

Request for Qualifications

Workforce Development Initiative

South LA Decides – Region 2

October 2021

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## Section 1: Initiative Background and Scope of Services

### Purpose

The purpose of this Request for Qualifications (RFQ) is to solicit proposals from South Los Angeles organizations to develop and implement innovative workforce development programming and services focused on increasing equity and policy and systems change for residents of Best Start Region 2. The workforce development initiative programs seek to address the gaps in services and frameworks that lead to the disengagement of low-income communities of color in traditional and non-traditional pipelines to employment opportunities.

Solicited proposals must be prepared to serve people in a manner that successfully connects them to essential resources, skills and employment. Many individuals accessing publicly funded workforce programs have been disproportionately harmed by discriminatory practices which serve to both exclude them from economic opportunity and devalue the assets they bring to the labor market. To begin to address these inequities, CHC prioritizes and encourages applicants to propose deliberate, targeted strategies to ensure full and equitable access for these individuals. We highly encourage applicants to highlight ways in which their program advances employment equity to help address economic disparities.

### About the Best Start Initiative

Best Start is funded by First 5 LA and is their primary investment for engaging communities in a common vision and intention for children and families to thrive, working to strengthen community leadership and collaboration across sectors. Best Start is a promise that every child in Los Angeles County enters kindergarten ready to succeed in school and life.

Progress toward this North Star, however, requires more than publicly funded, professionally delivered services. An overwhelming body of evidence supports the idea that children thrive, and families flourish in strong, safe, healthy, and engaged communities where people develop strong and lasting relationships, support each other, and act together to give children the best start possible.

Through Best Start, First 5 LA invests in 14 geographic areas that have faced historic disenfranchisement and oppression through political, economic, social and environmental factors that aggravate chronic family stressors such as violence and poverty. South LA Decides is a project of Best Start Region 2, which encompasses Best Start Broadway / Manchester (BSBWM), Best Start Compton / East Compton (BSCEC), Best Start Watts and Willowbrook (BSWW), and Best Start West Athens (BSWA). Since 2018, Community Health Councils (CHC) has been serving as the Region 2 Network Grantee to advance policy and systems-change across the region in partnership with other organizations and resident leaders.

### About Community Health Councils

Community Health Councils (CHC) serves as the Regional Network Grantee (RNG) for South LA Region (Region 2) of First 5 LA's Best Start Initiative (read more about Best Start Region 2 [here](#)).

Through this initiative, we are working policy and systems change strategies to improve outcomes for children 0-5 and their families. We do this by working directly with residents and local organizations to identify persistent issues negatively affecting the well-being of families and residents, and developing and implementing innovative strategies to solve these problems.

### About the Best Start Region 2 Workforce Development Initiative

As part of this work, the residents of the Best Start Region 2 area of South LA have identified Employment and Fair Wages as the issue of greatest concern. To address this issue, CHC is leading the formation of a strategic plan of action to improve employment and fair wage opportunities for residents and families of the Best Start Region 2 communities of Broadway-Manchester, Compton/East Compton, Watts & Willowbrook and West Athens, that will ultimately support families in providing the best start for their children.

### Reason for RFQ

CHC is requesting proposals from qualified organizations to develop and implement innovative workforce development programming and services focused on increasing equity and policy and systems change for residents of Best Start Region 2. The selected Contractor(s) will develop, implement, or connect programming that will bolster existing services for jobseekers in Best Start Region 2 and beyond by addressing current economic and workplace inequities.

Through this RFQ, we seek to address both the many inequities facing Region 2 job seekers and the challenging economic climate due to COVID-19 while continuing to support the expansion of a connected and responsive workforce system. While the totality of the economic trauma resulting from the pandemic is not yet known, workers who are Black, Indigenous, or People of Color, transitional age youth, without college degrees, women, or have children, have been most heavily impacted. Members of these groups make up a disproportionate share of the workforce hardest hit by the pandemic and least likely to have been connected to the Los Angeles' Job Development agencies. This RFQ seeks to expand on other workforce development efforts to scale and innovate the service delivery of workforce opportunities and beyond.

Community Health Councils (CHC) is seeking to execute a contract with qualified organizations with expertise in developing and implementing innovative pilot programming and service proposals that bolster existing services in the workforce development system to address current economic and workplace inequities.

### Scope of Services

CHC seeks to contract with organizations that have local workforce development expertise, and who are known in their local communities to ensure successful programs and services that are sensitive to the needs of Best Start Region 2 communities in South Los Angeles and Compton. CHC has identified (4) programmatic areas to launch or sustain programming and services that address the policy priorities of employment and fair wages in the Best Start Region 2 communities. They are as follows:

- A. Job Fairs
- B. Job Developer Position
- C. Direct Job Placement
- D. Workforce Equity Pilot Programs

Proposed strategies should be validated by research, Labor Market Information (LMI) data, or other evidence of effectiveness. Strategies should lead to defined system change or clearly evident skill development, industry-recognized credential(s), certification(s) or other outcomes of success for job seekers or workers.

#### Program Area A: Job Fairs

Job fairs play a critical role in helping to connect job seekers to employment opportunities with businesses and organizations who have immediate job openings to fill. Goals for job fairs include increased awareness of employers and employment opportunities by the public, an increase in the number of employed people in a geographic region and/or among targeted populations, and increased willingness of employers to outreach to and hire people from certain geographic regions and/or underrepresented populations. Hosting job fairs within targeted communities, and outreach to targeted populations to participate in job fairs also helps to achieve diversity and equity in our local workforce, and helps to increase the economic resiliency and self-sufficiency of targeted individuals.

It is a well-established tradition in most communities to offer job fairs to the public where employers can share employment opportunities. However, COVID-19 and the resulting precautions, lockdowns, and constraints have made it challenging for employers to reach potential labor pools through in-person job fairs. COVID-19 will continue to limit in-person events for some time into the future and it is likely that many people will continue to avoid large gatherings post-pandemic. On-line or virtual job fairs hosted through easily accessible platforms can ensure both employers and job seekers are able to participate.

#### **In-Person Job Fairs**

Plan, execute and evaluate the effectiveness of a minimum of (4) in-person job fairs for residents of Best Start Region 2, encompassing the communities of Broadway-Manchester, Compton/East Compton, Watts and Willowbrook, and West Athens. This includes, at minimum: creation of an overall action plan for all job fairs, and individual plan for job fairs that consider the unique characteristics of each community, and plan for incorporating lessons learned from completion of the first and subsequent job fairs in all remaining events through contract completion; outreach and engagement of employers to participate, and organizations to promote and help secure participants; coordination of all related logistics; tracking and reporting performance data; and participation in evaluation activities led by CHC.

#### **Virtual Job Fairs**

Plan, execute and evaluate the effectiveness of at least 1 virtual job fair for residents of Best Start Region 2 residents, including: creation of a virtual job fair action plan; outreach and engagement of employers to participate, and organizations to promote and help secure participants; coordination of all related logistics; tracking and reporting performance data; and participation in evaluation activities led by CHC.

#### Program Area B: Job Developer Position

The Job Developer will work with the Best Start Regional Task Force elected members, Community Health Councils (CHC) staff and South Los Angeles residents to work collaboratively with local employers for the hiring of individuals involved within Best Start Region 2. The Job Developer will research career and job opportunities with local and regional employers. The Job Developer will be responsible for the coordination of services and managing relationships with employers, services provided by ally agencies to improve employability and the quality of life for participants and business owners. Additionally, the Job Developer will work with labor unions, job training academies, and identify apprenticeship programs and pipelines towards meaningful careers.

This position will coordinate with stakeholders to develop systems that will generate the highest level of quality customer service for interested participants. They will support the most vulnerable South LA residents who are seeking employment and refer them to hiring employers or apprenticeship programs. Targeted participants and populations may include but not limited to military veterans, reentry, recently released, senior workers, monolingual, foster youth/adults, houseless, survivors of trauma/domestic violence, no high school diploma, disabled, undocumented, women and men of color, single parent households, trans, and LGBTQIA+.

The Job Developer should spend 75% of their time cultivating and maintaining employer partnerships that lead to living wage jobs for participants served. This includes hosting/co-hosting employment and career fairs, employer advisory networks, and partnering with apprenticeship programs. Additionally, 10% of their time should be spent on administrative and compliance responsibilities. 10% of their time should be used to provide updates, coaching, guidance, and mediation with participants. The final 5% of their time should be used to offer evaluation and learnings from observations and experiences as a job developer.

#### Program Area C: Direct Job Placement

Direct job placement services are meant to assess a job seeker's interests and aptitudes, develop a plan to attain employment and deliver or refer participants to targeted services within or outside the workforce system that allow individuals to realize their employment goals.

This may be done in partnership with workforce system partners such as America's Job Centers of California (AJCCS). Grantees may broker and develop relationships with each of these partners to enhance co-enrollment in services and provide additional resources, support and services to enhance the program participants' overall success.

Grantees are required to provide in-person or virtual individual planning and case management services to interested program participants. These services are intended to ensure that the program experience and outcomes for each participant are aligned with the unique educational and occupational goals of the participant and are designed to help individuals overcome barriers to training, education, and successful direct job placement

**Individual Planning:** The grantee must work jointly with eligible program participants who are being referred to training and placement to develop Individual Employment Plans (IEPs) that, at a minimum: (1) identify the participant's employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways, (2) identify any barriers to achieving these goals, and (3) identify an appropriate combination of services and skill development to help the participant achieve his/her employment and educational goals. The grantee should monitor the participant's progress, and continuously modify the IEP to reflect changes in the participant's needs and goals.

**Case Management:** The Job Center must provide integrated case management services to prepare job seekers for a successful job search process that leads to employment and or postsecondary education/training. Case management services can be individualized or provided in group settings through motivational counseling. The services should include follow-ups on referrals and connections to education, training and employment, and advocacy on behalf of the participant, as needed.

Additionally, in order to meet the barriers and challenges for jobseekers in Region 2 communities, the grantee must provide holistic and culturally competent barrier remediation services targeted to participants with multiple barriers that adversely impact successful job search and employment. Grantee will assist participants in identifying employment goals and appropriate achievement objectives, including any industry sector of interest and potential career pathways. Grantee will also identify the barriers to achieving these goals, work with each participant to develop a barrier removal action plan, and connect the participant to one-on-one, small group, public, and other support services available in the community through direct placements as needed to help the participant achieve his/her employment goals.

Through intensive services, the following barriers (but not limited to) will be addressed to enhance employability: lack of federal work authorization, need for English as a Second Language (ESL) or Vocational English as a Second Language (VESL) services, criminal record, drug and/or alcohol abuse, limited technology and internet access, lack of basic computer skills, lack of high school diploma/GED, lack of valid driver's license, or lack of affordable and accessible childcare.



Desired prior service experience for qualified organizations include:

- Prior successful experience providing workforce development services, employment barrier remediation services, and/or referrals to the public workforce system.
- Experience serving a diverse clientele, representative of the range of job seekers and employers targeted in this RFQ.
- Demonstrated history of meeting contract outcome requirements for workforce, Los Angeles residents and/or dislocated workers to viable employment opportunities.
- Experience implementing promising, evidence-informed, or evidence-based service strategies.
- Demonstrated familiarity with the Workforce Innovation and Opportunity Act (WIOA) and/or the Community Development Block Grant (CDBG) and related service requirements.

#### Established Partnerships

- Demonstrated relationships with target populations, WIOA Core Partners, other City or County Departments, local employers, labor unions, and other relevant organizations and service providers.
- Established referral networks with citywide service providers and resources.
- If applying as a fiscal lead agency for a collaborative, demonstrated experience managing a collaborative and holding partners accountable.

#### Program Area D: Workforce Equity Pilot Programs

CHC seeks to advance workforce equity through programs and services by changing the beliefs, policies, institutions, and systems that have limited employment and career success for many individuals and families in South Los Angeles communities. CHC is particularly interested in projects that will address existing employment inequities and help those who have not had employment or economic success achieve their rightful place in the labor market.

Pilot programs propose new strategies or approaches that on a small scale will help to test the feasibility of a new approach or set of services. We envision a system that integrates policies, funding, and delivery systems into a coordinated, community-wide effort supporting both families and workers.

Potential strategies for qualified proposals in this scope may include:

- Strategies to enhance the financial empowerment of low-wage workers through increasing banking access, capability, and savings.
- Initiatives that support workforce providers in improving service delivery for vulnerable populations through communities of practice.

- New outreach and marketing strategies to enhance awareness of existing services and engage those not connected to the workforce
- Innovative training and employment models to meet the needs of job seekers and workers who have not been successfully connected to the labor market such as entrepreneurship or worker cooperatives.
- Strategies to address the digital divide and/or language access of many communities in South Los Angeles.
- Alignment and strategizing of programming and policy prioritization to address the accessibility of affordable childcare for many families in South Los Angeles.
- Effective strategies to engage employers in the training and hiring of disconnected job seekers.
- Programs and services to support educational reengagement and degree attainment.
- Address employment disparities affecting black and brown communities.

Allowable services offered through an Equity Pilot will vary based on the need of the proposed program design. All strategies should form a cohesive approach and address local workforce needs. Examples of allowable services may include:

- Development of partnerships with employers.
- Marketing, outreach, and recruitment activities designed to reach and engage target clientele.
- Assessments to address interest, skills, abilities, and barriers.
- Tailored Job Readiness Training.
- Partnership development with employers, Organized Labor or industry associations, public agencies, or community providers.
- Technology skills training.
- Financial coaching
- Life skills training
- Barrier remediation

### Desired Qualifications

All applicants should include in their proposals information that demonstrates to what degree they possess the following preferred qualifications, as related to the proposed scope of work.

- Collaboration or demonstrated partnership(s) with other citywide agencies, neighborhood community groups and/or grassroots organizations.
- Signed memoranda of understanding (MOUs) and/or letters of support (LOS) detailing how partners will support this pilot.
- Collaboration or demonstrated partnership(s) with workforce training providers, other citywide agencies, neighborhood community groups, labor unions and/or grassroots organizations.
- Target outreach to all communities within Best Start Region 2, with a specific focus on supporting vulnerable populations.

- Partner with industry to: advance earn-and-learn models, provide incumbent worker training, paid internships or apprenticeships, participate in advisory councils, facilitate classroom instruction and/or provide curriculum development support.
- Leveraging of private funding, public employment subsidies such as the Humans Services Agency (HSA) JobsNOW! program, joint labor management funds, employer training panel (ETP), or other sources.
- Experience managing federal workforce funds including Workforce Innovation and Opportunity Act (WIOA), Community Development Block Grant funds and/or other funding streams that may require complex eligibility documentation.

### Supplementary Questions

In addition to completing the general application questions, please make sure that you address all of the following questions in your proposal narrative:

- Define and provide data to support the local workforce system need that this proposal is designed to address.
- Describe how your organization will conduct outreach to marginalized communities to ensure training cohorts are diverse and that access to services is spread equitably throughout the community. Please detail the specific outreach and recruitment methods which shall be customized and utilized depending on the target population.
- Explain your organization's current data tracking systems and how they are utilized to inform program planning, implementation, and client services. Please detail your agency's capacity to input data in various systems and produce reports.
- Identify potential challenges that this pilot program may face and how these will be addressed.

## SECTION 2: ADMINISTRATIVE INFORMATION

### Lead Contact

The Lead Contact listed below, and identified throughout this RFQ, serves as the main point of contact from the RFQ release date, until a Notice of Intent to Award the Contract is issued.

Erika Pinto  
 Policy Analyst  
 Community Health Councils  
 Email: [epinto@chc-inc.org](mailto:epinto@chc-inc.org)

### Communication Procedures

From the issue date of this RFQ until a Notice of Intent to Award the Contract is issued; Respondents may contact only the Lead Contact. Questions regarding this procurement process must be submitted in writing. Questions related to the interpretation of this RFQ must be submitted as provided in Section 2. Oral questions regarding this solicitation will answered

during two online Zoom Bidder's Conferences on October 13 at 3pm PST and October 20 at 2pm PST.

Questions regarding contracts currently in effect between prospective Respondents and CHC is permitted.

#### [Downloading the RFQ from the Internet the RFQ](#)

Document and any addendum to the RFQ will be posted at [\[INSERT LINK\]](#) Respondents are advised to check the website periodically for Addenda to this RFQ, particularly if the Respondent downloaded the RFQ from the Internet as the Respondent may not automatically receive addenda. It is the Respondent's sole responsibility to check daily for addenda to posted documents.

#### [Questions, Requests for Clarification, and Suggested Changes](#)

Respondents are invited to submit written questions and requests for clarifications regarding the RFQ. Questions and/or requests for clarifications must be in writing and received by the Lead Contact on or before the date and time listed on the RFQ cover sheet. Oral questions will not be permitted. If the questions and/or requests for clarifications pertain to a specific section of the RFQ, Respondent shall reference the page and section number(s). CHC will send written responses to questions and/or requests for clarifications received from Respondents on or before the date listed on the RFQ cover sheet. CHC's written responses will become an addendum to the RFQ. If a question results in modification of the RFQ CHC will issue an addendum to the RFQ.

CHC assumes no responsibility for oral representations made by its officers or employees unless such representations are confirmed in writing and incorporated into the RFQ through an addendum.

#### [Amendment to the RFQ](#)

CHC reserves the right to amend the RFQ at any time using an addendum. The Respondent shall acknowledge receipt of all addenda in its Proposal. If CHC issues an addendum after the due date for receipt of Proposals, CHC may, in its sole discretion, allow Respondents to amend their Proposals in response to the addendum.

#### [Amendment and Withdrawal of Proposal](#)

The Respondent may amend or withdraw and resubmit its Proposal at any time before the Proposals are due. The amendment must be in writing, signed by the Respondent and received by the time set for the receipt of Proposals. Electronic mail and faxed amendments will not be accepted. Respondents must notify the Lead Contact in writing prior to the due date for Proposals if they wish to completely withdraw their Proposals.

### Submission of Proposals

CHC must receive the Proposal via the email address identified on the RFQ cover sheet on or before the due date and time of Monday, October 25, 2021 at 5pm PST. **This is a mandatory specification and will not be waived by CHC. Any Proposal received after this deadline will not be reviewed.** It is the Respondent's responsibility to ensure that the Proposal is received prior to the deadline.

Respondents must furnish all information necessary to enable CHC to evaluate the Proposal. Oral information provided by the Respondent will not be considered part of the Respondent's Proposal.

### Proposal Opening

CHC will open Proposals after the deadline for submission of Proposals has passed. The Proposals will remain confidential until CHC has issued a Notice of Intent to Award a Contract. However, the names of Respondents who submitted timely Proposals will be publicly available after the Proposal opening. The announcement of Respondents who timely submitted Proposals does not mean that an individual Proposal has been deemed technically compliant or accepted for evaluation.

### Funding Amount

The available funding amount for proposals is \$102,000. The intent is to award this contract to one entity and the minimum award amount is set to \$50,000. Final award decisions will be made by Best Start Region 2's Regional Task Force.

### Costs of Preparing the Proposal

The costs of preparation and delivery of the Proposal are solely the responsibility of the Respondent.

### No Commitment to Contract

CHC reserves the right to reject any or all Proposals received in response to this RFQ at any time prior to the execution of the Contract. Issuance of this RFQ in no way constitutes a commitment by CHC to award a contract.

### Reference Checks

CHC reserves the right to contact any reference to assist in the evaluation of the Proposal, to verify information contained in the Proposal and to discuss the Respondent's qualifications and the qualifications of any subcontractor identified in the Proposal.

### Information from Other Sources

CHC reserves the right to obtain and consider information from other sources concerning a Respondent, such as the Respondent's capability and performance under other contracts, the qualifications of any subcontractor identified in the Proposal, the Respondent's financial stability, past or pending litigation, and other publicly available information.

### Verification of Proposal Contents

The content of a Proposal submitted by a Respondent is subject to verification. If CHC determines in its sole discretion that the content is in any way misleading or inaccurate, CHC may reject the Proposal.

### Proposal Clarification Process

CHC reserves the right to contact a Respondent after the submission of Proposals for the purpose of clarifying a Proposal. This contact may include written questions, interviews, site visits, a review of past performance if the Respondent has provided goods and/or services to the State or any other political subdivision wherever located, or requests for corrective pages in the Respondent's Proposal. CHC will not consider information received from or through Respondent if the information materially alters the content of the Proposal or the type of goods and/or services the Respondent is offering to CHC. An individual authorized to legally bind the Respondent shall sign responses to any request for clarification. Responses shall be submitted to CHC within the time specified in CHC's request. Failure to comply with requests for additional information may result in rejection of the Proposal.

### Disposition of Proposals

All Proposals become the property of the CHC and shall not be returned to the Respondent. Once CHC issues a Notice of Intent to Award the Contract, the contents of the narrative portion of all Proposals will be public records available for inspection by interested parties.

### Evaluation of Proposals Submitted

Proposals that are timely submitted and are not rejected will be reviewed and evaluated. CHC will not necessarily award a Contract resulting from this RFQ to the Respondent offering the lowest cost. Instead, CHC will award the Contract(s) to the Responsible Respondent(s) whose Responsive Proposal CHC believes will provide the best value to CHC and achieve the greatest impact on the residents of the Best Start Region 2 communities of South LA.

### Award Notice and Acceptance Period

Notice of Intent to Award the Contract(s) will be sent to all Respondents submitting a timely Proposal and may be posted at the website shown on the RFQ cover sheet. Negotiation and execution of the Contract(s) shall be completed no later than thirty (30) days from the date of the Notice of Intent to Award or such other time as designated by CHC. If the successful Respondent fails to negotiate and deliver an executed Contract by that date, CHC, in its sole discretion, may cancel the award and award the Contract to the remaining Respondent CHC believes will provide the best value to the residents of the Best Start Region 2 communities of South LA.

### No Contract Rights until Execution

No Respondent shall acquire any legal or equitable rights regarding the Contract unless and until the Contract has been fully executed by the successful Respondent and CHC.

## SECTION 3: FORM AND CONTENT OF PROPOSALS

These instructions prescribe the format and content of the Proposal. They are designed to facilitate a uniform review process. Failure to adhere to the Proposal format may result in the rejection of the Proposal.

All Proposals must be submitted via email to [epinto@chc-inc.org](mailto:epinto@chc-inc.org). The Proposal shall be divided into three parts: (1) the Narrative Proposal. (2) Supporting Documentation (list provided below) and (3) the Cost Proposal.

### 1. Narrative Proposal Format

#### Cover Sheet

The Respondent shall include a cover page (one-page maximum) listing the following information:

- Include “Response to Workforce Development Initiative RFQ” as the header
- Name of applicant organization/group
- Mailing address, phone number and email address, and website of applicant organization/group
- Social media handles: Facebook, YouTube, Instagram, Twitter
- Name, title and contact information of project lead
- Alternate contact name, title and contact information
- Project Title

#### Table of Contents

The Respondent shall include a table of contents of its Proposal and submit the **Checklist of Submittals per Attachment A.**

#### Executive Summary

The Respondent shall prepare an executive summary and overview of the goods and/or services it is offering, including all the following information on no more than (1) page:

- An overview of the Respondent’s plans for complying with the specifications of this RFQ.
- Any other summary information the Respondent deems to be pertinent.

The Respondent shall provide the following general background information on no more than (1) page:

- Name, address, telephone number, fax number and e-mail address of the Respondent including all d/b/a's or assumed names or other operating names of the Respondent and any local addresses and phone numbers.
- Form of business entity, e.g., corporation, partnership, proprietorship, limited liability company.
- State of incorporation, state of formation, or state of organization.
- The location(s) including address and telephone numbers of the offices and other facilities that relate to the Respondent's performance under the terms of this RFQ.
- Number of employees.
- Type of business.
- Name, address and telephone number of the Respondent's representative to contact regarding all contractual and technical matters concerning the Proposal.
- Name, address and telephone number of the Respondent's representative to contact regarding scheduling and other arrangements.
- Name, contact information and qualifications of any subcontractors who will be involved with this project that the Respondent proposes to use, and the nature of the goods and/or services the subcontractor would perform.

#### Statement of Experience

The Respondent must provide the following information regarding its experience on no more than (2) pages:

- Number of years in business.
- Number of years of experience with providing the types of goods and/or services sought by the RFQ.
- The level of technical experience in providing the types of goods and/or services sought by the RFQ.
- A list and detailed description of all goods and/or services similar to those sought by this RFQ that the Respondent has provided to other businesses or governmental entities within the last 5 years.

#### Scope of Work Template

Using the provided **Scope of Work Template (Attachment B)**, Respondents shall provide a realistic and detailed work plan that outlines all activities to be completed as part of the proposed project, the timeframe during which each activity will take place (month or range of months), the person(s) or position(s) responsible for each task, and a list of tangible deliverables associated with each activity. Note: If subcontractors are used, Respondents should include tasks delegated to them.

Please label the file name in the following manner: **ABC Organization\_Attachment B**.



## 2. Supporting Documentation

The Respondent will submit the following documents, if available and applicable. Documents indicated with an (\*) must be provided in this submission by Oct 25, 2021; and the remaining documents will be required to submit by execution of award Contract. Please ensure all file names are clearly labeled to indicate your organization and the document being submitted in the following manner: ABC Organization\_501c3 Determination Letter.

Governance Documents		
	Board of Directors List (or governing body per approved bylaws)	
	Organizational Bylaws	
	*501(c)(3) Determination Letter	
Financial Documents		
	*Organizational Balance Sheet^	2019 and 2020
	*Organizational Profit and Loss Sheet^	2019 and 2020
	*Organizational Statement of Cash Flow^	2019 and 2020
Strategic Planning and Programmatic Capacity Documents		
	Mission and Vision Statements	Statement(s)
	Organization's Strategic Plan	Document
	*Organizational References	3 References familiar with org
Administration, Personnel, and Operations Documents		
	*Organization Chart	Latest approved org chart
	Insurance	Certificates of Liability
	Adherence to Justice Equity Diversity and Inclusion (or similar policy)	All safeguarding policies

^ If your organization does not have Audited Financial Statements, please provide a clear statement indicating a plan and timeline to do so and/or 2019 and 2020 organizational tax filings and/or draft financial statements.

## 3. Cost Proposal

Using the provided **Cost Proposal Template (Attachment C)**, Respondents shall provide a clearly delineated cost proposal, including an estimate of staff time (as FTE %), a brief description of key roles and responsibilities for each staff person, and details of costs included in each major line item. Please note that the template includes three tabs; all tabs must be completed.

Please label the file name in the following manner: ABC Organization\_Attachment C.