



Request for Proposals: Supporting Residents to Access Economic Opportunities

Atlanta's Neighborhood Planning Unit-V (NPU-V) is an important example of the effects of urban development and political forces on inner-city communities of color. White flight, large-scale disinvestment and misguided, discriminatory policies have led to the significant decline of what once were thriving, economically vibrant communities with quality job options. Despite these challenges, residents have always actively engaged in community-wide initiatives and developed creative solutions.

The Annie E. Casey Foundation recognizes that to reconnect residents with employment opportunities, career-development programs and services must account for an individual's interests and related skill development needs. The Casey Foundation hopes to create inclusive processes and pathways that engage residents and support their initial and ongoing employment and career goals, and that use employer relationships to improve job and entrepreneurial opportunities.

As part of those efforts, the Foundation's Atlanta Civic Site requests proposals for community-driven initiatives that will deliver a range of employment training, placement and support services through multi-stakeholder partnerships to support the employment interests of unemployed and underemployed residents in NPU-V and surrounding neighborhoods. Partnerships will achieve quality outcomes for residents through a balance of resident engagement and leadership, racial equity practices and talent development services.

Priority will be placed on partnerships that demonstrate capacity and a track record in four key areas:

- **Resident engagement:** Knowledge of the NPU-V neighborhood and residents; a track record with outreach and recruitment in NPU-V (or in comparable low-wealth/disinvested neighborhoods); and experience including resident voice.
- **Talent development and career pathways:** Experience in providing a range of talent development functions, including assessment, supportive service referrals, job-readiness training, skills training, placement and retention; employer partnerships offering quality entry-level employment; and knowledge of workforce funding that can be used to expand opportunities for residents.
- **Racial equity:** Understanding and application of racial equity tools within partnerships and initiatives, or a commitment to learn and adopt a racial equity approach.
- **Partnership:** Experience collaborating with organizations and in establishing accountability within partnerships that recognize and use the unique assets of each organization.

Resident leadership in program design, implementation and oversight is required. The Casey Foundation will focus on strong employment outcomes for residents while supporting partnerships that are aligned with neighborhood priorities and that connect residents to careers.

Successful awardees will achieve the following in each priority area:

Resident engagement

1. Develop and implement a program design that is rooted in the specific challenges and opportunities NPU-V residents face.
2. Form partnerships with community-based stakeholders with significant ties to those most affected by the disinvestment in neighborhoods.

Talent development and career pathways

1. Conduct comprehensive, up-front assessments resulting in customized service and career plans.
2. Facilitate participant connection to work supports and barrier removal.
3. Increase participants' access to workforce training.

4. Secure commitments with specific employers in relevant sectors to build a coordinated continuum of employment to quality jobs.
5. Facilitate resident placement and retention in viable employment options.

Racial equity

1. Demonstrate a commitment to achieving racial equity and inclusion.
2. Comply with all data collection requirements, including disaggregating data by race.

Partnership

1. Develop peer-based partnerships to achieve the project goals.
2. Establish a Memorandum of Understanding (MOU) that reflects each partner's capacities and establishes clear accountability mechanisms.
3. Secure external resources where possible.
4. Collect participant-level data and effectively share, review and use with the partnership for program improvement.

Critical dates

RFP release: February 1, 2019

Letter of intent due: February 22, 2019

Information session: February 12, 2019, 3:00 p.m., 1332 Metropolitan Parkway SW

Deadline for submission: March 15, 2019

Background

Atlanta is one of two civic sites, along with Baltimore, where the Casey Foundation has a special connection and a long-term commitment to child and family well-being. The Foundation strives to support safe, stable and economically diverse communities, and to invest in collaborative strategies citywide that help kids succeed in school and families care for their children.

Purpose

The purpose of this grant program is to support strength-based, targeted talent development and wraparound services that result in increased skills, employment and retention for residents in NPU-V and surrounding communities.

Applicants must show a track record of engaging and working with historically unemployed or underemployed populations, intentional and significant partnerships with community residents and service providers, and an applied commitment to achieving racial equity and inclusion through proposed programmatic approaches and outcomes.

Applicants will demonstrate a commitment to racial and ethnic equity, both by the lead and affiliate partners, through processes and systems including the following:

- mission and values statements;
- the application and use of race equity tools and root-cause systems analysis to internal and external policies and programs;
- the development and use of research and data systems that disaggregate and consider racialized impacts; and/or
- the willingness to learn and adopt these and other approaches to racial equity.

The Foundation recognizes there is a range of capacities requested in this RFP across the four priority areas and does not expect one organization to possess them all. Casey encourages applicants to reach out to organizations with the core capacities to form strong partnerships to achieve the RFP's goals. In addition, applicants must demonstrate a commitment by all partners to increase their capacities during the grant period.

This grant program seeks to pilot a new way of approaching talent development that infuses resident voice and racial equity within program design and processes, while also using evidence-based best practices. That can be accomplished in the following ways:

Resident engagement

- Working in partnership with a diverse set of neighborhood stakeholders to build residents' awareness of available workforce training and employment opportunities and of services to help address barriers to employment.
- Conducting intensive outreach at the neighborhood level to identify, recruit and engage low-skilled, unemployed residents.
- Creating platforms for ongoing resident oversight and engagement.

Talent development and career pathways

- Developing programming that offers residents a continuum of employment that draws a direct line from residents' skill and education levels to quality employment in sectors with clear career pathways and providing the needed training and supports to ensure successful outcomes.
- Conducting comprehensive, asset-based assessment of residents' skills, interests, and service needs.
- Creating service and careers plan that reflects residents' goals and a realistic approach to training and employment.
- Partnering with specific employers with a track record of working with residents who have historically had challenges entering and staying in the labor market.
- Supporting residents, through established partnership linkages, in accessing critical support services.
- Using established connections to deliver skills training in a range of sectors.
- Delivering curriculum-based soft skills and/or occupational skills training that leads to employment placement.
- Using strength-based approaches to mentor, coach and support workers throughout the training, placement and employment retention experience.
- Integrating literacy skills into work readiness or skills training.
- Providing work-based learning opportunities, including paid internships and apprenticeships, that provide hands-on learning and a stipend so participants can stay engaged with skill-building longer while supporting their families.
- Offering quality sector-based (or anchor institution-based) work with specific industries and employers that match the profile of residents engaged in training and offering internships or work experiences as part of the partnership.
- Supporting the transition to employment and job retention, including regular contact between new employees and employers and linking to job retention support services.

Racial equity

- Incorporating racial equity principles and practices into partnership development and operations.
- Approaching work with residents and employers using a racial equity lens.
- Embedding racial equity frameworks into data analysis.
- Using strength-based approaches to help participants identify their abilities and assets and set goals.
- Recognizing the unique assets of all stakeholders and establishing transparent decision-making processes.

Partnership

- Working with diverse partners to establish a collaborative that reflects residents' priorities.
- Facilitating solid connections across partners that are both effective and efficient.
- Implementing accountability mechanisms.
- Establishing shared expectations among residents, organizations, employers and others in the partnership.

- Clearly defining roles and responsibilities among partners; holding regular meetings; using data to inform program design and modifications; and developing agreed-upon accountability mechanisms to support all partners in their work.

Applications **must** demonstrate thoughtful approaches to aligning support services and diverse and innovative partnerships with residents and employers. Lead partners will be required to submit letters of support from affiliate partners.

The Casey Foundation strives to support a continuum of programming for residents with this grant program while also recognizing that every initiative does not need to offer every service along that continuum. The strength of the approach will be rooted in a demonstrated understanding of the interests and skill needs of community residents and a program design that leads to successful quality employment.

Target population

This grant opportunity aims to serve unemployed and underemployed youth (16 – 24) and adults in NPU-V. At least 90 percent of participants served through the program must be low-skill, unemployed or underemployed. At least 50 percent of the participants must live in NPU-V, and all other participants must live in communities adjacent to NPU-V.

Award type and amount

Funding will be provided in the form of a grant of up to \$150,000. Only collaborative partnerships can apply. The Foundation has the right to change grant amounts depending on the quantity and quality of applications submitted under this RFP. Grant awards will be made only to the extent that funds are available.

The Casey Foundation is interested in the sustainability of this work and **requires** some level of matching investment. The Foundation is looking for workforce organizations that are able to arrange paid work experiences through employer or public funding that enable residents to build skills and knowledge while still providing for their families.

Period of performance

The performance period will be 12 months from the date of execution of the grant agreement, commencing on or about May 1, 2019, and ending on or about April 30, 2020. Successful awardees may be eligible for a second-year renewal. Grant renewals will be made at the Foundation’s discretion and will depend upon a range of factors, including but not limited to grantee performance and availability of funds.

Qualified applicants

This RFP is open to the following lead applicants:

- workforce training organizations;
- supportive service organizations partnered with workforce training organizations;
- resident-led volunteer associations partnered with workforce training organizations;
- community development corporations; and
- neighborhood and faith-based institutions.

An organization may only be a lead applicant in one application; all organizations may participate in up to two applications.

Applications are **required** to represent diverse and innovative partnerships between aligned service providers, residents and employers.

The Atlanta Civic Site will hold an information session on February 12 (3 p.m. at Metropolitan Library), where organizations can ask questions about the RFP and potential partners will be able to participate in a structured process to meet each other and discuss possible collaboration.

This is a competitive process open to organizations with a not-for-profit designation as evidenced by incorporation in the state of Georgia or by a federal 501(c)(3) tax-exempt designation.

Selected grantees (organizations, or partnerships thereof) must, collectively, have demonstrated experience with and positive outcomes in the four priority areas and must possess the requisite technical capacity and professional expertise to provide the types of services required. Applicants may form teams or include subcontractors to appropriately respond to all tasks listed in the scope of work. The proposal must clearly identify a prime or lead contractor. Letters of support for the lead contractor will be required.

Submitting the proposal

Proposals submitted in response to this RFP must consist of five separate and distinct parts: (1) the **cover page**, (2) the **project abstract**, (3) the **project narrative**, (4) the **project budget & budget justification**, and (5) **required supplemental documents**. Recognizing that written proposals do not always offer a full picture of a partnership or initiative, the Foundation may schedule site visits with potential contractors and their teams as part of the review process.

It is the applicant's responsibility to ensure that the submitted proposal is complete and fully responsive to all RFP requirements, and that the funding amount requested is consistent across all parts and subparts of the proposal.

The Foundation reserves the right to deem any proposal incomplete or nonresponsive, and thereby ineligible for competitive review. The Foundation will only review proposals that demonstrate experience and design thinking that connect each of the four priority areas. Please closely follow the guidelines below to ensure that the proposal package is fully responsive to RFP requirements and thereby eligible for review.

Responsive proposals must be submitted by email no later than **5 p.m. on Friday, March 15, 2019**. Applications and all questions and inquiries should be submitted to:

Kristina Sales
ksales@aecf.org

Please follow the guidelines below to assemble the proposal.

GENERAL REQUIREMENTS: PROPOSAL FORMAT & ORGANIZATION

Order of Contents

Organize the proposal package as follows:

- Section 1 – Cover Page – 1 pg.
- Section 2 – Project Abstract – 1 pg.
- Section 3 – Project Narrative – 10 pgs.
- Section 4 – Budget & Budget Narrative – No Limit – Please Use Provided Templates
- Section 5 – Required Supplemental Documents – No Limit

Formatting Requirements

Format the proposal according to the following requirements:

- 12-point font

- Normal Margins (Top: 1"; Bottom: 1"; Left: 1"; Right: 1")
- Double-Spaced
- Times New Roman
- Numbered – bottom of page
- Single-sided 8.5 x 11" page

SECTION 1: COVER PAGE

Instructions

The first section of the proposal should be the **Cover Page**. Please detail the following:

- Name of lead applicant
- Project name
- Co-applicants/Partners
- Address of Lead Applicant
- Total amount requested
- Annual operating budget of Lead Applicant
- Cost per enrolled participant
- Designated lead point of contact

SECTION 2: PROJECT SUMMARY

The second section of the proposal should be the **Project Summary**. The **Project Summary** should be no more than one page in length and should closely follow the standard formatting requirements above (See '**General Requirements**'). Please label this part of the application '**Section 2 – Project Summary**'.

Please detail the following information in narrative form:

1. Name of the proposed initiative or project
2. Name of the lead applicant
3. Names of key collaborating partners, including collaborating community, racial equity, service, youth development and/or workforce training/placement organizations
4. Project goal and objectives
5. Targeted population(s)
6. Targeted neighborhood(s)
7. Overview of project scope (types of services to be provided)
8. Proposed performance outcomes
9. Requested award amount

SECTION 3: PROJECT NARRATIVE (75 Points)

Instructions

The third section of the proposal should be the **Project Narrative**. The **Project Narrative** should be 10-20 double-spaced pages in length and should closely follow the standard formatting requirements above (See '**General Requirements**'). Please label this part of the application '**Section 3: Project Narrative**'.

The Foundation encourages applicants to utilize the strengths of partners during application preparation and submission. Please have the lead organization on a particular core capacity write the response to that section of the RFP.

Please detail the information below in narrative form. Please use the headers below for each subsection and follow the same order/sequence of content.

Part 1: Target Neighborhood(s)

- Identify the neighborhoods across and/or within NPU-V to be served with the project. Identify any other adjacent neighborhoods you will serve through the project and explain why you will serve them.

Part 2: Target Population(s)

- Identify the targeted population(s) to be served through the project; include data disaggregated by race, income and geography where possible. Describe your experience working with these populations in the past, their strengths and challenges.
- Verify that at least 90 percent of participants served through the program will be low-skill, unemployed or underemployed and at least 50% will be residents of NPU-V.

Part 3: Project Methodology & Work

1) Please offer a brief explanation (2 – 3 paragraphs) to the following two questions:

- Why does poverty exist?
- What does your organization do to address poverty?

2) Please give a brief overview of your program design that demonstrates integration of the four priority areas in the design. (Review team – this is so that the reader can get a basic sense of the overall design – thinking it is 2 – 3 pages of the response)

Include a detailed explanation of resident engagement and recruitment, assessment, service referral, coaching, training, placement, and retention.

3) Please describe your experience in each of the four priority areas and how your work will incorporate each priority area. Your answer should include responses to the following questions for each area:

- What is your demonstrated experience in this area by at least one partner? Please provide an example of work by at least one of your project partners and the results. Please name at least two lessons in each area that you will carry forward into this project.
- What are the elements of your NPU-V project design where this area will be incorporated? Please see specific questions below for each area.

a) Neighborhood Engagement and Outreach

- Include how you will identify community residents and their interests, and a specific plan for engagement and outreach.
- Identify how neighborhood residents will be engaged in program design and oversight, including the number of community representatives actively involved in the project's board/governing body (if applicable)
- Attach an MOU for each community partner in your collaborative.

b) Talent Development

- Describe the staff approach to working with residents throughout the project. What processes and tools will be utilized and how do they contribute to a strength-based approach to resident support?
- Describe the assessment process that will be used after an eligibility determination has been made to identify each candidate's assets.
- Describe the strategies to remove or mitigate identified work- related barriers and identify the 2-3 largest barriers based on your past experience in NPU-V or similar neighborhoods and how you will address them.
- Offer insight into how your program design will meet the interests and needs of neighborhood residents. Explain how the connection to specific employers will result in positive employment

- outcomes.
- Describe how employers will be engaged in identifying employment opportunities for residents and in the program design.
- Identify at a minimum three employer partners with which the lead applicant, core partner(s) or partnership has had a validated track record of successful placement and candidate retention. Attach a letter of support for each.
- Identify which evidence-based practices you are including and why they are relevant for NPU-V residents.

c) Racial Equity

- Describe how the project will be organized and managed to promote race equity, including choice of partners, approach to structuring the project, how race equity tools will be utilized, training of staff, and decision-making processes.
- Offer 2-3 insights on the most critical elements of your program design and why they are important in a race equity approach.

d) Partnership

- Describe how the partnership will work together, including communication mechanisms, how project progress across partners will be tracked, and how issues will be resolved.
- Describe the approach all partners will take to be held accountable to their role in supporting project goals
- Attach MOUs for all partners in the project that details the role of each partner (community, employer, supportive services, and others as applicable)
- Describe how the project will leverage other resources through partners to achieve your outcomes, including use of Workforce Innovation Opportunity Act Individual Transfer Account funds, TANF, other philanthropic dollars, etc. What is the partnership's past experience in securing leveraged dollars to support residents and businesses?

Part 5: Organizational Information

1) Project Staffing Plan

- List all key staff to work in support of this project, including each staff member's name, title, and role. Provide a reasonable timeframe for hiring the project manager if one is not already identified and describe plans to assign an interim project manager if required.

2) Financial stability

- Provide your lead organization's total budget for the last three fiscal years. What were your top three sources of revenue in your last fiscal year and what percentage of your budget do they represent? Have you experienced a budget shortfall or surplus in any of those years? What do you project your current year budget will be?

3) Past Talent development outcomes

Including a summary of the initiative's performance outcomes from 2018. Performance outcomes should include (at minimum):

- Number of residents recruited and assessed
- Number of residents trained in the work readiness and/or job training curriculum
- Number of residents placed into employment, including average wage
- Number of residents retained for 6 and 12 months

Part 6: Proposed Performance Outcomes and data tracking

- State proposed outcomes for this project.

- Include additional outcomes as needed.

Data Tracking

- Describe the process for tracking participant-level data and progress, including the system to be used.
- Confirm the organization’s/partnership’s commitment to supply data disaggregated by race/ethnicity, gender, and age at the neighborhood level.

SECTION 4: BUDGET & BUDGET JUSTIFICATION (20 Points)

Instructions

The fourth section of the proposal should be the **Budget & Budget Justification**. Please use template below to complete this section. Complete all fields requested or indicate “n/a” where the field is not applicable.

As this section is completed, please be sure to:

1. provide a complete description of costs associated with each line item in sufficient detail to justify the total cost for each line item;
2. make sure that the budget is realistic given the scope of work of the project, including adequate staff personnel devoted to the project to support achieving project objectives; and
3. identify any leveraged funds, including the source and a short description of how funds will be utilized as part of this grant.

| Organization Name: | | | |
|---|--------------------|------------------------------------|------------------------------|
| Project State Date: | | Project End Date: | |
| <i>DETAILED PROJECT BUDGET: Please provide a list of all relevant expenses that you are requesting that Casry fund. Also include a brief description for each line item. You may add additional lines, but do not change the overall outline of the template.</i> | | | |
| Project Expense Line Items | Description | Requested Amount from Casey | Total Project Expense |
| Salary/Personnel | | \$ - | \$ - |
| <i>Title and % of time allocated</i> | | | |
| Fringe/Benefits | | \$ - | \$ - |
| Consultants | | \$ - | \$ - |
| Sub-granting <i>if yes, please add additional lines and provide a short supplemental narrative on use of funds for each subgrant.</i> | | \$ - | \$ - |
| Materials /Supplies | | \$ - | \$ - |
| Travel | | \$ - | \$ - |
| Publication/Media | | \$ - | \$ - |

| | | | |
|--|--------------------------|-------------------------|-----------------------|
| Rent | | \$ - | \$ - |
| Utilities | | \$ - | \$ - |
| Other Expenses | | | |
| Direct Costs Total | | \$ - | \$ - |
| Overhead* <i>cannot exceed 10% of the direct costs covered by Casey</i> | | \$ - | \$ - |
| TOTAL | | \$ - | \$ - |
| **“Overhead” includes operating support, fiscal agent fees and any other unexplained budget line items, and cannot exceed 10% of the direct costs. A tip on how to calculate this is: Total Requested Amount ÷ 11. | | | |
| FUNDING SOURCES: Please list the top funding sources for this project/program. Only list a funding source if you have already <u>requested/secured</u> funding. If Casey is the sole funder of this project/program, please list Casey with the amount requested. | | | |
| FUNDING SOURCE | Name | Amount Requested | Amount Secured |
| FUNDER 1 | | \$ - | \$ - |
| FUNDER 2 | | \$ - | \$ - |
| TOTAL | | \$ - | \$ - |
| Organization Name: | | | |
| Project | Project End Date: | | |
| State | | | |
| Date: | | | |

SECTION 5: REQUIRED SUPPLEMENTAL DOCUMENTS (5 Points)

Instructions: The fifth and final section of the proposal should be the **Required Supplemental Documents**. Please attach the following:

- Most recent audited financial statements for lead agency
- Partner Letters of Support or MOUs (referenced above)
- At least three employer letters of support/partnership
- Organizational chart for the Initiative

EVALUATION CRITERIA

Proposals will be evaluated and selected through a competitive bid process that will include submission of the proposal and a site visit to finalists. The Casey Foundation will establish a proposal evaluation committee that includes community leaders, Atlanta Civic Site staff, and other stakeholders. Members of the committee will have no conflict of interest with any respondent to this RFP.

The Annie E. Casey Foundation reserves the right to negotiate with one or more respondents selected on the basis of the technical merit of their proposal and proposed cost.

Evaluation Criteria – Overview:

| Section | Value |
|--|-------|
| Section 3: Project Narrative | 75 |
| Section 4: Budget & Budget Justification | 20 |

| | |
|--|-----|
| Section 5: Required Supplemental Documents | 5 |
| Total Points Available | 100 |

Further details on the evaluation criteria will be available at the information session.

COST OF PREPARING PROPOSALS

Costs for developing, preparing and submitting the proposals are solely the responsibility of the bidders. The Annie E. Casey Foundation will not provide reimbursement for such costs.

WITHDRAWALS

A submitted proposal may be withdrawn prior to the due date. A written request to withdraw the proposal must be submitted electronically to Kristina Sales at ksales@aecf.org.

TENTATIVE SCHEDULE

| | |
|-------------------------------------|---|
| RFP issued (on or about): | February 1, 2019 |
| Letters of Intent due: | February 22, 2019 |
| Information session: | February 12, 2019 |
| Proposals due: | March 15, 2019 - 5:00 p.m. EDT (email only) |
| Award is announced on or about: | April 5, 2019 |
| Contract completed and approved by: | April 19, 2019 |
| Start of services on or about: | May 1, 2019 |
| Services end no later than: | April 30, 2020 |
| Contract end date: | April 30, 2020 |

Funds will be disbursed in two payments: 50 – 70% of funds will be released with 30 days of an executed Letter of Agreement with the foundation, and the remaining funds will be released upon submission of a six-month report.