



Request for Proposals (RFP)  
For Foster Youth Services

<b>Request for Proposal (RFP) Issued</b>	<b>June 27, 2022</b>
<b>Respondent Orientation</b>	<b>June 29, 2022</b>
<b>Final Day to Submit Questions</b>	<b>July 8, 2022</b>
<b>Notice of Intent Due</b>	<b>July 8, 2022, by 5:00 p.m.</b>
<b>Proposals Due</b>	<b>July 18, 2022, by 5:00 p.m.</b>
<b>In Person/Zoom Interviews</b>	<b>August 8–9, 2022</b>
<b>Evaluation Completion</b>	<b>August 12, 2022</b>
<b>Anticipated Award Notification</b>	<b>September 1, 2022</b>
<b>Contract Start</b>	<b>October 1, 2022</b>

Proposal must be received no later than  
5:00 p.m. (PT)  
July 18, 2022  
**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 RFP

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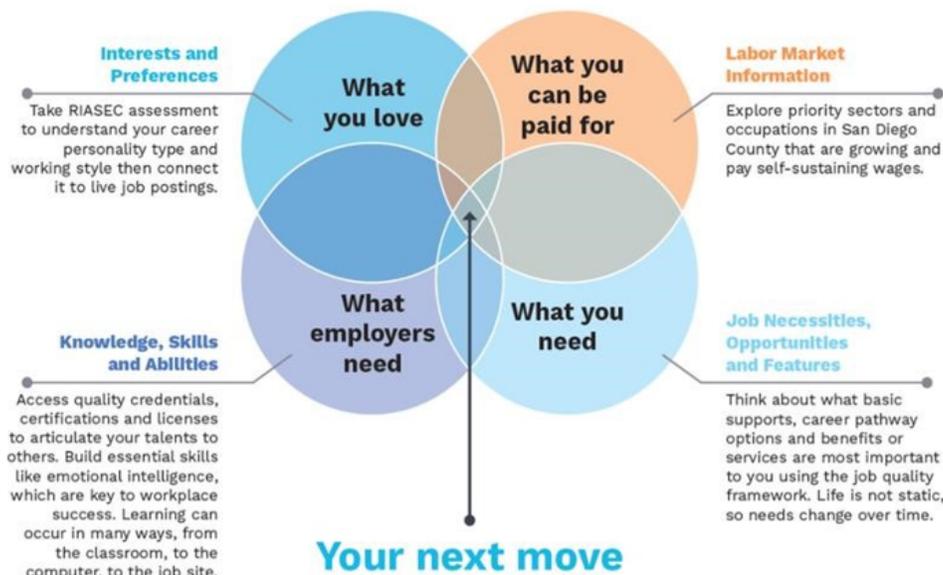
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## I. INTRODUCTION AND SCOPE OF WORK

### A. OUR PHILOSOPHY INTRODUCTION

The San Diego Workforce Partnership (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 foster 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.



### B. PURPOSE OF RFP/BACKGROUND

The Workforce Partnership is soliciting proposals to identify a subrecipient to deliver Tier II Workforce Innovation and Opportunity Act (WIOA) youth services for foster youth within San Diego County. The Request for Proposal (RFP) is to support the County of San Diego, Health and Human Services Agency (HHSA) Tier I Independent Living Skills (ILS) Foster Youth Services.

Since 2001 the County HHSA and Workforce Partnership have partnered to issue a joint RFP. This year we will issue two (2) separate procurements:

- The County of San Diego, HHSA has already issued a procurement for Tier I ILS.
  - Tier I ILS is offered to current and former foster care youth, ages sixteen (16) up to the youth's twenty-first (21<sup>st</sup>) birthday. The Tier I ILS program is intended to provide foster youth with the specific knowledge and skills needed to make informed decisions concerning education, employment, money management, permanency connections, self-care and social development, daily living skills, housing, transportation, and community resources. The Tier I ILS subrecipient directly

collaborates with and refers youth to the WIOA Tier II foster youth subrecipient to provide comprehensive workforce services.

- The Workforce Partnership is issuing a procurement for workforce services (Tier II).

This 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 in-school and out-of-school, current and former foster youth, ages 16-24.

This RFP was prepared based upon the WIOA under the regulations and guidance from the U.S. Department of Labor (DOL) and California Employment Development Department (EDD). 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.

Subrecipient will be responsible for delivering specific outcomes, located in **ATTACHMENT – PERFORMANCE MEASURES**.

### C. SCOPE OF WORK

The Workforce Partnership seeks to procure one Subrecipient to provide workforce services for the following populations:

- Current and former foster youth  
*\*Detailed population definitions can be found below under “WIOA Eligibility.”*

- Provide follow up for continuation of services for foster youth who are currently enrolled in WIOA youth programs to provide a continuation of services without disruption to the participant.

#### D. CONTRACT PERIOD

The Workforce Partnership anticipates awarding approximately \$450,000 in WIOA youth funding through this RFP for the base year. The base year will begin on October 1, 2022, and end on June 30, 2023, with the option to extend the agreement for three (3) additional one-year terms for an amount, up to, but not to exceed \$600,000 per term. Funding allocation is based on organizational need, service provider performance, and funding availability.

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. Contracts will be structured as cost reimbursement. Cost per youth should not exceed \$7,000. Respondents are encouraged to build a model that leverages outside funding for youth.

Respondent proposals should **not exceed \$450,000**. Final funding amounts will be negotiated once a subrecipient 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](http://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.

#### 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, Foster 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 [procurement@workforce.org](mailto:procurement@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. NEGOTIATION/ CONTRACT

The respondent's designated authorized negotiator 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.

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 [Procurement@workforce.org](mailto:Procurement@workforce.org).

#### J. SUBMITTAL OF NOTICE OF INTENT AND PROPOSAL

The Workforce Partnership must receive proposals no later than **5:00pm on July 18<sup>th</sup>, 2022**. **Late proposals will not be accepted.**

A Notice of Intent (NOI) must be submitted and include your organization's Unique Entity ID (UEI) number issued through SAM.gov, formerly Dun & Bradstreet Data Universal Numbering System (DUNS) number on the NOI. Follow this link to request a [UEI Number](#). The NOI needs to be completed by **5:00pm (PST) on July 8<sup>th</sup>, 2022**. To submit the NOI, access the Workforce eBid website on the Workforce Partnership website, [Foster 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. If the respondent wishes to submit for another proposal after initial submission, they can do so by selecting the desired proposal and submitting another NOI. The respondent will receive another email confirmation listing the intended proposal.

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.

#### K. QUESTIONS AND ANSWERS ABOUT 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 [procurement@workforce.org](mailto:procurement@workforce.org), with the name of the RFP in the subject line. The final day to submit questions will be on July 8th, 2022, by 5:00pm (PST). Questions received after that time will not be answered. All questions and answers will be publicly posted online at [Foster Youth RFP](#). The Workforce Partnership will respond to questions on a rolling basis.

#### L. GENERAL PROVISIONS

The RFP, any agenda, 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 – CONTRACT GENERAL PROVISIONS** or **ATTACHMENT – 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).

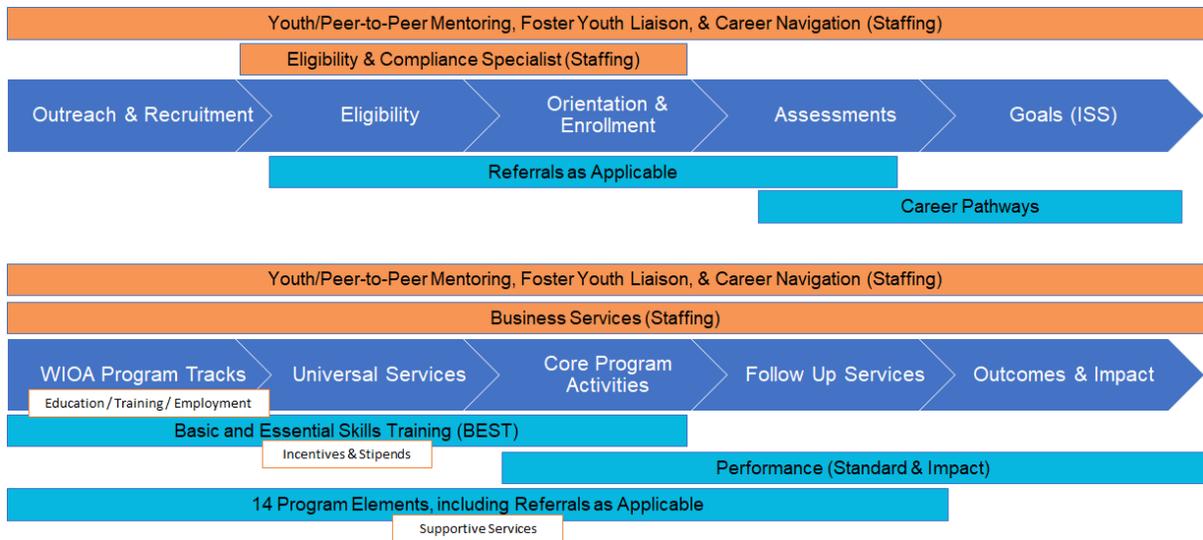
Disclosure of litigation will not automatically disqualify the respondents; however, the Workforce Partnership reserves the right to evaluate proposals based on facts surrounding such litigation or arbitration.

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

### A. SOLUTIONS PROFILE

#### 1. Program Design and Requirements

Respondent must ensure they will provide the following program design components. When creating a Program Design, respondent should address the elements outlined below and for more information refer to the Workforce Partnership [Operations Manual](#)



## B. OUTREACH AND RECRUITMENT

Tier II subrecipient will work with the Tier I subrecipient on recruiting current ILS foster youth that are receiving Tier I services. Tier II subrecipient will engage staff from the foster care network; such as social workers, PSW (Protective Services Worker), STRTP (Short Term Residential Therapeutic Program), EFC PSW (Extended Foster Care Protective Services Worker) and case worker staff at transitional housing programs, foster homes, and group homes around available educational opportunities, job trainings, internships, and job opportunities. Tier II subrecipient will provide workshops and other strategies to engage Tier I foster youth.

Outreach and recruitment include, but are not limited to, identifying potentially eligible current and former foster youth, and working closely with other government systems, community organizations, and school systems to identify and recruit youth. Subrecipients must develop a plan to identify specific communities to conduct outreach and recruitment. Communities must be identified using [zip codes](#) and referencing community names.

### 1. Transition from Tier I to Tier II Services

Tier II subrecipient will provide guidance and workshops to Tier I foster youth around all available opportunities and assist in meeting the enrollment process requirements for Tier II services or provide referral information regarding other applicable and appropriate services available.

Subrecipients must create a human centered design approach for a seamless transition for Tier I youth to receive services in Tier II. Tier II subrecipient staff will support Tier I subrecipient staff in collecting the appropriate eligibility documents for transferring to Tier II workforce services.

As part of the process, youth must complete the Program Match Finder in the Partner Portal to determine initial youth eligibility for WIOA services.

### 2. Referrals

Tier I subrecipient must send over a referral for when a youth is ready for Tier II services. 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. Subrecipients will be required to track all referrals through the SDWP platform. Tracked referrals are part of the overall contract performance.

### III. WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) ELIGIBILITY

The WIOA sets guidelines for which youth are eligible to participate in 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. All applicable barriers must be reported. For the purpose of responding to this RFP, eligibility is as follows:

- Out of School Foster Youth
  - Age 16-24;
  - Not attending any school;
  - An individual who is in foster care or has aged out of the foster care system, or
  - Who has attained 16 years of age and left foster care for kinship guardianship or adoption, or
  - An individual who was formerly in foster care, but returned to their families before turning 18, or
  - A child eligible for assistance under sec. 477 of the Social Security Act, or
  - In an out-of-home placement.
  
- In-School Foster Youth
  - Age 14-21;
  - An individual who is in foster care or has aged out of the foster care system, or
  - Who has attained 16 years of age and left foster care for kinship, guardianship or adoption, or
  - An individual who was formerly in foster care, but returned to their families before turning 18, or
  - A child eligible for assistance under sec. 477 of the Social Security Act, or
  - In an out-of-home placement.

#### A. ACCESS AND LOCATIONS

The respondent 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.

#### B. 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

### C. 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.

### D. 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. Respondents 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.

### E. 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.

### F. 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. Respondents must demonstrate their ability to manage caseloads through a combination of their staffing plan and the solutions proposal.

## G. 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

## H. 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 subrecipient 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

## I. WIOA PROGRAM TRACKS

The Workforce Partnership has developed [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

## J. 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 outline and staffing requirements. \*Utilizing BEST is not a requirement of this RFP but required services can be found, utilized and implemented through BEST.

## K. 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 an outline for BEST training and all subrecipients will enhance and offer to program participants. The outline of [BEST](#) 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](#).

## L. 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.

## M. SUPPORTIVE SERVICES

Subrecipient must budget for and provide supportive services to enable successful participation in WIOA activities. Subrecipient must also provide in-kind matches 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

#### N. FOLLOW UP SERVICES

Subrecipient is required to provide at least twelve (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.

**Continuation of Services:** Subrecipient will be required to serve foster youth who are currently enrolled in WIOA youth programs to provide a continuation of services without disruption to the participant. The provider should be prepared to serve youth who are currently active in their education, training, or employment activities as well as youth who are receiving follow up services and need assistance in placement. SDWP will assist in coordinating the transition and the communication to youth currently in the foster youth programs, as needed.

Subrecipient will be required to serve foster youth who are currently enrolled in WIOA youth programs to provide a continuation of services without disruption to the participant. The provider should be prepared to serve youth who are currently active in their education, training, or employment activities as well as youth who are receiving follow up services and need assistance in placement. SDWP will assist in coordinating the transition and the communication to youth currently in the foster youth programs, as needed.

#### O. PERFORMANCE

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

- Standard WIOA Performance
- Enhanced Performance Outcomes

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 Workforce Partnership Senior Economist and Data Analyst will partner with their organization to review their program design, population(s) served and decide on definitions of impact metrics.

## 1. 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, mental health and counseling centers, employers, and other organizations that serve youth. Subrecipient is encouraged to refer youth to these programs as appropriate.

Subrecipient must demonstrate how they will support and collaborate with the County of San Diego's HHSA to improve outreach, engagement, retention that improves the services to foster youth while leveraging available resources that creates a seamless transition from Tier I services to Tier II. Subrecipient is expected to have representation at the monthly county collaborative or other meetings that directly support this contract.

Subrecipient must also demonstrate how they will partner and collaborate with current American Job Centers of California (AJCC) Career Center Operator and the Youth One-Stop Career Center Services Provider, as well as other WIOA youth subrecipients. 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 through a designated process that is 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.

## 2. 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

### P. 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 four (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 experience. 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 [parts 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, which 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 – CONTRACTUAL GENERAL Provisions** for additional information.

## 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 Mentor, Foster Youth Liaison, 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 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 (BEST).
- 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.

**Foster Youth Liaison** – The Foster Youth Liaison will provide support, motivation, and guidance to the Tier I and Tier II foster youth from outreach, recruitment and through follow up.

They will be the primary point of contact to the Tier I subrecipient, PSW (Protective Services Worker), STRTP (Short Term Residential Therapeutic Program), EFC PSW (Extended Foster Care Protective Services Worker) and case worker staff at transitional housing programs to provide a seamless transition from Tier I to Tier II services.

The Foster Youth Liaison will provide one-on-one, group or virtual interactions with foster youth to facilitate the Basic and Essential Skills Prerequisite Trainings, assist in registration, and develop a positive hand off to the Career Navigator, Peer Mentor, and Business Service Representative. Foster Youth Liaison should have 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 people to interact with foster youth during outreach, recruitment, eligibility, and registration. Peer Mentors should also be involved in conducting assessments and working in partnership with the Career Navigator, Foster Youth Liaison 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.

**Business Service Representative (BSR) –Business Service Representatives’** primary functions are to engage 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 Foster Youth Liaison, 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 [Basic and Essential Skills Training](#) and [SDWP Operations Manual Chapter 4, Part 2: WIOA Youth Program Activities, Attachment – Incentive & Stipend Policy](#).

## Q. JOB QUALITY

Respondents should specifically address how the job quality framework will be used in conjunction with the fourteen (14) 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.

SDWP 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. Respondents will be evaluated based on how the staff positions funded by this grant opportunity meet the elements of the job quality framework below. It is not expected that all elements will be present in all roles.

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.



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/](https://workforce.org/jobquality/).

Job Necessities: Raising the Floor

- a. 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\*
- b. Safe working conditions: Work environment which is free from physical hazards, discrimination and/or harassment
- c. Appropriate Classification: Status of exempt vs. non-exempt and/or contract vs. direct employee appropriately reflects individual’s relationship with organization
- d. HR Infrastructure: In house or contracted HR support is in place and HR develops, communicates, and enforces policies and procedures
- e. Stable Schedule: Employees have a set schedule, documented core hours or receive at least one (1) week of advance notice for variable schedules

Job Opportunities: Building Ladders

- a. Performance Management: Documented mechanism to assess employee performance, define career pathways and recognize employee contributions is in place
- b. Open Communication: Processes are available and accessible to collect input from staff at all levels, culture is welcoming of feedback and expectations are transparent
- c. 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
- d. 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

- a. 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.
- b. 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)
- c. 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
- d. 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
- e. 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)
- f. Job Security: Includes but it not limited to options for union participation, tenure track positions and/or automatic step increases or promotions
- g. 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 June 2022, the living wage for San Diego is \$20.82 hour (or equivalent salary). Living wage is based on a series of economic indicators which fluctuate over time. In the past, the 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.

## **IV. PROPOSAL SUBMISSION, EVALUATION CRITERIA AND CONTRACT AWARD**

### **A. PROPOSAL SUBMISSION**

Proposals should give clear, concise information in sufficient detail and in the order presented below to allow for a comprehensive evaluation. Although the submittal items below are organized by evaluation criteria, the headings are only for purposes of organization and clarity.

Respondent's answers to the submittal items shall be no more than the referenced page number limit(s) per each section (table below), excluding disclosures, sample work products, and similar attachments that support the answer. Label each attachment separately and reference the attachment (and specific section(s) of the attachment when appropriate) within your narrative response to the submittal item(s) supported by that attachment.

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

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

### B. FORMATTING REQUIREMENTS

Respondents must adhere to the following formatting requirements:

- Font size: 11-point
- Font: Arial
- Margins: At least one (1) inch
- Line spacing: Double-spaced
- Language: English
- All pages numbered
- All attachments labeled

### C. ADDITIONAL ATTACHMENTS

Letters of support/commitment and MOUs that detail partnership roles and responsibilities and any in-kind resources committed are encouraged and can be included in the ten (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.

The following details the points assigned per section:

Proposal Section	Point Value
<b>Organizational Qualifications and Project Management (Includes Cover Page and Table of Contents)</b>	15
<b>Past Performance</b>	20
<b>Solution Profile</b>	120
<b>Project Budget &amp; Required Staff Positions</b>	30
<b>Zoom Interview</b>	15
<b>Total Points</b>	<b>200</b>

### 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 the 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 from whom the respondent has been directly funded to deliver 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 who 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 and the other completed by another organization. If a respondent has been funded for WIOA services through another workforce board or funder within the past two years you must include that funder as one of the agencies who completes the Questionnaire. Each of the respondent's questionnaires must be completed and emailed directly to [procurement@workforce.org](mailto:procurement@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.

The Evaluation Committee will evaluate 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 (120 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. Include descriptions of 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.
- 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 foster youth and foster youth network?
- c. 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?

- d. 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. Transition from Tier I to Tier II Services

- a. Describe how you will conduct pre-assessment in the Partner Portal to determine initial youth eligibility, “Menu of Services” (an overview of the 14 WIOA Youth Program elements and let youth select services based on their needs and interests), and to determine the WIOA Youth Program Track.
- b. Describe how Tier II staff will support Tier I staff in collecting the appropriate eligibility documents for transferring to Tier II workforce services.

## 3. 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.

## 4. Partnerships and Collaborations

- a. Describe external partnerships with youth serving systems?
- b. Describe how they will support and collaborate with the County of San Diego’s Health and Human Services Agency to improve outreach, engagement, retention that improves the services to foster youth while leveraging available resources that creates a seamless transition from Tier I services to Tier II?
- c. Describe how you will partner and collaborate with current AJCC Career Center Operator and the subrecipient that will be responsible for the Youth One-Stop Career Center Services contract, as well as other WIOA Youth Subrecipients?

## 5. Orientation, Goals, and Assessments

- a. Review the [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 [Basic and Essential Skills Training](#). 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.

## 6. 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-subrecipients 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?

## 7. 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.

## 8. 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?

## 9. 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 fourteen (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 [WIOA Youth 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

### iii. *Basic and Essential Skills Training (BEST)*

Review the [Basic and Essential Skills Training](#) course catalog. Explain how you will provide and/or facilitate all trainings. Include any referrals to program or community partners in your response and cross reference to the fourteen (14) youth program elements in question 3, above. What key beliefs and mindsets for success will you cultivate in participants through this training?

### iv. *Education & Training*

- 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.
- 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? (e.g., one-on-one, cohort, facilitated study groups, etc.)
- 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 (e.g., vocational programs, professional administrative positions, non-shift positions, and transitional skill related employment)?

### v. *Follow Up Services*

- 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?
- How does your organization equip youth to navigate resources to meet their needs outside WIOA programs once WIOA programs end?

## 10. *Supportive Services*

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

## 11. *Performance*

- 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.
- 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 will 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 organization's experience and results in connecting with the ILS (Tier 1) foster youth and other network of resources for foster youth.
- b. Describe your strategy to eliminate barriers and social determinants that foster youth face related to education, employment, and training. Use specific examples of successful outcomes.

## 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 costs?

## 2. Required Staff Positions (2-page narrative)

Did the respondent provide the required staff positions?

- Business Service Representative
- Career Navigator
- Foster Youth Liaison
- 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. ZOOM INTERVIEW (15 POINTS)

Respondents must score a minimum of 80% of the total available points, excluding the zoom interview section to proceed to interview phase. Respondents will be allowed twenty (20) minutes to deliver a presentation and forty (40) minutes to answer interviewers' questions. The Evaluation Panel will ask a series of questions to allow respondents to clarify or highlight aspects of their proposal. The respondent's authorized negotiator 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 (5) individuals.

Finalists will be notified of a 2-hour interview time slot via email. The interview will be held remotely, and the link provided in the email notification.

The 2-hour allotments allow for:

- Time in case of technical difficulties with the Zoom application
- Time for all attendees to join meeting (Workforce Partnership Staff, evaluators, and respondent staff)
- Time for Workforce Partnership Staff to provide outline of interview, set 20-minute presentation and interview timers
- Time for Respondent staff to share their screen for their presentation
- Time for transition between presentation and interview questions
- Any remaining time for evaluators to discuss as a group the answers provided during the interview and update their scoring sheets if necessary

## J. CONTRACT AWARD

The RFP Scoring Panel's recommendations will be finalized, and all bidders will be notified of the results by September 1<sup>st</sup>, 2022.

### 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 February 18, 2016, 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.

## K. 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**.

### 1. General Provisions

#### vi. *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.

## L. 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 [procurement@workforce.org](mailto:procurement@workforce.org) including evidence for appeal and the specific relief sought.
- The written appeal must be received by the Workforce Partnership within five (5) 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.

## M. 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.

## N. 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 NOI 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 **July 18<sup>th</sup>, 2022, and no later than 5:00 P.M.**

## V. REFERENCED ATTACHMENTS

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