peer Mentor, and Business Service Representative. Adult Mentors will participate in Basic and Essential Skills Trainings, where required/appropriate. Adult Mentors can be paid staff, employers or community volunteers with similar lived experiences.

Peer Mentor – The Peer Mentor will be an age-appropriate (18-24) young adult that will provide support, motivation, and guidance to the Youth participants from recruitment through follow up. The Peer Mentor should be one of the first interactions during outreach, recruitment, eligibility and registration. Peer Mentors should also be involved in conducting assessments and working in partnership with the Career Navigator, Adult Mentor, and Business Service Representative to coordinate and follow up on status of Youth goals. Peer Mentors can be paid staff or community volunteers. It is highly recommended that Peer Mentors be current (follow-up) or past participants and/or community members with similar lived experiences.

Eligibility, Compliance, and CalJOBS Specialist – The specialist should be the main staff assigned to conduct and verify eligibility in Workforce eFile, conduct internal monitoring and ensure compliance with the Workforce Partnership Operations Manual, understand CalJOBS system requirements, run CalJOBS reports and verify CalJOBS performance data. This person would also be the first point of contact for coordinating trainings with the Workforce Partnership, data change requests, and additional programmatic requirements in partnership with the Career Navigator and the Program Manager.

All staff must be trained to recognize trauma and mental health needs, incorporate trauma informed approaches in case management, and make appropriate emergent referrals when necessary.

Business Service Representative (BSR) –Business Service Representatives' primary functions are to engaging industries and employers with both the program and participants and to coordinate all work-related activities. BSR's will secure internships, job shadow opportunities, employer driven occupational skills trainings, apprenticeships, work experience, and job placements. The BSR will work with the Adult and Peer Mentors and the Career Navigator as part of a comprehensive case management system. The BSR will coordinate the employer driven performance outcomes of Effectiveness in Serving Employers and Retention with the Same Employer. They will also act as the main liaison for the Career and Partner Portal system requirements.

Respondents' BSR staff will partner with the Workforce Partnership's Business Services Department as part of a business services collaborative to delineate roles. During contract negotiations, specific Business Services expectations and outcomes will be put in place.

8. Incentives and Stipends

Respondents must budget for both Stipends and Incentives within the Participant Cost section of their budget. Stipends and Incentives must factor in costs related to participation and achievements related to **ATTACHMENT – BASIC AND ESSENTIAL SKILLS TRAINING DRAFT** and **ATTACHMENT – INCENTIVE AND STIPEND POLICY DRAFT.**

C. JOB QUALITY

The San Diego Workforce Partnership acknowledges that our spending signals our values. The Workforce Partnership is committed to partnering with organizations which prioritize diversity, job quality and growth opportunities for their staff. Below is our framework.

Respondents are requested to provide support to demonstrate the job quality indicators which have been implemented within their own organization. Demonstration will include a) upload of documentation into the Working Metrics tool and b) submission of any supporting materials. All partners and organizations that are part of the proposal must submit their own assessment.

If an organization applied to the first issuance of this RFP and they submitted data to Working Metrics, they do not need to submit the information again. The organization will need to verify that their information and their partners information was submitted correctly by sending an e-mail to youthRFP@workforce.org. If a new partner is added, then that organization will need to submit data to Working Metrics.

Respondents will be provided access to Working Metrics, a secure, online data analytics platform that helps organizations improve business decisions and results through deep insights into job quality and diversity, to upload their data for review. Note that upon award, successful Respondents

will be required to upload their data quarterly and will be monitored on job quality compliance as part of the Workforce Partnership's standard compliance and monitoring procedures.

Job quality indicators include the following. Additional information regarding the Workforce Partnership's job quality framework and indicators may be found at https://workforce.org/jobquality/.

Job Necessities: Raising the Floor

i. Living wage: Salary or hourly rate which allows an individual or family to afford adequate shelter, food, and the other basic necessities for their geographic area*
ii. Safe working conditions: Work environment which is free from physical hazards, discrimination and/or harassment
iii. Appropriate Classification: Status of exempt vs. non-exempt and/or contract vs. direct employee appropriately reflects individual's relationship with organization
iv. HR Infrastructure: In house or contracted HR support is in place and HR develops, communicates, and enforces policies and procedures
v. Stable Schedule: Employees have a set schedule, documented core hours or receive at least 1 week of advance notice for variable schedules

Job Opportunities: Building Ladders

i. Performance Management: Documented mechanism to assess employee performance, define career pathways and recognize employee contributions is in place
ii. Open Communication: Processes are available and accessible to collect input from staff at all levels, culture is welcoming of feedback and expectations are transparent
iii. Learning and Development: Established set of opportunities to improve skills and/or advance career which include but are not limited to in house or external coursework, on-the-job training, mentoring, or coaching are in place
iv. Empowerment and Support: Managers within the organization provide employees with guidance and tools needed to be successful in role; managers are equipped to and accountable for their support of staff

Job Features: Empowering People

i. Health and Wellness: Includes but is not limited to health, dental, life insurance and employee assistance programs, ergonomics support, options for physical movement and rest, childcare provision and/or navigation. Physical movement includes opportunities to sit, stand or walk during the course of performing duties. Childcare navigation includes providing information on existing childcare resources as well as referrals or connections to providers when needed.
ii. Food, Transportation and Housing: Includes but is not limited to accessibility of work location via a variety of means of transportation and company provided or discounted transportation, food, or housing (e.g. onsite cafeteria)
iii. Leave and Schedules: Includes but is not limited to paid maternity/paternity/family leave, paid vacation or sick leave, employee driven flexible schedules, flexible or remote work location options, and gap year or sabbatical options
iv. Employee Engagement: Includes but is not limited to civic or volunteer engagement opportunities in the community, peer to peer networks, resource groups or internal committees
v. Financial Supports: Includes but is not limited to discounts on services or products, advances (such as leave or advance pay), bonuses or awards, education supports (such as reimbursement) and wealth building tools (such as retirement match, access to pre-and post-tax savings)

vi. Job Security: Includes but it not limited to options for union participation, tenure track positions and/or automatic step increases or promotions
vii. Meaningful Work: Includes but is not limited to work which provides a sense of purpose and alignment with mission and values. Also includes factors such as autonomy in role, opportunities for project ownership and self- management, availability of engaging / challenging projects and a supportive team environment

*Please note that as of May 2020, the living wage for San Diego is $17.65 per hour (or equivalent salary). Living wage is based on a series of economic indicators which fluctuate over time. In the past, annual living wage increases have ranged from -2 to 10%. For awards which extend beyond one year, please plan for possible fluctuations in living wage. Document any assumptions related to living wage in your financial narrative submission. At the sole discretion of the Workforce Partnership, successful Respondents may be granted a waiver of the Living Wage requirement for a transitional period of up to one (1) year. Waivers will be documented in writing.

III. PROPOSAL SUBMISSION, EVALUATION CRITERIA AND CONTRACT AWARD

A. PROPOSAL SUBMISSION

The following details the page limits per section and reference **ATTACHMENT – PROPOSAL CHECKLIST**:

Section	Section Title	Page Limit(s)
I.I.	Notice of Intent	Complete Form on Website (Workforce eBid)
III.C.	Additional Attachments	10 Pages
III.E.	Cover Page	1 Page
III.E.	Organizational Qualifications and Project Management	2 Pages
III.E.	Organizational Chart	1 Page
III.F.	Past Performance	2 Completed Questionnaires
II.A. & III.G.	Solutions Profile	25 Pages
II.B & III.H.	Project Budget	Budget Packet (budget must be submitted in Excel)
II.B.1III.H	Required Staff Positions	2 Pages
II.C. & III.I.	Job Quality	Complete Working Metrics
III.G.6	Peer Mentor & Peer Engagement	Complete the Chart (1 Page)
III.G.7	14 Program Elements	Complete the Chart (4 Pages)
III.G.7	WIOA Program Tracks	Complete the Chart (2 Pages)
III.G.12	Employer Engagement	Complete the Chart (2 Pages)
IV. C.	Conflict of Interest Disclosure Form	Complete Form on Website (Workforce eBid)

B. FORMATTING REQUIREMENTS

Respondents must adhere to the formatting requirements. A deduction of points will be made in this category if the following have not been met:

- Font size: 11 point
- Font: Arial
- Margins: At least one inch

- Line spacing: Double-spaced
- Language: English
- All pages numbered
- All attachments labeled

C. ADDITIONAL ATTACHMENTS

Letters of support/commitment and Memorandums of Understanding (MOUs) that detail partnership roles and responsibilities and any in-kind resources committed are encouraged and can be included in the 10 pages of "additional attachments". Respondents can also include charts (charts that are included as part of the RFP do not count towards the limit), maps, visuals, and diagrams to support their solutions proposal.

D. EVALUATION CRITERIA AND ACCESS TO EVALUATION INFORMATION

An RFP Scoring Panel will score and rank proposals and make a recommendation for funding. The selection will be based upon proposal information supplied by the Respondent in response to this RFP.

Respondents must have a total average score of 160 points or higher to be recommended for funding.

The following details the points assigned per section:

Proposal Section	Point Value
Organizational Qualifications and Project Management (Includes Cover Page and Table of Contents)	15
Past Performance	20
Solution Profile	100
Project Budget & Required Staff Positions	30
Job Quality	20
Zoom Interview	15
Total Points	**200**

E. COVER PAGE, TABLE OF CONTENTS, AND ORGANIZATIONAL QUALIFICATION AND PROJECT MANAGEMENT (15 POINTS)

1. Cover Page:

a. Include company name, address, phone number, website and federal tax identification number;
b. Include proposal name; and

c. Include name of the person authorized to negotiate the contract and make decisions for the organization including the phone number, fax number, and e-mail address.

2. Table of Contents:

a. Include a clear identification of the material in the proposal by section and by page number.

3. Organizational Qualifications and Project Management:

Summarize what you want the evaluation committee to know about your organization:

a. Experience in the following areas:
   - Managing youth employment and education programs,
   - Operating federally funded programs,
   - Providing services to disadvantaged populations, and
   - Being extremely innovative in an environment with a multitude of regulations.
b. Please provide specific risks you see related to this project and how your organization will manage/mitigate these risks through your project management approach;
c. Describe your strategy for understanding, monitoring, and measuring program operations and connection to performance outcomes;
d. Describe your process and experience in ensuring quality, compliance, and proper documentation (similar size/scope of work);
e. Describe how you will ensure funds are used properly and according to policy, process, and according to overall spending plan; and
f. Include strengths and weaknesses.
g. Other potential areas that can be addressed in this section may include but are not limited to your experience with the following:
   - Operating inclusive workforce development programs,
   - Fostering collaboration and partnerships,
   - Information sharing across a variety of partners and programs,
   - Leveraging and blending existing agency youth-serving programs, and
   - Working on diverse/divergent issue agendas to reach outcomes.
h. Submit an organizational chart and resumes to show staff working on this project.

F. PAST PERFORMANCE (20 POINTS)

Two (2) complete **ATTACHMENT – PAST PERFORMANCE QUESTIONNAIRE** must be submitted from organizations with which the Respondent has had direct involvement in projects similar in scope. Questionnaires must be for projects the Respondent has managed within the past five years. If a joint proposal is submitted, Questionnaires must be completed for the lead entity (i.e., the organization that assumes financial responsibility). Respondents which have had contracts with the Workforce Partnership within the past two years must include the Workforce Partnership as one of the agencies completing a Questionnaire. Each of the Respondent's Questionnaires must be completed and emailed directly to youthRFP@workforce.org by the referring agency by the proposal due date. Past Performance Questionnaires received after the proposal due date will not be accepted.

Respondents may be deducted points in this category if the Workforce Partnership does not receive two past performance questionnaires via email from the referring agency by the proposal deadline.

Evaluation Committee will evaluate on the following:

- Does the Respondent have two questionnaires?
- Was the past performance questionnaire based on a project within the past five years?
- On the past performance questionnaire did the Respondent demonstrate positive outcomes in projects similar in scope to this RFP?

G. SOLUTIONS PROFILE (100 POINTS)

Responses will be evaluated on strength of partnerships and collaboration strategy throughout your proposal. Respondents should describe the use of, and experience with, evidence-based practices in all applicable questions. For population specific strategies, include references to those populations and your strategy to address population-specific barriers as it relates to each of the topics below.

1. Outreach, Recruitment and Eligibility

a. Identify specific communities where you will conduct outreach and recruitment. Refer to the charts in Section II.A.1. Needs Statement.
b. Describe your outreach strategy. How will you build or enhance partnerships within each target community in order to reach eligible youth and overcome potential challenges in enrolling this population? How will your outreach strategy specifically reach the Black Youth described in the statistics in Section II.A.1. Needs Statement?
c. Describe how you will partner with smaller community-based organizations who may not have the capacity to be applying to this RFP directly. Please list specific organizations and the details of how you will partner with them.
d. Explain how your outreach and recruitment process will promote Diversity, Equity, and Inclusion and build trust between your organization and your target communities. How will you recruit and engage BIPOC and LGBTQIA+ community leaders, business owners and mentors?
e. Describe how you will create an eligibility certification process that is easy for prospective participants to navigate and creates a safe space for individuals to disclose sensitive information and self-identify barriers and needs. How will this process ensure compliance and proper documentation by staff? Include any experience implementing the human-centered design process.

2. Access & Locations

a. Provide your main office, satellite and access point locations within the communities identified in the outreach and recruitment plan.
b. How will you ensure eligible youth have access to your services without imposing additional barriers? Address transportation, technology, scheduling/office hours, and other barriers preventing program participation.
c. How would you provide informal opportunities for participants to build trust, discuss challenges, and facilitate solutions with youth and other community members, including other family members? Include how you will implement a 2-Gen or 3-Gen approach in your program.

3. Orientation, Goals, and Assessments

a. Review the **ATTACHMENT – WIOA YOUTH PROGRAM TRACKS** and describe your process for identifying which track would fit each youth's goals, needs and

interests based on assessments provided in **ATTACHMENT – BASIC AND ESSENTIAL SKILLS TRAINING (BEST) DRAFT**. How will you ensure youth are provided all available options and help them make an informed choice?

b. How will you support participants in developing goals that are responsive to their needs and interests and connecting those goals to program services and activities outlined in **ATTACHMENT – YOUTH PROGRAM ELEMENTS.**

c. Describe your process used to screen and serve youth with trauma and behavioral health needs, including substance abuse and addiction.

4. Referrals, Co-Enrollments, and Dual Enrollments

a. Describe your experience and past success engaging in productive partnerships with other organizations to facilitate referrals, co-enrollments, or dual enrollments to other programs. How will you leverage this experience to a) collaborate with other WIOA-Subrecipient when a co- or dual-enrollment is needed to provide services outlined in **ATTACHMENT – 14 PROGRAM ELEMENTS,** and b) provide guidance to youth who do not qualify for your WIOA program?

5. Career Navigation, Participant Engagement, and Retention

a. Describe how you will ensure that youth build and maintain positive relationships with adult and peer mentors and career navigators. Explain how you will create a seamless and unified support system for youth.

b. Describe your participant engagement and retention plan. Use specific examples related to specific populations, core program activities, and follow-up services.

6. Peer Mentoring

a. Describe how you will engage peer mentors with participants using a holistic program and staffing design. Describe the roles and responsibilities of the Peer Mentor in each phase of the program – recruitment through follow-up and beyond. Include examples of evidence-based participant engagement strategies. (**CHART – PEER MENTOR AND PEER ENGAGEMENT**)

   i. Recruitment & Eligibility
   ii. Orientation, Assessment & Registration
   iii. Program Activities & Services
   iv. Follow Up Services & Beyond

b. How will you engage and recruit follow up and/or former participants in becoming peer mentors?

c. How will you develop peer and adult mentors to support the Black youth?

7. Core Program Activities and Universal Services

a. How will you structure participant cohorts so that groups of students begin together and participate in a common set of program elements together? Which activities would the cohort participate in together, and which would be individually paced? How will you integrate new youth into your program?

i. 14 Youth Program Elements

Explain how you will ensure that all 14 youth program elements are available to each enrolled youth participant. Specify which program elements your organization will provide, and which you will provide through referrals or partnerships. (**CHART – 14 YOUTH PROGRAM ELEMENTS**)

ii. WIOA Program Tracks

Describe your strategy for implementing and managing participation as outlined in the **ATTACHMENT – WIOA PROGRAM TRACKS**. How will you connect these core services and activities to participant goals and outcomes? Include any referrals to program or community partners in your response. (**CHART – WIOA PROGRAM TRACKS)**

- Education
- Employment & Experience
- Employment & Training
- Employment & Education

- Basic and Essential Skills Training (BEST)

Review **ATTACHMENT – BASIC AND ESSENTIAL SKILLS TRAINING (BEST) DRAFT**. Explain how you will provide and/or facilitate all required and elective trainings. Include any referrals to program or community partners in your response and cross reference to the 14 youth program elements in question 3, above. What key beliefs and mindsets for success will you cultivate in participants through this training?

8. Education & Training

a. Describe the process for researching education and training providers (for post-secondary education and classroom-based occupational training/apprenticeships) and assessment of readiness and prerequisites. Include any relevant partnerships.
b. How will you implement tutoring in dropout prevention and recovery and how will you provide an array of tutoring options for both subject-specific and general support? (i.e one-on-one, cohort, facilitated study groups, etc.)
c. How will you engage youth in Apprenticeships, YSEPL, and ETPL trainings? How will your organization encourage and market non-traditional education and training programs to youth (i.e. vocational programs, professional administrative positions, non-shift positions, and transitional skill related employment)?

9. Follow Up Services

a. Explain your plan to provide services in follow-up to foster continued engagement and provide support, including leadership and youth development, mentoring, career development and job progress, tutoring, and community resources. What leadership and confidence building skills would you employ to improve self-efficacy?
b. How does your organization equip youth to navigate resources to meet their needs outside WIOA programs and once WIOA programs end?

10. Supportive Services

a. Describe how your organization will connect youth with community resources that help meet ongoing basic needs (i.e food, housing, transportation, safety), both during the program and in follow-up.
b. Describe established or planned partnerships and resources to leverage funding to meet the in-kind match requirement to provide supportive services.

11. Performance

a. Describe your ability to successfully meet standard performance measures as outlined on **ATTACHMENT – PERFORMANCE AND IMPACT MEASURES**. Include descriptions of outcomes in past projects with similar scope of work.
b. Describe your strategy for understanding and monitoring the identified enhanced performance outcomes. Include a plan to meet enhanced performance outcomes based on the required program components and your design strategy. Describe your ability to lead youth towards self-sufficiency.

12. Employer Engagement, Business Services Representative (BSR), and Job Quality

a. Describe your approach to job placement and how the BSR will be used to identify employment opportunities for youth. How will the BSR work to ensure placements are meeting job quality standards? Identify specific job quality standards in your response based on the Job Quality Section.
b. Provide your strategy to partner with employers to provide work-based learning and mentoring activities. How will you ensure these activities include relative job skills and meaningful work that lead to quality jobs? Include current or proposed employer partnerships and any past outcomes, as applicable. Identify specific job quality standards in your response. [**CHART – EMPLOYER ENGAGEMENT**]
    i. Employer Mentoring
    ii. Job Shadowing
    iii. Work Experience
    iv. Internships
    v. Pre-Apprenticeships/Apprenticeships
    vi. On-the-Job Training
    vii. Summer Youth Employment (ISY)
    viii. Job Placements
c. What challenges do you anticipate in working with a wide variety of employers to secure work and work-based learning opportunities for the youth you serve, especially experiences that provide living wages and opportunity for advancement? Include solutions that achieved successful outcomes for both the employer and the participant. How will you work with the Workforce Partnership Business Service Department? Describe any current/past connections with employers that have hired and/or mentored these specific youth.

13. Population Specific Strategies

a. Describe your strategy to eliminate barriers and social determinants that Black youth face related to education, employment, and training. Use specific examples of successful outcomes.
b. How will your program specifically work to address bias and racism in employment practices that contribute to the high disconnect rates within the Black community?
c. How will your organization connect law enforcement with the community to increase trust, positive interactions, and experiences with law enforcement?
d. Describe the challenges that black youth experience in San Diego County?

H. PROJECT BUDGET AND REQUIRED STAFF POSITIONS (30 POINTS)

1. Project Budget

Respondents must complete the following Budget documents and prepare a budget in accordance with **ATTACHMENT – BUDGET AND BUDGET NARRATIVE INSTRUCTIONS.**

- Budget
  - Personnel Detail Tab
  - Personnel Detail In-Kind Match Tab
  - Project Budget Detail Tab
  - Expenditure Plan Tab
  - Cost Analysis Tab
- Budget Narrative
- Cost Allocation Plan, if applicable
- Indirect Cost Agreement, if applicable
- The Workforce Partnership will conduct a Cost Price Analysis of the proposed budget details to determine reasonableness, allocability, and allowability of costs.
  - Did the Respondent include a Budget Narrative that outlines each line item in the Budget and explains the items and methodology for each line item in the Budget?
  - Is the Program Operating Plan reasonable to justify the cost in the requested Budget?
  - Are the support costs reasonable and acceptable to meet performance objectives?
  - Are the indirect and profit costs reasonable and acceptable to meet performance objectives?
  - Do the proposed costs seem reasonable?
  - Did the Respondent not exceed the maximum Cost per Participant?
  - Did the Respondent not exceed the 20% on Program Support costs?
  - Did the Respondent provide the minimal 25% on Work Experience costs?
  - Did the Respondent provide the minimal 10% on TOTAL In-Kind /Cash Match Resources costs?
  - Did the Respondent provide the minimal 25% on SUPPORT SERVICES In-Kind /Cash Match Resources costs?
  - Did the Respondent provide the minimal 10% on Participant Cost costs?

2. Required Staff Positions

- Did the Respondent provide the required staff positions?

  - Business Service Representative
  - Career Navigator
  - Adult Mentor
  - Peer Mentor
  - Eligibility /Compliance /CalJOBS Specialist
- What kind of formal and/or lived experience does your staff bring to your program?
- Please indicate current/proposed staff languages spoken and the coordination of services in multiple languages.
- Describe the criteria and explain your experiences in recruiting and matching mentors with participants. Include any cultural similarities, background, and lived experiences.
- How will you coordinate engagement of both adult and peer mentors? How will you supervise relationships with volunteers?
- How will you ensure participants feel engaged and supported, as well as staff feel equipped to handle the proposed caseload and program design? Use the Program Operating Plan to explain your caseload and staffing ratios. Be sure to include details about previous experience with case management and data tracking tools.
- Describe your staff and volunteer training process to ensure all participants receive consistent, trauma-informed, and high-quality services. Include examples on utilizing resources, building trust and community engagement.

I. JOB QUALITY (20 POINTS)

Respondents will be scored based on the degree to which their organization is currently meeting the job quality standards and plans to further develop and enhance the job quality framework over the next year. Respondents will be evaluated on job quality through the use of different elements that are outlined as part of budget, staffing, solutions proposal, and the completion of the Working Metrics assessment. All partners and organizations that are part of the proposal must submit their own assessment.

J. ZOOM INTERVIEW (15 POINTS)

To move to an interview, respondents must score a minimum of 145 points prior to the interview phase and rank in the top 50% of respondents in the category. Respondents will be allowed 30 minutes for oral interviews to walk through their proposed solution. The RFP Scoring Panel will then ask a series of questions to allow Respondents to clarify or highlight aspects of their proposal. The Respondent's authorized representative or delegate and at least one key technical resource must be in attendance for the oral interview. The Respondent is limited to a presentation team of five individuals. Finalists will be notified of interview time slot via email.

K. CONTRACT AWARD

The RFP Scoring Panel's recommendations will be finalized, and all bidders will be notified of the results by June 17, 2021.

1. Negotiation/Contract

The Respondent's designated authorized representative must be empowered to make binding commitments for the successful Respondent and its subcontractors, if any. The Workforce Partnership 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 implementation schedule, and the final award amount. If any Respondent recommended for funding fails to provide services outlined in the agreement and proposal, the Workforce Partnership may use an alternate Respondent to perform services upon board approval.

This project is an investment in the Workforce Partnership's infrastructure and operations (i.e. – is not a programmatic funding contract to a subrecipient). Per the Workforce Partnership's approved signature authority guidelines approved by the Board on June 17, 2021, such investments, if included in a budget previously approved by the WDB and Policy Board, does not require separate board approval.

2. Cooling Off Period

The Workforce Partnership, the WDB and the Policy Board shall not approve or contract with, and will reject any bid or proposal submitted by an individual or entity who within the preceding twelve (12) months was themselves or employs anyone who is a current, dismissed, separated, or formerly employed person of the Workforce Partnership, and:

- Was employed in any position(s) of substantial responsibility in the area of service to be performed by the contract; or
- 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
- Is an owner, officer, principal, partner, or major shareholder of the proposed subrecipient.

This prohibition will apply to any qualified person(s) leaving the employ of the Workforce Partnership and will apply at all times during the twelve-month period beginning on the date the person left the employment of the Workforce Partnership and will apply to any procurement issued or contract executed within that twelve-month period. Potential Respondents must detail any Cooling Off Period disclosures on the ***Conflict of Interest Disclosure Form*** found in the Workforce eBid site. The Policy Board may, upon a showing of special circumstances that would justify the approval of such a contract, waive this cooling off provision.

L. TECHNOLOGY AND SYSTEM REQUIREMENTS

The Respondent must comply with the Workforce Partnership's technology and system requirements as indicated in **ATTACHMENT – TECHNOLOGY AND SYSTEM REQUIREMENTS.**

M. GENERAL PROVISIONS

1. Contract Terms, Insurance and Litigation Warranty

The RFP, any addenda, and the Respondent's response shall also become part of the contract agreement between the Workforce Partnership and the Respondent. The Respondent shall indicate in its proposal any exceptions that the Respondent takes to the terms and conditions in the **ATTACHMENT – CONTRACTUAL GENERAL PROVISIONS** or **ATTACHMENT – CONTRACTUAL SERVICE AGREEMENT TEMPLATE** 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 the Workforce Partnership in the proposal(s).

Disclosure of litigation will not automatically disqualify the Respondents; however, the Workforce Partnership reserves the right to evaluate proposals) based on facts surrounding such litigation or arbitration.

N. APPEAL PROCESS

Only Respondents to this RFP may appeal the results if the procurement process was violated in some manner, and/or Federal, State, and/or the Workforce Partnership procurement guidelines have been violated. An appeal will not be allowed to contest individual scores, the rating system, disqualification, or dissatisfaction with the evaluation results.

The appeal process is:

- A written letter of appeal will be sent to youthRFP@workforce.org including evidence for appeal and the specific relief sought.
- The written appeal must be received by the Workforce Partnership within five business days from the date the RFP recommendation is posted on the Workforce Partnership's website.
- An appeal review panel appointed by the WDB Chair will review the appeal.
- The panel will review the appeal and collect information. At their discretion, the panel may request a meeting with the Respondent and Workforce Partnership staff, and/or use other methods to gather relevant information.
- Once all the information is gathered and reviewed, the panel will issue a written decision to the appellant and the WDB.
- The decision of the appeal review panel will be final.

O. 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 identified confidential or proprietary information will be protected and treated with confidentiality 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, the Workforce Partnership will treat the information as public. All sections of the proposal including attachments are subject to release.

Proposals will be received, maintained, and disclosed to the public consistent with the California Public Records Act and the Freedom of Information Act. Proposals will be exempt from disclosure until the evaluation and selection process has been completed. Respondents should be aware that the Workforce Partnership 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 §§6250 et.seq. and the Freedom of Information Act, 5 U.S.C. §552).

The Workforce Partnership will not notify Respondent of requests for release of information or that the Workforce Partnership released data unless the Workforce Partnership receives a request for information previously marked and identified by Respondent as confidential or proprietary. If the Workforce Partnership receives a request for release of such previously marked and identified confidential or proprietary information, the Workforce Partnership 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 the Workforce Partnership 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.

IV. OTHER

A. STATEMENT OF QUALIFICATIONS

By submitting a proposal, you are agreeing to the terms outlined in the **ATTACHMENT – STATEMENT OF QUALIFICATION**. The SOQ will establish a Respondent's qualifications to bid for WIOA funds. The submission of a SOQ determines an organization's legal, administrative, and fiscal capacity to meet the Workforce Partnership, 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 RFPs and to be awarded a contract with the Workforce Partnership. If selected, the SOQ documents must be submitted at the time of award and updated annually with the Workforce Partnership. Failure to provide SOQ and/or incomplete SOQ will result in award of contract to next highest scoring respondent.

The Workforce Partnership encourages the participation of respondents who are certified as small businesses, minority-owned firms, women's business enterprises, emerging businesses, disabled veteran businesses, and disadvantaged businesses. Such certification shall be documented in the SOQ.

B. CONFLICT OF INTEREST

Bidders are required to list any and all individuals who contributed to the preparation of the proposal. Disclosure of any actual or potential conflicts of interest relative to this Competitive Proposal is required. All bidders must fill this out and submit if even if there are no actual or potential conflicts of interest.

To complete the ***Conflict of Interest Disclosure Form***, log on to the Workforce eBid site using the email address along with the unique password that was created when the Notice of Intent was submitted. The Conflict of Interest Disclosure Form can be digitally signed as confirmation once it has been completed in the Workforce eBid. An email confirmation with a snapshot of the Conflict of Interest Disclosure Form along with the digital signature will be provided as proof of completion. Must complete no later than May 6, 2021 **and no later than 5:00 P.M.**

V. REFERENCED ATTACHMENTS

Attachment - 14 Youth Program Elements
Attachment - Basic and Essential Skills Training
Attachment - Budget
Attachment - Budget Narrative
Attachment - Budget Narrative Instructions
Attachment - Contractual General Provisions
Attachment - Contractual Service Agreement Template
Attachment - Glossary of Terms
Attachment - Incentive and Stipend Policy
Attachment - Past Performance Questionnaire
Attachment - Performance and Impact Measures
Attachment - Proposal Checklist
Attachment - Statement of Qualifications (SOQ)
Attachment - Technology and System Requirements
Attachment - WIOA Program Tracks
Chart - 14 Youth Program Elements
Chart - Employer Engagement
Chart - Peer Mentor and Peer Engagement
Chart - WIOA Program Tracks