

**LOS ANGELES COUNTY AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC)
MODERNIZATION
REQUEST FOR PROPOSALS**

**WIOA TITLE I ADULT, DISLOCATED WORKER, AND YOUTH@WORK PROGRAMS,
WIOA RAPID RESPONSE, AND VETERANS AJCC**

AJCC MODERNIZATION RFP QUESTIONS

As referenced in RFP, Section 7.6.8 Proposer's Approach to Providing Required Services (Section C), Proposers shall answer the following questions and insert as Section C in the Proposal. Sections I through III shall be answered by all Proposers. Section IV shall be answered by all Proposers *except* for those submitting a proposal for the Veterans AJCC. Section V shall be answered by all Proposers *except* for those submitting a proposal for the Veterans and West LA AJCC. Sections VI and VII shall *only* be answered by Proposers applying for the Veterans AJCC and Rapid Response, respectively. Proposers must include the questions and the corresponding response(s) as part of the submitted narrative. The submitted narrative may not exceed thirty-five (35) pages, single spaced, 12-point Arial font and 1-inch margins. Proposers must score at least 70% of the maximum points available for the RFP to be considered for award (RFP Sub-section 8.2, Adherence to Minimum Requirements).

Section I. Service Delivery Plan: WIOA Service Delivery Plan (450 Points)

- A. Describe your Agency's experience in providing workforce development services to Adult and/or Youth populations. Include how your Agency's experience meets the requirements of this solicitation of having three years of combined experience in delivering workforce development programs and/or services to Adult and/or Youth populations within the last five years (150 Points).

- B. Describe how your Agency will meet the requirements as described in the Statement of Work pertaining to the provision of career and business services. Include a journey map (a visualization of the process that jobseekers and businesses go through to receive services) that demonstrates how a jobseeker, and a business, will access workforce development services. Proposer may include an attachment for the journey map in addition to the narrative response. The attachment will not be included in the maximum page limit allowed for the narrative (75 Points).

- C. Describe how your Agency will provide outreach and engagement activities as described in the Statement of Work pertaining to the provision of community engagement. Include methods and practices to be administered by the 1.0 FTE Community Engagement position as included as part of the AJCC Modernization

Strategies. Include strategies for engagement in customer and business satisfaction surveys and how the utilization of the feedback received will inform system and/or service delivery improvement. Include any additional strategies your Agency will deploy to facilitate strengthened community outreach and engagement. (100 Points)

- D. Describe how your Agency aligns with the AJCC Modernization North Star Principles of Job Quality, Inclusive Economic Growth, Equitable Outcomes, Economic Mobility, and Climate Resilience. Share your experience in achieving goals that align with the North Star Principles (if applicable), data and performance metrics your Agency currently tracks and maintains that may inform achievement of each Principle (if applicable), and components of your Agency's service delivery plan that align with the North Star Principles (if applicable). (125 Points)

Section II. Program Performance, Outcomes, and Impact (400 Points)

- A. Describe your Agency's strategy used to ensure participants secure quality jobs with living wages. Include a description of how your Agency's strategies support positive performance outcomes. (100 Points)
- B. Describe your Agency's past performance in meeting outcomes like the outcomes as described in the Appendix A, Sample Subaward, Exhibit A-1 Adult/DW Statement of Work and Attachments, Attachment 6, AJCC Performance Measures and Goals. Include description of meeting performance within business engagement and outcomes as well as workforce development services for jobseekers. Explain successes, challenges, and how your Agency ensured compliance in meeting certain thresholds. (100 Points)
- C. Describe your Agency's experience with qualitative data to help inform program design, service delivery, and overall strategy for supporting communities through service delivery. (100 Points)
- D. Describe your Agency's experience in using equity as a metric for both quantitative and qualitative outcomes. Include how the utilization resulted in positive outcomes for certain communities or populations and overall impact of integration of measures. (100 Points)

Section III. Center of Excellence (COE) Function for Sector-Focused COEs and Population-Focused COEs (310 Points)

1. Sector-Focused COEs (160 Points)

Rank each industry by number from 1 – 9, with 1 being the industry in which your organization has the highest competency and preference to lead as a COE and 9 being the industry in which your organization has the lowest preference to lead as a COE.

For Comprehensive and Non-Comprehensive (Veterans and West LA) AJCCs:

- _____ Aerospace and defense
- _____ Bio tech and life sciences
- _____ Construction and infrastructure, with an emphasis on green jobs
- _____ Creative sector, including film and digital media
- _____ Early Care & Education
- _____ Healthcare
- _____ Hospitality and tourism
- _____ Information technology
- _____ Trade, transportation, and logistics

- A. Describe your organization's qualifications for your top three industry choices. (40 Points)

- B. If your proposal were funded, but your AJCC was assigned an industry other than one of your top three choices, how would your organization prepare to function as the sector-focused COE for the assigned sector? (10 Points)

- C. Describe your organization's planned role as the implementing entity for career pathways within the sector and as the primary liaison between the Los Angeles County workforce development system and leaders and stakeholders, such as organized labor, from your COE's target industry. (10 Points)

- D. Describe your organization's approach to gathering and utilizing labor market information and other statistical data about your COE's target industry and cite examples of data sources from which you would draw. (10 Points)

- E. Aside from reviewing published data and data analysis, how would your organization gather intelligence from industry sources to support your sector-focused COE function? (10 Points)

- F. Describe how your organization will identify and engage leaders and key stakeholders representing your COE's target industry. (10 Points)
- G. Describe how your organization would go about identifying and recording local, California-based, or national "best practices" for how the workforce system can meet the needs of your COE's target industry? (10 Points)
- H. Describe how information your organization gathers about the workforce development needs of your target industry would be communicated to County-funded AJCCs, training providers, and other system stakeholders. (10 Points)
- I. Describe how the work of your sector-focused COE will help to inform, develop and implement career pathway programs that benefit your target industry. (10 Points)
- J. Describe how the work of your sector-focused COE will improve the understanding of job seekers throughout the County about your target sector. (10 Points)
- K. Describe your organization's vision for how the COE will support innovation and enable the County workforce system to test new strategies to benefit the industry on which you are focused. In this description, indicate how your organization's vision aligns with the AJCC Modernization North Star Principles. (10 Points)
- L. Describe your approach for providing technical assistance and training regarding your COE's target sector to all County-funded AJCCs and workforce system partners. (10 Points)
- M. The County envisions the sector-focused COE function being supported by 1.0 FTE and partially supported by 1.0 FTE managerial staff to support both the sector-based and population-based COE functional roles. Describe the qualifications of staff or subcontractors to be assigned, hired, or engaged to fulfill these functions. (10 Points)

2. Population-Focused COEs (150 points)

Rank each target demographic by number from 1 – 8, with 1 being the target demographic in which your organization has the most competency and preference to lead as the population-focused COE and 8 being the target demographic in which your organization has the lowest preference and experience to lead as the population-focused COE.

For Comprehensive and/or Non-Comprehensive (West LA) AJCCs:

- _____ English language learners
- _____ Foster youth
- _____ Individuals experiencing or at risk of homelessness
- _____ Immigrants and refugees
- _____ Justice-involved individuals
- _____ LGBTQ+
- _____ Persons with disabilities and older workers
- _____ Indigenous heritage populations

For Non-Comprehensive Veterans AJCC:

_____ Veterans, which shall be assigned to the Veterans AJCC

- A. Briefly describe your organization's qualifications for your top three priority population choices. (40 Points)
- B. If your proposal were funded, but your AJCC was assigned a population other than one of your top three choices, how would your organization prepare to function as the COE for the assigned priority population? (10 Points)
- C. Describe your organization's planned as the primary liaison between the Los Angeles County workforce development system and stakeholders representing your COE's assigned priority population. (10 Points)
- D. Describe your organization's approach to gathering and utilizing demographic and other statistical data about your COE's priority populations and cite examples of data sources from which you would draw. (10 Points)
- E. Aside from reviewing published data and data analysis, describe how your organization will gather intelligence from the community to support your population-focused COE function. (10 Points)

- F. Describe how your organization will identify and engage leaders and key stakeholders representing the priority population on which your COE is focused and how that engagement will result in bringing those leaders and stakeholders into. (10 Points)

- G. Describe how your organization would go about identifying and recording local, California-based, or national “best practices” for how the workforce system, inclusive of career readiness services (interview preparation, resume assistance, soft skill development and attainment), work-based learning, business services, career pathway and case management services, can be customized to meet the needs of the priority population on which your COE is focused? (10 Points)

- H. Describe how information your organization gathers about the workforce development needs of the priority population on which your COE is focused would be communicated to County-funded AJCCs and other system stakeholders. (10 Points)

- I. Describe how the work of your COE will improve the understanding of AJCCs and other workforce development practitioners about the priority population on which your COE is focused. (10 Points)

- J. Describe your organization’s vision for how the COE will support innovation and enable the County workforce system to pilot new strategies to benefit the priority population on which you are focused. In this description, indicate how your organization’s vision aligns with the AJCC Modernization North Star Principles. (10 Points)

- K. Describe your approach for providing technical assistance and training regarding the priority population on which your COE is focused to all County-funded AJCCs and workforce system partners. (10 Points)

- L. The County envisions the population-focused COE function being supported by 1.0 FTE and partially supported by 1.0 FTE managerial staff to support both the sector-based and population-based COE functional roles. Describe the qualifications of staff or subcontractors to be assigned, hired, or engaged to fulfill this function. (10 Points)

Section IV. Provision of Youth Services (450 Points)

1. Youth Services

- A. Describe your Agency's experience or the experience of a selected contracted youth provider in delivering Youth Services. Include years of experience, demonstrated success in serving youth through past performance of similar program(s), and integration of lived experience for staff and/or providers supporting youth services. (150 Points)
- B. Describe how you integrate innovative techniques and strategies in providing mentorship, youth life skill development, career exploration, and personal enrichment, aligned with the 14 youth elements. (75 Points)
- C. Describe your Agency's community engagement and outreach strategies to strengthen youth participation specifically for opportunity youth. Include referral strategies, partner engagement, and other coordinated efforts. (100 Points)
- D. Describe your Agency's approach to ensuring the delivery of the WIOA mandated fourteen elements to all youth participants accessing services through your Agency. Include a description of the services to be provided within each of the fourteen elements as part of your youth service delivery plan. (125 Points)

Section V. Community Based Organization Partnership (400 Points)

1. Community Based Organization (CBO) Partner Engagement & Selection

- A. Describe Agency's process of engagement and outreach with local community-based organizations, partners, and other organizations that serve shared communities. Describe how CBOs were invited to participate in the solicitation as a co-applicant and how the CBO which your Agency is co-applying was selected. (50 Points)
- B. Describe the selected CBO's experience in providing services to the community within the sub-region your Agency is applying. Include years of experience (minimum of 3 years within the past 5 years), community expertise (including lived experience of staff), major accomplishments, and other information that demonstrates strength of presence within community. (50 Points)

- C. Describe how the selected CBO will support the delivery of the AJCC Modernization strategies, implementation and effectiveness of addressing the Centers of Excellence, and improve the effectiveness of overall delivery of WIOA services. (100 Points)

2. Community Based Organization (CBO) Partnership

- A. Include a draft Memorandum of Understanding (MOU) or similar agreement that describes the functional roles of the CBO and the provision of WIOA allowable service(s) of which the CBO will provide. Services to be provided by the CBO may include, but are not limited to, outreach, skills and/or literacy assessment, job search assistance and/or job placement services, career counseling, soft skill development, referrals to services and/or business services. (100 Points)
- B. Describe how the Agency will provide technical assistance to the CBO to ensure compliance with contractual obligations and WIOA program requirements. (50 Points)
- C. Describe how the Agency will provide oversight of the CBO to ensure compliance with contractual obligations and WIOA program requirement. (50 Points)

Section VI. Veterans' AJCC (This section will only be completed by agencies applying to operate the Non-Comprehensive Veterans AJCC) (300 Points)

Responses to this section shall address Proposer's plan to meet requirements as defined in *Appendix A, Sample Subaward, Exhibit A-2, Veterans AJCC SOW*. Proposers applying for the Veterans AJCC shall answer the questions as stated above (except for Sections IV, Request for Proposal Questions Pertaining to the Provision of Youth Services and Section V, Request for Proposal Questions Pertaining to the Community Based Organization Partnership) in addition to the following questions:

- A. Describe Agency's approach, experience, and outcomes in providing workforce services to veterans. Include existing and current funding to provide veteran-focused services that your organization intends to leverage in support of the delivery of Veteran AJCC related services. Describe the leveraged services and how those services enhance the ability to better serve veterans in Los Angeles County. (50 Points)

- B. Provide an overview of the Proposer's understanding of the veteran population, its needs, and the services that are currently available. Include data such as demographics, asset inventory of organizations that serve veterans, available services, and education/skills gaps that are prevalent in the veteran community. (50 Points)
- C. Describe linkages with employers that are committed to hiring veterans in high-growth and emerging sectors. (40 Points)
- D. Describe partnerships with training providers and/or certification organizations that have expressed an intent to implement accelerated programs for veterans. (40 Points)
- E. Describe proposed partnership service model with other veteran workforce programs sponsored by USDOL, Veterans' service and benefit programs sponsored by the Department of Veterans Affairs (VA), and Veterans programs administered by the California Employment Development Department (EDD) to ensure Veterans receive wrap around services for long term employment retention and success. (40 Points)
- F. Describe the Proposer's plan to coordinate and collaborate on services with the broader workforce system, i.e., other AJCCs and with County's Business Services Division. Additionally, describe the integration of the Disabled veterans' outreach program (DVOP) specialist and Local veterans' employment representative (LVER) into the plan for coordinated services. (40 Points)
- G. Describe plan to coordinate and lead Countywide initiatives focused on veterans, such as those implemented by educational organizations, employer associations, and veterans service organizations. (40 Points)

**Section VII. Rapid Response Program (this section will only be completed by Agencies applying to administer Rapid Response Program)
(200 Points)**

Proposers applying for the WIOA Rapid Response Program shall answer the questions as stated above, in addition to the following questions by describing your plan to meet the requirements as defined in *Appendix A, Sample Subaward, Exhibit A-3, WIOA Rapid Response Program SOW*:

- A. Describe your experience in providing Rapid Response and/or Layoff Aversion services, including the number of years providing such programs or services. Also include your overall staffing plan, inclusive of experience of identified staff. (30 Points)
- B. Comprehensive AJCCs operating the WIOA Rapid Response program shall advance the modernization strategies and north star principles as described in the SOW through Rapid Response services and activities. With that understanding, provide an overview of how you intend to implement Rapid Response services in the spirit of those strategies and principles. Include descriptions of the coordination of activities and the engagement of employers, labor unions, and other partners that bring value-added resources to rapid response efforts. In addition, please describe other planned strategies or services in your overall service design that complements required Rapid Response services. (40 Points)
- C. Rapid Response is part of the ecosystem of the overall LA County AJCC system and requires regional coordination that often extends across local workforce development areas in the LA Basin and Southern California Region. Describe how you will work with LA County AJCCs, other workforce development areas and workforce development boards that serve the LA Basin, and other organizations throughout the Southern California region in coordinating Rapid Response efforts. In the description, include how you will integrate Rapid Response activities with these other entities and articulate the benefits of engagement and connection to each entity. Also describe how you plan to ensure a seamless transition of participants from Rapid Response activities to relevant workforce development services offered through our AJCC system. (40 Points)
- D. Organized labor plays an important and positive role in Rapid Response. Approaches promoted by organized labor and labor-supported training programs are effective in encouraging workers to participate in Rapid Response services, providing additional resources, training, and inter-union quality job opportunities. Local unions frequently have ties to community-based organizations, whose resources could be effectively mobilized to assist in initial and subsequent service delivery to affected workers. Therefore, Proposer shall describe how it will engage local labor unions, as applicable, in its rapid response efforts and include at least one letter of support from a local union demonstrating history of good working relations and commitment of partnership. (40 Points)
- E. Describe your performance attainment strategies, including how goals and outcomes will be achieved, monitored, reported, and managed. Include a specific

strategy for increasing Rapid Response Non-WARNs (defined in the WIOA Rapid Response SOW Attachment 4 – Definitions) and Layoff Aversion activities (as listed in the WIOA Rapid Response SOW subsection 1.6.4.1.11) and an overview of your strategies for notification of layoffs, engagement of employers, methods of outreach, and usage of data to help drive positive performance. (25 Points)

- F. Please provide an overview of the Proposer’s performance plan. Describe the Proposer’s approach to continuous improvement, including compliance with all mandated Rapid Response and Lay-off Aversion time frames (as indicated in the WIOA Rapid Response SOW subsection 1.6.3.1) and services (as delineated the WIOA Rapid Response SOW in subsections 1.6.4.1 and 1.6.4.2). (25 Points)