MEETING OF THE WORKFORCE DEVELOPMENT BOARD/LOCAL ELECTED OFFICIAL (WDB/LEO) APPEALS BOARD TO CONSIDER AN APPEAL OF YOUTHSOURCE CENTER (YSC) REQUEST FOR PROPOSALS (RFP) RESULTS APPROVED BY THE WORKFORCE DEVELOPMENT BOARD (WDB)

Wednesday, August 17, 2022
10:00 AM - 12:00 PM

ZOOM VIDEO CONFERENCE CALL

MEETING ID: 896 4616 3451 PASSCODE: 013721

AGENDA

1. Call to Order/Roll Call
2. Public Comment on Non-Agenda Items

ACTION ITEM(S):

3.	An Overview from the Economic and Workforce Development Department (EWDD) on the RFP Process	Gerardo Ruvalcaba
4.	Guidance from the City Attorney on Appeal Parameters: (a) What can be Presented to the WDB/LEO Appeals Board (b) Time Alloted for a Presentation to the WDB/LEO Appeals Board (c) What can be Considered and Decided by the WDB/LEO Appeals Board	Chris Lee/Regina Mills
5.	Appeal Presentation from the Following Appellant and Response by the EWDD: City of Long Beach/Pacific Gateway Workforce Investment Network (PGWIN). Discussion and Action by the WDB/LEO Appeals Board	

6. Adjourn

Workforce Development Board:

PUBLIC INPUT AT WORKFORCE DEVELOPMENT BOARD MEETINGS

The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit www.wiblacity.org. For more information call 213-744-7164.

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For more information please contact us at 1200 W. 7th Street, 6th Floor, Los Angeles, CA 90017.
Phone: 213-744-7164 www.wiblacity.org

3.

DATE: August 17, 2022

TO: Workforce Development Board (WDB)/Local Elected

FROM:

SUBJECT: **An Overview from the Economic and Workforce Development Department (EWDD) on the RFP Process**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

4.

DATE: August 17, 2022

TO: Workforce Development Board (WDB)/Local Elected

FROM:

SUBJECT: **Guidance from the City Attorney on Appeal Parameters: (a) What can be Presented to the WDB/LEO Appeals Board (b) Time Alloted for a Presentation to the WDB/LEO Appeals Board (c) What can be Considered and Decided by the WDB/LEO Appeals Board**

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SUBJECT: **Appeal Presentation from the Following Appellant and Response by the EWDD: City of Long Beach/Pacific Gateway Workforce Investment Network (PGWIN). Discussion and Action by the WDB/LEO Appeals Board**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- 2. 2022 YouthSource Center RFP
- 3. City of Long Beach - Non-Acceptance7.20
- 4. Appeal Long Beach.Pacific Gateway
- Item 5 - EWDD Response to City of Long Beach Appeal (8.15.22)
- WDB Report #5 - YSC Procurement Recommendations - FINAL 07-26-22
- 2022 YSC RFP NEW,8.15.22_FINAL.pdf
- 2022 YSC RFP NEW,8.15.22_FINAL (2)
- 2022 YSC RFP NEW,8.15.22_FINAL (2)

City of Los Angeles
Economic and Workforce Development Department

REQUEST FOR PROPOSALS FOR YOUTHSOURCE CENTER OPERATORS

RFP Release	**FRIDAY, APRIL 8, 2022**
Proposers Conference (Link to be provided) **ATTENDANCE IS STRONGLY ENCOURAGED**	**THURSDAY, APRIL 21, 2022** **10:00 a.m. to 12:00 p.m.** **Via Zoom**
MANDATORY "Notice of Intent to Submit Proposal" Deadline	**THURSDAY, APRIL 28, 2022** Submit by email **ONLY** to: EWDD.planning@lacity.org The Subject line of the email must contain the name of this RFP and the name of the proposing entity.
Request for Technical Assistance **Please** identify the RFP title on the email subject line to ensure prompt attention from the appropriate City staff.	**FRIDAY, APRIL 22, 2022 – TUESDAY, MAY 10, 2022** Submit by email **ONLY** to: EWDD.planning@lacity.org All questions and answers will be posted at: http://ewddlacity.com/index.php/development/bid-opportunities **and** https://www.rampla.org/s/
MANDATORY Business Inclusion Program (BIP) and Outreach Deadline / Regional Alliance Marketplace for Procurement (RAMPLA.org)	**THURSDAY, MAY 6, 2022, BY 12:00 AM** See RFP page 21 and Appendix F for outreach instructions Refer to https://www.rampla.org/s/ for more information Submit "Attachment D - BIP and Outreach Summary Sheet" with proposal if available (see RFP Appendix D, "Business Inclusion Program (BIP) Walkthrough Manual," for official due date) See Proposal Contents Checklist
Proposal Submission Deadline	**FRIDAY, MAY 20, 2022, at 5:00 p.m.** **PROPOSALS WILL NOT BE ACCEPTED AFTER DEADLINE**
Submission Address	Submit by email **ONLY** to: EWDD.planning@lacity.org The Subject line of the email must contain the name of this RFP and the name of the proposing entity.
Term of Anticipated Contracts	**Nine months (October 1, 2022– June 30, 2023)**, with an option to renew for up to three (3) additional, one-year program terms

As a covered entity under Subtitle A of Title II of the Americans with Disability Act, Pub. L. 101-336, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its program, services, and activities. To ensure availability, your request should be received at least 72 hours in advance of need.
This WIOA Title I financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services to individuals with disabilities are available upon request.

TABLE OF CONTENTS

1. BACKGROUND / INTRODUCTION 6

1.1 Purpose 6

1.2 Administrative Entity 6

1.3 Vision/Overview of Design 6

1.4 COVID-19 Impact on YSC Services 7

2. RFP SPECIFICATIONS 7

2.1 Procurement and Contract Terms 7

2.2 Eligible Proposers 7

2.3 Requirements for Procuring Subcontractors 8

2.4 Target Populations 9

2.5 Program Eligibility 10

2.6 Source of Funding, Distribution and Maximum Number of Applications 12

2.7 System Partners 14

2.8 Local Certification Policy and System Performance Expectations 17

2.9 RFP Schedule 19

2.10 Proposers Conference 19

2.11 Technical Assistance and Technical Assistance Period 19

2.12 Mandatory Notice of Intent to Submit Proposal 20

2.13 Mandatory Business Inclusion Program (BIP) and Outreach to Subcontractors 20

2.14 Proposal Format and Submission Requirements 21

2.15 Proposal Review Process and Award of Contract 21

2.16 Proposal Appeal Process 22

3. YOUTHSOURCE CENTER OPERATOR PROGRAM DESIGN 23

3.1 Program Design 23

4. EVALUATION CRITERIA 32

4.1 Demonstrated Ability (30 Points) 32

4.2 Program Design (60 Points) 32

4.3 Cost Reasonableness (10 Points) 33

5. PROPOSAL PACKAGE 33

5.1 Narratives 33

5.2 Narrative 1 – Demonstrated Ability (30 Points) 33

5.3 Narrative 2 – Program Design (60 Points) 35

5.4 Narrative 3 – Cost Reasonableness (10 Points) 39

6. GENERAL PROPOSAL PREPARATION GUIDELINES 40

6.1 Overview 40

6.2 Proposal Contents Checklist (Attachment A) 42

6.3 Required Documents Submitted with Proposal 42

7. GENERAL RFP AND CITY CONTRACTING INFORMATION 43

7.1 General Proposal Conditions 43

7.2 Applicable Laws and Regulations 45

7.3 Standard Provisions for City Contracts 45

7.4 General City Reservations 46

7.5 Pre-Award Negotiations 47

7.6 Contract Negotiations 47

7.7 Standing of Proposer 47

7.8 Proprietary Interests of the City 48

7.9 Discount Terms 48

7.10 Assurances 48

8. ADDITIONAL RFP AND CITY CONTRACTING INFORMATION 49

8.1 Bidder Campaign Contributions and Fundraising: Los Angeles Municipal Lobbying Ordinance 49

8.2 Contractor Responsibility Ordinance 49

8.3 Equal Benefits Ordinance 50

8.4 Living Wage Ordinance and Service Contractor Worker Retention Ordinance 50

8.5 Nondiscrimination, Equal Employment Practices and Affirmative Action Program (Non-Construction) 51

8.6 Slavery Disclosure Ordinance 51

8.7 Certification Regarding Compliance with the Americans with Disabilities Act - Amendments Act of 2008 (ADAAA) 52

8.8 Child Support Assignment Orders 52

8.9 First Source Hiring Ordinance 52

8.10 Federal Funding Accountability and Transparency Act of 2006 (FFATA) Reporting 52

8.11 Contract Execution Requirements 53

8.12 Certifications 54

8.13 Affirmative Action Plan 54

8.14 Collaboration 54

8.15 City Contracting Method/Payment for Services 54

8.16 Contract Cost 54

8.17 Data Collection and Records Retention 55

8.18 Security Clearance and Tuberculosis Test of Staff and Volunteers 55

8.19 Governing Law 55

8.20 Commitment to Carry-Out Contractor Responsibilities 55

8.21 City Attorney Contract Approval 56

8.22 Contractor Non-Performance 56

8.23 Breach of Contract 56

8.24 Amendments/Modifications/Change Orders 57

8.25 Prime Contractor 57

8.26 Subcontractors/Joint Ventures 57

8.27 Copies of Subcontractor Agreements 57

8.28 Supplier Performance Feedback Meeting 57

8.29 Periodic Independent Audit 57

8.30 Financial Audit 58

8.31 Contractor Evaluation Ordinance 58

8.32 Conflict of Interest 58

8.33 COVID-19 (PSC-44 Standard Provisions) 58

EXHIBITS

I. Proposer Information and Los Angeles Residence Information Form
II. Executive Summary Signature Page and Non-Collusion Affidavit
III. Funding and Performance Verification Form
IV. Certification Regarding Compliance with the Americans with Disabilities Act – Amendments Act of 2008 (ADAAA)
V. Mandatory Notice of Intent to Submit Proposal
VI. Intent to Formally Collaborate

BUDGET FORMS

Budget Form #1: Guidelines for Preparation of Budget Forms (4 pages)
Budget Form #2: Budget Narrative
Budget Form #3: Budget Summary
Budget Form #4: Budget Detail
Budget Form #5: Schedule of Personnel Costs
Budget Form #6: Spending Plan Worksheet
Budget Form #7: Schedule of Leveraged Resources
Budget Form #8: Salary Range Summary
Budget Form #9: Position Description

APPENDICES

A. Economic and Workforce Development Department's Policy on Conflict of Interest
B. Standard Provisions for City Contracts (Rev. 4/16)
C. Guidelines for the Procurement of Services for EWDD
D. Business Inclusion Program (BIP) Walkthrough Manual
E. Paul Harrington Reports

ATTACHMENTS

Attachment A: Proposal Contents Checklist

Attachment B: Customer Flowchart

Attachment C: Organization Chart

Attachment D: Audited Financial Statements

1. BACKGROUND / INTRODUCTION

1.1 Purpose

This Request for Proposals (RFP) is being released in order to solicit proposals from community-based organizations interested in managing a YouthSource Center (YSC) in the City of Los Angeles (City). YouthSource Centers provide career and education services to youth ages 14 - 24, with a focus on improving education, employment, housing, and health outcomes for disconnected youths in the City. Successful respondents will be responsible for leveraging local partnerships to provide comprehensive wrap-around services to disconnected youth.

1.2 Administrative Entity

The City Economic and Workforce Development Department (EWDD) administers the Workforce Innovation and Opportunity Act (WIOA) program for the City and serves as the administrative entity for the Workforce Development Board (WDB). EWDD will also partner with the City's Youth Development Department in aligning services procured under this RFP with key City services. The EWDD has been authorized to release this RFP and to serve as RFP administrator by the Los Angeles City Council (City Council) and Mayor (Council File No. 21-0647).

1.3 Vision/Overview of Design

The City of Los Angeles YouthSource System is a nationally recognized dropout recovery and re-engagement system that works to increase the educational and workforce outcomes of all young adults, ages 14 - 24, in Los Angeles. Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults most in need of educational and workforce services

In collaboration with the Los Angeles Unified School District (LAUSD), the Los Angeles Community College District (LACCD), and several other public and private partners, the system is a community-based approach to reach youth and young adults who have not graduated from high school, who are not engaged in the workforce, or who are not pursuing an educational certificate or degree. Each center will work with local partners to increase education, employment, emotional wellness, and housing and health outcomes, including high school graduation, enrollment into post-secondary education or training, and employment placement of its participants.

System goals are centered on youth and based on the values of connectivity, creativity, and change. The goals include:

1. Building strong partnerships, integrating efforts, removing barriers, and improving accountability and communication;
2. Developing innovative strategies for increasing education and employment outcomes;
3. Championing public and private systems change to improve outcomes; and
4. Focusing policies and programs that empower youth to become self-sufficient and resilient, and respecting the capabilities and capacities of all Los Angeles youth.

1.4 COVID-19 Impact on YSC Services

In preparing for this RFP, the EWDD partnered with the WDB's Youth Council, the newly established Youth Development Department, and the California State University's Reconnecting LA's Youth (ReLAY) Institute to engage youth, service providers, and other key stakeholders to assess the impact of the novel coronavirus pandemic on Los Angeles' youth, with a particular emphasis on youth with high barriers to employment, as well as the existing YouthSource System's ability to meet current needs. The EWDD's assessment included a labor market study conducted by ReLAY, a Journey Mapping Process, and individual stakeholder interviews also conducted by the ReLAY Institute, as well as six community forums conducted between October and December 2021.

While the City's YouthSource System continues to be a nationally recognized workforce system with an unparalleled collaboration between key regional stakeholders through the Performance Partnership Pilot (P3), the disparate impact of the pandemic on low-income communities and youth, ages 14-24 in particular, highlighted six key areas that must be addressed in order to effectively serve disconnected youth:

1. Increase the focus on career pathway training;
2. Promote the youth voice in the YouthSource System;
3. Strengthen mental health services;
4. Increase the focus on high-barrier populations;
5. Address the digital divide; and
6. Promote system partnerships.

2. RFP SPECIFICATIONS

2.1 Procurement and Contract Terms

The intent of the procurement process is to identify potential YSC operators for the City's YouthSource System for the next mandated program cycle of three (3) years. The initial term of the City contract for awarded YSC operators will be from October 1, 2022, to June 30, 2023, a period of nine (9) months, with an option to renew for up to three (3) additional, one-year program terms.

At the City's sole discretion, any extension of the contract term will be contingent upon the availability of funds, an evaluation of the YSC Operator's performance, the YSC Operator's continuing compliance with applicable federal, state, and local laws and regulations, and upon approval by the WDB, City Council, and Mayor. The City reserves the right to adjust the initial contract term in order to best serve the needs of City residents.

2.2 Eligible Proposers

1. Community-based organizations, non-profit organizations, private organizations, educational institutions, and public agencies that meet the following qualifications are eligible to apply:
2. Proposer must be registered to do business in the State of California (State) prior to the execution of a contract;

3. Proposer, if a corporation or limited liability company, must be in good standing with the Office of the California Secretary of State;
4. Proposer must be qualified to conduct business in the State;
5. Proposer must be eligible for fidelity bonding;
6. Proposer must have a Los Angeles City Business Tax Registration Certificate (BTRC), or a Vendor Registration Number (VRN) prior to the execution of a contract;
7. Proposer must not have been determined to be non-responsible, nor been debarred by the City pursuant to the Contractor Responsibility Ordinance;
8. Proposer must not have been debarred by the federal, State, or local government;
9. Proposers who have previously contracted with the City or State must not have an outstanding debt that remains unpaid or for which a repayment plan agreement has not been implemented. If Proposer previously contracted with the EWDD or its predecessor agency the Community Development Department (CDD), it must not have any outstanding disallowed cost or other liability owed to the City that remains unpaid or for which a repayment agreement has not been implemented;
10. Proposer must not have any unresolved fiscal, reporting, or program issues with any of its current or past funding sources;
11. Proposer must have experience managing funds of $750,000 or more annually;
12. Proposer, or any member of its executive management, key staff, or any of its Board of Directors, must not be involved in litigation or any other legal matter that compromises the organization's ability to carry out the program services as proposed;
13. Proposer must be familiar with the WIOA and its regulations and programs, the Americans With Disabilities Act – Amendments Act of 2008 (ADAAA), as well as other federal, State, and municipal laws pertaining to job training, job placement assistance, and supportive services to job seekers;
14. Proposer must have demonstrated experience providing similar services for a minimum of two (2) consecutive years within the last three (3) years;
15. Proposer must identify a proposed YSC location that is physically located in the City;
16. If proposer does not have experience in serving residents of the proposed area of service, the proposal must include funded partners with that experience;
17. Proposer will lead a P3 model which includes leading local partners, aligning local resources, and developing local strategies to increase educational, employment, mental health, housing, and social well-being outcomes; and
18. Proposer has the capability to provide services to a multilingual population in conformance with Title VII of the Civil Rights Act of 1964 (see http://www.eeoc.gov/laws/statutes/titlevii.cfm for more information on Title VII requirements).

2.3 Requirements for Procuring Subcontractors

Proposers who will work with subcontractors in providing workforce services included in this RFP must procure those subcontractors prior to submitting their proposals. Once the

procurement is completed and the selected organization(s) have agreed to subcontract with the proposer, the proposer must list such subcontractors as funded partners in its proposal. Additional information concerning procurement requirements for programs funded by the WIOA may be found in Appendix C, "Guidelines for the Procurement of Services for EWDD." (See also Section 2.13, "Mandatory Business Inclusion Program (BIP) and Outreach to Subcontractors.")

2.4 Target Populations

All youth ages 14-24 who are eligible for services are welcome to enroll at any of the City's YSCs. Successful proposers, however, will be urged to emphasize provision of services to disconnected youth who comprise multiple-barrier or hardest-to-serve populations. The goals of the YSC system include reducing the number of disconnected youth by returning them to school or training them for the workforce and placing them in employment. Multiple-barrier populations are identified as follows:

1. **Homeless or Runaway (Unaccompanied Youth)**

   Definition: An individual whose primary nighttime residence is a shelter designated to provide temporary living accommodations, including, but not limited to, motels/hotels, family shelters, domestic violence shelters, and transitional housing.

   Definition: Runaway (Unaccompanied Youth) are defined as youth who are not in the physical custody of a parent, guardian, or caregiver, and include youth who have run away from home, have been told to leave, or pregnant or parenting teens not living with their parents or a guardian.

   a. Living in a car, park, abandoned building, garage, substandard or inadequate housing, or other public or private places not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.
   b. Temporarily living in a trailer park or camping area with his/her family because of lack of adequate living accommodations.
   c. Living "doubled-up;" i.e., temporarily sharing the housing of other families due to loss of housing stemming from financial problems (e.g., loss of job, eviction, or natural disaster).

2. **Foster Youth (Current or Aged out)**

   Definition: An individual currently in foster care or who has aged out of the foster care system, in out-of-home placement, or someone who is 14 and left foster care for kinship, guardianship or adoption.

3. **Dropout**

   Definition: An individual who is no longer attending any school and has not received a secondary school diploma or its recognized equivalent. The term "dropout" does not include those who have dropped out of post-secondary school.

4. **Out-of-School**

   Definition: An individual who is age 16 to 24 years not attending any school (as defined by State law, not including Title II Adult Education, Job Corps, Youth Build,

high school equivalency programs, non-credit bearing postsecondary classes, dropout reengagement programs, or charter schools that provide instruction exclusively in partnership with WIOA, federally funded YouthBuild programs, federal Job Corps training or instruction, California Conservation Corps, or a state certified local conservation corps), and meets one or more of the following conditions: a) youth who is a school dropout; b) youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter; c) youth who has either graduated from high school or holds a GED, a secondary school diploma, or its equivalent who is low-income and is either basic skills deficient or an English language learner; d) youth subject to the juvenile or adult justice system; e) a homeless individual, homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement; f) youth who is pregnant or parenting; g) youth who is an individual with a disability; or h) a low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

5. **Out-of-Work**

   Definition: An individual who has never had a job or has been fired from a job in the last 12 months or has never held a full-time job for more than 13 consecutive weeks.

6. **Justice-Involved/Offender**

   Definition: An adult or juvenile subject to any stage of the criminal justice process or an adult or juvenile who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or convictions, or for whom services under WIOA may be beneficial.

7. **Disabled Youth**

   Definition: Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment; or has an Individualized Education Program (IEP) or 504 Education Plan.

8. **Pregnant or Parenting Youth**

   Definition: An individual who is parenting can be a mother or father, custodial or non-custodial. As long as the youth is within the WIOA youth age eligibility, the age when the youth became a parent does not factor into the definition of parenting. A pregnant individual can only be the expectant mother.

   Belonging to one of the target populations above does not automatically make a customer eligible for WIOA services. WIOA youth eligible requirements must be followed.

2.5 Program Eligibility

The YouthSource program will be funded by the WIOA and various youth transitional employment/work-experience funding sources. Differing statutorily imposed expenditure, eligibility and program requirements may adhere to each funding source.

The WIOA defines an "eligible youth" as an individual who is low-income and meets the below criteria:

1. **Out-of-School Youth**
    a. Age 16 – 24 years old; and one or more of the following:
    b. A school dropout, or not attending or enrolled in any secondary or post-secondary school or school equivalency program at the time of enrollment;
    c. An individual who is deficient in basic literacy skills or is an English language learner;
    d. Homeless, runaway, 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, a child eligible for assistance under Section 477 of the Social Security Act, or in an out-of-home placement;
    e. Pregnant or parenting;
    f. An individual with a disability;
    g. An offender;
    h. An individual who requires additional assistance to complete an education program, or to secure and retain employment.

2. **In-School Youth**
    a. Age 14 – 21 years old;
    b. Attending school, including secondary and post-secondary school, and has one or more of the following barriers
    c. Basic skills deficient
    d. An English language learner;
    e. An offender;
    f. A homeless individual, a runaway
    g. An individual in foster care or who 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, a child eligible for assistance under Section 477 of the Social Security Act, or in an out-of-home placement;
    h. Pregnant or parenting;
    i. An individual with a disability;
    j. An individual who requires additional assistance to complete an education program or to secure and retain employment.

3. **HIRE LA's Youth Program Eligibility Requirements**

    The City's Hire LA's Youth program is funded by various sources, both public and private, including, but not limited to, City General Fund (GF) and County of Los Angeles Youth@Work (Y@W) Programs. Eligibility and/or program requirements may vary based on funding sources. Successful proposers will be made aware of

these additional requirements via contract, directive, or information bulletin. Eligibility for the City's Hire LA's Youth program consists of the following requirements:

a. Be between the ages of 14-24 (depending on funding source);
b. Live in the City of Los Angeles;
c. Be low income;
d. Have the right to work in the U.S.

2.6 Source of Funding, Distribution and Maximum Number of Applications

Funding Request

Approximately $1.1 million per year in funding will be made available to each YSC operator through this RFP process. The revenue sources for YSC services solicited by this RFP consist of a) $600,000 in WIOA Youth formula funds, and b) $500,000 in Hire LA's Youth funds, which consist of City GF and Y@W Programs. Additionally, proposers will be required to identify a minimum of $400,000 in non-City leveraged funds and resources.

Funding amounts may increase or decrease during the contract period and during subsequent years based upon the availability of funds, the contractor's continuing compliance with applicable federal, State, and local legislation, and the contractor's performance. The total funding amounts discussed in this RFP are approximations based on current year/past year projections and economic trends.

The City reserves the right to award funding that is less than the amount requested by the proposer.

Expenditure Requirements

Contractors will be required to expend a minimum of 75 percent of their WIOA youth formula allocation on youth workforce services for out-of-school youth, and a maximum of 25 percent for in-school youth. The table below illustrates the anticipated expenditure requirements under the City Program.

	Proposed Youth System Funding Amounts		
	WIOA Funds	**HIRE LA's Youth Funds**	**Leveraged Funds**
	$600,000	$500,000	$400,000
In-School Youth	25% maximum	75% minimum maximum	50% Approximately
Out-of-School Youth	75% minimum	25% maximum	50% Approximately

Planning Area Distribution

The City proposes to fund 14 centers in the following seven Area Planning Commissions:

- East Los Angeles
- West Los Angeles
- Central Los Angeles
- South Valley
- North Valley
- South Los Angeles
- Harbor

Priority will be given to areas with the highest rates of poverty, as identified in the table below. Additionally, the City is seeking to position YSCs strategically in areas with high schools with high dropout rates. The table identifies the percentage of youth living in poverty within the City's Community Planning Areas, as defined by the City's Planning Department, as of 2019:

COMMUNITY PLANNING AREA	PERCENTAGE OF YOUTH LIVING IN POVERTY
Central City North	49.4%
Westlake	44.3%
Southeast Los Angeles	42.6%
Boyle Heights	40.3%
South Los Angeles	36.9%
Harbor Gateway	36.8%
Wilmington - Harbor City	27.1%
Hollywood	26.7%
San Pedro	26.2%
West Adams - Baldwin Hills - Leimert	26.2%
Mission Hills - Panorama City - North Hills	26.0%
Arleta - Pacoima	24.9%
Van Nuys - North Sherman Oaks	24.4%
North Hollywood - Valley Village	23.3%
Wilshire	23.0%
Central City	22.9%
Northeast Los Angeles	22.1%
Reseda - West Van Nuys	20.6%
Silver Lake - Echo Park - Elysian Valley	20.6%
Sun Valley - La Tuna Canyon	19.0%
LAX	18.6%
Sylmar	17.3%
Venice	15.5%

Sunland - Tujunga - Lake View Terrace - Shadow Hills - East La Tuna Canyon	15.3%
Palms - Mar Vista - Del Rey	14.9%
Westwood	14.8%
Canoga Park - Winnetka - Woodland Hills - West Hills	14.3%
Northridge	8.8%
Bel Air - Beverly Crest	8.3%
Encino - Tarzana	8.2%
Granada Hills - Knollwood	7.2%
Chatsworth - Porter Ranch	6.0%
Westchester - Playa del Rey	5.6%
Sherman Oaks - Studio City - Toluca Lake - Cahuenga Pass	4.5%
West Los Angeles	4.1%
Brentwood - Pacific Palisades	4.0%

Additional City demographic data can be found by visiting the City's Planning Department website at www.cityplanning.lacity.org.

At the City's discretion, an accepted proposer may be assigned to an underserved area where services are unavailable.

Maximum Number of Applications

The City will accept only proposals that target a single Area Planning Commission. A proposer wishing to serve more than one Area Planning Commission must submit a separate proposal for each Area Planning Commission selected. Proposers may be awarded a maximum of two (2) contracts for this RFP.

2.7 System Partners

With a focus on youth with multiple barriers, the YouthSource System seeks to collaborate with public and private agencies whose values, goals and objectives are aligned. Thus, in order to accomplish the vision that all youth in Los Angeles are connected to education and employment, successful proposers will be required to collaborate, partner, and cooperate with the system partners outlined below:

1. City-funded Partners: The following partners will be funded directly by the City through the WDB's Annual Plan. Successful applicants will be required to integrate City-funded partners into their "Customer Flowchart" to serve YSC participants.

    a. **LAUSD Dropout Prevention and Recovery Counselors Systems' Support**

    LAUSD's Office of Pupil Services and Attendance (PSA) continues to serve as a collaborator for all YSCs to identify out-of-school youth and target them for services. These counselors are co-located within each of the centers. LAUSD PSA counselors work collaboratively with the City's YSCs' case

managers to provide them access to all LAUSD educational programs, specialized educational activities, and support programs.

b. **Division of Adult and Career Education (DACE)**

The Division of Adult and Career Education (DACE) provides access to high quality pre- and post-secondary education and training opportunities in local communities throughout LAUSD. DACE specializes in serving adults with high barriers to employment and higher education. DACE serves over 68,000 students annually in programs such as English as a second language, academic and high school studies, and career and technical education. DACE also administers the largest apprenticeship training program in the country with 61 trades and 41 individual program sponsors.

c. **Youth Education and Career Inventory—InnerSight**

InnerSight (https://myinnersight.com/) uses a widely researched and consistently validated interest and preference inventory designed to identify and clarify preferences, interests, learning, and communication styles in both youth and adults. The InnerSight experience assists case managers in helping youth create their Individual Service Strategy to enroll in education and job training programs that are based on their interests and preferences. This results in a greater return on investment by ensuring that youth understand and complete their training goals, increasing their likelihood of finding employment related to their training and interests.

2. Other System Partners: Listed below are a selection of partners that support the City's vision for serving disconnected youth. Successful applicants will seamlessly incorporate programs offered through these organizations into their program design to increase likelihood of achievement of desired outcomes. Please note that proposers are not limited to the partners on this list:

a. **Los Angeles Community College District**

The Los Angeles Community College District (LACCD) fosters student success for all individuals seeking advancement by providing equitable and supportive learning environments at its nine colleges. LACCD empowers students to identify and complete their goals through educational and support programs that lead to completion of two or four-year degrees, certificates, transfer, or career preparation. LACCD is committed to improve the social welfare of the community, to enhance the local economy, to close persistent equity gaps, and to prepare future community leaders.

b. **Los Angeles County Department of Public Social Services (DPSS)**

The Los Angeles County Department of Public Social Services (DPSS offers Medi-Cal health insurance, CalFresh food assistance, CalWORKs cash assistance for families, and General Relief cash assistance for individuals. They also assist customers who are experiencing homelessness/runaways, domestic violence, and substance use disorders, and have many other social service programs available.

c. **Los Angeles County Department of Children and Family Services (DCFS)**

The Los Angeles County Department of Children and Family Services provides an array of services to youth in the foster care system that promotes child safety and well-being by partnering with the community, government agencies, and community-based organizations.

d. **Los Angeles County Department of Mental Health (DMH)**

The Los Angeles County Department of Mental Health (LACDMH), the largest county mental health department in the country, directly operates more than 80 programs and contracts with more than 700 providers, including non-governmental agencies and individual practitioners who provide a spectrum of mental health services to people of all ages to support hope, wellness, and recovery.

e. **Los Angeles County Probation Department (Probation)**

The Los Angeles County Probation Department (Probation Department) provides a multidisciplinary approach to rehabilitation and job attainment for reentry populations throughout Los Angeles County. The program includes education and skills development, employment retention strategies, system navigation, intervention, leveraging countywide economic and workforce development initiatives, and the creation of a rehabilitation and career attainment support team that includes the probation officer.

f. **City of Los Angeles WorkSource System**

EWDD currently operates 16 WorkSource Centers and 3 portal offices located throughout Los Angeles. The centers act as a personal employment agency and offer services to City of Los Angeles residents that are adults, dislocated workers, veterans, homeless/runaways and the re-entry population. Some of the services provided are job training, resume building, interview skills, skills workshops, employment referrals, and career guidance and placement assistance.

g. **City of Los Angeles BusinessSource System**

BusinessSource Centers provide startup ventures and current small business owners with various cost-effective tools to assist them in making their business a success. Through these tools, small businesses can grow and remain competitive within the city of Los Angeles.

h. **City of Los Angeles FamilySource System**

The FamilySource System is a network of 16 one-stop community centers known as FamilySource Centers (FSC). The FSCs are located in high-need areas of the City and provide a myriad of braided social, educational, work, and family support services designed to assist low-income families to become more self-sufficient by increasing family income and academic achievement for youth and adults.

i. **Mayor's Office of Gang Reduction and Youth Development**

The Mayor’s Office of Gang Reduction and Youth Development (GRYD) was established in July of 2007 to address gang violence in a comprehensive and

coordinated way throughout the City. The mission of GRYD is to improve the overall health and well-being of youth, young adults, families, and communities, and provide positive alternatives to promote prosocial decisions.

j. **Youth Development Department**

The City's Youth Development Department's mission is to increase and improve collaboration between City departments, community-based organizations, and other agencies serving youth, establish performance metrics to assess the effectiveness of youth programs, and increase the number of youths who are connected to services that address their underlying needs.

k. **Department of Rehabilitation (DOR)**

The California Department of Rehabilitation (DOR) works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and equality for individuals with disabilities.

2.8 Local Certification Policy and System Performance Expectations

The WDB is responsible for ensuring that YSCs are of the highest possible quality. All YSC contractors shall meet local certification policy requirements set by the WDB and commit to providing quality services and improving work performance and work processes.

WDB certification requires that YSC contractors meet their annual contract performance goals.

Federal, State and Local Performance Measures

The figures in the "Performance Measures and Service Levels" table below establish minimum quantitative performance measures based on U.S. Department of Labor measures, local measures, and the State's expectations for the City's system performance. As part of continuous quality improvement, and in keeping with its service plan, the YSC operator should strive to exceed these minimum levels.

PERFORMANCE INDICATORS AND SERVICE LEVELS		
No.	**Performance Measure**	
1	Youth served through system of support, including clients enrolled in WIOA but not solely in Hire LA's Youth program	500
2	Total WIOA enrollments	120
3	Minimum percentage of total out-of-school youth to be enrolled	75% of total enrollment
4	Employment Rate 2nd Quarter After Exit	65.4%
5	Employment Rate 4th Quarter After Exit	67.2%
6	Credential Attainment Within 4 Quarters After Exit	57.7%
7	Median Earnings	$3,490.00
8	Measurable Skills Gain	TBD *
9	Placements in Hire LA's Youth Program Work Experience	TBD
10	Clients' participation in InnerSight Experience (Career Assessment)	71
11	Youth Participant Satisfaction Score	9.0
12	Number of Youth receiving educational assessment from PSA Counselors, including 100% of WIOA-enrolled youth	500
13	Minimum number of TOTAL enrollments required by December 31st (75% of total enrollment goal)	90
14	Percentage of youth co-enrolled in college, adult education, or vocational training program	75% of total enrollment
15	Disconnected youth enrollments**	75% of total enrollment

* State performance levels have not been established. EWDD will notify successful proposers via Directive upon notice from the State of California.

**75 percent of total enrollments must be youth that are disconnected. Disconnected youth are defined as 1) youth experiencing homelessness/runaway; 2) justice involved; 3) foster; 4) pregnant or parenting; 5) dropout; and/or 6) youth with disabilities.

LOCAL PERFORMANCE MEASURE	
Number of Youth enrolled in Basic Skills/Remediation	25% of total enrollment
Active Youth Council	1
YSC Advisory Council Meetings (starting PY 23-24)	4
Percentage of youth linked to adult or peer-to peer mentoring	50% of total enrollment
Emotional Wellness Assessments (formerly Mental Health Assessments)	100% of total enrollment
Employer Engagement	TBD
Quarterly Community Outreach	4

2.9 RFP Schedule

The RFP schedule is set forth on the cover page of this RFP document.

2.10 Proposers Conference

The RFP document will be reviewed during the proposers conference. RFP requirements will be discussed, and questions regarding the RFP will be answered. However, proposers are advised that City staff will not provide assistance regarding a proposer's individual project design or submission.

Attendance is strongly encouraged for all prospective proposers. Proposers attending the proposers conference **must RSVP to EWDD.planning@lacity.org** to confirm their attendance (see cover page for RSVP deadline). **The link to the meeting will be sent via email in response to the proposer's RSVP.**

The City does not discriminate on the basis of disability, and upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities. The EWDD should be contacted at **EWDD.planning@lacity.org** at least 72 hours in advance to request an accommodation for the proposers conference. Hearing-impaired persons requiring assistive devices at the conference may communicate their request via **EWDD.planning@lacity.org**.

2.11 Technical Assistance and Technical Assistance Period

Technical assistance will be available for questions regarding the requirements of the RFP. Such assistance is intended to clarify the City's requirements and expectations. The City will not provide assistance as to a proposer's narratives, nor will the City review or evaluate a proposer's responses to the RFP prior to the close of the RFP process.

All technical assistance questions must be submitted via email to: EWDD.planning@lacity.org. The proposer's question must identify the RFP page

number and the section of the subject matter for which the proposer is seeking clarification.

A Question-and-Answer (Q&A) document, that will set forth the questions received and answers provided, will be posted on the EWDD website at https://ewddlacity.com/index.php/about-ewdd/bids. To ensure fairness, consistency and openness, proposers are advised that questions will not be answered individually, and that a consolidated answer may be provided in response to several similar questions. The EWDD Q&A website will be updated regularly, all questions will be responded to within three business days, and answers will be posted daily or as needed. The period during which technical assistance will be available, and the final date by which updates to the Q&A website will be made are set forth on the cover page of this RFP.

2.12 Mandatory Notice of Intent to Submit Proposal

In order to manage a potentially large number of proposals to this RFP, the City requires that proposers **submit the "Mandatory Notice of Intent to Submit Proposal" form (Exhibit V).** The email should be entitled "YouthSource Center Operators RFP – Notice of Intent to Submit Proposal." The deadline for emailing the "Mandatory Notice of Intent to Submit Proposal" is set forth on the cover page of this RFP.

Upon submission, a confirmation receipt from the above email address will be generated. Proposers should save the confirmation receipt as proof of submission. Early submission is recommended to allow sufficient time to resubmit in the event technical problems occur.

2.13 Mandatory Business Inclusion Program (BIP) and Outreach to Subcontractors

It is anticipated that a proposer may need the assistance of subcontractors in performing the scope of work. If so, the proposer may be required to comply with City policy giving Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Small Business Enterprises (SBE), Emerging Business Enterprises (EBE), Disabled Veteran Business Enterprises (DVBE), and all Other Business Enterprises (OBE) an equal opportunity to participate in the performance of City contracts.

In order to maximize participation of the above enterprises in City contracts, the Office of the Mayor has developed a Business Inclusion Program (BIP) to facilitate outreach to them. Outreach may be performed online through the Regional Alliance Marketplace for Procurement (RAMP) system at https://www.rampla.org/s/. (Note: Proposers must first register on the system in order to acquire access to RAMP.)

Outreach to subcontractors using RAMP must be completed no less than fifteen (15) calendar days prior to the date the proposal is required to be submitted. (See cover page of this RFP for due dates.) A proposer's failure to utilize and complete the BIP outreach may result in a proposal being deemed non-responsive. Upon completion of BIP outreach through RAMP, please ensure that the BIP and Outreach Summary sheet is included with your RFP submission as Attachment D.

2.14 Proposal Format and Submission Requirements

Proposals must be completed in writing. Proposers must complete and return all required documents, including, but not limited to, forms, appendices, specifications, drawings, schematic diagrams, and any technical and/or illustrative literature. The City may deem a proposal non-responsive if the proposer fails to provide all required documentation and all required copies.

A cover letter accompanying the proposal package must be emailed to: EWDD.planning@lacity.org. The subject line of the email must contain the name of this RFP and the name of the proposing entity. The cover letter must contain the Area Planning Commission proposed to be served, along with auxiliary Community Planning Areas.

THE PROPOSAL MUST BE RECEIVED NO LATER THAN 5:00 P.M. ON THE SUBMISSION DATE SET FORTH ON THE COVER PAGE OF THIS RFP. PROPOSALS MUST BE EMAILED TO EWDD.planning@lacity.org.

Proposals will be confirmed as received via return email. Please note that the acceptance email may take up to three (3) business days to be sent.

Timely submission of proposals is the sole responsibility of the proposer. Proposers are encouraged to submit proposals well in advance of the proposal due date. Early submission is recommended to allow sufficient time to resubmit in the event technical problems occur.

Proposals must be date/time stamped by 5:00 p.m. on the email header on or before the proposal submission deadline (see the cover page of this RFP), or they will not be accepted.

No exceptions will be made to these procedures; however, the City reserves the right to extend the submission deadline should this be in the interest of the City or the program.

2.15 Proposal Review Process and Award of Contract

The proposal review process will include the following major activities to ensure that the procurement meets audit standards:

1. All accepted proposals will be reviewed to determine that minimum eligibility requirements have been met. Ineligible proposers will be informed in writing.
2. All eligible proposals will be reviewed, scored, and ranked.
3. All eligible proposals will be reviewed for costs to ensure that such costs are reasonable, allowable, necessary, and competitive. The budget review will include a review of the line-item budget, the program design, and the competitive standing of the proposal in comparison to all other proposals submitted to this RFP.
4. At the City's sole discretion, oral interviews may be held with qualifying proposers.
5. A minimum score of 70 is required for a proposal to be considered for funding. However, a score of 70 or more will not be a guarantee of funding. Proposals with scores of 70 or greater that are not recommended for funding will be placed on a

replacement operator list, which may be utilized if one of the selected proposers is unable to perform.

6. Proposers may be requested to make an oral presentation to the review panel. The results of this presentation may be used in determining final recommendations.
7. The EWDD will submit its recommendations for funding to the WDB. The WDB will consider the EWDD's recommendations during a public meeting, and in coming to a final decision, may accept or reject the EWDD's recommendations. The WDB's funding decisions will then be submitted to the City Council and Mayor for final consideration and approval.
8. Final funding recommendations will be provided to the proposers in writing.

2.16 Proposal Appeal Process

1. **Process/Appeal Rights**

   The City will notify all proposers in writing of proposal evaluation results, their right to file an appeal, and the appeal process. **Proposers may appeal procedural issues only**. Such appeals must be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded does not constitute a basis for an appeal. Differences of opinion about the merits of a proposal do not constitute grounds for submitting an appeal.

2. **Letters of Appeal and Deadline**

   To file an appeal, a proposer must submit a written request and identify the specific reason for the appeal. As stated above, proposers may appeal procedural issues only. **Letters of appeal must be emailed to EWDD.planning@lacity.org no later than five (5) business days after the date of the RFP results notification letter.**

   Written appeals shall be no more than three (3) typewritten 8 ½ x 11-inch pages in length, single sided, in PDF or MS Word format, and shall include a specific request for appeals review. Written appeals must include the following information:

   a. The name, address, and telephone number of the proposer.
   b. The name/title of the RFP to which the organization responded.
   c. A statement describing in detail the grounds for an appeal.

   Written appeals may not incorporate any new or additional information that was not submitted with the original proposal. ***Only one appeal per proposal will be permitted.*** In order to be considered, appeals must be submitted within the time limits set forth above.

3. **Appeals Review Panel**

   The Appeals Board shall be established in accordance with the requirements set forth in the Workforce Development Board/Local Elected Official agreement, otherwise known as the WDB/LEO (Council File No. 16-0475). All Appeals Board members shall be provided with a copy of the procurement document, a copy of the Procurement Guidelines (as set out in the current WDB Annual Plan, available at https://ewddlacity.com/index.php/annualplan22, a summary of facts regarding the

specific procurement that includes a written summary of the procurement process, each written appeal together with the EWDD's response, and other documents that EWDD deems appropriate. At the appeals hearing, appellants shall make their oral presentation followed by a question-and-answer period at the discretion of the Board. Time limits for the oral presentation and question-and-answer period are at the discretion of the Appeals Board. The decision of the Appeals Board is final and will constitute the EWDD's final recommendation.

4. **Disclaimer**

The City is not responsible for representations made by any of its officers or employees prior to the approval of an agreement by the WDB and City Council unless such understanding or representation is included in this RFP or in subsequent written addenda. The City is responsible only for that which is expressly stated in this solicitation document and any authorized written addenda thereto.

3. YOUTHSOURCE CENTER OPERATOR PROGRAM DESIGN

3.1 Program Design

1. **Program Overview**

The City envisions that youth, especially those with the highest barriers to employment, will receive the services necessary to meet their education and career goals, and that out-of-school youth will be provided effective plans for returning to school and/or employment. To achieve this vision, the YSC program will emphasize identifying individual participant needs, developing customer-centered objective assessments, setting out individual service strategies, and utilizing intensive case management practices and follow-up services linked to a participant's education and career needs and interests, thereby meeting the objectives of the program and of the participants themselves.

The YSC program will have an intensive focus on dropout recovery and re-engagement, eventually preparing youth to be college and/or career ready. This will be managed through effective case management and collaboration with the LAUSD PSA. The YSC system will operate in a data-driven, efficient, and focused manner by guiding eligible youth through an assessment and self-inventory process to help them identify their interests, preferences, motivations, and options, and to assist them in setting out the steps they need to take after high school.

The EWDD is working toward creating a flexible, responsive, transparent, and interconnected YouthSource System of workforce development. This includes a) the ability to provide convenient and effective methods to conduct program delivery by offering virtual and/or hybrid connectivity; b) increased leveraging of services and funding by developing partnerships that bring relevant expertise to the program; c) reduced infrastructure costs; d) initiation of a sector-focused approach that incorporates career ladders in high growth areas; and e) incorporating the youth (customer) voice to guide continuous improvement of programs and service delivery. Appendix D, "Organization Chart," is a conceptual model of the proposer's vision of their existing youth system. The System will be accessible through a number of centers located within the planning areas of the City.

2. **Youth Outreach**

Successful proposers must employ proven recruitment strategies that include community events, outreach, engagement, enrollment, and retention of youth within the proposed City planning area of service. Proposers must develop strategies tailored to their proposed target population. The LAUSD PSA shall serve as mandatory outreach partners to all YSCs to identify and access potential youth participants. Successful proposers must demonstrate an array of in-place strategies to effectively recruit hard-to-serve populations that include homeless/runaway, justice-involved, foster, pregnant or parenting, dropout youth, and/or youth with disabilities. In-school outreach efforts are to be targeted to students of LAUSD high schools located in the proposed planning area distribution. However, such outreach efforts do not preclude the enrollment of other in-school youth attending non-traditional high schools and alternative education programs, provided such youth reside within the proposed planning area. The targeted population of in-school youth should include youth with high barriers that may prevent them from completing a secondary education. Additionally, outreach efforts should reflect the demographics of the planning area to be served.

3. **Pre-Screening, Orientation and Eligibility**

The pre-screening process may be completed individually or in a group format. It precedes the official intake/enrollment process, and often includes overviews of available program services, eligibility requirements, program expectations, and performance outcomes. The COVID-19 pandemic required the YouthSource System to be innovative and rely on modern technology to engage youth for the pre-screening, orientation, and enrollment processes, which include a) review of program suitability and eligibility determination; b) collection of core identification and demographic information; c) orientation to the youth program; and d) expectations regarding program participation.

Successful proposers shall prepare plans that must include the utilization of modern technology to engage youth for a) determining the eligibility of potential youth participants; b) securing documentation to support determinations of eligibility; c) retaining complete individual participant files; and d) ensuring that non-WIOA eligible youth are referred to appropriate services within the organization and/or other youth service providers. Narrative responses must reflect an understanding of all youth services currently being provided within the proposed planning area.

Successful proposers will ensure real-time enrollment of both WIOA and non-WIOA youth in CalJOBS ^{SM} during the screening and eligibility phase.

4. **Intake and Assessment**

The intake process follows pre-screening, orientation, and eligibility determination. The intake process works best when handled by the case manager because it serves as an opportunity for the case manager to establish an ongoing relationship, as well as set a positive tone, with the youth participant.

Successful proposers will be required to complete an intake form for all youth entering the YSC. Additionally, successful proposers will also be required to conduct a comprehensive assessment of eligible youth in the following categories: a) Educational – to measure academic performance and cognitive abilities, b) Vocational/Occupational -- to measure employment-related interests, values and goals, and vocational aptitude; and c) Psycho-social – to measure cognitive abilities, behavior, and social/emotional health. The City may require that specific assessment tools be used for such comprehensive assessments.

5. **Individual Service Strategy**

The Individual Service Strategy (ISS) is an individual plan prepared jointly by a case manager/career coach and participant and has three (3) purposes:

a. To identify and set employment, education, and personal development goals;
b. To identify service objectives and a service plan of action needed to achieve the identified goals; and
c. To document services provided and results.

6. **Case Management/Career Coaching Strategy**

Case management/career coaching is a core YSC service. Successful proposers will be required to designate adequate resources for the provision of case management/career coaching services, and to develop distinct and separate case management/career coaching strategies for out-of-school and in-school youth. Out-of-school youth strategies must focus on re-engaging youth with school and/or preparing them for employment. Case managers/career coaches will be expected to meet with enrolled youth a minimum of two (2) times per month and document such meetings in the CalJOBS^{SM} system. Successful proposers must also include strategies in their plan proposals to ensure the continued participation of youth in the program.

7. **Length of Participation**

For purposes of contracting, as well as for assessing federal, State, and local performance measures, the WIOA program year runs from July 1st through June 30th. However, YSC operators will be expected to enroll youth throughout the year on an open-entry/open-exit basis. Successful proposers will be required to show how they will manage customer flow, how they will serve the contracted number of participants, how they will meet contracted performance goals, and how they will offer a continuum of services that allow participants to obtain a high school diploma or its equivalent, enroll in post-secondary education and/or vocational training, and/or obtain employment within a chosen career pathway.

Successful proposers shall ensure that the average length of youth participation in the YSC system is nine (9) months. Where appropriate and based on individual

need, it may be necessary for a participant to continue in the program beyond the nine (9)-month average. WIOA allows for the carryover of participants from one program year to another; however, no more than 25 percent of the total number of enrolled participants may be carried over.

Additionally, a minimum of 75 percent of all enrolled youth are expected to transition to the follow-up phase within the program year. This average is required to ensure that the City meets federally established performance standards.

8. **System Performance Partnership**

Los Angeles is a federal Performance Partnership Pilot designee and a leader in multi-agency partnership to bolster collaboration between the City's Workforce Development System (WDS), LAUSD, LACCD, California State University (CSU5), LACDMH, Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS), DPSS, and over 50 public, philanthropic and community-based organizations to improve the service delivery system for the disconnected youth population and improve their educational, workforce, housing and social well-being outcomes.

The City's YSC system has been working with major public and private institutions serving disconnected youth. The nationally recognized multi-agency partnership fills the gap of any potential impediments or barriers for successful intervention and highlights the best practices shared to achieve desired outcomes for the city's disconnected youth. A key tenet of the YouthSource System is the collaboration and alignment of resources. Each proposer shall maintain a local system of partners, including those identified in Section 5.2.2. The proposer will also identify in-kind and cash leveraged funds through the proposing agency or partner agency.

The City reserves the right to require successful proposers to co-locate with other City-funded agencies or to occupy a facility identified by the City.

9. **Program Elements**

At a minimum, successful proposers must ensure that all the program elements listed below are available and provided when needed via the proposer and/or their partners to eligible youth based on information gathered through the intake, assessment, and ISS process.

The following is a complete list of the 14 required program elements:

a. Tutoring, study skills training, and evidence-based dropout prevention and recovery strategies that lead to completion of a secondary school diploma or its recognized equivalent, or for a recognized post-secondary credential.

b. Alternative secondary school services, or dropout recovery services, as appropriate.

c. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, including the following:

- Employment opportunities available throughout the school year;

- Pre-apprenticeship programs;
- Internships and job shadowing;
- On-the-job training opportunities.

d. Occupational skill training, which includes priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations.

e. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

f. Leadership development opportunities, including community service and peer-centered activities, encouraging responsibility and other positive social and civic behaviors.

g. Supportive services.

h. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.

i. Follow-up services for no less than 12 months after the completion of program participation.

j. Referrals to counseling services and provision of guidance, including drug and alcohol abuse counseling, as appropriate, to fulfill the needs of individual youth.

k. Financial literacy education.

l. Entrepreneurial skills training.

m. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

n. Activities that help youth prepare for and transition to post-secondary education and training.

10. **Youth Leadership/Youth Voice**

The EWDD envisions a youth-centered approach that actively engages youth in the design and delivery of services offered through the YSC system. As the primary customers of the YSC system, the input of youth participants should be regularly incorporated in a systematic manner to enhance the center's activities, such as opportunities for civic engagement and/or leadership activities, as well as marketing and outreach strategies.

The goal of the Youth Leadership in the YSC system will be to provide system participants a voice in the design of program services. Youth leadership at large will also deliver an active Youth Council, peer-to-peer and/or program alumni mentorship opportunities that was often sought out by the youth participants. Youth Council representatives will be asked to report to the WDB Youth Council annually. The creation of the YSC Youth Advisory Council will be accomplished in partnership with the City’s new Youth Development Department.

11. **Work Experience**

The WIOA places a priority on providing youth with occupational learning opportunities through work experience. Work experience provides both in-school and out-of-school youth an invaluable opportunity to develop workplace skills. Paid and unpaid work experiences must include academic and occupational education and may include the following types of work experiences:

a. Employment opportunities available throughout the school year;
b. Pre-apprenticeship programs;
c. Internships and job shadowing;
d. On-the-job training opportunities.

The required academic and occupational education (e.g., workforce preparation activities, basic academic skills, and hands-on occupational skills training) must be taught within the same timeframe and connected to training in a specific occupation, occupational cluster, or career pathway [WIOA Section 129 (c)(2)(E) and Title 20 CFR NPRM 681.640 and Title 20 CFR NPRM 681.600].

WIOA Youth formula funds may be used to pay wages and related benefits for work experience in the public, private, for-profit, or non-profit sectors when the participant's objective assessment and individual service strategy indicate that a work experience is appropriate.

Additionally, youth formula funds may be used to pay wages and staffing costs for the development and management of work experience. Staff costs incurred for the functions and activities directly serving participants may count as program costs (e.g., the development of an employer contract, work site visits, and case management).

12. **Career Pathways Approach**

Successful proposers should highlight a career-pathway-oriented framework that has the goal of increasing an individual's educational, skills attainment, and employment outcomes while meeting the needs of local employers and growing sectors and industries. Career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies.

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

Career pathways should take into account co-enrollment goals from the Performance Table in Section 2.8 and align WIOA and Hire LA's Youth Work Experience program that is relevant to the chosen career pathway of the youth participant.

13. **Employer Participation**

The active participation of employers is critical to the success of the YouthSource System. Successful proposers must identify employers that will provide unsubsidized and/or subsidized employment for youth, as well as employers that will participate in the identification of appropriate training strategies to prepare youth for career-oriented employment. Such employers should also commit to hiring qualified trainees.

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

14. **Participation of Public Adult Education and Community Colleges**

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

15. **Successful Outcomes**

YSC operators will be expected to meet or exceed all program goals. These goals include, but are not limited to: 1) WIOA Indicators of Performance: a) Employment Rate, b) Credential Attainment, c) Measurable Skills Gain, and d) Median Earnings; 2) Local Goals: a) Total Number of Enrollments, b) Percentage of Out-of-School Youth Served, c) Customer Satisfaction (Youth and Employers) and d) Administrative Capability; 3) Hire LA's Youth program Goals Outlined by Funder, which can include: a) Placement of Youth in Subsidized/Unsubsidized Work Experience, b) Delivery of Personal Enrichment Training, c) Completion of Financial Literacy Training, and d) Obtaining a Library Card.

16. **Follow-up Strategies**

Follow-up is more than just data collection. Follow-up services continue to support youth as they assume adult roles and responsibilities after they have successfully transitioned out of active participation. It is the transitional period during which case managers help youth create solutions to the challenges they continue to encounter during the follow-up period. There is no one-size-fits-all approach to follow-up; such services should be tailored to the individual participant.

Successful proposers shall follow up on the status of exited youth for a period of one (1) year after exit from program. Proposals that highlight strong follow-up service processes will receive more points.

The following are examples of follow-up services that can be provided:

a. Leadership development opportunities;
b. Supportive services;
c. Regular contact with a youth's employer, including assistance with work-related problems;
d. Assistance in securing better paying jobs, career development, and further education;
e. Work-related peer support group (i.e., Job Club);
f. Adult mentoring;
g. Tracking the progress of youth in employment after training.

The follow-up period is extremely important to the youths' success and contributes to the City meeting its federally established performance standards.

17. **YSC Location and Facility Requirements**

The YSC must be located in the community planning area proposers plan to serve and within close proximity to the area's high schools with the highest dropout rates.

YSCs must:

a. Be Americans with Disabilities Act (ADA) compliant. Refer to https://www.ada.gov/ for more information.
b. Be accessible by public transportation.
c. Contain a resource room of at least 15 computers with internet access for youth participants.
d. Contain at least two (2) enclosed or private offices in which confidential intake and case management discussions may take place.
e. Contain at least two (2) classrooms where instruction can be provided.
f. Contain space for the co-location and/or office hours of collaborators/partners.
g. Contain a space for youth recreational activities.
h. Be well secured so that youth may be provided services in a safe environment.
i. Contain signage that identifies the facility as a City-funded YSC.
j. Remain open for business until 8:00 p.m. at least two (2) times per week and half-day on Saturdays twice a month.

k. Contain a “College Corner” with updated college, vocational training, and financial aid information.

l. Contain a Bulletin Board with information including, but not limited to, resources, jobs, civic engagements opportunities and community events.

m. Contain internal signage to help customers easily navigate the YSC.

n. Have emergency evacuation procedures in place that include the needs of individuals with disabilities.

The City will not recommend a proposer for funding, nor fund a successful proposer regardless of the merits of the proposal if the facility is deemed to be in unacceptable condition for providing services.

18. **Reporting of Youth Activity**

All youth activities, from enrollment through exit to follow-up, are to be electronically recorded in an automated database prescribed by the City. At present, all reporting is through the CalJOBS^{SM} data collection system for which the City provides access and training. Timely and accurate reporting of youth activities shall be a priority. Successful bidders will detail how they will ensure timely data entry.

19. **YouthSource Center Operator Responsibilities**

The responsibilities of successful proposers include, but are not limited to, the following:

a. Developing a system performance partnership (as described in Section 3.1, “Program Design”) that provides a comprehensive array of youth services. This includes coordinating and facilitating the co-location of procured collaborators at the proposed community planning area.

b. Procuring subcontractors and ensuring that subcontractor agreements include all applicable City terms and conditions and are executed in a timely manner. It is expected that a YSC operator’s subcontracts will be executed within 30 days after the YSC operator’s contract with the City is executed. Subcontracts may be subject to review and approval of the City prior to execution.

c. Providing responsible leadership to secure the resources and personnel necessary to ensure effective program performance.

d. Coordinating the YSC’s daily operations with collaborators to ensure the efficient provision of services during traditional and non-traditional hours.

e. Managing program operations.

f. Paying subcontractors within 10 days of receipt of payment from the City.

g. Performing annual fiscal reviews and program audits of subcontractors.

h. Preparing and giving written monitoring reports to the subcontractors that, at a minimum, identify successes and/or problems, make recommendations for quality improvement, and where applicable, require the creation of a corrective action plan to address findings.

i. Providing ongoing technical assistance and support to collaborators.

j. Providing written notice to the City, in a timely manner, of any program or fiscal issues in accordance with City guidelines.

k. Complying with City initiatives, policies, and guidelines, including information bulletins, instructions, directives, and site visit reports.

4. EVALUATION CRITERIA

The City reserves the right to verify information contained in proposals. If the information cannot be verified, and errors are not willful, the City reserves the right to reduce the rating points.

Proposals may be awarded a total of 100 points. A minimum score of 70 is required to qualify for funding. Proposals with a score of 70 or greater that are not recommended for funding will be placed on a list of "Eligible YSC Operators." In the event that a selected contractor is unable to continue in its funded capacity, the City may replace that contractor with a provider from the list of "Eligible YSC Operators." Such action will require approval of the WDB, City Council, and Mayor.

Proposals will be evaluated and scored based on three areas, Demonstrated Ability, Program Design, and Cost Reasonableness.

4.1 Demonstrated Ability (30 Points)

Proposers will be awarded points based on the following:

1. Proposer must have demonstrated experience providing similar services for a minimum of two (2) consecutive years within the last three (3) years;
2. Managing WIOA and/or other federal funds of comparable value;
3. Providing the services set forth herein to the target population;
4. Leveraging City, State, and federal funding or resources and collaborating with regional education, training, or social service agencies to enhance services to customers; and
5. Managing a Hire LA's Youth program and/or other similar programs.

4.2 Program Design (60 Points)

The proposer's program design will be evaluated based on the proposal narratives and exhibits. Proposers will be evaluated on their understanding of the program elements described herein, and their approach to developing comprehensive strategies and policy recommendations as described above.

The City reserves the right to require a pre-award interview and/or telephone conference call, or a site visit to verify information contained in the proposal.

4.3 Cost Reasonableness (10 Points)

All proposed costs will be evaluated against the City's independent cost estimate and compared with the costs submitted by other applicants. Costs will be evaluated on the following factors:

1. Accurate and Complete Budget – The proposed budget must be accurate, complete, and include $400,000 in leveraged resources in order to be awarded any points.
2. Dedicated Program Staff – Proposed budgets that show a greater number of full-time equivalent program staff dedicated to the activities described above will receive a greater number of points.
3. Leveraged Resources – Proposed budgets with a higher percentage of leveraged resources will receive a greater number of points. Leveraged resources may be monetary or in-kind.

Any proposer that has an unresolved fiscal finding with the City must have that finding resolved prior to being considered for funding.

Any proposer that is not currently funded by the EWDD will be required to submit a copy of its audited financial statements for the last two (2) years. Any proposer determined to be insolvent will not be considered for funding.

5. PROPOSAL PACKAGE

5.1 Narratives

Narrative responses may not exceed 30 pages (excluding flowcharts and exhibits).

Proposers must respond to the questions and follow the instructions below. Questions should be answered in concrete language, using quantifiable measurements whenever possible, and the role of each collaborator must be set forth with specificity. Narratives should answer the following questions: What will be done? Who will do it? Who will receive services? How and where will the services be provided?

5.2 Narrative 1 – Demonstrated Ability (30 Points)

For non-City funded proposers only: Please complete Exhibit III, "Funding and Performance Verification Form," to substantiate two (2) years of experience within the past three (3) years and prepare a written narrative to support the exhibit. The City will contact the funder identified in the exhibit to verify the information reported therein.

~~**For existing City funded YSC and WorkSource Center (WSC) operators/proposers: Do not complete Exhibit III. Results of the Annual Performance Evaluation for Program Years 2019-20 and 2020-21 will be used to score Demonstrated Ability.**~~

For non-City funded proposers only: Examples that should be included in the narrative include the following:

1. Operating a workforce development program targeted at youth ages 14-24, and specifically addressing the program's experience serving the disconnected youth population ages 16-24.
2. Increasing outcomes for hard-to-serve, multiple-barrier, disconnected youth: a) Collaborating with other non-profit, for-profit, and public entities, including LAUSD; LACCD; LACDMH, DPSS, the Probation Department, and DCFS; City WorkSource, BusinessSource and FamilySource systems; and other youth-focused community-based organizations and business/employers; and b) leveraging resources, both cash and in-kind.
3. Providing services to youth in the planning area you propose to serve.
4. Providing services to special youth populations, including homeless/runaway, justice-involved, foster, pregnant or parenting dropout, and/or youth with disabilities for the proposed planning area.
5. Providing the following specific or comparable program elements:
    a. Tutoring, study skills training, and evidence-based dropout prevention and recovery strategies that lead to completion of a secondary school diploma or its recognized equivalent, or a recognized post-secondary credential.
    b. Alternative secondary school services, or dropout recovery services, as appropriate.
    c. Paid and unpaid work experiences that include academic and occupational education as a component of the work experience, including the following:
        - Employment opportunities available throughout the school year;
        - Pre-apprenticeship programs;
        - Internships and job shadowing;
        - On-the-job training opportunities.
    d. Occupational skills training, with priority consideration for training programs that lead to recognized post-secondary credentials and align with in-demand industry sectors or occupations.
    e. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
    f. Leadership development opportunities, including community service and peer-centered activities that encourage positive social and civic behaviors such as personal responsibility.
    g. Supportive services.
    h. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.
    i. Follow-up services for no less than 12 months after the completion of program participation.

j. As appropriate to the needs of the individual youth, referrals to, and provision of, guidance and counseling services, including drug and alcohol abuse counseling.

k. Financial literacy education.

l. Entrepreneurial skills training.

m. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, including career awareness, career counseling, and career exploration services.

n. Activities that help youth prepare for and transition to post-secondary education and training.

6. Managing projects and working with employers and training providers to develop and implement training programs for specific occupations.

For existing City funded YSC and WorkSource Center (WSC) operators/proposers: Do not complete Exhibit III or the questions above. Results of the Annual Performance Evaluations will be used to score Demonstrated Ability.

5.3 Narrative 2 – Program Design (60 Points)

Provide a detailed project design narrative and a "Customer Flowchart," which will be labeled as "Attachment E," that describes how the proposed program design will address the City's vision for the YouthSource System. The narrative should include how a combination of virtual and in-person services will be used for all program elements. At minimum, the narrative and flowchart should address the following program elements:

1. **Youth Outreach**

a. Describe in detail the outreach and recruitment strategies for each of the following: out-of-school youth ages 16-24, in-school youth ages 14-21, "hard to serve" populations (homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities, etc.).

b. Identify and describe the specific high schools, community-based organizations, and other local programs you will be targeting in your proposed planning area.

c. Describe how you will incorporate the LAUSD PSA Counselor into your outreach and recruitment strategy.

2. **Individual Service Strategy (ISS)**

a. Describe your plan for developing an Individual Service Strategy (ISS) for eligible in-school and out-of-school youth and how you will provide information to the participant of the full array of available services and encourage their use.

b. Discuss how services and activities included in the ISS will be based on individual assessments, and how outcomes will meet federally mandated performance standards. Discuss how the youth, and where applicable their

families, will participate in developing the ISS and how they will receive pertinent information and appropriate guidance to make informed decisions.

c. Name the specific tools that will be used for developing the ISS. Discuss how assessment will be structured to identify a participant's academic and occupational interests, aptitudes and skill levels, personal development, and employability in determining supportive service needs.

3. **Case Management/Career Coaching Strategy and Follow-Up Strategy**

a. Discuss your case management/career coaching strategy for in-school youth. Describe how, where, and when the youth participant will receive all planned services. Describe how you will determine that the participant is progressing in a timely manner toward his or her stated goals. Determine a timeline for attainment of stated goals.

b. Discuss your case management/career coaching strategy for out-of-school youth and other disconnected youth populations. Describe how you will determine and ensure that each youth participant receives all planned services, progresses in a timely manner, and reaches planned goals.

c. Describe your plan to ensure youth's engagement and continued participation of youth in the YouthSource program. What are your strategies to maintain youth's enthusiasm and motivation to achieve a successful outcome?

d. Discuss your strategy for providing follow-up services for at least 12 months after the youth participant exits from the program to determine 1) whether or not the youth has attained stated goals, and 2) whether or not articulated performance goals were met.

e. Discuss how and at what intervals youth participant activities will be monitored and tracked after program exit.

f. Discuss how you will ensure that youth participants remain on their targeted career, employment, and educational paths after exiting from the program.

4. **System Performance Partnership**

Please complete Exhibit VI, "Intent to Formally Collaborate," which outlines the roles and responsibilities of each collaborator.

a. Describe your current working relationships with public, philanthropic and/or community-based organizations incorporated in your existing service delivery system.

b. Identify the collaborators/partners that specialize in serving out-of-school youth and describe the services they will provide.

c. Identify which collaborators/ partners specialize in serving other "hard-to-serve" populations (homeless/runaway, justice-involved, foster, pregnant or parenting, dropouts, and/or youth with disabilities, etc.) and describe the services they will provide.

d. Describe your plan for providing post-psycho-social assessment services to youth that need mental health and wellness services. Please describe in your

plan your agency's partnership with community based mental health service providers and the processes to ensure that youth receive wellness services.

e. Identify the commitments or leveraged resources (cash or in-kind) that each collaborator/partner has made to the program.

f. Describe your plan for accessing the services of additional youth and family service providers in your proposed planning area that will assist in developing and sustaining a comprehensive and integrated youth service system.

g. Describe how your agency plans to maintain active collaborations with partner agencies.

5. **Program Elements**

a. Describe your strategy for providing a variety of services listed in the Program Design and ensuring that such services are available, accessible, and based on the assessment and ISS of youth.

6. **Youth Leadership/Youth Voice**

a. Describe how your agency will establish effective youth leadership and incorporate their voices and feedback on the issues that face young people in their community to accurately design program services that accommodate their needs.

b. Describe your strategy for creating activities that will provide youth with opportunities for youth leadership, peer-to-peer and/or program alumni mentorship, mentoring from community leaders, and civic engagement.

7. **Work Experience**

a. Describe your strategy for providing youth with occupational learning opportunities through work experience. Include in your response how you will leverage WIOA and non-WIOA work experience funding to support/enhance WIOA participant services.

b. Describe how information gathered from the career assessment tools and from the youth participant's ISS will be utilized in determining participant's work experience placement.

8. **Career Pathways Approach**

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

b. Include how you will emphasize post-secondary training programs that prepare youth for in-demand jobs with higher wages. Describe also how you will emphasize meaningful work-experience opportunities for youth that expose participants to new career pathway opportunities, including use of registered apprenticeship programs.

c. Describe your strategy for providing training services to youth participants at participating public adult education schools, community colleges, and vocational training institutes.

9. **Employer Engagement**

a. Describe how you will identify, develop, and maintain relationships with employers who will participate in preparing youth for the workforce.

b. Describe how you will coordinate job development with program participants and collaborators and with other successful proposers.

c. Describe the continuum of opportunities for employer involvement. Indicate the extent of their commitment to identifying appropriate training strategies to prepare youth for career-oriented employment, and especially to providing unsubsidized and subsidized employment for youth that will lead to career opportunities.

d. Describe your strategy for engaging employers who are willing to provide subsidized and unsubsidized work experience and/or placement opportunities for disconnected youth (homeless/runaway, foster and justice-involved youth).

e. Describe your strategy for identifying and partnering with employers, including major employers in your area, which will provide meaningful training opportunities that match youth's interests and skill levels, and the staff designated to coordinate this effort. Major employers are businesses with 50 or more employees. Describe your strategy for addressing youth interested in gig economy job opportunities. How will you provide entrepreneurial training?

10. **YouthSource Center Location and Facility Requirements**

a. Describe your current or proposed facility, including location, proximity to high schools with the highest dropout rates, hours of operation, and the services you propose to provide in this location. Identify the features and services designed to appeal to youth, their parents, and the community in the planning area you propose to serve.

b. Describe how you will provide full accessibility to persons with disabilities and to non-English-speaking or limited English speakers, to your building and to all youth services.

c. Describe how your center will be set up to meet the youth's technological needs to participate in educational, training and work experience opportunities.

d. Discuss how you determine the most effective schedule for expanded hours of operation and services to best meet the needs of your community (i.e., planning area).

e. If your current or proposed facility does not meet all site requirements identified in the Program Design, discuss your action plan and timeline for

meeting them. The City will conduct a site visit to verify information presented in the proposal.

f. Collocation with WorkSource, FamilySource, BusinessSource, or GRYD programs is encouraged.

11. **YouthSource Center Operator Responsibilities**

Administration, Staffing and Program Implementation

a. Please submit the proposer's "Organization Chart" detailing key staff positions that will contribute to the implementation of all program design elements, whether WIOA or non-WIOA funded, and label it "Attachment B." Describe your system of administration, including audit and fiscal review, monitoring and evaluation, and compliance with statutory requirements and City guidelines.

b. Attach a copy of your customer flow chart for out-of-school and in-school youth. Label it "Attachment C."

c. Discuss the qualifications of the organization's case management and other program staff. This should include their education, experience, and familiarity with/sensitivity to the proposed area of service, its demographics, and the unique challenges faced by its residents. The case manager to participant ratio should also be referenced.

d. Discuss your process of internal monitoring to ensure:

- Timely, accurate, and complete compliance with all administrative requirements including, but not limited to expenditures and maintenance of staff;
- Timely, accurate and complete reporting of all youth activities from enrollment through exit to follow-up;
- That all program design elements are implemented in a timely manner;
- That all enrollment and outcome goals are met; and
- That all customers are satisfied with the services rendered.

e. Describe your system of program implementation, including your process of internal monitoring and follow-up procedures to ensure program quality, customer satisfaction, achievement of performance goals and contract compliance.

5.4 Narrative 3 – Cost Reasonableness (10 Points)

Please complete the following budget forms and prepare a 12-month budget in accordance with the "Guidelines for Preparation of Budget Forms" (Form #1):

Form #2: Budget Narrative
Form #3: Budget Summary
Form #4: Budget Detail
Form #5: Schedule of Personnel Costs

Form #6: Spending Plan Worksheet
Form #7: Schedule of Leveraged Resources
Form #8: Salary Range Summary
Form #9: Position Description

If not currently funded by the EWDD, please submit proposer's "Audited Financial Statements" for the last two years and label as "Attachment C." Any proposer that is not in good financial standing based on a review of these statements will not be recommended for funding regardless of the proposal's score.

Based on the nature and source of funding, administrative costs and indirect cost rates are subject to grant restrictions and the availability of funds. For any components paid with a Rapid Response allocation, proposers shall be aware that no administrative costs may be paid with these funds.

Please note that for-profit agencies are capped at 10 percent of profit in their budget.

6. GENERAL PROPOSAL PREPARATION GUIDELINES

6.1 Overview

<u>If a proposer does not follow these instructions, if information is left out, or exhibit(s) and/or attachment(s) are not submitted, the proposer shall be determined to be ineligible, and the proposal will not be reviewed.</u>

1. Due to the ongoing coronavirus pandemic, proposals will be accepted via email only. Written materials must be in PDF format except for provided Excel documents, which are to remain in Excel format only.
2. The proposal must be submitted in the full legal name of the corporation or agency, as registered with the California Secretary of State. A corporate seal, if available, must be embossed on the left-hand side of Exhibit II, "Executive Summary Signature Page and Non-Collusion Affidavit" in the original proposal. An authorized representative of the proposer who has legal authority to bind the organization in contract with the City must sign the proposal.
3. Proposers must submit one original via email. The original must be marked "Original" on the cover and must bear the signature(s) of the person(s) authorized to sign the proposal.
4. If any proposal contains any trade secrets, or other proprietary information that the proposer claims is exempt from California Public Records Act, one redacted copy of the proposal must also be submitted (in addition to the original version). The Los Angeles City Attorney (City Attorney) will determine whether such redactions are valid or permissible.
5. Proposals must be accompanied by a one-page cover letter with the following:
    a. The name, title, address, telephone/cell phone number, fax number, and e-mail of the person(s) authorized to represent the proposer and each collaborator, if any. Please note that EWDD seeks to communicate with the individual most knowledgeable with the RFP submission rather than the Board Chair or Chief Executive Officer.

b. The signature of the person(s) authorized to bind the organization to all commitments made in the proposal and if applicable, a copy of the Board Resolution authorizing the person(s) to submit the proposal. If a Board Resolution cannot be obtained prior to proposal submission, it must be submitted no later than **14 calendar days** after the proposal submission deadline set forth on the cover page of this RFP

c. The responsible entity or Lead must be identified. Consortiums, joint ventures, or teams submitting proposals will not be considered responsive unless it is established that all contractual responsibility rests solely with one proposer or one legal entity.

d. The identity of the individual or firm that prepared or assisted in preparing the proposal. If that individual or firm will not participate in the implementation of the project, describe how the transfer of responsibility will occur to ensure timely implementation.

6. The cover letter and the proposal package must be submitted via email to EWDD.planning@lacity.org. Please put "YSC RFP 2022" and the name of your organization in the Subject line of the email.
7. The total of all narrative responses **must not exceed a maximum of 30 letter-size pages** (excluding exhibits and attachments) and must follow the standards listed below.
    a. Computer generated or typewritten only
    b. Font Size – 12 points
    c. Font Type – Times New Roman or Arial
    d. Margins – At least 1 inch on all sides
    e. Line Spacing – Single-spaced
    f. Single-sided, 8 ½" x 11" plain white paper
    g. Portrait orientation

    Pages in excess of the stated limits will not be read and will not be considered in scoring.

8. Each page of the proposal, including exhibits, must be numbered sequentially at the bottom of the page to indicate "Page __ of __." Page numbering may be handwritten.
9. Please use the indicative mood (will, shall, etc.) in narratives rather than the subjunctive (would, should, etc.) so that proposals can be easily converted to contract form.
10. Answers should be as concise as possible while providing all the information requested.
11. The narratives and exhibits, including the budget, should include and clearly identify the services to be provided by and the demonstrated ability of subcontractors.
12. Only the exhibits and attachments specifically requested in the RFP should be submitted with your proposal. Any other attachments submitted to supplement information in the proposal will not be read and will not be considered in scoring.

6.2 Proposal Contents Checklist (Attachment A)

The "Proposal Contents Checklist" identifies all information, including narratives, exhibits and attachments that must be submitted with Proposer's proposal. In assembling the proposal, please include the exhibits and attachments in the order indicated in the "Proposal Contents Checklist" (Attachment A). The "Proposal Contents Checklist" will serve as the table of contents and must be included in the proposal**. Do not assume that any document is not applicable.**

6.3 Required Documents Submitted with Proposal

The following administrative documents must be submitted with the proposal. Because some documents require extensive time to complete, the City strongly encourages proposers to commence these activities prior to the Proposer's Conference set forth on the cover sheet of this RFP.

1. **Proposer Information and Los Angeles Residence Information Form (Exhibit I)**
2. **Executive Summary Signature Page and Non-Collusion Affidavit (Exhibit II)**

   The submitted document must include an original "wet" signature of each designee and accompany the cover letter. If a resolution of the Board of Directors cannot be secured prior to proposal submission, it must be submitted no later than 14 calendar days after the submission deadline set forth on the cover page of this RFP.
3. **City Ethics Commission (CEC) Forms 50 and 55**

   Persons who submit a response to this solicitation (bidders/proposers) are subject to City Charter Section 470(c)(12) and related ordinances, as well as the Los Angeles Municipal Lobbying Ordinance. Responses submitted without completed CEC Forms 50 and 55 shall be deemed nonresponsive. Additional information regarding these restrictions and requirements may be obtained from the CEC at http://ethics.lacity.org. Additional information about the Municipal Lobbying Ordinance is available at http://ethics.lacity.org/PDF/laws/law_mlo.pdf.

   The Bidder Certification Form 50 may be downloaded from the CEC website at http://ethics.lacity.org/PDF/form_cec50.pdf.

   The Bidder Contributions Form 55 may be downloaded from the CEC website at http://ethics.lacity.org/pdf/forms/CEC_Form_55.pdf.
4. **Articles of Incorporation, Bylaws, and List of Current Board Members**

   Proposers are required to submit a) a copy of the applicant's "Articles of Incorporation," which show that the organization was legally incorporated at least three years prior to the date of application, b) a copy of its corporate bylaws and all amendments as adopted by the agency's Board of Directors and properly attested, and c) list of current board members with contact information.

~~5. **Executive Summary Signature Page and Non-Collusion Affidavit (Exhibit II)**~~

~~The submitted document must include an original "wet" signature of each designee and accompany the cover letter. If a resolution of the Board of Directors cannot be secured prior to proposal submission, it must be submitted no later than 14 calendar days after the submission deadline set forth on the cover page of this RFP.~~

5. **City Business Tax Registration Certificate or Vendor Registration Number**

   Proposers are required to submit a copy of the company's City Business Tax Registration Certificate (BTRC) or provide a Vendor Registration Number (VRN). Information about the BTRC and/or VRN is available at the Office of Finance at http://finance.lacity.org (see also RFP Section 2.2, "Eligible Proposers").

6. **Contractor Responsibility Ordinance (CRO) Questionnaire**

   Proposers are required to submit a completed CRO questionnaire. The CRO questionnaire is available at http://bca.lacity.org/site/pdf/cro/CROQ%20Service.PDF. Failure to submit the completed CRO questionnaire may result in a proposer being deemed non-responsive.

7. **RAMP Compliance Documents – Equal Benefits/First Source Hiring Ordinance and Slavery Disclosure Ordinance**

   Proposers are required to complete and submit the Equal Benefits/First Source Hiring Ordinance Compliance, and Slavery Disclosure Ordinance documents. Both documents are available at the RAMP website (https://www.rampla.org/s/). Fill out and submit the documents in RAMP.

7. GENERAL RFP AND CITY CONTRACTING INFORMATION

7.1 General Proposal Conditions

1. **Costs Incurred by Proposers**

   All costs of proposal preparation shall be borne by the proposer. The City, in any event, shall not be liable for any pre-contractual expenses incurred by proposers in the preparation and/or submission of the proposals. Proposals shall not include any such expenses as part of the proposed budget.

2. **Best Offer**

   The proposal shall include the proposer's best terms and conditions. Submission of the proposal shall constitute a firm and fixed offer to the City that will remain open and valid for a minimum of 270 calendar days from the submission deadline.

   The information requested, and the manner of submission, are essential to permit prompt evaluation of all proposals. Accordingly, the City reserves the right to declare as non-responsive and reject any proposal in which information is requested and not furnished or when a direct or complete answer is not provided.

3. **Alternatives**

   Proposers shall not change any wording in the RFP or associated documents. Any explanation or alternatives offered shall be submitted in a letter attached to the front of the proposal documents. Alternatives that do not substantially meet the City's requirements cannot be considered. Proposals offered subject to conditions and/or limitations may be rejected as non-responsive.

4. **Proposal Errors**

   Proposers are liable for all errors or omissions incurred in the preparation of the proposal, supplements, or addenda to proposals. Proposers will not be allowed to alter proposal documents after the due date for submission.

   The City reserves the right to make corrections or amendments due to any error identified in any proposal by the City. This type of correction or amendment will be allowed only for errors such as typing or transposition, or any obvious error. Any changes will be dated and time-stamped and attached to the proposal. All changes must be in writing and authorized and made by the EWDD contract administrator.

5. **Waiver of Minor Administrative Irregularities**

   The City reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

6. **Optional Materials/Services**

   Proposers may offer materials and/or services directly related to the specifications within the RFP, but not included in it, which will enhance the performance of City staff in the fulfillment of the goal(s) of the RFP. Optional materials/services must be clearly delineated as optional in the proposal, and separate pricing/costs identified as appropriate. These options may be included in any resultant contract.

7. **Accuracy and Completeness**

   The proposal must set forth accurate and complete information as required in this RFP. Unclear, incomplete, and/or inaccurate documentation may not be considered. Falsification of any information may result in disqualification.

   If the proposer knowingly and willfully submits false performance or other false data, the City reserves the right to reject that proposal. If it is determined that a contract was awarded as a result of false performance or other data submitted in response to this RFP, the City reserves the right to terminate the contract.

   Unnecessarily elaborate or lengthy proposals or other presentations beyond those needed to give a sufficient, clear response to all the RFP requirements are not desired.

8. **Withdrawal of Proposals**

   Proposals may be withdrawn by written request from the authorized signatory on the proposer's letterhead at any time prior to the submission deadline.

9. **Addendum**

   The City reserves the right to issue an addendum or addenda to this RFP, which may add additional requirements for a proposal to be considered responsive. Proposers must acknowledge any addendum issued as a result of any change in this RFP on the proposer's signature declaration page. Failure to indicate receipt of addendum may result in a proposal being rejected as non-responsive.

10. **Representations**

    The City is not responsible for representations made by any of its officers or employees prior to the approval of an agreement by the Mayor and City Council unless such understanding or representation is included in this RFP or in subsequent written addenda. The City is responsible only for that which is expressly stated in this solicitation document and any authorized written addenda thereto.

11. **Acceptance of Terms and Conditions**

    Submitting a proposal in response to this RFP constitutes acknowledgment and acceptance of all terms and conditions set forth in this RFP unless otherwise expressly stated in the proposal.

7.2 Applicable Laws and Regulations

Proposers will be required to comply with all applicable WIOA laws and regulations, including, but not limited to:

1. DOL Regulations 29 CFR, Chapter 1, Parts 1, 3 and 5 (http://www.dol.gov/dol/cfr/Title_29/Chapter_I.htm)

2. Workforce Innovation & Opportunity Act, Title 20 CFR: Part 652, et.al.

Applicants will need to submit a "Data Universal Number System" (DUNS) number, a unique nine-digit identification number provided by Dun and Bradstreet. If a joint venture, the DUNS number of the additional participant must also be provided. Information about DUNS is available at http://www.dnb.com/duns-number/what-is-duns.html

7.3 Standard Provisions for City Contracts

Please review the information in Appendix B, "Standard Provisions for City Contracts," carefully. Any contract awarded pursuant to this RFP is subject to the Standard Provisions for City Contracts. Compliance with these requirements, and the submission of all necessary forms as outlined in this RFP is mandatory. Please review this RFP to determine which information is required at the time of proposal submission, prior to the award of a contract, or both.

7.4 General City Reservations

1. Submission Deadline - The City reserves the right to extend the submission deadline should this be in the interest of the City. Proposers have a right to revise their proposals in the event that the deadline is extended.
2. Withdrawal of RFP - The City reserves the right to withdraw this RFP at any time and without prior notice, if it deems such action is necessary. The City makes no representation that any contract will be awarded to any proposer responding to the RFP. The City reserves the right to reject any or all submissions. If any action in this section is taken, the City may re-issue the RFP if necessary. The City also reserves the right to contract with more than one respondent to this RFP. Furthermore, the City may exercise its right not to select a proposer from this RFP if it determines that there was no responsive proposer.
3. Reissue of RFP - If an inadequate number of proposals are received, or if the proposals received are deemed non-responsive, not qualified, or not cost effective, the City may, at its sole discretion, reissue the RFP or execute a sole-source contract with a vendor.
4. Changes to Proposals - The City shall review and rate submitted proposals. Proposers may not make any changes or additions to their proposals after the proposal submission deadline. The City reserves the right to request additional information or documentation as it deems necessary.
5. Verification of Proposal Information - The City reserves the right to verify all information in the proposal. If the information cannot be verified, and if the errors are deemed not willful, the City reserves the right to reduce the rating points awarded.
6. Pre-Award Interview - The City reserves the right to require a pre-award interview and/or site inspection.
7. Minor Defects - The City reserves the right to waive minor defects in the proposal in accordance with the City Charter.
8. Interpretations and Clarifications - The City reserves the right to modify requirements on any RFP if it is in the best interest of the City.
9. Program Personnel - If the selection of the proposer is based in part on the qualifications of specific key individuals named in the proposal, the City reserves a right to approve in advance any changes in the key individuals or the percentage of time they spend on the program. The City reserves the right to have the contractor replace any program personnel with equally or better qualified staff upon submitting written notice to the contractor. Furthermore, the City reserves the right to approve in advance any changes in program personnel or levels of commitment by the contractor. If the selection of the proposer is based in part on the qualification of specific key individuals named in the proposal, the City must approve in advance any changes in key individuals or the percentage of time they spend on the program.
10. Rejection of Proposals - The City reserves the right to reject any or all proposals, to waive any minor defects in proposals received; to reject unapproved alternate proposal(s); and reject the proposal of any proposer who has previously failed to perform competently in any prior business relationship with the City. The rejection of any or all proposals shall not render the City liable for costs or damages.

7.5 Pre-Award Negotiations

Prior to the award of a contract, the successful proposer(s) may be required to attend negotiation meetings that will be scheduled at a later date. The intent of the meeting(s) includes, but is not limited to, discussing, and negotiating contract requirements, prices, service level agreements, detailed scope of work specifications, ordering, invoicing, delivery, receiving, and payment procedures, etc., in order to ensure successful administration of the contract.

7.6 Contract Negotiations

Proposers approved for funding shall be required to negotiate a contract with the City on an offer/counter-offer basis. The best terms and conditions originally offered in the proposal shall bind the negotiations. The City reserves the right to make a contract award contingent upon the satisfactory completion by the proposer of certain special conditions. The contract offer of the City may contain additional terms or terms different from those set forth herein.

As part of the negotiation process, the City reserves the right to:

1. Fund all or portions of a proposer's proposal and/or require that one proposer collaborate with another for the provision of specific services, either prior to execution of an agreement or at any point during the life of the agreement;
2. Use other sources of funds to fund all or portions of a proposer's proposal;
3. Require that a funded proposer utilize a facility designated by the City for purposes of implementing its program;
4. Elect to contract directly with one or more of the identified collaborators; and
5. Require all collaborators identified in the proposal to become co-signatories to any contract with the City.

Unless otherwise stated, proposals submitted shall be irrevocable for a period of 270 days following the proposal submission deadline. A response to this RFP is an offer to contract with the City based on the terms, conditions, service level agreement and specifications contained in the proposal submitted. A contract will be developed after the City makes an award to the selected proposer(s). The contract is subject to the City's general contracting requirements.

Any contract made pursuant to this RFP must be accepted in writing by the proposer. If for any reason the proposer should fail to accept the contract in writing, any conduct by the proposer which recognizes the existence of a contract pertaining to the subject matter hereof shall constitute acceptance by proposer of the contract and all of its terms and conditions.

7.7 Standing of Proposer

Regardless of the merits of the proposal submitted, a proposer may not be recommended for funding if it has a history of contract non-compliance with the City or any other funding source, poor past or current contract performance with the City or any other funding source, past or current disputed or disallowed costs with the City or any other funding source.

Contractors/organizations that have been sanctioned because of non-compliance with Single Audit Act requirements for managing grant funds will be eligible to apply; however, they will not be eligible to receive any funding, if awarded under this RFP process, until this sanction is removed. The City will enter into an agreement only with entities that are in good standing with the California Secretary of State.

7.8 Proprietary Interests of the City

The City reserves the right to retain all submitted proposals, which shall then become the property of the City and a matter of public record. Any department or agency of the City has a right to use any or all ideas presented in the proposal without any change or limitation. Selection or rejection of a proposal does not affect these rights. All proposals will be considered public documents, subject to review and inspection by the public at the City's discretion, in accordance with the Public Records Act.

Proposers must identify all copyrighted material, trade secrets or other proprietary information claimed to be exempt from disclosure under the California Public Records Act (California Government Code Sections 6250 et seq.) In the event such an exemption is claimed, the proposal must state: "(Name of Proposer) shall indemnify the City and hold it and its officers, employees and agents harmless from any claim or liability and defend any action brought against the City for its refusal to disclose copyrighted material, trade secrets or other proprietary information to any person making a request therefore." Failure to include such a statement shall constitute a waiver of the proposer's right to exemption from disclosure.

In any event, all information contained in this RFP is considered confidential and not open to the public or competing bidders until after the bidding period and appeal period is closed.

7.9 Discount Terms

Proposers agree to offer the City any discount terms that are offered to its best customers for the goods and services to be provided herein, and to apply such discount to payments made under this agreement, which meet the discount terms.

7.10 Assurances

As a condition to the award of financial assistance from the DOL under Title I of WIOA, applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;

3. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; and
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age.

The applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIOA Title I financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIOA Title I financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

8. ADDITIONAL RFP AND CITY CONTRACTING INFORMATION

8.1 Bidder Campaign Contributions and Fundraising: Los Angeles Municipal Lobbying Ordinance

Bidders/Proposers may not make campaign contributions to or engage in fundraising for certain elected officials or candidates for elected City office from the time they submit the response until either the contract is approved or, for successful bidders/proposers, 12 months after the contract is signed. The bidders'/proposers' principals and subcontractors performing $100,000 or more in work on the contract, as well as the principals of those subcontractors, are also subject to the same limitations on campaign contributions and fundraising.

CEC Form 55 requires bidders/proposers to identify their principals, their subcontractors performing $100,000 or more in work on the contract, and the principals of those subcontractors. Bidders/proposers must also notify their principals and subcontractors in writing of the restrictions and include the notice in contracts with subcontractors. Responses submitted without a completed CEC Form 55 shall be deemed nonresponsive. Bidders/proposers who fail to comply with City law may be subject to penalties, termination of contract, and debarment. Additional information regarding these restrictions and requirements may be obtained from the CEC website at http://ethics.lacity.org.

CEC Form 50 requires bidders/proposers to acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if they qualify as a lobbying entity under the Los Angeles Municipal Code § 48.02.

8.2 Contractor Responsibility Ordinance

1. The bidders/proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the provisions of the Contractor Responsibility Ordinance (CRO). (See the Standard Provisions for City Contracts: Appendix B). Proposers shall refer to http://bca.lacity.org/site/pdf/cro/CROQ%20Service.PDF for further information regarding the requirements of the Ordinance.
2. The bidders/proposers shall complete and return with their proposal the "Contractor Responsibility Ordinance Questionnaire" available at the web page above. Failure

to return the completed questionnaire including all attachments may result in a bidder/proposer being deemed non-responsive. Prior contract experience may be used to evaluate proposal.

8.3 Equal Benefits Ordinance

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2.1, Equal Benefits Ordinance (EBO). (See Standard Provisions for City Contracts: Appendix B)

All bidders/proposers shall complete and upload the EBO Affidavit (two pages) available on the RAMP website https://www.rampla.org/s/ prior to award of a City contract valued at $25,000.00 or more. The EBO Affidavit shall be effective for a period of 36 months from the date it is first uploaded onto the City's RAMP. Bidders/proposers do not need to submit supporting documentation with their bids or proposals. However, the City may request supporting documentation to verify that the benefits are provided equally as specified on the EBO Affidavit.

Bidders/proposers seeking a waiver from the requirements of the EBO may download the waiver form from the Bureau of Contract Administration's web site at https://www.rampla.org/s/. The EBO waiver request form must be returned with the bid/proposal.

8.4 Living Wage Ordinance and Service Contractor Worker Retention Ordinance

1. Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the City, and that involve an expenditure or receipt in excess of $25,000 and a contract term of at least three months, lessees and licensees of City property, and certain recipients of City financial assistance, shall comply with the provisions of Los Angeles Administrative Code Sections 10.37 et seq., Living Wage Ordinance (LWO) and 10.36 et seq., Service Contractor Worker Retention Ordinance (SCWRO). Additional information regarding the requirements of the Ordinances may be found at http://bca.lacity.org/site/pdf/scwro/lwo%20and%20scwro%20RFP%20language%20and%20attachments.pdf.

2. Bidders/proposers who believe that they meet the qualifications for one of the exemptions described in the LWO "List of Statutory Exemptions" shall apply for exemption from the ordinance by submitting with their proposal the Bidder/Contractor Application for Non-Coverage or Exemption (Form OCC/LW-10) or the Non-Profit/One-Person Contractor Certification of Exemption (OCC/LW-13). The list of statutory exemptions, the application and the certification are available at http://bca.lacity.org/index.cfm?nxt=ee&nxt_body=div_occ_lwo_forms.cfm.

8.5 Nondiscrimination, Equal Employment Practices and Affirmative Action Program (Non-Construction)

Bidders/Proposers are advised that any contract awarded pursuant to this procurement process shall be subject to the applicable provisions of Los Angeles Administrative Code Section 10.8.2, "Non-discrimination Clause. "

Non-construction services to or for the City for which the consideration is $1,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.3., "Equal Employment Practices Provisions." Proposers shall complete and upload the Non-Discrimination/Equal Employment Practices Certification (two pages) available at the RAMP website at https://www.rampla.org/s/ at the time they register on RAMP but no later than the time when an individual bid/proposal is submitted. However, bidders/proposers with certifications previously uploaded to RAMP and verified by the Office of Contract Compliance (OCC) do not need to resubmit.

Non-construction services to or for the City for which the consideration is $100,000 or more shall comply with the provisions of Los Angeles Administrative Code Sections 10.8.4., "Affirmative Action Program Provisions." All proposers shall complete and upload the City Affirmative Action Plan (four pages) available on the RAMP website at https://www.rampla.org/s/ at the time they register on RAMP, but no later than the time when an individual bid/proposal is submitted. Bidders/proposers opting to submit their own affirmative action plan may do so by uploading their affirmative action plan onto RAMP. Bidders/proposers with current OCC approval for their affirmative action plan do not need to re-submit unless the approval is 30 days or less from expiration.

Additionally, subject subcontractors shall be required to submit the City Non-Discrimination/Equal Employment Practices Certification and Affirmative Action Plan to the successful bidder/proposer prior to commencing work on the contract. The subcontractors' City Non-Discrimination/Equal Employment Practices Certification(s) and Affirmative Action Plan(s) shall be retained by the successful bidder/proposer and shall be made available to the Office of Contract Compliance upon request.

Both the City Non-Discrimination/Equal Employment Practices Certification and Affirmative Action Plan Affidavit shall be effective for a period of 12 months from the date it is first uploaded onto RAMP. Proposers seeking additional information regarding the requirements of the City's Non-Discrimination Clause, Equal Employment Practices and Affirmative Action program may visit the Bureau of Contract Administration's website at http://bca.lacity.org.

8.6 Slavery Disclosure Ordinance

Unless otherwise exempt, and in accordance with the provisions of the Slavery Disclosure Ordinance, any contract awarded pursuant to this RFP will be subject to the Slavery Disclosure Ordinance, Section 10.41 of the Los Angeles Administrative Code. (See Standard Provisions for City Contracts: Appendix B)

All proposers shall complete and upload the Slavery Disclosure Ordinance Affidavit (one page) available on RAMP at https://www.rampla.org/s/ prior to award of a City contract.

Proposers seeking additional information regarding the requirements of the Slavery Disclosure Ordinance may visit the Bureau of Contract Administration's website at http://bca.lacity.org.

8.7 Certification Regarding Compliance with the Americans with Disabilities Act - Amendments Act of 2008 (ADAAA)

The City is a covered entity under Title II of the ADA, 42 U.S.C. Section 12131 *et seq*. Respondents awarded a contract through this RFP must comply with the Americans With Disabilities Act – Amendments Act of 2008 (ADAAA) and execute a certification regarding compliance with the ADA (see Exhibit IV) prior to the execution of a contract. (See Standard Provisions for City Contracts: Appendix B)

8.8 Child Support Assignment Orders

Any contract awarded pursuant to this RFP shall be subject to the Child Support Assignment Ordinance provision in the Standard Provisions for City Contracts: Appendix B.

8.9 First Source Hiring Ordinance

Unless approved for an exemption, contractors under contracts primarily for the furnishing of services to or for the City, the value of which is in excess of $25,000 and a contract term of at least three months, and certain recipients of City loans or grants, shall comply with the provisions of Los Angeles Administrative Code Sections 10.44 *et seq*., "First Source Hiring Ordinance" (FSHO). Additional information regarding the requirements of this Ordinance, may be found at http://bca.lacity.org/site/pdf/fsho/FSHO%20Rules%20and%20Regulations%200310.pdf

The "Anticipated Job Opportunities Form" (FSHO – 1) and "Subcontractors Information Form" (FSHO-2) contained in http://bca.lacity.org/site/pdf/fsho/FSHO RFP Language and Attachments.pdf shall be required only of the bidder/proposer that is selected for award of a contract.

8.10 Federal Funding Accountability and Transparency Act of 2006 (FFATA) Reporting

FFATA and the Government Funding Transparency Act of 2008 instituted requirements meant to provide full disclosure of entities receiving federal funding and established "USASpending.gov," a federal website, to provide the public information on the entities receiving federal monies.

Source(s) of funding for this RFP may come from federal grants that the City receives directly from the federal government. Therefore, the City may be required to collect information from first-tier subcontractors/sub-recipients and report that information in the publicly available USASpending.gov website within one month of contract execution. Any City contract resulting from this RFP that exceeds $25,000 is contingent upon the contractor's providing information required under FFATA in order that the City may comply with its responsibility to report.

Successful proposers will be required to:

1. Obtain, maintain, and provide to the City their organization's DUNS number as well as a DUNS number for their parent organization, if any;
2. Provide any "doing business as" name, if applicable;
3. Provide the address where their organization is located and the address of the primary site where the work will be performed; and,
4. Provide the names and total compensation of the five most highly compensated officials of their organization **if** their organization meets all three of the following conditions:

    a. In their organization's previous fiscal year, their organization (including parent organization, all branches, and all affiliates worldwide) received 80 percent or more of its annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; **and**,

    b. In their organization's previous fiscal year, their organization (including parent organization, all branches, and all affiliates worldwide) received $25,000,000 or more in annual gross revenues in U.S. federal contracts, subcontracts, loans, grants, sub-grants, and/or cooperative agreements; **and**,

    c. The public does not have access to information about the compensation of the senior executives in their organization (including parent organization, all branches, and all affiliates worldwide) through periodic reports filed under Section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or Section 6104 of the Internal Revenue Code of 1986.

8.11 Contract Execution Requirements

If recommended for funding, the proposer shall be required to enter into an agreement with the City and comply with the requirements listed below. Failure to comply with these requirements will result in non-execution of the contract. The agreement with the selected proposer(s) will be on a to-be-negotiated fee-for-performance basis.

1. Insurance Certificates

    Contractors will be required to maintain insurance at a level to be determined by the City's Risk Manager, with the City named as an additional insured. Contractors who do not have the required insurance should include the cost of insurance in their bid. Contractors will be required to provide proof of insurance at the time of contract execution.

2. Secretary of State Documentation

    All contractors are required to submit one copy of their Articles of Incorporation, partnership, or other business organizational documents (as appropriate) filed with the Secretary of the State. Organizations must be in good standing with the Secretary of State and authorized to do business in California.

3. Documents

    All contractors who are organized as a corporation or a limited liability company are required to submit a Secretary of State Corporate Number, a copy of its By-Laws, a

current list of its Board of Directors, and a "Resolution of Executorial Authority" with a signature specimen.

4. Business Tax Registration Certificate (BTRC)

   All contractors are required to submit a copy of their BTRC or Vendor Registration Number. Additional information regarding the BTRC, is available from the Office of Finance website at http://finance.lacity.org.

5. Proof of IRS Number (W-9)

   All contractors are required to complete and submit Proof of IRS Number (W-9) Form.

8.12 Certifications

Contractor shall provide copies of the following documents during contract execution process to the City:

1. Certification Regarding Ineligibility, Suspension and Debarment as required by Executive Order 12549.
2. Certification and Disclosure Regarding Lobbying (not required for contracts under $100,000). Contractor shall also file a disclosure form at the end of each calendar quarter during which any event requiring disclosure, or which materially affects the accuracy of the information contained in any previously filed disclosure form, occurs.
3. A Certificate Regarding Drug-Free Workplace Requirements.

8.13 Affirmative Action Plan

All contractors who are awarded contracts in excess of $5,000 are required to comply with the City's Affirmative Action Policies. (See Standard Provisions for City Contract: Appendix B)

8.14 Collaboration

The City may, at its discretion, require two or more proposers to collaborate as a condition of contract execution.

8.15 City Contracting Method/Payment for Services

City contractors are generally compensated for services on a cost reimbursement basis. Under this method, contractors will be reimbursed for a negotiated set of costs incurred in operating the program.

8.16 Contract Cost

Contract costs shall include only those contract related expenditures which are necessary, reasonable, allowable, and allocable, and which are accrued during the contract period, or which are necessary for orderly contract start-up or close-out. Organizations shall not provide services nor incur program costs prior to contract execution unless explicitly authorized in writing by the Mayor and City Council.

8.17 Data Collection and Records Retention

All contractors are required to participate in data collection and to submit reports required by the program. Projects are required to keep accurate records to document progress in achieving objectives.

All contractors must maintain records that support all contract expenditures and program income reporting in accordance with City record retention requirements. All such records are subject to review, monitoring, and audit. Any failure on the contractor's part to fully comply with Federal, State or City program income requirements shall result in disallowed costs and repayment of any amounts directly related to the violation. These records and documents shall be retained within the County of Los Angeles for a period of three years after termination of any agreement and after final disposition of all pending matters.

8.18 Security Clearance and Tuberculosis Test of Staff and Volunteers

All contractors shall certify that contractor and subcontractor staff working with youth, either as employees or volunteers, who have a supervisory or disciplinary authority over minors must be fingerprinted and pass a background check, as required by California Penal Code §11105.3 and California Education Code §45125.1 and §10911.5. Fingerprinting and a background check may be required of other staff and volunteers depending upon how much contact the staff member will have with minors. The contractor shall be responsible for obtaining security clearances for staff whose duties require a sufficient level of interaction with youth.

All contractors shall maintain proof of security clearance and TB tests of all staff, including those of the subcontractors, and make these records available for future inspection.

8.19 Governing Law

The contractor and any and all matters relating to the formation, validity, construction, interpretation, performance and enforcement of the RFP shall be required to comply with all Federal, State, local, and City laws, regulations, policies, procedures and instructions, as a result of an agreement/contract and any subsequent amendments thereto, as applicable.

8.20 Commitment to Carry-Out Contractor Responsibilities

By submitting a proposal, proposers are:

1. Making a commitment to carry out all contractor responsibilities, comply with all requirements, and give the City timely access to all necessary documents, staff and participants;
2. Certifying that they possess the skill, knowledge, and expertise to successfully plan and operate a program as described in the RFP; and
3. Certifying that they possess the organizational structure, facilities, equipment, and experienced and qualified staff necessary for successfully managing their proposed

projects, fully utilizing all funds in the contract, and maintaining timely and accurate documentation and reporting practices.

8.21 City Attorney Contract Approval

The proposer to whom the contract is awarded shall be required to enter into a written contract with the City on a form approved by the City Attorney. The RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract; however, the City reserves the right to further negotiate the terms and conditions of the contract with the selected proposer.

8.22 Contractor Non-Performance

If a contractor is unable to provide services as proposed or otherwise is not able to perform according to the contract, including an inability to start up the program on time, not provide services according to plan, submitting late or inaccurate fiscal documents to the City, or not resolving performance problems in a timely manner, the City reserves the right, at its discretion, to take any of the following actions:

1. Notify the contractor of program deficiencies and require that a corrective action plan be implemented;
2. Require specific performance progress reports for specific time periods;
3. Withhold funds;
4. Change the general scope of the agreement;
5. Renegotiate the unit price;
6. Suspend operation of the agreement; or
7. Terminate the agreement.

8.23 Breach of Contract

In the event a contractor does not provide services during the contract period as specified in the contractor's proposal, and as negotiated by the City, the contractor will be considered in breach of contract, and the City reserves the right to pursue all remedies it deems appropriate, including the right to apply criteria of reasonable and necessary costs, to renegotiate the unit price paid to the contractor, and to retroactively change the unit price through a contract amendment. The City will determine the criteria for reasonable and necessary costs.

The contractor shall conduct or have conducted on an annual basis audits in accordance with the Single Audit Act of 1984, P.L. 98-502, 2 CFR Part 200, and City Council action dated February 4, 1987, C.F. No.84-2259-S1, and any administrative regulations or field memos implementing the Act.

8.24 Amendments/Modifications/Change Orders

Any amendments, adjustments, alterations, additions, deletions, or modifications in the terms and/or conditions of resultant agreement must be made in writing and approved by the contract administrator and the contractor. If the contractor performs any modification without a written amendment, the City shall neither pay for nor be obligated to accept said modification.

8.25 Prime Contractor

The proposer(s) awarded the contract must be the prime contractor(s) performing the primary functions of the contract. If any portion of the contract is to be subcontracted, it must be set forth in the proposal document as to what part(s) are to be subcontracted, the reasons for the subcontracting and a listing of subcontractors. The City reserves the right to reject any proposal wherein use of subcontractors significantly affects the ability of the proposer to function as the prime contractor on the awarded contract. The prime contractor shall at all times be responsible for the acts, errors or omissions of its subcontractors or joint participants and persons directly or indirectly employed by them.

8.26 Subcontractors/Joint Ventures

Acceptance or rejection of a proposer's request to use subcontractors is at the sole discretion of the City. With approval of the City, the contractor may enter into subcontracts and joint participation agreements with others for performance of this program. The City reserves the right to limit the types of service performed by subcontract and joint participation agreements.

The provisions of the resulting contract shall apply to all subcontractors in the same manner as to the contractor. In particular, the City will not pay, even indirectly, the fees and expenses of subcontractors that do not conform to the limitations and documentation requirements of the resultant contract.

8.27 Copies of Subcontractor Agreements

Upon written request from the City, the contractor shall supply the City with all subcontractor agreements.

8.28 Supplier Performance Feedback Meeting

The proposer(s) awarded the resulting contract(s) is required to attend periodic performance feedback meetings facilitated by the City. The meetings will focus on the contractor's and the City's performance in fulfilling the service level agreements contained in the contract. The meetings will provide a forum to informally discuss opportunities for improving contract terms and conditions, service level agreements, and cost reductions for both parties.

8.29 Periodic Independent Audit

The City reserves the right to assign an independent auditor to assess the quality of services being provided and the extent to which the contractor is conducting City business

within generally accepted industry standard practices. Each contractor will be required to cooperate fully with any external audit.

8.30 Financial Audit

Contractors providing services to the City will be responsible for the verification of the legitimacy of payments made to service providers. The City therefore reserves the right for staff of its Office of the Controller or their designee to conduct audits of financial accountability procedures.

8.31 Contractor Evaluation Ordinance

At the end of this contract, the City will conduct an evaluation of the contractor's performance. The City may also conduct evaluations of the contractor's performance during the term of the contract. As required by Section 10.39.2 of the Los Angeles Administrative Code, evaluations will be based on a number of criteria, including the quality of the work product, service performance, timeliness of performance, financial issues, and the expertise of personnel that the contractor assigns to the contract. A contractor who receives a "Marginal" or "Unsatisfactory" rating will be provided with a copy of the final City evaluation and allowed 14 calendar days to respond. The City will use the final City evaluation, and any response from the contractor, to evaluate proposals and to conduct reference checks when awarding other services contracts.

8.32 Conflict of Interest

Prior to final execution of a contract, the contractor must covenant, pursuant to EWDD's "Policy on Conflict of Interest" that none of its directors, officers, employees, or agents shall participate in selecting or administrating any subcontract related to the contract, where such person is a director, officer, employee or agent of the subcontractor; or where the selection of subcontractors is or has the appearance of being motivated by a desire for personal gain for themselves or others. See Appendix A for more details on conflict of interest.

8.33 COVID-19 (PSC-44 Standard Provisions)

Employees of Contractor and/or persons working on its behalf, including, but not limited to, subcontractors (collectively, "Contractor Personnel"), while performing services under this Agreement and prior to interacting in person with City employees, contractors, volunteers, or members of the public (collectively, "In-Person Services") must be fully vaccinated against the novel coronavirus 2019 ("COVID-19"). "Fully vaccinated" means that 14 or more days have passed since Contractor Personnel have received the final dose of a two-dose COVID-19 vaccine series (Moderna or Pfizer-BioNTech) or a single dose of a one-dose COVID-19 vaccine (Johnson & Johnson/Janssen) and all booster doses recommended by the Centers for Disease Control and Prevention. Prior to assigning Contractor Personnel to perform In-Person Services, Contractor shall obtain proof that such Contractor Personnel have been fully vaccinated. Contractor shall retain such proof for the document retention period set forth in this Agreement. Contractor shall grant medical or religious exemptions ("Exemptions") to Contractor Personnel as required by law. If Contractor wishes to assign Contractor Personnel with Exemptions to perform In-Person Services, Contractor shall require such Contractor Personnel to undergo weekly COVID-19 testing, with the full cost of testing to be borne by Contractor. If Contractor Personnel test positive, they shall not be assigned to perform In-Person Services or, to the extent they have already been performing

In-Person Services, shall be immediately removed from those assignments. Furthermore, Contractor shall immediately notify City if Contractor Personnel performing In-Person Services (1) have tested positive for or have been diagnosed with COVID-19, (2) have been informed by a medical professional that they are likely to have COVID-19, or (3) meet the criteria for isolation under applicable government orders.

PROPOSAL CONTENTS CHECKLIST (Attachment A)

Proposer Legal Name:

_____

Page #

Table of Contents (Proposal Contents Checklist – Attachment A) ..... _____ of _____

1. Cover Letter..... _____ of _____

DOCUMENTS REQUIRED TO BE SUBMITTED WITH PROPOSAL

2. Exhibit I: Proposer Information and Los Angeles Residence Information Form..... _____ of _____
   - Board Resolution of Executorial Authority (or qualifying documentation) ..... _____ of _____
   - Copy of Proposer's Articles of Incorporation, Bylaws, and List of Board Members..... _____ of _____
   - If applicable, Nonprofit Status Documentation from the Internal Revenue Service (IRS) e.g. 501(c)(3) designation, or other evidence of tax-exempt status..... _____ of _____
   - Copy of City Business Tax Registration Certificate (BTRC) ..... _____ of _____
3. Exhibit II: Executive Summary Signature Page and Non-Collusion Affidavit ..... _____ of _____
4. Narrative 1: Demonstrated Ability..... _____ of _____
5. Narrative 2: Program Design..... _____ of _____
6. Exhibit III: Funding and Performance Verification Form..... _____ of _____

NARRATIVE 3: COST REASONABLENESS (BUDGET FORMS)

7. Form #1: Guidelines for Preparation of Budget Forms ..... Do Not Include
8. Form #2: Budget Narrative ..... _____ of _____
9. Form #3: Budget Summary ..... _____ of _____
10. Form #4: Budget Detail..... _____ of _____
11. Form #5: Schedule of Personnel Costs..... _____ of _____
12. Form #6: Spending Plan Worksheet..... _____ of _____
13. Form #7: Schedule of Leveraged Resources..... _____ of _____
14. Form #8: Salary Range Summary..... _____ of _____
15. Form #9: Position Descriptions..... _____ of _____

OTHER REQUIRED CITY ADMINISTRATIVE DOCUMENTS

16. Exhibit IV: Certification Regarding Compliance with the Americans with Disabilities Act - Amendments Act of 2008 (ADAAA) ..... _____ of _____
17. Exhibit V: Mandatory Notice of Intent to Submit Proposal ..... _____ of _____
18. Exhibit VI: Intent to Formally Collaborate ..... _____ of _____
19. City Ethics Commission (CEC) Forms 50 (Bidder Certification) ..... _____ of _____
20. City Ethics Commission (CEC) Forms 55 (Bidder Certification) ..... _____ of _____
21. Contractor Responsibility Ordinance (CRO) Questionnaire..... _____ of _____
22. Pledge of Compliance with Contractor Responsibility Ordinance..... _____ of _____

23. Equal Benefits/First Source Hiring Ordinance, and Slavery Disclosure Ordinance Documents (Submit to https://www.rampla.org/s/) ..... _____ of _____
24. Attachment B: Customer Flowchart..... _____ of _____
25. Attachment C: Organization Chart..... _____ of _____
26. Attachment D: Audited Financial Statements..... _____ of _____
27. Business Inclusion Program (BIP) and Outreach Summary Sheet..... _____ of _____

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

ERIC GARCETTI
MAYOR

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

1200 W. 7TH STREET
LOS ANGELES, CA 90017

July 20, 2022

Nick Schultz
Executive Director
City of Long Beach
dba Pacific Gateway Workforce Innovation Network
4811 Airport Plaza Dr., Ste. 200
Long Beach, CA 90815

SUBJECT: 2022 YOUTHSOURCE CENTER OPERATOR REQUEST FOR PROPOSALS (RFP); CITY OF LONG BEACH, DBA PACIFIC GATEWAY WORKFORCE INNOVATION NETWORK, HARBOR

Dear Mr. Schultz:

The Economic and Workforce Development Department (EWDD) has completed the review and evaluation process of the proposals submitted in response to the 2022 YouthSource Center Operator RFP. We regret to inform you that your proposal will not be recommended for funding at this time.

Based on this review your proposal has been awarded the following score:

EVALUATION CATEGORY	SCORE
Demonstrated Ability	29
Program Design	27
Cost Reasonableness	10
Total	**66**

A proposal with a score of 70 points or greater is eligible to receive funding under this RFP. However, a score of 70 points or greater does not guarantee that a proposal will be funded. Final recommendations are subject to a determination by the Workforce Development Board (WDB) – Appeals Board. Furthermore, prior to finalizing contract execution, the proposer must remain in good fiscal standing and not have any significant, unresolved fiscal, reporting or program issues with any of its current or past funding sources.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

REVIEW OF SCORES

If you are interested in reviewing the comments made by the proposal reviewers, please e-mail Felipe Valladolid Chavez, Director of Planning and Evaluation at Felipe.V.Chavez@lacity.org **by 5:00p.m. on July 22, 2022** to make arrangements.

PRESENTATION OF PRELIMINARY SCORES TO THE WORKFORCE DEVELOPMENT BOARD

Proposal scores will be presented to the appropriate WDB Executive Committee on July 27, 2022.

APPEAL RIGHTS

Section 2.16 "Proposal Appeals Process" of the 2022 YSC RFP states that proposers may appeal procedural issues only. Such appeals must be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.

LETTER OF APPEAL

If a proposer elects to file an appeal, a proposer must submit a written request and identify the specific reason for the appeal. Letters of appeal must be emailed to EWDD.planning@lacity.org **no later than five (5) business days after the date of the RFP result notification letter**. Written appeals may not be more than three (3) typewritten pages and must include the following information:

- The name, address, telephone number of the proposer.
- The RFP title to which the proposer responded.
- A detailed statement of the grounds for appeal.

Written appeals may not include any new or additional information that was not submitted with the original proposal. Only one appeal per proposal is permitted.

Written appeals MUST be emailed as an attachment to Felipe Valladolid Chavez at EWDD.Planning@lacity.org **no later than 5:00p.m. on July 27, 2022**. The written appeal attachment should be in the form of a letter addressed to:

Economic and Workforce Development Department
1200 W. 7th Street, 6th Floor
Los Angeles, CA 90017
ATTN: Felipe Valladolid Chavez, Director of Planning and Evaluation

APPEALS HEARING

It is anticipated that the appeals hearing will be conducted in August 2022.

In accordance with the Workforce Development Board-Local Elected Official Agreement, the Appeals Board shall consist of the EWDD General Manager, the President of the WDB Youth Council, the Chair of the Economic Development and Jobs Committee of the City Council, and the Deputy Mayor responsible for Economic Development, or their designees.

Appeals Board members will be provided a copy of each written appeal. Appellants shall be afforded five (5) minutes to make an oral presentation, followed by a fifteen (15) minute question and answer period at the discretion of the Board.

At the conclusion of the hearing, the Board will take one of the following actions:

- Uphold the score awarded by EWDD; or
- Sustain the appeal and remand the proposal back to EWDD for re-evaluation.

The decision by the Appeals Board shall be considered final.

CITY COUNCIL AND MAYOR APPROVAL

Subsequent to approval by the WDB and any action by the Appeals Board, EWDD will prepare a final summary of scores and will transmit to the City Council and Mayor for final approval.

Sincerely,



GERARDO RUVALCABA
Assistant General Manager

GR:FVC:DG:cg

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Subsequent to approval by the WDB and any action by the Appeals Board, EWDD will prepare a final summary of scores and will transmit to the City Council and Mayor for final approval.

Sincerely,



GERARDO RUVALCABA
Assistant General Manager

GR:FVC:DG:cg

Pacific Gateway

Nick Schultz, Executive Director
City of Long Beach DBA Pacific Gateway Workforce Innovation Network
4811 Airport Plaza Dr, Suite 200
Long Beach, CA 90815
562-570-3702

Tuesday, July 26, 2022

Economic and Workforce Development Department
1200 W. 7th Street, 6th Floor
Los Angeles, CA 90017
ATTN: Felipe Valladolid Chavez, Director of Planning and Evaluation

SUBJECT: APPEAL - 2022 YOUTHSOURCE CENTER OPERATOR RFP

Dear Mr. Chavez,

This appeal is a follow-up to the non-acceptance letter we received in response to our 2022 YouthSource Center Operator proposal. As the current operator of the Harbor YouthSource Center and decadelong operator of the Harbor Gateway WorkSource Center, we are the only YouthSource to have received an average score of 97/100 and a "very good" rating based on work performance, timeliness, and financial at the time of the proposal's deadline. Our success reflects the stellar implementation of a well-crafted and executed program model that we have designed in collaboration with the City of Los Angeles. This model and approach are the foundation for our proposal's Program Design narrative. While the 27/60 rating we received on Program Design indicates that our model did not translate well in writing and did not resonate, our performance in serving some of the most underserved communities speaks higher volumes and it should be taken into consideration as we urge an appeal.

Additionally, a brief review of the raters' comments reflects inconsistencies, subjective statements (e.g., "won't sustain enthusiasm," "not realistic" about a successful current practice), inability to see thoroughness in conciseness, and difficulty in rating a proposal based on an RFP that was faulty in its own redundancies. It is also worth noting that it is unclear whether the same two raters reviewed all proposals to provide services in our region, failure to have the same raters creates space for lack of fairness.

The following is <u>not</u> new information. It is narrative taken from our original proposal, which we believe addresses areas that received ratings of 'Does Not Meet' or 'Partially Meets':

Incorporating PSA/ Strategy for Engaging In-School Youth (DOES NOT MEET) (pg. 29, 37, pg. 108)
In-school enrollments will be case-managed by Harbor YouthSource staff and an LAUSD PSA counselor to provide a comprehensive experience that addresses academic recovery, basic needs, and career goal attainment. First, in-school services will primarily focus on students attending Avalon High and Phineas Banning High. This focus is inspired by Wilmington's higher levels of economic insecurity, poverty, and greater likelihood of student disconnection, as

WIOA Title I-financially assisted program or activity is an equal Opportunity Employer/Program. Auxiliary aids and services available upon request to individuals with disabilities. To request a reasonable accommodation, please call 562.570.3748 or TTY 562.570.4629 at least 72 business hours prior to event.

informed by historical data. YouthSource staff will work with school counselors and pathway leads to identify youth in need of intensive intervention quickly. Once identified, the team will partner with the High School to enroll the youth in one of three co-facilitated cohorts focusing on work readiness training, accessing outside resources, and thriving in a work experience. The experience will include paid internships, and participating students will receive assistance connecting with post-graduation job opportunities and higher education.

Pacific Gateway recognizes COVID-19's role in contributing to all-time high levels of youth isolation and projected lifelong wage-earning losses among youth between the ages of 14-24. While these outcomes are much more pronounced in out-of-school youth, connecting in-school youth to job training and money-earning opportunities is critical as families navigate increased limited access to food, employment, and housing. WorldBank predicts that the pandemic will have a long-term impact in increasing learning disparities, leading to loss of earnings across young people's lifetimes. To help mitigate this locally, Pacific Gateway will work with the LAUSD PSA Counselor to develop new strategies to engage youth where they live and congregate and help provide on-ramps to credit recovery and employment training services.

Out-of-School (pg. 36)

Services for psychosocial assessments and counseling. ***As a best practice, these services should not be done internally or by a pupil social worker.***
Individualized Referrals for Counseling. Both staff and subcontractors will provide counseling and guidance. Chris Sean, one of our project leads, is an Associate Clinical Social Worker, and our co-located PSA counselor holds a Master's in Social Work. Additionally, staff are trained in facilitating referrals through existing platforms such as Unite Us and 1Degree. Partnerships with the County Department of Mental Health (DMH), and DMH-funded agencies such as Toberman, Masada Homes, and Goodseed, will help youth navigate career and family-related issues as they transition into adult life.

Developing Individual Service Strategy (pg. 28, 29, 30)
The YouthSource Project Manager/Case Manager will work individually with each enrolled customer to prepare a comprehensive career development plan. Based on all collected assessment details, the customer and the staff will develop a plan that will include services to address all identified personal, educational, vocational, and social needs. At a minimum, each plan will include academic goals and objectives, vocational goals, work readiness activities programming and identify an overall program completion goal/planned outcome…

Youth Leadership/ Civic Engagement (DOES NOT MEET) (pg. 33, and 35)
Pacific Gateway has partnered with the LA Council District 15 office to lead a youth leadership development program with Wilmington Teen Center to provide life skills, character building, and leadership development to youth across the Harbor region but primarily in Wilmington. Youth engage in walking tours, site visits, and guest speaker sessions to learn more about their community and gain new perspectives to bolster neighborhood pride and community resiliency. New program cohorts will allow youth to benefit from this activity in the coming years.

Pacific Gateway incorporates a human-centric and equity lens throughout the development and implementation of all our work as an organization. We continued to coordinate a youth-led advisory body after WIOA's dissolution of youth councils to help elevate and center youth voices in workforce strategies. In the coming months, we will foster alignment with the City of

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LA's Department of Youth Development and the County's recently established Youth Commission and continue to engage with their leadership to explore opportunities for collaboration. We are currently exploring having their CD15 youth representative chair a Harbor-focused youth group to help coordinate civic engagement opportunities such as youth festivals, empowerment symposiums, and activities that uplift community-specific priorities. This work will build upon our leadership development program with Councilmember Joe Buscaino's office.
Pacific Gateway will also engage youth in strategy ideation and design, and to the extent possible, compensate youth for their time and contribution.

Work Experience/Occupational Skills. Throughout the entire proposal, we highlight Pacific Gateway's unique partnerships with the Ports, port tenants, TDL companies, and health care providers to provide youth WEX and occupational skills training.

Exit/ Follow-Up Services (DOES NOT MEET) (pg. 30 and pg. 34)
Pacific Gateway will monitor youth progress and employment status 12 months after exit from the youth program. In addition to traditional methods of remaining engaged with youth (follow-up calls, visits), we will utilize the following in addition to other interventions to ensure follow-up services are provided: Utilize mentorship relationships to…; Utilize short-form check-ins.. Maintain direct contact with… ; Encourage youth to play an active role in future program years, serving as guest speakers. Follow-up services include but are not limited to the following: confirmation of performance attainment, leadership development, supportive services, regular contact with youth and their employer to address work-related challenges that may arise, assistance in career mobility, career development, and continuing education, and adult mentoring.

We welcome a deeper conversation and assessment of our existing service operations. We are also ready to call upon service partners and employers that could better speak on the disruption LA City's decision will cause in the lives of young people from the Harbor area as they face increased levels of violence (Article 1, Article 2, Article 3), and economic insecurity. Pacific Gateway is a trusted voice, convener, and partner in this community and greater region. We proudly took over operations after an abysmal performance by a local yet hard-to-reach community college and turned the local reputation of the "YouthSource" brand around as we implemented a high-performing and accessible model. Our team is known, respected, and most importantly, trusted in our community – let's build upon that, not tear it down. Your time in reviewing our proposal and considering this appeal is appreciated.

Sincerely,

Nick Schultz
Executive Director
562-570-3702

2022 YOUTHSOURCE CENTER (YSC) OPERATORS REQUEST FOR PROPOSAL (RFP)
APPEALS SUMMARY AND EWDD RESPONSE

APPELANT	PACIFIC GATEWAY WORKFORCE INNOVATION NETWORK	EWDD RESPONSE
NO.	APPEAL	

1.	The proposer states that a score for past performance (97/100) demonstrates the foundation of their model and approach and further indicates that the proposal should be given greater weight than the Program Design score of 27 out of 60 because of their "very good" past performance.	• The City recommends that this appeal be **DENIED** based on the following:
		  • Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are **not** grounds for submitting an appeal.
		  • The point distribution was outlined in the Request for Proposal and applied to all proposals received.
		  • Additionally, and importantly, although Pacific Gateway's model has in the past demonstrated great capacity for serving youth, EWDD has implemented a new service delivery model (as outlined in the RFP) making it substantively different from models used in previous years. This is why a greater number of points were allocated to Program Design (relative to Demonstrated Ability).

2a.	The proposer states that a brief review of the raters' comments reflects inconsistencies, subjective statements (e.g., "won't sustain enthusiasm," "not realistic about successful current practice," inability to see thoroughness in conciseness, and difficulty in rating proposal based on an RFP that was faulty in its own redundancies."	• The City recommends that this appeal be **DENIED** based on the following:
		  • Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
		  • Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies were found.

2b	The proposer states that it is not clear whether the same two raters reviewed all proposals to provide services in our region. Failure to have the same raters creates space for lack of fairness.	• The City recommends that this appeal be **DENIED** based on the following: • All applications within competitive regions were rated by the same rating team to minimize bias and promote equity in the rating process.

3	The proposer states that the following narrative taken from their original proposal addresses areas that received ratings of "DOES NOT MEET" OR "PARTIALLY MEETS."
	
	Below is a list of the areas stated by the proposer:
		• The City recommends that this appeal be **DENIED** based on the following:
		  • Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
		  • Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies with the scoring criteria were found.
		  • The third-party reviewer comments are provided below:

3a	"Incorporating PSA./Strategy for Engaging In-School Youth" (pp. 29, 37 and 108) – rated DOES NOT MEET –	• After a follow-up review of RFP responses on pages 29, 37, and 108, we still find no description of ***how*** the LAUSD PSA Counselor will be incorporated into outreach and recruitment strategies. The closest piece of information found is one referenced in the appeal (i.e., "Pacific Gateway will work with the LAUSD PSA Counselor to develop new strategies to engage youth where they live…"). A plan to collaborate with the PSA Counselor to develop new strategies for engaging youth is not, in and of itself, a sufficient description or plan. • Other than the plan to develop new strategies with the PSA Counselor, the reviewer finds no details on how the PSA Counselor will be involved in outreach and recruitment efforts.

3b	Out of School (pp26)	• As it relates to Out-of-School youth (OSY), stating that Chris Sean is an Associate Clinical Social Worker and Pacific Gateway's co-located PSA Counselor provides no information on how he will be incorporated into outreach and recruitment strategies. Additionally, the response provided in the appeal letter makes no mention of OSY. The reviewer also re-read the full response on page 36 (where OSY is referenced) and found no information on outreach and recruitment strategies. • Importantly, it is unclear from the appeal letter what specifically is being appealed by referring us to page 36. Pacific Gateway's responses to the Career Pathways Approach questions (which are on page 36) in the proposal was rated as "Meets Requirements" in each of the three elements.
3c	Developing Individual Service Strategy (ISS; pp. 28, 29, 30)	• Because it is not specifically stated in the Appeal Letter, we gather that it is Pacific Gateway's proposal response to the section "Individual Service Strategy" that is being referenced and appealed here. As noted by the raters, the proposal's response addresses some of the specific information required in the RFP, but not all of it. The strategy, as outlined in the proposal response: does not differentiate between ISY and OSY; does not include information about how family members will participate in ISS development (aside from requiring a signature); and, no information was provided on the specific assessments and tools to be used for ISS development.
3d	"Youth Leadership/Civic Engagement" (pp. 33 and 35) – rated DOES NOT MEET	• After reviewing Pacific Gateway's responses related to youth leadership and civic engagement on pages 33 and 35, the "overall strategy" for creating activities that will provide youth with leadership opportunities is neither clear nor cohesive. Proposal responses indicate that, rather than an overall strategy, the approach is comprised of a patchwork of efforts to provide youth with relevant opportunities. • Additionally, there is no mention of any activity related to youth participation in mentoring opportunities. • Work experience opportunities at Pacific Gateway's partners (e.g., Port, TDL companies, etc.) do not fill the gaps that are missing in the response to this question.

3e	Exit/Follow-Up Services (pp. 30 and 34)	• A review of Pacific Gateway's responses related to exit/follow-up services on pages 30 and 34 confirms that there are some details about the methods that will be used to track youth participant activities after program exit. What is included, however, lacks detail. How will Pacific Gateway support and encourage mentors to keep in contact with youth? Will those interactions be tracked? What do the check-ins entail and how are they tracked? How often will Pacific Gateway (or others) maintain direct contact with employers? • As it relates to information provided on page 34, there is not much information describing how follow-ups will be conducted? Are these follow-ups tracked, and if so, how? "Every 30 days as appropriate" is vague. What does "as appropriate" mean?

CITY OF LOS ANGELES
CALIFORNIA

CAROLYN M. HULL
GENERAL MANAGER

5

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

1200 W. 7TH STREET
LOS ANGELES, CA 90017

ERIC GARCETTI
MAYOR

DATE: July 27, 2022

TO: Charles Woo, Chair
Workforce Development Board, Executive Committee

FROM: Carolyn M. Hull, General Manager
Economic and Workforce Development Department

SUBJECT: APPROVAL OF RECOMMENDATIONS FROM THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT (EWDD) REGARDING THE RESULTS OF A REQUEST FOR PROPOSALS (RFP) TO SELECT YOUTHSOURCE CENTER OPERATORS

WDB ACTION

The General Manager of the Economic and Workforce Development Department (EWDD) respectfully requests that the Executive Committee of the Workforce Development Board (WDB):

1. APPROVE the results of the 2022 YouthSource Centers Operators Request for Proposals (RFP), subject to final determination by the Appeals Board (see Table 1)
2. APPROVE the funding recommendations as set forth herein.
3. AUTHORIZE the General Manager of EWDD to enter into contracts with the recommended service providers as outlined in Table 2.
4. CONCUR with the EWDD determination of insufficient proposals for the South Valley and Watts regions.
5. AUTHORIZE the General Manager of EWDD to extend funding for Youth Opportunity – Watts and Goodwill Industries – South Valley to continue services for six (6) months on a sole-source basis (see Table 3).
6. AUTHORIZE the General Manager of EWDD to prepare a Replacement Operator list for the YouthSource Center system, consisting of all proposals achieving a score of 70 or higher.
7. AUTHORIZE the General Manager of EWDD to reissue the RFP for the Watts and South Valley YouthSource Center locations to provide adequate competition, as an insufficient number of proposals were received for the two (2) YouthSource Centers in the South Los Angeles/Watts area, per City Charter Section 371 and Los Angeles Administrative Code Section 10.15.

This WIOA Title I financially assisted program or activity is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

BACKGROUND

Administrative Entity
The EWDD administers the WIOA program for the City and serves as the administrative entity for the WDB. EWDD will partner with the City's Youth Development Department in aligning services procured under this RFP with key City services. The EWDD has been authorized to release this RFP and to serve as RFP administrator by City Council (City Council) and Mayor (Council File No. 21-0647).

Vision/Overview of Design
The YouthSource System is a nationally recognized dropout recovery and re-engagement system that works to increase the educational and workforce development outcomes of young adults, ages 14 - 24, in Los Angeles. Over the last decade, the City has been an innovative workforce development leader, particularly for those young adults most in need of educational and workforce services.

In collaboration with the Los Angeles Unified School District (LAUSD), the Los Angeles Community College District (LACCD), and several other public and private partners, the system constitutes a community-based approach to reaching youth and young adults who have not graduated from high school, who are not engaged in the workforce, or who are not pursuing an educational certificate or degree. Each YouthSource Center will work with local partners to increase education, employment, emotional wellness, and housing and health outcomes, including high school graduation, enrollment in post-secondary education and/or training, and employment placement of its participants.

Release of Request for Proposals
On April 8, 2022, EWDD released the 2022 YouthSource Centers Operators RFP. The RFP required proposers to cover one of the following seven (7) City Planning Areas: East, South Los Angeles, Central, West Los Angeles, Harbor, South Valley, and North Valley. Nineteen (19) proposals, covering all the Planning Areas, were submitted from seventeen (17) different workforce agencies by the proposal submission deadline of May 20, 2022. Of those nineteen (19) proposals, sixteen (16) passed the preliminary eligibility review and moved forward in the process. Of the 16 that passed the preliminary eligibility review phase, 12 were recommended for funding and four failed to meet a minimum score of 70 for eligibility.

Proposal Review Process
EWDD utilized a combination of internal subject matter experts and independent reviewers to score all proposals. Proposals were scored on a 100-point basis, comprised of:

- Demonstrated Ability – 30 Points
- Program Design – 60 Points
- Cost Reasonableness – 10 Points

To be considered for funding, proposals were required to obtain a minimum score of 70 points. However, a score of 70 points or greater does not guarantee that a proposal will be funded.

Evaluation Categories Point Distribution:

- *Demonstrated Ability (30 points)* - EWDD utilized the Annual Performance Evaluation results to rate proposals by WorkSource and YouthSource Centers that are currently City-funded. Proposers that are not currently City-funded were required to fill out a Funding Verification form (Exhibit III) and submit a narrative describing their experience in providing the solicited services.
- *Program Design (60 points)* - EWDD utilized eight (8) independent evaluators to rate the Program Design or narrative component of the RFP for all proposals. The independent raters consisted of workforce professionals across the nation. EWDD also retained California State University, Northridge (CSUN) to develop a statistical tool to evaluate, score, and validate proposals. All raters were trained by CSUN via Zoom and had access to "office hours" for any questions that arose during the evaluation process. Once the initial evaluation was finalized, the members of each panel participated in "Consensus Meetings" where the members of the panel discussed and agreed to a common final score for each proposal.
- *Cost Reasonableness (10 points)* - EWDD utilized internal content experts to review program budgets for accuracy and completeness, participant related costs, facility costs, and set aside work experience funding.

.

NOTIFICATION OF PROPOSAL REVIEW RESULTS

On July 20, 2022, all 16 proposers were emailed notification of the results of the 2022 YouthSource Centers Operators RFP and were notified of their "Appeals Rights" and appeals process as described in the RFP. Table 1 displays the agencies selected by region, total score, and whether or not such agencies were recommended for funding.

Table 1 – Final Scores

REGION	PROPOSER	TOTAL SCORE	RECOMMENDATION
Central	Regents of the University of California	85	Recommended
Central	Para Los Niños	72	Recommended
Central	Catholic Charities of Los Angeles, Inc. (dba) Archdiocesan Youth Employment Services	71	Not Recommended
Harbor	Managed Career Solutions	77	Recommended
Harbor	City of Long Beach, dba Pacific Gateway Workforce Innovation Network	66	Not Recommended
East	Boyle Heights Technology Center	81	Recommended
East	Para los Niños	70	Recommended
South Valley	El Proyecto del Barrio, Inc.	79	Recommended
South Valley	Goodwill Industries of Southern California	61	Not Recommended
South Valley	Alliance for Community Empowerment	59	Not Recommended
South LA	Watts Labor Community Action Committee	83	Recommended

South LA	Los Angeles Brotherhood Crusade - Black United Fund, Inc.	78	Recommended
South LA	Coalition for Responsible Community Development	72	Recommended
South LA	Catholic Charities of Los Angeles, Inc. (dba) Archdiocesan Youth Employment Services	71	Recommended
West LA	Regents of the University of California	89	Recommended
North Valley	El Proyecto del Barrio, Inc.	72	Recommended

APPEALS PROCESS

As stated in RFP Section 2.16, proposers may appeal procedural issues only. Appeals must be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded does not constitute a basis for an appeal. Differences of opinion about the merits of a proposal do not constitute grounds for submitting an appeal. Appeals must be presented to an Appeals Board, which shall be established in accordance with the Workforce Development Board/Local Elected Officials Agreement (WDB/LEO).

Letters of appeal must be emailed to EWDD.Planning@lacity.org no later than five (5) business days after the date of the RFP results notification letter.

PROPOSED TERM OF CONTRACTS

The term of the contracts resulting from this RFP is for the period October 1, 2022 to June 30, 2023, a period of nine (9) months, with an option to renew for up to three (3) additional, one-year program terms.

FUNDING RECOMMENDATIONS

The Department's recommendations include the selection of service providers for 12 of the proposed 14 regions. Of these 12 regions, two regions will include new service providers, including new service providers in the Harbor Region (Managed Career Solutions) and Central Los Angeles (University of California at Los Angeles (UCLA)). Table 2 identifies the list of recommended proposers by region and a nine-month funding recommendation.

Table 2 – Recommended Service Providers

REGION	PROPOSER	9-MONTH FUNDING
Central	Regents of the University of California	$529,485
Central	Para Los Niños	$529,485
Harbor	Managed Career Solutions	$529,485
East	Boyle Heights Technology Center	$529,485
East	Para Los Niños	$529,485
South Valley	El Proyecto del Barrio, Inc.	$529,485
South LA	Watts Labor Community Action Committee	$529,485
South LA	Los Angeles Brotherhood Crusade - Black United Fund, Inc.	$529,485

South LA	Coalition for Responsible Community Development	$529,485
South LA	Catholic Charities of Los Angeles, Inc. (dba) Archdiocesan Youth Employment Services	$529,485
West LA	Regents of the University of California	$529,485
North Valley	El Proyecto del Barrio, Inc.	$529,485

Two proposed regions (Watts and South Valley), did not result in eligible proposals. As a result, EWDD is recommending 6 months of continued funding for the existing providers (Youth Opportunity Movement – Watts and Goodwill Industries to continue to provide services.

Table 3 – 6-Month Extensions

REGION	PROPOSER	6-MONTH FUNDING
South Valley	Goodwill Industries of Southern California	$352,990
South LA - Watts	Los Angeles Youth Opportunity Movement - Watts	$352,990

Lastly, EWDD is requesting authority to reissue the Request for Proposal for Watts and South Valley.

NEXT STEPS

In the event that the EWDD receives any requests for appeals, such appeals will be considered by an Appeals Board established as described above under "APPEALS PROCESS." Any actions taken by the Appeals Board shall be considered final and shall be incorporated into EWDD's funding recommendations to the City Council and Mayor for final approval.

CMH:GR:FVC:DG:cg

2022 YOUTHSOURCE CENTER REQUEST FOR PROPOSAL (RFP)

APPEALS PANEL

Wednesday, August 17, 2022

10:00 AM – 12:00 PM

Economic and Workforce Development Department

2022 YouthSource Center RFP

PURPOSE

- This Request for Proposals (RFP) was released to solicit proposals from community-based organizations interested providing career and education services to youth ages 14 - 24, with a focus on improving education, employment, housing, and health outcomes for disconnected youth.

- The intent of the procurement process is to identify potential YSC operators for the City's YouthSource System for the next mandated program cycle of three (3) years. The initial term of the City contract for awarded YSC operators will be from October 1, 2022, to June 30, 2023, a period of nine (9) months, with an option to renew for up to three (3) additional, one-year program terms. City intended to fund 14 centers in each of the seven Area Planning Commissions:

- East Los Angeles
- Central Los Angeles
- North Valley
- Harbor
- West Los Angeles
- South Valley
- South Los Angeles

2022 YSC RFP: KEY DATES

- RFP Release Date
  April 8, 2022

- RFP Submission Due Date
  May 20, 2022

- RFP Result Notification Date
  July 20, 2022

- RFP Appeals Date
  July 27, 2022

YSC RFP Proposals Submitted

- **PROPOSALS SUBMITTED**

- 19 Proposals Submitted
- 16 Proposals passed initial eligibility screening
- 12 Proposals Recommended for Funding
- 4 Proposals Not Recommended for Funding
- 1 Appeal

YSC RFP – SCORING PROCESS

- Proposals were scored on a 100 points scale, as follows:

  - Demonstrated Ability – 30 points
  - Program Design and Approach – 60 points
  - Cost Reasonableness – 10 points

  - **Total points** **100 points**

- Minimum score of 70 points is required to be recommended for funding.

2022 YouthSource Center RFP

DEMONSTRATED ABILITY – 30 POINTS

EWDD utilized the Annual Performance Evaluation results to rate proposals by WorkSource and YouthSource Centers that are currently City-funded. Proposers that are not currently City-funded were required to fill out a Funding Verification form (Exhibit III) and submit a narrative describing their experience in providing the solicited services.

Proposers were awarded points based on the following:

1. Demonstrated experience providing similar services for a minimum of two (2) consecutive years within the last three (3) years;

2. Managing WIOA and/or other federal funds of comparable value;

3. Providing the services set forth herein to the target population;

4. Leveraging City, State, and federal funding or resources and collaborating with regional education, training, or social service agencies to enhance services to customers; and

5. Managing a Hire LA's Youth program and/or other similar programs.

2022 YouthSource Center RFP

PROGRAM DESIGN– 60 POINTS

The proposer's program design was evaluated based on the proposal narratives and exhibits. Proposers will be evaluated on their understanding of the program elements described herein, and their approach to developing comprehensive strategies and policy recommendations as described above. The City reserves the right to require a pre-award interview and/or telephone conference call, or a site visit to verify information contained in the proposal.

2022 YouthSource Center RFP

COST REASONABLENESS – 10 POINTS

Any proposer that has an unresolved fiscal finding with the City must have that finding resolved prior to being considered for funding.

Any proposer that is not currently funded by the EWDD will be required to submit a copy of its audited financial statements for the last two (2) years.

Any proposer determined to be insolvent will not be considered for funding

YSC RFP – SCORING PROCESS

EWDD used a combination of internal and external raters to rate proposals

- **EXTERNAL RATER – 90 Points**
  - Diverse group of external raters consisting of workforce development practitioners non-EWDD City staff with workforce experience
    - Demonstrated Ability Narratives
    - Program Design and Approach

- **INTERNAL RATERS – 10 Points**
  - EWDD staff with technical expertise in financial management; performance evaluation; and Equal Opportunity Compliance;
  - Eligibility Verification – Contracts Section
  - Cost Reasonableness – Workforce Division Staff

RATING TOOL DEVELOPMENT AND STRATEGY

- The California State University Northridge (CSUN) assisted the EWDD with development and validation of rating tools.
  - EWDD developed the rating tool based on the technical assistance provided by CSUN.

SCORING TOOL CALIBRATION

SCORING CRITERIA

- Exceeds Requirements
- Meets Requirements
- Partially Meets Requirements
- Does Not Meet Requirements

Rating tools were calibrated to ensure that “Adequate” responses across the board would result in a eligible score of 70

RFP – EXTERNAL RATERS

8 external raters participated in the rating process

- 16 Proposals were grouped by Area Planning Commission
- Raters were randomly assigned to one of four teams
- Two raters per team
- Proposals competing for a region were rated by the same group of raters

RFP – RECOMMENDATIONS RELEASED

- Proposers were notified of EWDD scores and recommendations on Wednesday, July 20, 2022

- Proposers were notified of their appeal rights outlined in the 2022 YSC RFP, as prescribed by the WDB/LEO Four Year Agreement

- Deadline for Appeal: Wednesday, July 27, 2022.

RFP – APPEALS RECEIVED

- One Appeal was received by July 27, 2022:
    - City of Long Beach/Pacific Gateway

RFP APPEALS PROCESS

APPEALS PROCESS/RIGHTS

- Pursuant to section 2.16 Proposal Appeal Process - Proposers may appeal procedural issues only. Such appeals must be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals.

- A disagreement with, or objection to, the points awarded does not constitute a basis for an appeal. Differences of opinion about the merits of a proposal do not constitute grounds for submitting an appeal.

RFP – City of Long Beach Appeal

City of Long Beach/Pacific Gateway

- Received a combined score of 66.
- A minimum score of 70 points is required to be eligible for funding.
- Based on score received, the proposal is not eligible for funding.

RFP – City of Long Beach Point #1

- **PROPOSER**
- The proposer states that a score for past performance (97/100) demonstrates the foundation of their model and approach and further indicates that the proposal should be given greater weight than the Program Design score of 27 out of 60 because of their "very good" past performance.

- The **City recommends** that this appeal be **DENIED** based on the following:
- Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are **not** grounds for submitting an appeal.
- The point distribution was outlined in the Request for Proposal and applied to all proposals received.
- Additionally, and importantly, although Pacific Gateway's model has in the past demonstrated great capacity for serving youth, EWDD has implemented a new service delivery model (as outlined in the RFP) making it substantively different from models used in previous years. This is why a greater number of points were allocated to Program Design (relative to Demonstrated Ability).

RFP – City of Long Beach Point #2

PROPOSER

The proposer states that a brief review of the raters' comments, reflects inconsistencies, subjective statements (e.g., "won't sustain enthusiasm," "not realistic about successful current practice), inability to see thoroughness in conciseness, and difficulty in rating proposal based on an RFP that was faulty in its own redundancies."

- The **City recommends** that this appeal be **DENIED** based on the following:
- As per Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
- Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies were found.

RFP – City of Long Beach Point #2B

PROPOSER

The proposer also states that it is not clear whether the same two raters reviewed all proposals to provide services in our region. Failure to have the same raters creates space for lack of fairness.

The **City recommends** that this appeal be **DENIED** based on the following:

All applications within competitive regions were rated by the same rating teams to minimize bias and promote equity in the rating process.

RFP – City of Long Beach Point #3

PROPOSER

The proposer states that the following narrative taken from their original proposal addresses areas that received ratings of "DOES NOT MEET" OR "PARTIALLY MEETS."

Below is a list of the areas stated by the proposer:

The **City recommends** that this appeal be **DENIED** based on the following:

- Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
- Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies with the scoring criteria were found.
- The third-party reviewer comments are provided below:

RFP – City of Long Beach Point #3A

PROPOSER

"Incorporating PSA./Strategy for Engaging In-School Youth" (pp. 29, 37 and 108) – rated DOES NOT MEET –

The **City recommends** that this appeal be **DENIED** based on the following:

- After a review of RFP responses on pages 29, 37, and 108, we still find no description of ***how*** the LAUSD PSA Counselor will be incorporated into outreach and recruitment strategies. The closest piece of information found is one referenced in the appeal (i.e., "Pacific Gateway will work with the LAUSD PSA Counselor to develop new strategies to engage youth where they live…"). A plan to collaborate with the PSA Counselor to develop new strategies for engaging youth is not, in and of itself, a sufficient description or plan.
- Other than the plan to develop new strategies with the PSA Counselor, the reviewer finds no details on how the PSA Counselor will be involved in outreach and recruitment efforts.

RFP – City of Long Beach Point #3B

PROPOSER

Out of School (pp26)

The **City recommends** that this appeal be **DENIED** based on the following:

- As it relates to Out-of-School youth (OSY), stating that Chris Sean is an Associate Clinical Social Worker and Pacific Gateway's co-located PSA Counselor provides no information on how he will be incorporated into outreach and recruitment strategies. Additionally, the response provided in the appeal letter makes no mention of OSY. The reviewer also re-read the full response on page 36 (where OSY is referenced) and found no information on outreach and recruitment strategies.
- Importantly, it is unclear from the appeal letter what specifically is being appealed by referring us to page 36. Pacific Gateway's responses to the Career Pathways Approach questions (which are on page 36) in the proposal was rated as "Meets Requirements" in each of the three elements.

RFP – City of Long Beach Point #3C

PROPOSER

Developing Individual Service Strategy (ISS; pp. 28, 29, 30)

The **City recommends** that this appeal be **DENIED** based on the following:

- We conclude that it is Pacific Gateway's proposal response to the section "Individual Service Strategy" that is being referenced and appealed here. As noted by the raters, the proposal's response addresses some of the specific information required in the RFP, but not all of it. The strategy, as outlined in the proposal response: does not differentiate between ISY and OSY; does not include information about how family members will participate in ISS development (aside from requiring a signature); and, no information was provided on the specific assessments and tools to be used for ISS development.

RFP – City of Long Beach Point #3D

PROPOSER

"Youth Leadership/Civic Engagement" (pp. 33 and 35) – rated DOES NOT MEET

The **City recommends** that this appeal be **DENIED** based on the following:

- After reviewing Pacific Gateway's responses related to youth leadership and civic engagement on pages 33 and 35, the "overall strategy" for creating activities that will provide youth with leadership opportunities is neither clear nor cohesive. Proposal responses indicate that, rather than an overall strategy, the approach is comprised of a patchwork of efforts to provide youth with relevant opportunities.
- Additionally, there is no mention of any activity related to youth participation in mentoring opportunities.
- Work experience opportunities at Pacific Gateway's partners (e.g., Port, TDL companies, etc.) do not fill the gaps that are missing in the response to this question.

RFP – City of Long Beach Point #3D

PROPOSER

Exit/Follow-Up Services (pp. 30 and 34)

The **City recommends** that this appeal be **DENIED** based on the following:

- A review of Pacific Gateway's responses related to exit/follow-up services on pages 30 and 34 confirms that there are some details about the methods that will be used to track youth participant activities after program exit. What is included, however, lacks detail. How will Pacific Gateway support and encourage mentors to keep in contact with youth? Will those interactions be tracked? What do the check-ins entail and how are they tracked? How often will Pacific Gateway (or others) maintain direct contact with employers?
- As it relates to information provided on page 34, there is not much information describing how follow-ups will be conducted? Are these follow-ups tracked, and if so, how? "Every 30 days as appropriate" is vague. What does "as appropriate" mean?

EWDD Recommendations

- EWDD recommends that the appeal be denied based on the finding that the scoring criteria prescribed by the department was applied in accordance with the scoring tools
- EWDD further recommends that the Appeal Panel waive the existing policy requiring a score of 70 or more points to be placed on the Hire LA / Summer Youth Employment list in order to allow Pacific Gateway to continue to provide Hire LA services in the Harbor Gateway service area. This recommendation is necessary as a result of the current systems capacity to meet demand for services.

2022 YOUTHSOURCE CENTER REQUEST FOR PROPOSAL (RFP)

APPEALS PANEL

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Economic and Workforce Development Department

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- This Request for Proposals (RFP) was released to solicit proposals from community-based organizations interested providing career and education services to youth ages 14 - 24, with a focus on improving education, employment, housing, and health outcomes for disconnected youth.

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YSC RFP – SCORING PROCESS

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  - Program Design and Approach – 60 points
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2022 YouthSource Center RFP

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    - City of Long Beach/Pacific Gateway

RFP APPEALS PROCESS

APPEALS PROCESS/RIGHTS

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RFP – City of Long Beach Appeal

City of Long Beach/Pacific Gateway

- Received a combined score of 66.
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RFP – City of Long Beach Point #1

- **PROPOSER**
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RFP – City of Long Beach Point #2

PROPOSER

The proposer states that a brief review of the raters' comments, reflects inconsistencies, subjective statements (e.g., "won't sustain enthusiasm," "not realistic about successful current practice), inability to see thoroughness in conciseness, and difficulty in rating proposal based on an RFP that was faulty in its own redundancies."

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RFP – City of Long Beach Point #2B

PROPOSER

The proposer also states that it is not clear whether the same two raters reviewed all proposals to provide services in our region. Failure to have the same raters creates space for lack of fairness.

The **City recommends** that this appeal be **DENIED** based on the following:

All applications within competitive regions were rated by the same rating teams to minimize bias and promote equity in the rating process.

RFP – City of Long Beach Point #3

PROPOSER

The proposer states that the following narrative taken from their original proposal addresses areas that received ratings of "DOES NOT MEET" OR "PARTIALLY MEETS."

Below is a list of the areas stated by the proposer:

The **City recommends** that this appeal be **DENIED** based on the following:

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- Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies with the scoring criteria were found.
- The third-party reviewer comments are provided below:

RFP – City of Long Beach Point #3A

PROPOSER

"Incorporating PSA./Strategy for Engaging In-School Youth" (pp. 29, 37 and 108) – rated DOES NOT MEET –

The **City recommends** that this appeal be **DENIED** based on the following:

- After a review of RFP responses on pages 29, 37, and 108, we still find no description of ***how*** the LAUSD PSA Counselor will be incorporated into outreach and recruitment strategies. The closest piece of information found is one referenced in the appeal (i.e., "Pacific Gateway will work with the LAUSD PSA Counselor to develop new strategies to engage youth where they live…"). A plan to collaborate with the PSA Counselor to develop new strategies for engaging youth is not, in and of itself, a sufficient description or plan.
- Other than the plan to develop new strategies with the PSA Counselor, the reviewer finds no details on how the PSA Counselor will be involved in outreach and recruitment efforts.

RFP – City of Long Beach Point #3B

PROPOSER

Out of School (pp26)

The **City recommends** that this appeal be **DENIED** based on the following:

- As it relates to Out-of-School youth (OSY), stating that Chris Sean is an Associate Clinical Social Worker and Pacific Gateway's co-located PSA Counselor provides no information on how he will be incorporated into outreach and recruitment strategies. Additionally, the response provided in the appeal letter makes no mention of OSY. The reviewer also re-read the full response on page 36 (where OSY is referenced) and found no information on outreach and recruitment strategies.
- Importantly, it is unclear from the appeal letter what specifically is being appealed by referring us to page 36. Pacific Gateway's responses to the Career Pathways Approach questions (which are on page 36) in the proposal was rated as "Meets Requirements" in each of the three elements.

RFP – City of Long Beach Point #3C

PROPOSER

Developing Individual Service Strategy (ISS; pp. 28, 29, 30)

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- We conclude that it is Pacific Gateway's proposal response to the section "Individual Service Strategy" that is being referenced and appealed here. As noted by the raters, the proposal's response addresses some of the specific information required in the RFP, but not all of it. The strategy, as outlined in the proposal response: does not differentiate between ISY and OSY; does not include information about how family members will participate in ISS development (aside from requiring a signature); and, no information was provided on the specific assessments and tools to be used for ISS development.

RFP – City of Long Beach Point #3D

PROPOSER

"Youth Leadership/Civic Engagement" (pp. 33 and 35) – rated DOES NOT MEET

The **City recommends** that this appeal be **DENIED** based on the following:

- After reviewing Pacific Gateway's responses related to youth leadership and civic engagement on pages 33 and 35, the "overall strategy" for creating activities that will provide youth with leadership opportunities is neither clear nor cohesive. Proposal responses indicate that, rather than an overall strategy, the approach is comprised of a patchwork of efforts to provide youth with relevant opportunities.
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- Work experience opportunities at Pacific Gateway's partners (e.g., Port, TDL companies, etc.) do not fill the gaps that are missing in the response to this question.

RFP – City of Long Beach Point #3D

PROPOSER

Exit/Follow-Up Services (pp. 30 and 34)

The **City recommends** that this appeal be **DENIED** based on the following:

- A review of Pacific Gateway's responses related to exit/follow-up services on pages 30 and 34 confirms that there are some details about the methods that will be used to track youth participant activities after program exit. What is included, however, lacks detail. How will Pacific Gateway support and encourage mentors to keep in contact with youth? Will those interactions be tracked? What do the check-ins entail and how are they tracked? How often will Pacific Gateway (or others) maintain direct contact with employers?
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EWDD Recommendations

- EWDD recommends that the appeal be denied based on the finding that the scoring criteria prescribed by the department was applied in accordance with the scoring tools
- EWDD further recommends that the Appeal Panel waive the existing policy requiring a score of 70 or more points to be placed on the Hire LA / Summer Youth Employment list in order to allow Pacific Gateway to continue to provide Hire LA services in the Harbor Gateway service area. This recommendation is necessary as a result of the current systems capacity to meet demand for services.

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APPEALS PANEL

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  May 20, 2022

- RFP Result Notification Date
  July 20, 2022

- RFP Appeals Date
  July 27, 2022

YSC RFP Proposals Submitted

- **PROPOSALS SUBMITTED**

- 19 Proposals Submitted
- 16 Proposals passed initial eligibility screening
- 12 Proposals Recommended for Funding
- 4 Proposals Not Recommended for Funding
- 1 Appeal

YSC RFP – SCORING PROCESS

- Proposals were scored on a 100 points scale, as follows:

  - Demonstrated Ability – 30 points
  - Program Design and Approach – 60 points
  - Cost Reasonableness – 10 points

  - **Total points** **100 points**

- Minimum score of 70 points is required to be recommended for funding.

2022 YouthSource Center RFP

DEMONSTRATED ABILITY – 30 POINTS

EWDD utilized the Annual Performance Evaluation results to rate proposals by WorkSource and YouthSource Centers that are currently City-funded. Proposers that are not currently City-funded were required to fill out a Funding Verification form (Exhibit III) and submit a narrative describing their experience in providing the solicited services.

Proposers were awarded points based on the following:

1. Demonstrated experience providing similar services for a minimum of two (2) consecutive years within the last three (3) years;

2. Managing WIOA and/or other federal funds of comparable value;

3. Providing the services set forth herein to the target population;

4. Leveraging City, State, and federal funding or resources and collaborating with regional education, training, or social service agencies to enhance services to customers; and

5. Managing a Hire LA's Youth program and/or other similar programs.

2022 YouthSource Center RFP

PROGRAM DESIGN– 60 POINTS

The proposer's program design was evaluated based on the proposal narratives and exhibits. Proposers will be evaluated on their understanding of the program elements described herein, and their approach to developing comprehensive strategies and policy recommendations as described above. The City reserves the right to require a pre-award interview and/or telephone conference call, or a site visit to verify information contained in the proposal.

2022 YouthSource Center RFP

COST REASONABLENESS – 10 POINTS

Any proposer that has an unresolved fiscal finding with the City must have that finding resolved prior to being considered for funding.

Any proposer that is not currently funded by the EWDD will be required to submit a copy of its audited financial statements for the last two (2) years.

Any proposer determined to be insolvent will not be considered for funding

YSC RFP – SCORING PROCESS

EWDD used a combination of internal and external raters to rate proposals

- **EXTERNAL RATER – 90 Points**
  - Diverse group of external raters consisting of workforce development practitioners non-EWDD City staff with workforce experience
    - Demonstrated Ability Narratives
    - Program Design and Approach

- **INTERNAL RATERS – 10 Points**
  - EWDD staff with technical expertise in financial management; performance evaluation; and Equal Opportunity Compliance;
  - Eligibility Verification – Contracts Section
  - Cost Reasonableness – Workforce Division Staff

RATING TOOL DEVELOPMENT AND STRATEGY

- The California State University Northridge (CSUN) assisted the EWDD with development and validation of rating tools.
  - EWDD developed the rating tool based on the technical assistance provided by CSUN.

SCORING TOOL CALIBRATION

SCORING CRITERIA

- Exceeds Requirements
- Meets Requirements
- Partially Meets Requirements
- Does Not Meet Requirements

Rating tools were calibrated to ensure that “Adequate” responses across the board would result in a eligible score of 70

RFP – EXTERNAL RATERS

8 external raters participated in the rating process

- 16 Proposals were grouped by Area Planning Commission
- Raters were randomly assigned to one of four teams
- Two raters per team
- Proposals competing for a region were rated by the same group of raters

RFP – RECOMMENDATIONS RELEASED

- Proposers were notified of EWDD scores and recommendations on Wednesday, July 20, 2022

- Proposers were notified of their appeal rights outlined in the 2022 YSC RFP, as prescribed by the WDB/LEO Four Year Agreement

- Deadline for Appeal: Wednesday, July 27, 2022.

RFP – APPEALS RECEIVED

- One Appeal was received by July 27, 2022:
    - City of Long Beach/Pacific Gateway

RFP APPEALS PROCESS

APPEALS PROCESS/RIGHTS

- Pursuant to section 2.16 Proposal Appeal Process - Proposers may appeal procedural issues only. Such appeals must be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals.

- A disagreement with, or objection to, the points awarded does not constitute a basis for an appeal. Differences of opinion about the merits of a proposal do not constitute grounds for submitting an appeal.

RFP – City of Long Beach Appeal

City of Long Beach/Pacific Gateway

- Received a combined score of 66.
- A minimum score of 70 points is required to be eligible for funding.
- Based on score received, the proposal is not eligible for funding.

RFP – City of Long Beach Point #1

- **PROPOSER**
- The proposer states that a score for past performance (97/100) demonstrates the foundation of their model and approach and further indicates that the proposal should be given greater weight than the Program Design score of 27 out of 60 because of their "very good" past performance.

- The **City recommends** that this appeal be **DENIED** based on the following:
- Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to, the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are **not** grounds for submitting an appeal.
- The point distribution was outlined in the Request for Proposal and applied to all proposals received.
- Additionally, and importantly, although Pacific Gateway's model has in the past demonstrated great capacity for serving youth, EWDD has implemented a new service delivery model (as outlined in the RFP) making it substantively different from models used in previous years. This is why a greater number of points were allocated to Program Design (relative to Demonstrated Ability).

RFP – City of Long Beach Point #2

PROPOSER

The proposer states that a brief review of the raters' comments, reflects inconsistencies, subjective statements (e.g., "won't sustain enthusiasm," "not realistic about successful current practice), inability to see thoroughness in conciseness, and difficulty in rating proposal based on an RFP that was faulty in its own redundancies."

- The **City recommends** that this appeal be **DENIED** based on the following:
- As per Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
- Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies were found.

RFP – City of Long Beach Point #2B

PROPOSER

The proposer also states that it is not clear whether the same two raters reviewed all proposals to provide services in our region. Failure to have the same raters creates space for lack of fairness.

The **City recommends** that this appeal be **DENIED** based on the following:

All applications within competitive regions were rated by the same rating teams to minimize bias and promote equity in the rating process.

RFP – City of Long Beach Point #3

PROPOSER

The proposer states that the following narrative taken from their original proposal addresses areas that received ratings of "DOES NOT MEET" OR "PARTIALLY MEETS."

Below is a list of the areas stated by the proposer:

The **City recommends** that this appeal be **DENIED** based on the following:

- Pursuant to Section 2.16 of the RFP, appeals can only be based upon specific facts demonstrating that the RFP criteria or process were not followed in the review of proposals. A disagreement with, or objection to the points awarded is not sufficient basis for an appeal. Differences of opinion about the merits of a proposal are not grounds for submitting an appeal.
- Raters' scoring process and scoring criteria were reviewed for consistency with the use of the scoring tool by a third party. No material inconsistencies with the scoring criteria were found.
- The third-party reviewer comments are provided below:

RFP – City of Long Beach Point #3A

PROPOSER

"Incorporating PSA./Strategy for Engaging In-School Youth" (pp. 29, 37 and 108) – rated DOES NOT MEET –

The **City recommends** that this appeal be **DENIED** based on the following:

- After a review of RFP responses on pages 29, 37, and 108, we still find no description of ***how*** the LAUSD PSA Counselor will be incorporated into outreach and recruitment strategies. The closest piece of information found is one referenced in the appeal (i.e., "Pacific Gateway will work with the LAUSD PSA Counselor to develop new strategies to engage youth where they live…"). A plan to collaborate with the PSA Counselor to develop new strategies for engaging youth is not, in and of itself, a sufficient description or plan.
- Other than the plan to develop new strategies with the PSA Counselor, the reviewer finds no details on how the PSA Counselor will be involved in outreach and recruitment efforts.

RFP – City of Long Beach Point #3B

PROPOSER

Out of School (pp26)

The **City recommends** that this appeal be **DENIED** based on the following:

- As it relates to Out-of-School youth (OSY), stating that Chris Sean is an Associate Clinical Social Worker and Pacific Gateway's co-located PSA Counselor provides no information on how he will be incorporated into outreach and recruitment strategies. Additionally, the response provided in the appeal letter makes no mention of OSY. The reviewer also re-read the full response on page 36 (where OSY is referenced) and found no information on outreach and recruitment strategies.
- Importantly, it is unclear from the appeal letter what specifically is being appealed by referring us to page 36. Pacific Gateway's responses to the Career Pathways Approach questions (which are on page 36) in the proposal was rated as "Meets Requirements" in each of the three elements.

RFP – City of Long Beach Point #3C

PROPOSER

Developing Individual Service Strategy (ISS; pp. 28, 29, 30)

The **City recommends** that this appeal be **DENIED** based on the following:

- We conclude that it is Pacific Gateway's proposal response to the section "Individual Service Strategy" that is being referenced and appealed here. As noted by the raters, the proposal's response addresses some of the specific information required in the RFP, but not all of it. The strategy, as outlined in the proposal response: does not differentiate between ISY and OSY; does not include information about how family members will participate in ISS development (aside from requiring a signature); and, no information was provided on the specific assessments and tools to be used for ISS development.

RFP – City of Long Beach Point #3D

PROPOSER

"Youth Leadership/Civic Engagement" (pp. 33 and 35) – rated DOES NOT MEET

The **City recommends** that this appeal be **DENIED** based on the following:

- After reviewing Pacific Gateway's responses related to youth leadership and civic engagement on pages 33 and 35, the "overall strategy" for creating activities that will provide youth with leadership opportunities is neither clear nor cohesive. Proposal responses indicate that, rather than an overall strategy, the approach is comprised of a patchwork of efforts to provide youth with relevant opportunities.
- Additionally, there is no mention of any activity related to youth participation in mentoring opportunities.
- Work experience opportunities at Pacific Gateway's partners (e.g., Port, TDL companies, etc.) do not fill the gaps that are missing in the response to this question.

RFP – City of Long Beach Point #3D

PROPOSER

Exit/Follow-Up Services (pp. 30 and 34)

The **City recommends** that this appeal be **DENIED** based on the following:

- A review of Pacific Gateway's responses related to exit/follow-up services on pages 30 and 34 confirms that there are some details about the methods that will be used to track youth participant activities after program exit. What is included, however, lacks detail. How will Pacific Gateway support and encourage mentors to keep in contact with youth? Will those interactions be tracked? What do the check-ins entail and how are they tracked? How often will Pacific Gateway (or others) maintain direct contact with employers?
- As it relates to information provided on page 34, there is not much information describing how follow-ups will be conducted? Are these follow-ups tracked, and if so, how? "Every 30 days as appropriate" is vague. What does "as appropriate" mean?

EWDD Recommendations

- EWDD recommends that the appeal be denied based on the finding that the scoring criteria prescribed by the department was applied in accordance with the scoring tools
- EWDD further recommends that the Appeal Panel waive the existing policy requiring a score of 70 or more points to be placed on the Hire LA / Summer Youth Employment list in order to allow Pacific Gateway to continue to provide Hire LA services in the Harbor Gateway service area. This recommendation is necessary as a result of the current systems capacity to meet demand for services.