

SAN DIEGO  
**WORKFORCE**  
**PARTNERSHIP**<sup>®</sup>

**Request for Proposal (RFP) for:**

**Operation and Management of the America's Job Center of California<sup>SM</sup>  
(AJCC) Network**

<b>Draft RFP Issued</b>	<b>June 27, 2016</b>
<b>Final RFP Issued</b>	<b>August 5, 2016</b>
<b>Respondents Orientation</b>	<b>August 19, 2016</b>
<b>Notice of Intent to Submit a Proposal</b>	<b>September 2, 2016</b>
<b>Last Day to Submit Questions</b>	<b>September 16, 2016</b>
<b>Statement of Qualifications (SOQ) Due</b>	<b>October 5, 2016</b>
<b>Proposals Due</b>	<b>October 5, 2016</b>
<b>Oral Interviews and Evaluation Completion</b>	<b>November 18, 2016</b>
<b>Final Board Approval</b>	<b>January/February 2017</b>

**Proposal must be received no later than  
3:00 p.m. Pacific Daylight Time (PDT)  
October 5, 2016  
ABSOLUTELY NO EXCEPTIONS**

**SDWP is an equal opportunity employer and is committed to equal  
opportunity in its contracting process. Auxiliary aids and services are  
available upon request to individuals with disabilities.**

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## **1. Introduction**

### **1.1 Solicitation and Contract Period**

The San Diego Workforce Partnership (SDWP) is issuing this Request for Proposal (RFP) for respondents with applicable experience managing and operating America's Job Center of California<sup>SM</sup> (AJCC) programs and/or large scale workforce development or other public programs. SDWP is looking for innovative ways to deliver AJCC services to residents and businesses in San Diego County. SDWP is seeking organizations who are willing to bring new ideas, resources, approaches and partnerships to the region.

The purpose of this request is to procure qualified providers for one year with the option to extend the agreement for three additional one-year periods based on need, performance and funding availability. The first period of performance for the agreement to be awarded is twelve months beginning July 1, 2017 and ending June 30, 2018.

### **1.2 Estimated Funding**

An estimated total funding amount of \$7,618,867 is available through Workforce Innovation and Opportunity Act (WIOA) Adult (CDFA 17.258), WIOA Dislocated Worker (CFDA 17.278), San Diego County Expanded Subsidized Employment (ESE) (CFDA 93.558) and Workforce Innovation Fund (WIF) (CFDA 17.283) grants.

Because San Diego County is one of the largest counties in the nation, SDWP uses four distinct geographic regions to help ensure job training resources are invested in proportion to population, unemployment and poverty in different San Diego sub-regions, known as North, East, Metro and South. See [Regional and Geographic Boundaries – Reference Document](#) for more information.

SDWP receives funding to provide services using WIOA formula funds *and* special grant funds from public and private sources. Successful respondents will be required to provide services and work collaboratively with other providers to ensure quality delivery for all special grant programs and initiatives as requested by SDWP.

The geographic distribution of WIOA Adult and Dislocated Worker funds has been updated based on data that represent the demographics of each region. The following table demonstrates the estimated funding available by region and program:

*Table 1 – Estimated Funding by Region\**

<b>Region</b>	<b>Geographic Distribution – Adult</b>	<b>Geographic Distribution – Dislocated Worker</b>	<b>Projected WIOA Adult Funding</b>	<b>Projected WIOA Dislocated Worker Funding</b>	<b>Projected ESE Funding**</b>	<b>Projected WIF Funding**</b>	<b>Total</b>
<b>Metro</b>	38.19%	37%	\$1,067,983	\$1,166,795	\$222,487	\$449,780	\$2,907,045
<b>North</b>	25.27%	24.20%	\$706,676	\$763,147	\$85,572	\$200,127	\$1,755,522
<b>South</b>	18.95%	19.30%	\$529,937	\$608,626	\$172,699	\$212,256	\$1,520,721
<b>East</b>	17.59%	19.50%	\$491,904	\$614,933	\$177,367	\$148,579	\$1,432,783
<b>Total</b>	100%	100%	\$2,796,500	\$3,153,500	\$658,125	\$1,010,742	\$7,618,867

*\*These amounts may increase or decrease by July 1, 2017 based on availability of formula fund allocation from the State Employment Development Department (EDD) and other special grant program funds. SDWP anticipates that full funding allocations (administrative and programmatic funding) will be known on or about the time of the negotiations of contracts in Spring 2017. These amounts do not include available training and wage subsidy funding for participants.*

*\*\*ESE and WIF funding is not subject to geographic distribution.*

### **1.3 Regional Application Restrictions**

Respondents are limited to submit proposals for no more than two of SDWP’s regions. Respondents applying for two regions must submit separate proposal packages for each region.

### **1.4 Organizational Overview & Governance**

SDWP is a 501(c)(3) tax-exempt organization chartered by the County and the City of San Diego to fund job training programs in the San Diego region. The organization’s primary funding is allocated by the U.S. Department of Labor (DOL) under the provisions of WIOA and distributed under the leadership of the Workforce Development Board (WDB) and the Policy Board. For additional information on SDWP, visit [workforce.org](http://workforce.org).

### **1.5 Eligible Applicants**

For-profit and nonprofit organizations, public agencies, consortiums, and/or a collaboration of these organizations are all encouraged to apply. Consortiums, joint ventures, or collaboration of organizations with complementary skills and experience are encouraged to apply, but proposals need to clearly identify one legal entity as the prime respondent that will hold contracting responsibilities and liabilities.

### **1.6 Draft RFP Release**

This RFP will first be released as a **draft** on June 27, 2016. The community may submit feedback to the draft RFP by e-mailing [AJCCRFPA@workforce.org](mailto:AJCCRFPA@workforce.org). SDWP will accept feedback on the draft through 5:00 p.m. Friday, July 22, 2016. Respondents are encouraged to submit feedback in a Word document and cite specific section numbers and page numbers to which they are referring.

### **1.7 Final RFP Release**

After reviewing feedback, SDWP will release a final RFP on Friday, August 5, 2016. Proposals will be scored based on content from the final RFP.

## **1.8 Addenda to this RFP**

SDWP may revise any part of this RFP and will release an addendum that will be posted on SDWP's website, [workforce.org/procurement](http://workforce.org/procurement). Respondents are responsible for checking the website to remain informed about the process and any changes that may affect the RFP. If respondents have difficulty or problems accessing the website or downloading information, contact SDWP at (619) 228-2954 or [AJCCRFP@workforce.org](mailto:AJCCRFP@workforce.org).

## **1.9 Right to Cancel**

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

## **1.10 Respondents Orientation & Questions and Answers**

SDWP will provide a Respondents Orientation to present the RFP requirements and address questions. All questions posed during the Respondents Orientation will be posted on SDWP's website. Other than the Respondents Orientation, no communication with SDWP staff regarding this RFP is allowed. The Respondents Orientation will be held on:

Friday, August 19, 2016 from 10:00 a.m. to 11:30 a.m.  
Julie Benedict Community Room (3<sup>rd</sup> Floor)  
3910 University Ave. San Diego, CA 92105

- Questions related to the RFP must be submitted via email to: [AJCCRFP@workforce.org](mailto:AJCCRFP@workforce.org) or asked during the Respondents Orientation.
- With the exception of the Respondents Orientation, oral questions will not be accepted.
- Written questions will be accepted through Friday, September 16, 2016.
- Questions received after the deadline will not be answered.

Written responses to questions received by SDWP will be posted on the website [workforce.org/procurement](http://workforce.org/procurement) by Thursday, September 22, 2016.

## **1.11 Notice of Intent to Submit a Proposal**

A [Notice of Intent to Submit a Proposal – Attachment](#) is requested of all who plan to submit for this RFP. Providing a Notice of Intent to Submit does not commit the respondent to submit a proposal. While not required, these notices help SDWP plan for the number of proposals we may receive. All Notices of Intent to Submit are requested by 5:00 p.m., Friday, September 2, 2016 to:

SDWP Operations Department  
3910 University Ave., Suite 400  
San Diego, CA 92105, or  
Email: [AJCCRFP@workforce.org](mailto:AJCCRFP@workforce.org)

## **1.12 Statement of Qualifications (SOQ)**

The [SOQ](#) clarifies an organization's qualifications to bid, including legal, administrative and fiscal capacity. The SOQ must be updated annually and filed with SDWP. For additional information, visit: [workforce.org/procurement](http://workforce.org/procurement).

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

One **original** signed, printed copy of all SOQ documents is due **no later than 5:00 p.m.**, Wednesday, October 5, 2016 to:

SDWP Operations Department  
3910 University Ave., Suite 400  
San Diego, CA 92105

Completion of the SOQ is required. For more information call 619-228-2954 or e-mail [AJCCRFP@workforce.org](mailto:AJCCRFP@workforce.org)

## **1.13 Submittal of Proposals**

SDWP must receive the proposal(s) no later than 3:00 p.m., Wednesday, October 5, 2016. Respondents must submit one proposal with original signatures, seven (7) paper copies, and five USB flash drives each containing electronic copies of all proposal documents to:

SDWP Operations Department  
3910 University Ave., Suite 400  
San Diego, CA 92105  
Email: [AJCCRFP@workforce.org](mailto:AJCCRFP@workforce.org)

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

## **2. Requested Program Services**

### **2.1 Workforce Innovation and Opportunity Act (WIOA) Overview**

WIOA was signed into law by President Barack Obama on July 22, 2014 and took effect on July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998 (WIA) and amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973. WIOA is the legislation that provides funding, guidance and alignment of public workforce development systems across the United States. The intent of WIOA is to equip workers with the skills necessary to meet business needs and to provide businesses with access to the talent pool needed to compete in their local, regional and global economies.

The creation of the One-Stop Career Center Network began in 1992 and is considered the cornerstone of the public workforce system. This network is now branded nationally as the American Job Centers (AJC), and in California as the America's Job Center of California<sup>SM</sup> (AJCC) network. Under WIOA, the AJCC network is measured by their effectiveness, accessibility and

continuous improvement as it relates to their ability to achieve performance levels, to integrate services and to meet the workforce development of the region.

Federal regulations are currently being drafted by the DOL and have not been released. This RFP, and proposal(s) submitted to this request, and any final contracts negotiated with the successful respondents(s) as a result of this proposal is subject to final laws and regulations and may be changed at any time in order to come into compliance with those laws and regulations. More information on WIOA can be found at: [workforce.org/WIOA](http://workforce.org/WIOA)

## 2.2 SDWP's Vision of the AJCC Network

The management of the AJCC network is the shared responsibility of the State EDD, local WDB, Policy Board, core WIOA partners, AJCC operators and other required partners. SDWP's vision aligns with that of WIOA and the California Workforce Development Board's [Unified Strategic Workforce Development Plan](#) and [WIOA Training and Employment Guidance Letter WIOA No. 4-15 "Vision for the One-Stop System."](#) Respondents are encouraged to review both documents to align their program design with the State and DOL's vision of system delivery.

Locally, SDWP has adopted a strategic vision based on the feedback gained from WDB, Adult Programs Committee (APC) and the community. SDWP conducted [Community Conversations](#), [Customer Satisfaction Reports](#) and AJCC Town Hall sessions, and used feedback from these activities to develop the local/regional vision for the AJCC network, which is grounded in the following objectives:

- **Creating career opportunities for ALL San Diegans** – Our job does not end in just job placement of customers. We create and support career pathways that offer family sustaining wages and professional growth for all of San Diego's diverse communities.
- **Human-centered approach to service design** – We organize services around customer needs first, not just programmatic requirements. Job seekers and employers are at the center of our programs, as we measure valuable data on the customer's experience and commit to continuous improvement in our service delivery.
- **United and collaborative service for businesses** – We must take a "demand driven" approach to meet the workforce needs of businesses by coordinating region-wide efforts across AJCC programs, SDWP's business services team, and other public and private business-serving organizations.
- **Increasing access points** – We must create more on-ramps to the public workforce system through co-location with partners and remotely accessible services by creating satellite or affiliates sites, increasing online and mobile presence and other strategies with the goal to increase the awareness and availability of our programs.

## 2.3 WIOA Program Services

Under WIOA, AJCC customers must meet WIOA eligibility requirements to receive Adult or Dislocated Worker funding. Certification of eligibility for any WIOA funded program must be completed to prior enrollment. Respondents should refer to [SDWP's Operations Manual – Chapter VII](#) for more information on eligibility and enrollment.

Services being solicited under this RFP include a variety of program elements that are required under WIOA with an intent to provide a single access point for individuals seeking employment.

While each AJCC should offer services that meet the unique needs of its local community, the requirements of WIOA mandate three general levels of career services:

- (1) **basic career services,**
- (2) **individualized career services** and
- (3) **follow-up services.**

In addition to career services, WIOA requires the AJCC network to provide **training services** that help customers meet the skills and experience needs of employers. These services are comprehensive and performance-based and generally include, but are not limited to: assessments, career coaching/case management, labor market information, referrals to partners, job search assistance, supportive services, education and skills training – including, on-the-job training, customized training and vocational training. Respondents should refer to [WIOA Program Elements and Eligibility – Reference Document](#) for more information.

## 2.4 Mandatory Partners and Program Integration

WIOA requires that a Memorandum of Understanding (MOU) be developed and executed between the local WDB and the AJCC partners to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives.

AJCC operators will be required to collaborate with the MOU partners to ensure that the system is customer-focused. The basis of the MOU is to create a local workforce system that is skill-based and moves AJCC customers through a set of value-added services designed to increase their employability, chances of retaining jobs and opportunities to advance in their careers. While AJCC network partners may provide services at the brick and mortar locations, partnerships may also be connected through other methods of access, technology, cost-sharing and referrals. AJCC operators may be required to execute additional MOUs with the required partners located within their region.

The following table represents the federally required WIOA partners/programs and the regional organizations that represent each program:

*Table 2 – WIOA MOU Partners*

<b>WIOA Mandated Programs</b>	<b>Regional Organization / MOU Partner</b>
<ul style="list-style-type: none"> <li>• <b>WIOA Title I Adult</b></li> <li>• <b>WIOA Title I Dislocated Worker</b></li> <li>• <b>WIOA Title I Youth</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego Workforce Partnership (SDWP)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>WIOA Title III Wagner-Peyser</b></li> <li>• <b>Veterans’ WIOA Program</b></li> <li>• <b>Unemployment Insurance Compensation</b></li> <li>• <b>Trade Adjustment Assistance Act (TAA)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Employment Development Department (EDD)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>WIOA Title II Adult Education and Literacy*</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego Continuing Education-San Diego Community College District</li> <li>• Grossmont Union High School District</li> <li>• Vista Unified School District</li> <li>• Escondido Union High School District</li> <li>• Montgomery Adult-Sweetwater Union School District</li> </ul>

	<ul style="list-style-type: none"> <li>• Sweetwater Union High School District</li> <li>• MiraCosta College District, Community Learning Center</li> </ul>
<ul style="list-style-type: none"> <li>• <b>WIOA Title IV Vocational Rehabilitation</b></li> </ul>	<ul style="list-style-type: none"> <li>• California Department of Rehabilitation (DOR)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Temporary Assistance for Needy Families (TANF)/CalWORKs</b></li> <li>• <b>Title V Older Americans Act</b></li> <li>• <b>Community Services Block Grant</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego County Department of Health and Human Services (HHS)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Carl Perkins Career Technical Education*</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego Continuing Education-San Diego Community College District</li> <li>• Grossmont Union High School District</li> <li>• Vista Unified School District</li> <li>• Montgomery Adult-Sweetwater Union School District</li> <li>• Sweetwater Union High School District</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Housing and Urban Development (HUD)</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego Housing Commission</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Native American Programs</b></li> </ul>	<ul style="list-style-type: none"> <li>• Southern California American Indian Resource Center, Inc.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Job Corps</b></li> </ul>	<ul style="list-style-type: none"> <li>• San Diego Job Corps Center</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Migrant Seasonal Farmworkers (Section 167)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Center for Employment Training (CET)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Youth Build</b></li> </ul>	<ul style="list-style-type: none"> <li>• Able-Disabled Advocacy (ADA)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Second Chance Act</b></li> </ul>	<ul style="list-style-type: none"> <li>• N/A (no current recipients)</li> </ul>

*\*Not a comprehensive list of all WIOA partners. Additional partners may be added during MOU development.*

**Integrated Service Delivery Model with EDD:**

SDWP has adopted an integrated service delivery model. Respondents shall be responsible for continuing the service model with the key principles as follows:

- A common pool of co-enrolled customers, composed of WIOA Adult and Dislocated Workers, Wagner-Peyser, Long-Term Unemployed, Veterans, Migrant Seasonal Farmworkers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers.
- Shared WIOA, Wagner-Peyser, Veterans, MSFW and TAA staffing for an integrated service and customer experiences.

Respondents may refer to [WIOA Partner MOU – Reference Document](#) for more information.

**2.5 Expanded Subsidized Employment (ESE) Program Overview**

The ESE program is a Welfare-to-Work (WTW) early engagement strategy funded by HHS that resulted from the passage of Assembly Bill 74 to provide subsidized employment opportunities to eligible individuals in San Diego County. The purpose of ESE is to move WTW participants from public assistance to self-sufficiency through placement in subsidized employment in the region. The project began in March of 2014 and is currently funded to operate through June of 2018. Subsidized employment is employment in which the employer is partially reimbursed for wages

and/or training costs. The ESE program provides placement evaluation, job search, case management, job placement and retention services to WTW participants who are referred to the program from the regional WTW contractors. Businesses that hire WTW participants through ESE in permanent part-time or full-time positions receive wage subsidies for new hires for six months. See SDWP's [Operations Manual Chapter IV](#) for more information.

## **2.6 Workforce Innovation Fund (WIF) Program Overview**

SDWP's Breaking Barriers San Diego (BBSD) is a WIF grant program and research study funded by the U.S. DOL. BBSD provides employment and supportive services to low-income individuals with disabilities. This project is designed to evaluate the Individual Placement and Support (IPS) model of supported employment, an approach to serve individuals with lived experience of severe mental illness, WTW participants, recipients of county behavioral health services, and DOR participants. IPS supported employment emphasizes customer choice, rapid job search, field-based services, small staff caseloads, benefits counseling and team-based case management with referral partners. BBSD includes a randomized control trial to enroll eligible participants in program services. BBSD is a five-year project that began in October of 2014 and is anticipated to operate program services through September of 2018, with last year continuing to complete an impact and cost analysis with a third party evaluator.

The BBSD's research study and evaluation focuses on the prescribed vocational rehabilitation service of the IPS supported employment model. IPS requires that the program's Employment Specialists to provide all direct services to participants and maintains a designated Employment Supervisor. Minimum staffing requirements for each region are identified in *Section 3.4.2*. For more information on the essential job duties of an Employment Specialist and Employment Supervisor, please see [WIF Program Job Descriptions – Reference Document](#). See SDWP's [Operations Manual Chapter IV](#) for more information.

## **2.7 AJCC Facility Operation and Property Management Expectations**

Currently, SDWP oversees the operations of a network of six comprehensive AJCC locations and eight Satellite AJCC locations (see: [workforce.org/ajcc](http://workforce.org/ajcc)). Respondents may refer to [AJCC Facility Descriptions and EDD Lease Requirements – Reference Document](#) for more information.

Respondents must budget for estimated rent for the comprehensive AJCC locations. Respondents should note that the cost estimates for facility operation do not include existing (or future potential) partner subtenants cost-sharing. Respondents should also note that as additional leveraged funding and/or collaboration with other partners (through landlord approved sublease arrangements) may change year-to-year and increase/decrease the rent burden on the AJCC operators. These facilities costs and ultimate partner cost-sharing sublease arrangements will be finalized during the contracting period for successful respondents.

Respondents will likely be required and expected to primarily work with the existing AJCC partners/subtenants and future partner/subtenants to determine each partner's share of facilities rent and costs. Metro, South Metro, North County Inland AJCCs must be operated under subleases at their existing locations.

Respondents submitting proposals that include East County and/or South County AJCCs will have the option to continue leases with existing landlords and/or selection and leasing of new sites. Respondents wishing to propose a new site for East and/or South County AJCCs must be prepared to conduct a site search to relocate the facility will be obligated to work cooperatively with SDWP

and EDD on site selection. Respondents who propose a new facility must demonstrate to SDWP cost-savings and other benefits to justify moving locations.

### **Satellite Sites**

Satellite sites are AJCC locations where partners have provided space in-kind to SDWP. Each region has Satellite locations within their service territory. The current Satellite AJCCs are operated through a partnership with public libraries, community colleges, Goodwill San Diego and the Center for Employment Training.

SDWP's expectations are that Satellite sites will provide the full scope of WIOA services. It is expected that Satellites are staffed and receive a minimum of ten WIOA enrollments and no less than fifty visitors per month.

### **2.8 Program Performance**

Complete definitions of all the new WIOA measures have not yet been finalized by DOL and final percentages of each measure have not yet been negotiated with the State of California. Each year SDWP updates the AJCC Operator Performance Policy during contract negotiations.

Refer to [AJCC Performance Policy for Program Year 2016-2017 – Reference Document](#) for more information on expected performance outcomes and definitions by region. The State and/or SDWP may develop additional performance indicators and establish goals for AJCC operators beyond those listed in the AJCC Operator Performance Policy. SDWP anticipates receiving guidance from the State to implement additional performance measures prior to July 1, 2017. These include but are not limited to:

- **In Program Skills Gain:** The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and achieve measurable skill gains toward such a credential or employment.
- **Business Services:** Performance indicator(s) will be established to measure the effectiveness of the program in serving employers.

Enrollments and placement targets may be increased five percent every year the contract is extended based on available funding. SDWP requests that respondents propose performance targets above the minimum required enrollment and placement measures to demonstrate their capability to deliver a higher set of services within their region. For further information on historical performance outcomes, respondents may review [AJCC Historical Performance – Reference Document](#).

### **2.9 Business Services**

AJCC operators will conduct outreach and recruitment activities with regional employers, informing employers about AJCC business services. Outreach and recruitment shall include a variety of methods that leads to employment opportunities for our customers (e.g., phone calls, employer socials, business roundtables, electronic media, flyers, brochures, word-of-mouth, etc.) The AJCC operators will work closely with SDWP's Business Services Department on the following: [on-the-job training](#), [customized training](#), contracted education, apprenticeships, recruitments, job fairs, job orders, workshops, [Rapid Response](#), [layoff aversion](#) efforts and other business services. The AJCC operators will staff qualified Business Services Representatives (BSRs) to coordinate activities.

## 2.10 Tracking Requirements

The AJCC operators must use EDD’s CalJOBS data management system. This includes the entry of individual participant data such as eligibility determination, demographics, activities, case notes, outcomes and follow-up data. Timely data entry is required and must be entered within five (5) business days after the date of any individual activity. SDWP will conduct ongoing monitoring to evaluate the AJCC operators’ use of CalJOBS.

## 2.11 Technology System Requirements

The AJCC operator must comply with SDWP technology system requirements as indicated in [Service Level Agreement for Technical Support – Reference Document](#).

## 2.12 Communications and Outreach

The AJCC operators will be expected to participate in implementing an overall brand strategy that showcases the AJCC network in San Diego County. Respondents must follow all branding and communication guidelines. This approach is intended to give the community consistent messaging of the AJCC network’s collective services, programs and resources available. Respondents will work with SDWP and other AJCC operators throughout the region to create a unified brand. The AJCC operators must not use their own brand without permission of SDWP. SDWP staff will meet with AJCC staff designated as “communications liaisons” to provide advice and support on media relations, community outreach, collateral, events, and website content. The successful respondents to this RFP will develop and maintain a professional online (i.e., website, social media, etc.) presence to educate and inform the public about the AJCC network. Website design and content must be approved by SDWP.

## 3. Proposal Submission

Section	Section Title	Page Limit(s)
3.1	Cover Page	1 Page
3.2	Table of Contents	No Limit
3.3	Proposal Narrative*	25 Pages
3.4	Project Budget	6 Pages
3.5	Respondent Attachments	No Limit*

\*Respondents may not submit additional attachments that have not been requested within this RFP.

### 3.1 Cover Page

Cover page:

- Include company name, address, phone number, website and federal tax identification number.
- Include region of proposal (North, East, South or Metro).
- Include name of the person authorized to negotiate the contract and make decisions for the organization including the phone number, fax number, and e-mail address.
- Include authorized signature and submittal date.

### 3.2 Table of Contents

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

### 3.3 Proposal Narrative

The written narrative portion of the RFP cannot exceed 25 double-spaced pages. Content beyond the 25-page limit will be removed before proposals are evaluated. Proposals that do not include a proposal narrative will be disqualified and will not be considered for funding.

Respondents must address the following sections in the proposal narrative:

#### 3.3.1 Organizational Qualifications and Program Staffing (7 points)

Qualifications:

- Provide an overview of the lead organization including: primary location of the organization, type of organization (for-profit, nonprofit, etc.), employment size of the organization, history, and any other relevant organizational overview information.
- Provide evidence and demonstrate experience of their organization's ability to successfully perform the services described in this RFP, including descriptions of past projects completed with a similar scope of work.

Staffing:

- Describe the approach for recruitment, training and support for all staff involved in the program. Include how they would give priority to staff currently employed at the AJCCs and mitigate any gaps in service delivery to customers.
- Describe the qualifications for all key positions staffed at their proposed AJCC locations and which program they will be dedicated (ESE, WIF, WIOA).
- Describe how their proposed staffing plan addresses the cultural competencies and languages spoken by staff that will reflect the needs of the populations in their region.
- Attach organizational charts, one showing the leadership of their organization and another indicating how the AJCC(s) will be staffed, including the titles and programs that staff members will be dedicated.

#### 3.3.2 Program Performance (9 points)

- Respondents must include the following table in their proposal. Respondents may propose performance targets above the minimum requirement WIOA Adult and Dislocated Worker numbers for enrollments and placements. If awarded funding, respondents' proposed targets will be included in their negotiated contract performance goals.

**Table 3 – Minimum Annual Performance Targets by Region  
and Proposed Performance Goals (To Be Completed by Applicant)**

	Adult Minimums		Dislocated Worker (DW) Minimums	
Region	Minimum New Enrollments	Minimum Placements	Minimum New Enrollments	Minimum Placement
<b>Metro</b>	477	439	463	426
<b>North</b>	316	291	302	278
<b>South</b>	237	218	241	222
<b>East</b>	220	202	244	224
<b>Network</b>	1250	1150	1250	1150
Applicant's Chosen Region	Target Adult Enrollments	Target Adult Placements	Target DW Enrollments	Target DW Placements

- Describe strategy for ensuring achievement of proposed performance targets all other required WIOA performance measures.
- Describe their plan to achieve all required performance measures for BBSD\*
- Describe their plan to achieve all required performance measures for ESE\*

\*Respondents may refer to the [AJCC Historical Performance – Reference Document](#) and the [AJCC Performance Policy for Program Year 2016-2017 – Reference Document](#) for more information on each program’s performance measures, definitions and targets to inform their strategy for reaching the programs’ goals.

### 3.3.3 Past Performance (12 points)

- Describe if any programs/contracts they have managed within the past four years have resulted in corrective action and/or penalties due to performance or contract obligations not having been met.
- If there has been corrective action, describe the project, the target and actual performance and/or contract deliverables not met and the resulting outcomes and what was done to address these challenges.
- If respondents have not received any formal corrective action or penalties due to performance, they must describe, if applicable, a time in which they experienced performance challenges and what they did to overcome these challenges.

The [Past Performance Questionnaire - Attachment](#) must be submitted from a minimum of three organizations or agencies that the respondent has had direct involvement for projects of a similar size and scope.

- Questionnaires must be for projects that the respondent has managed within the past four years.
- Respondents that had contracts with SDWP within the past four years must include SDWP as one of the agencies completing a questionnaire.

- Respondents may not submit questionnaires on behalf of the organization or agency in which they have previously contracted.
- Each of the respondent's questionnaires must be completed by the referring organization no later than the proposal due date and submitted by mail or e-mail directly to:

SDWP Operations Team  
 3910 University Ave., Suite 400  
 San Diego, CA 92105, or  
 Email: [AJCCFRP@workforce.org](mailto:AJCCFRP@workforce.org)

#### 3.3.4 Innovations to Service Delivery (13 points)

- Using specific examples, respondents must describe their service delivery strategy and how their organization will offer an innovative and/or unique approach to providing the required program services of each separate AJCC program (WIOA, WIF and ESE).
- Describe the anticipated impact of these strategies.
- Describe jobseeker and employer recruitment strategy that is responsive to the needs of the region. This strategy includes, but is not limited to, plans for community outreach, social media, events and other activities. Be specific and include what existing resources/strategies will be leveraged to achieve recruitment goals.
- Describe how their organization will support delivering high quality services in collaboration with other region's AJCC operators and SDWP staff that will provide consistent experience for both customers and employers throughout San Diego County.

#### 3.3.5 Strategies for Serving the Target Population (13 points)

- Describe how service delivery strategy will be customized and responsive to meet the specific needs of the target population.
- Describe how their strategy for serving the target population will be specialized for each program's target population (i.e. Adults, Dislocated Workers, ESE and WIF).
- Describe their plan to seek, track, measure, report, and act upon customers' satisfaction for both job seekers and employers.
- Describe their plan for tracking, managing and responding to customer complaints.

#### 3.3.6 Business Engagement (8 points)

- Describe plan for outreach and recruitment strategy for employers.
- Describe the performance strategy and metrics for their business services team.

#### 3.3.7 Access and Locations (10 points)

Respondents will be required to evaluate the location and level of access of the current Satellite AJCCs and propose additional or alternate locations that will benefit the proposed region(s).

- Describe plan to maintain and/or transition the current Satellite AJCCs, and/or how to implement additional Satellites within the first year of operation.
- Describe strategies to increase customers' access to services across their region.
- If partners are involved in providing additional access points, respondents must describe potential partners' roles and responsibilities and list specifically what leverage, additional funding and/or in-kind resources they will provide.
- Attach MOUs and/or Letters of Support demonstrating specific Satellite AJCC partner commitments and resources the partners agree to provide.

### 3.3.8 Partnership and Collaboration (8 points)

- Not including the required WIOA MOU AJCC partners (Referred to in *Section 2.4*), respondents must describe what other meaningful partnerships their organization will provide that support program goals and bring specific benefits to customers.
- Describe plan for partnerships to offer effective supportive services and maximize impact to customers that will address barriers to employment in their region.
- Describe within the narrative and attach MOUs and/or Letters of Support that outline the roles and responsibilities of partners including specific dollar amounts and in-kind resources **and** list these details within the [Project Budget – Attachment](#) (Refer to Section 3.4).

### 3.4 Project Budget (10 points)

Proposals that do not include a project budget will be disqualified and will not be considered for funding. The following budget documents are required to be submitted as attachments to the proposal narrative:

- [Project Budget](#)
- Cost Allocation Plan
- Indirect Cost Agreement, if applicable

Respondents that apply for two regions must submit separate budgets that include the full costs associated with operating each stand-alone region in the event that only one region is successfully awarded.

Budgets shall reflect all staffing, operational and overhead expenses. Budgets may not exceed the dollar amount identified in *Section 1.2*. If a respondent is recommended for award for multiple regions, SDWP may allow revisions to budgeted staffing that will result in cost efficiencies or other benefits to the programs. See *Section 4* for more information on financial requirements.

#### 3.4.1 ESE Profit Restriction

The County of San Diego does not permit the AJCC operators to earn profit from the ESE program. Respondents may not include profit in their budget for this funding stream.

#### 3.4.2 WIF Staffing Requirements

Staffing for the WIF program are below. WIF program staff may not be dedicated to support any other program or effort. The following are the full-time equivalents required by the WIF project:

- Metro: 1 Employment Supervisor, 4 Employment Specialists
- North: 1 Employment Supervisor, 2 Employment Specialists
- South: 1 Employment Supervisor, 2 Employment Specialists
- East: 1 Employment Supervisor, 1 Employment Specialist

### 3.5 Respondent Attachments

Respondents must submit the following with their proposal:

- Organizational Chart(s)
- MOUs/Letters of Support from Key Partners
- Conflict of Interest Disclosure Form
- Statement of Qualifications
- Project Budget
  - Cost Allocation Plan

- Indirect Cost Agreement, if applicable

Respondents may not submit additional attachments that have not been requested within this RFP.

### **3.6 Formatting Requirements**

All proposals must meet the following formatting requirements, or respondents shall be disqualified:

- English language
- Line spacing: Double-spaced
- Pages: Single sided

Suggested formatting:

- Font: 12-point regular, Arial or Times New Roman
- Character Spacing: Normal. Not condensed
- Margins: 1” on all sides
- Pages should be numbered sequentially
- Proposals should be bound or stapled

## **4. Financial Requirements**

### **4.1 Cost Allocation Plan**

The Cost Allocation Plan describes the methodology that will be used to prorate common operating costs to each funding source. Examples of common operating costs are infrastructure costs (e.g. rent and copier machines), as well as personnel (e.g. receptionist, fiscal staff, senior management) providing benefits to multiple funding sources. Furthermore, the estimated amounts derived from the proposed methodology should be allocated to each budget line item. All costs should be identified as program or program support costs (see *Section 4.3*).

### **4.2 Indirect Costs and Negotiated Profit**

Any indirect costs budgeted must be supported by an indirect cost rate agreement with a federal or state cognizant agency. If a respondent does not have an approved indirect rate but wishes to include indirect costs in its proposal, it must submit all relevant financial information that outlines how the indirect rate and costs were determined and future steps for required approval by the relevant cognizant agency. If the respondent is not required to obtain an indirect rate, then the Cost Allocation Plan must include the methodology describing how common operating costs are distributed to the different funding sources. All costs should be identified as program support or program costs as defined in *Section 4.3*.

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

- The respondent’s effort measured by the complexity of the work to be performed and amount of subcontracting (if approved under the contract terms);
- Contract cost risk;
- The respondent’s investment and independent development;
- The quality of the subrecipient’s record of past performance including cost control and past accomplishments; and,
- Additional factors as needed.

The extent to which a respondent can meet performance objectives while minimizing indirect and profit costs will be a factor in the evaluation process.

### **4.3 Program/Administrative Support vs. Program Costs**

WIOA identifies two cost categories: administrative and program costs. For the purpose of the RFP, SDWP defines administrative costs as program support costs. Respondents may not exceed the cap of 5% on program support costs. Program support costs typically include salary and wages for staff who work in Finance, Human Resources, Payroll, Legal, Property Management, etc. as well as other associated costs related to these functions. For more information on program support and program costs, refer to 2 CFR parts 200 and 2900. All respondents should follow this rule when classifying budget costs as program support or program costs. SDWP encourages respondents to use in-kind or other revenue streams other than WIOA funding to pay for program support costs. The extent to which a respondent can meet performance objectives while minimizing support costs will be a factor in the evaluation process.

### **4.4 In-Kind and Cash Match Resources**

To most effectively use WIOA funds, it is important to leverage a wide-range of public and private resources to support program services. Respondents are encouraged, but not required, to demonstrate either in-kind or cash match resources from any variety of funding sources. For more information on cost sharing or matching, refer to 2 CFR part 200 and 2900.

In-kind and cash match resources can support any particular budget item as long as it supports program activities. Cash match is defined as a contribution of funds made available to the respondents to be used specifically for program activities. Respondents are required to assign a monetary value to any in-kind contributions. Examples of in-kind resources include but are not limited to:

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

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

### **4.5 Subcontractors**

If applicable, the respondent must describe their plan to subcontract any portion of the services described in the proposal narrative. The respondent must follow their own procurement procedures to procure subcontractors if those procedures reflect state and local laws and conform to the standards in 2 CFR §§200.318–326. If a proposal identifies a specific subcontractor as collaborating in the design or provision of services, SDWP's award of the grant does not provide the justification or basis to sole source the procurement of those services, thereby avoiding full and open competition for the provision of the planned services. Procurement of subcontractors

may be done before or after submitting a proposal. See [Contract General Provisions – Attachment](#) (Section 29.0 Procurement and Purchases and Section 42.0 Subcontracting), for additional information. The respondent’s subcontracts funded with WIOA must be reviewed and approved by SDWP prior to executing.

## **5. Evaluation Criteria and Contract Award**

### **5.1 Evaluation Criteria and Access to Evaluation Information**

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

The RFP evaluation process will be comprised of a written portion and an oral interview. Respondents who receive 70 or more points on the written proposal will move on to the oral interviews. Respondents will be allowed 30 minutes for oral interviews. The Panel will also ask a series of questions to allow respondents to clarify or highlight aspects of their proposal. The respondent’s authorized negotiator or delegate and proposed project manager must be in attendance for the oral interview. A participant, employer and other key personnel are encouraged to attend but are not required. The respondent is limited to a presentation team of five individuals.

The following details the points assigned per section:

<b>Proposal Section</b>	<b>Point Value</b>
<b>Proposal Narrative</b>	80
<b>Fiscal</b>	10
<b>Oral Interview</b>	10
<b>Total Points</b>	<b>100</b>

Respondents must have a total score of 80 points or higher to be recommended for funding. SDWP reserves the right to recommend multiple proposals to its committees and boards.

Summaries of score sheets and comments will be provided to all applicants of the RFP within 10 business days of the Policy Board reviewing the final contract recommendations and any appeals submitted.

### **5.2 Contract Award**

The RFP Scoring Panel’s recommendations will be presented to the APC in January of 2017, followed by the WDB. The Policy Board will approve the final recommendations. For all board meeting dates, please visit [workforce.org/governance](http://workforce.org/governance).

#### **5.2.1 Negotiation/Contract**

The respondent’s designated authorized negotiator must be empowered to make binding commitments for the successful respondent and its subcontractors, if any. SDWP reserves the right to negotiate the final terms of the contract agreements with the successful respondent(s). Items that may be negotiated include, but are not limited to, the scope of work, the

implementation schedule, target population, partners, and the final award amount. In the event that any respondent recommended for funding fails to provide services outlined in the agreement and proposal, SDWP may use an alternate respondent to perform services upon board approval.

#### 5.2.2 Special Projects

SDWP procures grants and/or receives funding for special projects and initiatives, which AJCC operators may be required to implement.

### 5.3 Conflict of Interest

Collaboration with committee and/or board members is allowed, however, such collaboration must be included on the [Conflict of Interest Disclosure Form – Attachment](#). A completed Conflict of Interest Disclosure Form must be submitted even if there are no actual or potential conflicts of interest.

SDWP's Policy Board, WDB, Youth Council and APC members may not participate in the evaluation of proposals, discussions and/or voting to fund proposals if the member has a conflict of interest or has had any ex-parte communication with the respondent regarding this RFP.

#### 5.3.1 Cooling Off Period

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

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

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

### 5.4 General Provisions

#### 5.4.1 Contract Terms, Insurance and Litigation Warranty

Subrecipients will be required to adhere to [Contract General Provisions – Attachment](#). The RFP, any addenda, and the respondent's response shall also become part of the contract agreement between SDWP and the respondent. The respondent shall indicate in its proposal

any exceptions that the respondent takes to the terms and conditions in [Contract General Provisions – Attachment](#) or to any of the contents of this RFP. Contract terms required by the respondent must be included or attached to the respondent’s proposal.

Respondents, by submitting a proposal, warrant that they are not currently involved in litigation or arbitration concerning their performance as it relates to the same or similar services to be supplied pursuant to the referenced contract and that no judgments or awards have been made against the respondents on the basis of their performance in supplying the same or similar services, unless such fact is disclosed to SDWP in the proposal(s).

Disclosure of litigation will not automatically disqualify the respondents; however, SDWP reserves the right to evaluate proposal(s) on the basis of facts surrounding such litigation or arbitration.

## **5.5 Appeal Process**

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

The appeal process is:

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

## **5.6 Restriction on Disclosure**

Confidential information: Any information deemed confidential or proprietary by respondent must be clearly marked and identified by respondent as such and include an explanation of why such information is exempt from disclosure under applicable law.

Such identified confidential or proprietary information will be protected and treated with confidentiality to the extent permitted by law. Information not protected from disclosure by law will be considered a public record.

If respondent does not mark information as confidential or proprietary, SDWP will treat the information as public. All sections of the proposal including attachments are subject to release.

Proposals will be received, maintained and disclosed to the public consistent with the California Public Records Act and the Freedom of Information Act. Proposals will be exempt from disclosure until the evaluation and selection process has been completed. Respondents should be aware that

SDWP is required by law to make its records available for public inspection and copying, with certain exceptions (see California Public Records Act, California Government code §§6250 et.seq. and the Freedom of Information Act, 5 U.S.C. §552).

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

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

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

## **6. RFP Reference Documents**

The following documents have been referred to throughout the RFP and will aid respondents in their proposal design for this RFP:

- [Regional and Geographic Boundaries](#)
- [WIOA Partner MOU](#)
- [Service Level Agreement for Technical Support](#)
- [WIOA Program Elements and Eligibility](#)
- [AJCC Historical Performance](#)
- [AJCC Performance Policy for Program Year 2016-2017](#)
- [AJCC Facilities Descriptions and EDD Lease Information](#)
- [RFP Budget Instructions](#)
- [Glossary of Terms](#)
- [WIF Job Descriptions](#)