

**City of Madison**  
Community Development Division



**REQUEST FOR PROPOSALS**

**RFP #2022-11063**

**Youth, Young Adult, and Adult  
Employment**

**Release Date: July 5, 2022**

**Due Date: August 19, 2022**

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## RFP SUMMARY

<b>RFP NUMBER:</b>	RFP #2022-11063																
<b>RFP TITLE AND SCOPE:</b>	<p>Youth, Young Adult and Adult Employment:</p> <ul style="list-style-type: none"> <li>• Youth Employment Services (ages 14-21)</li> <li>• Young Adult Employment Services (ages 18-26)</li> <li>• Adult Employment Services (ages 18+)</li> </ul>																
<b>DEADLINE FOR SUBMISSIONS:</b>	<b>August 19, 2022 12:00 P.M. (NOON) CST</b>																
<b>FUNDS AVAILABLE:</b>	The CDD anticipates having up to \$1.5 million to allocate through this request for proposals process, however, the final funding availability is dependent upon Common Council decisions, which will be made later this year, regarding the City's 2023 Operating Budget.																
<b>APPLICATION FORM:</b>	<p><b>Available at:</b>  <a href="https://www.cityofmadison.com/dpced/communitydevelopment/funding/2022-youth-and-adult-employment-rfp/152/">https://www.cityofmadison.com/dpced/communitydevelopment/funding/2022-youth-and-adult-employment-rfp/152/</a></p>																
<b>E-MAIL PROPOSAL TO:</b>	<a href="mailto:CDDapplications@cityofmadison.com">CDDapplications@cityofmadison.com</a> All proposals must be submitted electronically. Include <b>Youth, Young Adult and Adult Employment</b> in subject line.																
<b>DIRECT ALL INQUIRES TO:</b>	<p><b>Yolanda Shelton-Morris, Community Resources Manager</b>  <b>Email:</b> <a href="mailto:yshelton-morris@cityofmadison.com">yshelton-morris@cityofmadison.com</a></p> <p><b>Hugh Wing, Community Development Specialist</b>  <b>Email:</b> <a href="mailto:hwing@cityofmadison.com">hwing@cityofmadison.com</a></p>																
<b>RFP CALENDAR:</b>	<p>Please Note: These dates are for planning purposes. They represent the City's desired timeline for implementing this process. All dates are tentative, non-binding, and subject to change, with notice.</p> <table> <tr> <th>Date</th><th>RFP Activity</th></tr> <tr> <td><b>July 5, 2022</b></td><td>Release of RFP</td></tr> <tr> <td><b>July 12, 2022</b></td><td>Letter of Intent to Apply form DUE</td></tr> <tr> <td><b>July 13, 2022 - 9:00-11:00 am</b> <b>July 14, 2022 - 2:00-4:00 pm</b></td><td>Application Workshop, <a href="#">Register</a> Application Workshop, <a href="#">Register</a></td></tr> <tr> <td><b>August 19, 2022</b> <b>12:00 PM CST</b></td><td><b>DEADLINE FOR SUBMISSION OF PROPOSALS</b></td></tr> <tr> <td><b>September 2022 - Date(s) To Be Determined</b></td><td>Applicant Presentations to the Community Services Committee</td></tr> <tr> <td><b>September 21, 2022</b></td><td>Community Services Committee Meeting (Finalize Funding Recommendations)</td></tr> <tr> <td><b>October 11, 2022</b></td><td>Recommended Funding Allocations Introduced to Common Council</td></tr> </table>	Date	RFP Activity	<b>July 5, 2022</b>	Release of RFP	<b>July 12, 2022</b>	Letter of Intent to Apply form DUE	<b>July 13, 2022 - 9:00-11:00 am</b> <b>July 14, 2022 - 2:00-4:00 pm</b>	Application Workshop, <a href="#">Register</a> Application Workshop, <a href="#">Register</a>	<b>August 19, 2022</b> <b>12:00 PM CST</b>	<b>DEADLINE FOR SUBMISSION OF PROPOSALS</b>	<b>September 2022 - Date(s) To Be Determined</b>	Applicant Presentations to the Community Services Committee	<b>September 21, 2022</b>	Community Services Committee Meeting (Finalize Funding Recommendations)	<b>October 11, 2022</b>	Recommended Funding Allocations Introduced to Common Council
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		<b>October 18, 2022</b>	Finance Committee Action	
		<b>October 25, 2022</b>	Common Council Final Action	
		<b>October 26, 2022</b>	Notification of Funded Agencies	
		<b>January 1, 2023</b>	Anticipated contract start date	
		<b>Funding allocation decisions are subject to Council review and approval.</b>		

## Introduction:

The Community Development Division (CDD) of the City of Madison seeks to create the necessary conditions for Madison residents to realize their full potential through the building of human capital and economic development. CDD's mission is to collaborate with residents, neighborhoods, community stakeholders, Community-Based Organizations (CBOs), and other government entities to overcome and remove barriers to opportunities, celebrate and honor vibrant communities, and support resident well-being.

This RFP seeks proposals from organizations that will, together, provide a continuum of services ranging from supported high school graduation, GED attainment, pre and post-employment training and services, employment and career guidance, and work placement for youth, young adults, and adults who face barriers to gainful employment. In addition to the direct personal economic benefits that accrue to participants, creating pathways to employment also serves as one approach to addressing racial and economic disparities, juvenile delinquency, and neighborhood violence.

The purpose of this RFP is to provide agencies with resources to respond to the needs of youth, young adults, and adults who have one or more barriers to employment to prepare for post-secondary education, employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities. With these funds, CDD hopes to support an evidence-based, holistic approach that includes coordinated service delivery to ensure that residents can access relevant services. The City is seeking proposals from organizations with demonstrated successes in and a willingness to support one or more of the following services:

- **Youth Employment Services:**

Services that provide employment, paid internship, and employment training opportunities to youth ages 14-21 by exposing them to various public and private sector industries, job placement, building financial capability, and training to help increase self-efficacy, gain work experiences and skills needed to succeed in today's and future economy. Activities should focus on providing services that increase opportunities for youth to gain valuable job training, career guidance, and real-world work experience through connections with caring adults.

- **Young Adult Employment Services:\***

Services that prepare young adults ages 18-26 for employment, including career pathway exploration, job coaching, training, work experience, and additional supports with the ultimate goal of ensuring young adults gain and retain paid employment at a living wage. Activities should assist young adults who face one or more barriers to employment to prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities.

*\*Note: This is a new priority area of focus as we recognize young adults ages 18-26 are often disconnected, missing key educational and employment experiences and are at increased risk for a host of negative outcomes including: long spells of unemployment, poverty, criminal behavior, substance abuse, and incarceration. <sup>1</sup>*

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<sup>1</sup> 1. Clive R. Belfield, Henry M. Levin, and Rachel Rosen, "The Economic Value of Opportunity Youth" (Washington: Civic Enterprises, 2012); Michael Wald and Tia Martinez, "Connected by 25: Improving the Life Chances of the Country's Most Vulnerable 14-24 Year Olds" Working Paper (William and Flora Hewlett Foundation, 2003); Adrienne L. Fernandes and Thomas Gabe, "Disconnected Youth: A Look at 16- to 24-Year Olds Who are Not Working or in School" (Washington: Congressional Research Service, 2009); Douglas A. Besharov, ed., *America's Disconnected Youth: Toward a Preventive Strategy* (Washington: Child Welfare League of America and American Enterprise Institute, 1999).

### **Adult Employment Services:**

Services that provide employment-related services and supports to unemployed or underemployed adults (especially parents) age 18 and up, who face multiple barriers to employment to connect them to family-supporting jobs. These services may encompass education and literacy, financial capability, language skills, life skills, work-ready skills, specific industry-recognized training, career guidance, basic needs assistance, pre- and post-employment services linkage and employment support, transitional and permanent placement in jobs with business partners, and General Educational Development (GED) support.

In particular, CDD seeks to create opportunities for persons in historically or currently marginalized populations who are living in poverty. With this intention, the City strongly encourages responses from organizations that are connected to, or have a history of success working with, low-income households, women, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+).

## **Background**

The previous funding process around youth and adult employment, conducted in 2017, introduced new objectives and strategic priorities in this program area. The goal of this process is to expand upon these objectives and meet changing needs of the post-pandemic workforce economy for residents of our community. Adult and youth employment programming are priorities under a shared goal area: Building Human Capital. To achieve this goal the City of Madison seeks to:

- Increase paid internship and/or employment opportunities for BIPOC youth ages 14-21 years who face multiple barriers.
- Provide outreach, reconnection, and employment-related services and supports to disconnected, emerging young adults (especially BIPOC young adults 18-26 years of age) who face multiple barriers to employment.
- Provide employment-related services and supports to unemployed or underemployed adults (with priority to parents) who face multiple barriers to employment to connect them to family-supporting jobs.

As CDD seeks to support strategies that are effective for residents facing multiple barriers to employment, we recognize that the quality of services needed to be effective may be labor intensive. To support the conditions that make this quality service possible, factors that affect program stability such as agency staff wages, benefits, employee turnover, and access to professional development and support will be identified in program proposals. The City of Madison is committed to funding sustainable program models that, in turn, help create long-term community-wide change.

The following are community wide indicators of social change the City seeks to improve with this funding:

### *Systems level indicators*

- Increased collaboration with post-secondary education institutions and adult training programs that provide pathways for youth career progression
- Increased number of participant referrals /applications to educational or employment training programming that improves the economic opportunities of participants

- Increased number of private sector partners and deepening of partnerships that support youth, young adult and adult workforce development efforts

### *Population level indicators with focus on youth with barriers*

- Decreased racial disparities in opportunity/achievement in education, employment and income
- Increased number of youth obtaining jobs or paid internships
- Increased number of youth gaining career exposure
- Increased number of youth progressing in post-secondary education and career advancement
- Increase number of youth progressing to education, training, or employment in the Science, Technology, Engineering and Mathematics (STEM) fields.

### *Population level indicators with focus on young adults and adults with barriers*

- Increased number of young adults engaging in supportive programming
- Increased collaboration between service providers working with disconnected young adults
- Increased numbers of adults participating in language proficiency classes
- Increased number of adults who have obtained a minimum of high school graduation or HSED/GED
- Increased number of employed adults
- Increased number of women and people of color placed into union-registered apprenticeships
- Increased number of women and people of color working in the trades, technical services or healthcare professions
- Increase number of young adults /adults participating in education or training, that leads to employment in the Science, Technology, Engineering and Mathematics (STEM) field.
- Increased number of adults earning family sustaining wages

## **Funds Available:**

The CDD anticipates allocating up to \$1.5 million through this request for proposals process; however, the availability of funding is dependent upon Common Council decisions, which will be made later this year, regarding the City's 2023 Operating Budget. Contracts will be developed after awards are finalized by the Common Council. CDD expects to renew the contracts annually through 2026, provided the Common Council authorizes sufficient funding in future budgets, and contingent upon satisfactory agency performance.

**Please note:** Up to \$95,000 will be allocated to support the Wanda Fullmore Youth Internship Program, and up to \$27,350 will be allocated to support young adult conservation work with the City of Madison Parks department.

Currently, the City funds 10 youth-serving and 11 Adult-serving agencies that operate 28 different year round or summer programs. Funding allocations range from \$10,000 to \$278,000 per year.

## **Target Population**

All programs and services should focus on lower-income individuals, and those that are Black, Indigenous, People of Color (BIPOC), immigrants, and/or individuals who identify as Lesbian, Gay, Bisexual, Transgender, and Queer + (LGBTQ+). CDD recognizes the intersectionality of these aspects of identity and expects agencies to do the same. Additionally, CDD places a high priority on ensuring that funded programs and activities are culturally and linguistically responsive to all residents.

## **SECTION 1: SCOPE OF WORK**

### **1.1 Youth Employment Services**

#### **A. Youth Employment & Training**

The City of Madison is seeking proposals from qualified entities to provide employment training and/or employment opportunities for youth ages 14-21 who face barriers to gaining work experience and are being left behind, and are most impacted by the rapidly changing employment economy brought on by the Covid-19 pandemic. A job is an important step in completing the transition to adulthood, a milestone towards independence and self-reliance. Career exploration, post-secondary planning, and support is recommended for youth who are the first in their family to apply and participate in postsecondary education or training. In addition, youth employment serves as one approach to addressing racial and economic disparities, juvenile delinquency, and neighborhood violence when targeted to youth identified as needing assistance to succeed.

#### **B. Wanda Fullmore Youth Internship Program**

The City of Madison is seeking proposals from qualified entities to recruit, train and support approximately 25 low to moderate income high school age youth for an 8-week summer internship in a City government agency, or placement in a City partner agency. The City will contribute up to \$35,000 for personnel and administrative costs to the selected non-profit. Funds for youth intern wages, taxes, and fringe benefits will also be provided.

Providers are encouraged to design program applications that are compatible with current flexible City staff work schedules. Applications should include hybrid style learning experiences. This may include a combination of group project learning -co facilitated by city departments/ Youth Civic engagement projects /department placements. The City will assist by identifying City government agencies willing to host high school age interns in the summer. For these placements, the City will provide work spaces and identify City employees to serve as the interns' supervisors/mentors. Each host site is expected to work with the selected non-profit provider to develop job descriptions and coordinate work/education schedules for the interns.

Interns will generally be expected to work and participate in educational programming implemented or coordinated through the non-profit agency for approximately 20 hours per week for 7 or 8-weeks beginning in June and ending in early August.

Providers will be expected to work with youth intern groups and organize an end of summer group project presentation. This presentation should highlight work undertaken and group and individual lessons learned over the summer.

### **1.2 Emerging Young Adult Employment Services**

The City of Madison Emerging Young Adult Employment Services initiative seeks to increase supportive services for disconnected young adults ages 18-26 that will increase employment, training, and supportive educational opportunities for young adults who are not participating in, and who face barriers to obtaining, job training, education or employment and, due to the Covid-19 pandemic, are left out of the rapidly changing employment and educational economy.

The City is seeking proposals from qualified entities that provide linkage and reconnection points to a continuum of services related to young adult employment and support. The goal is to increase the number of young adult residents obtaining and retaining employment and who are able to earn a family supporting wage. Agencies will be expected to establish partnerships with the City of Madison Parks or Engineering Divisions, private sector

employers, nonprofit organizations, and other government agencies that offer young adult employment services to ensure young adults needing additional support, and/or who are aging out of high school, are transferred to existing programs.

### **1.3 Adult Employment Services**

The City of Madison Adult Employment initiative seeks to increase employment and training opportunities for adults ages 18 or older, who face barriers to obtaining employment and are being left behind during an improving employment economy. The City expects to fund a package of programs that, together, provide a continuum of linguistically and culturally responsive services related to adult employment. Programs will also be encouraged to recruit participants from programs that offer youth or young adult employment services. This is to ensure youth or young adults needing additional support, and/or are aging out of high school, are transferred to existing adult employment and training programs. Increasing the number of residents obtaining and retaining family sustaining jobs relies on outcomes in every level of the employment support continuum.

### **1.4 Program Requirements**

All programs must contain the following components:

#### **Recruitment, Intake, and Assessment**

Providers should recruit and provide services for an identified targeted population, assess each participant's interests, skills, abilities, and resources, and match them with opportunities that support their future career, academic, and/or educational goals.

To move toward a more intentional multiple - generation approach to advancing economic opportunity, the intake and assessment process should attempt to discover other adults, youth or young adults in the home in need of employment services and make subsequent referrals to appropriate programs.

#### **Coordination and Resource Linkage**

The City of Madison supports the efforts to build a comprehensive youth, young adult, and adult employment support system amongst service providers and other key stakeholders. This requires collaborative relationships with high schools, post-secondary educational institutions, and private businesses, other community-based organizations, municipal courts, juvenile justice, foster care, human services staff and workforce development systems providers. Successful employment training, internship, and reconnection support services, connect participants to a continuum of appropriate training (traditional, entrepreneurial, and innovative), work experience, and educational opportunities that address a range of skills and abilities as well as age and life stage needs.

Recognizing that alignment and collaboration are already taking place in the workforce and employment training arena, the City seeks to further support a comprehensive employment support system. This coordinated approach should provide the necessary conditions for participants to progress from program to program and on to post-secondary employment, education or workforce training opportunities.

Successful applicants will be those that demonstrate connections to specific communities and/or geographic areas and have existing collaborations with private sector employers, nonprofit organizations, government agencies, key stakeholders, and other relevant service providers. Examples of alignment include, but are not limited to:

- Intentional scheduling or geographic placement of programs and services to enable smooth transitions between them, such as coordinated scheduling of the graduation of one program with the enrollment of a relevant partner program, or co-location of services.
- Coordination with community partners to address participant barriers and increase their likely success in employment, such as providing child care, securing transportation, addressing mental health or AODA issues or embedding Workers Rights Center or legal clinic workshops, health care information/enrollment, and child care assistance outreach and intake into programming.
- Intentional connection to employers, such as aligning programming with job fairs, and engaging employers in program design, program applicant interviews, job placement, and on the job support.
- Actively engaging in the City of Madison Referrals and Interviews for Sustainable Employment ([RaISE](#)) program processes such as job searching and preparing the referrals of qualified candidates

### **Curriculum**

Providers should utilize a linguistically and culturally relevant, asset-based model. Programs will be required to ensure all participants of different ages and needs develop transferable skills. These should include, for example, soft skills (i.e. ability to work well with others, self-manage) and life skills (i.e. educational and financial literacy, developing support networks) that promote positive development building towards a successful transition to adulthood and family supporting wages. Expected strategies are based on best practices that consist of life skills training that include effective communication, teamwork, building personal connections and networks, time management, financial capability; career guidance and learning opportunities that have potential to lead to further education; job placement and post-employment support.

Curriculums that offer education and training for specialized employment needs should be implemented in partnership with business stakeholders to ensure programming builds pathways for participants in specific industries or with specific companies.

### **Types of Programming and Employment Opportunities**

The City and its partners intend to support an inclusive and responsive continuum of employment opportunities for youth, young adults, and adults that has the ability to support multiple levels of internship, work readiness, and employment opportunities. This continuum will include:

<b>Youth 14-21</b>	<ul style="list-style-type: none"><li>• Supported community based work crews for youth gaining first time work experience</li><li>• Employment, career and educational opportunity awareness and exploration activities, site visits, and job shadowing experiences.</li><li>• Employment training, internships, and employment placement</li><li>• Digital Skill Development for IT /Tech or health related employment or youth-led digital entrepreneurship.</li><li>• Supported work crews with projects requiring additional skill development and technical abilities.</li><li>• Combined employment and support programming for disconnected youth. Employment/support programming that includes group social/emotional learning and positive peer support components.</li><li>• Training and placement in a private business committed to supporting opportunities for youth facing barriers to employment.</li><li>• Youth gain occupational skills, industry certification or credentials (dual credits, youth apprenticeship), and career exploration or licenses that reduce participant's barriers to active participation in employment.</li></ul>
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<b>Emerging Young Adults 18-26</b>	<ul style="list-style-type: none"> <li>• Outreach and reconnection services are designed to reengage young adults unattached to employment or education structures.</li> <li>• Individual client, basic needs, and education assessments.</li> <li>• Coordinated care with other service providers.</li> <li>• Educational support for young adults needing to complete high school, GED or programming that allows for high school graduation.</li> <li>• Digital Skill Training for IT/Tech or health related employment or digital entrepreneurship.</li> <li>• Training and placement in a supported work environment with a specific mission to provide jobs or paid internship opportunities</li> <li>• Supported work crew with projects requiring additional skill development and technical abilities.</li> <li>• Combined employment and support programming for disconnected youth. Employment/support programming that includes group social/emotional learning and positive peer support components.</li> <li>• Placement in a private business committed to supporting opportunities for young adults facing barriers to employment.</li> <li>• Young Adult receives occupational skills, industry certification or credential (dual credits) and career exploration or licenses that reduce barriers to active participation in employment.</li> </ul>
<b>Adults 18 and up</b>	<ul style="list-style-type: none"> <li>• Literacy and basic math skills building, English Language Learning (ELL) training and/or GED preparation and testing support.</li> <li>• Employment Readiness Skills</li> <li>• Supervised training and/or employment</li> <li>• Subsidized or employer-paid transitional employment</li> <li>• Basic needs assessment and referrals for supportive programming</li> <li>• Educational services and Employment Readiness Skills</li> <li>• Education and Career Planning</li> <li>• Job Related Skills Training</li> </ul>

## 5. Programmatic Requirements

- Agency staff will have awareness and/or experience in human services education including child/youth development, and basic needs of young adults and families.
- Agency staff will have awareness and/or experience in developing partnerships with other service providers to facilitate referrals and access to supportive services.
- Agency staff will develop individualized plans informed by an assessment of the needs of the individual.
- The Agency will provide services that are culturally and linguistically responsive to the needs of individuals and households of various races, ethnicities, cultures, and socioeconomic levels.
- The Agency will demonstrate a commitment to staff training and continuous improvement for service delivery. Ensuring staff are trained and informed on all City of Madison Referrals and Interviews for Sustainable Employment ([RaISE](#)) adult employment program processes.
- The Agency will have a demonstrated ability to manage all fiscal and programmatic reporting requirements required to maintain contract compliance.
- The Agency staff members will serve on a workgroup of community providers which will serve as a collaboration hub to assist in the development of related programming.

## 6. Workplace Support

Providers should offer support to both program participants and their program partners through face-to-face, phone, or e-mail contacts as determined by the needs of the employee, educational program, or business partner/supervisor. Providers should work with private sector employers, nonprofit organizations,

government agencies, and other relevant service providers, to provide mentor training to prospective employers to ensure continuity of support and expectations for participants, trainees, or workers, including quality pre-employment, internship, and and/or educational training for all. Programs should consider hiring, and recommending participant graduates to other programs or agencies. Providers should provide follow-up services after the participant completes the program, including opportunities to advance to other partner programs or private sector employment.

Providers will provide 3-12 months of follow-up services with their participants after program completion, including referral to other employment training programs or continued education, as appropriate.

## **7. Theory of Change, Logic Model, and Measurements of Success**

The City of Madison will require applicants to describe their program's theory of change for participants and discuss their rationale for how programming will reach the desired outcome using a [logic model](#). The City of Madison will work with providers to develop standardized outcomes and measures for similar program models. Funded programs must identify clear and measurable outcomes appropriate to the employment and training services continuum, as outlined in [Appendix A - Employment Program Framework](#). All outcomes should demonstrate effectiveness of the program towards building human capital.

### *Tracking participants after program completion*

Because the journey to stable, family sustaining employment may take years for individuals facing multiple barriers, tracking participants over time is crucial to assessing which program models are most effective in helping advance participants toward higher wages and better employment. Funded applicants will demonstrate how their programs will track participants after completion as appropriate to the program model.

Recognizing that these activities require resources, applicants are encouraged to build the cost of follow up into their budgets, reflecting both staff time and other associated expenses. All funded programs will be asked to report on the percentage of participants they are able to maintain contact with at designated times appropriate to the program model.

## **1.5 Eligibility Criteria:**

1. Eligibility is open to non-profit organizations and agencies that have obtained tax-exempt status under 26 USC 501(c)(3) OR groups that can secure, as fiscal agents, organizations that have obtained such status. Please see the Fiscal Agent packet available on the Funding Process website for more information. Organizations that are identified to serve as Fiscal Agents on behalf of applicants will be asked to indicate their understanding of the City's expectations and agreement to act on the applicant's behalf.
2. Applicants may apply for funding to perform work within one or more of the following service areas:
  - Youth Employment Services
  - Young Adult Employment Services
  - Adult Employment Services

Each service type has separate criteria for implementation and reporting. Applicants may apply for funding to perform work within one or more program type. Applicants should be aware of and incorporate best-practice standards outlined in this document in the planning, description and implementation of their proposals.

3. Eligible expenses include personnel, program/project supplies, space and special costs. No more than 20% of grant funds may be applied to overhead or administrative costs. In awarding grants, the City may identify specific uses for allocations. Capital expenses related to the purchase of vehicles or property are not eligible. All awarded funds must be utilized in the timeline outlined in resultant contracts. Expenses not incurred by the contract end date will not be reimbursed.
4. Funds are available to support only currently existing programs, projects, or activities that will entirely, or primarily, benefit residents in the City of Madison.

### Collaborative Proposals

Joint proposals that request funding for multiple agencies participating in a collaborative effort are encouraged. Community partners named in any collaboration must provide a letter of support detailing roles and responsibilities. Joint proposals are appropriate when:

- Joint funding would increase program capacity or enable the existence of a program that would not otherwise be possible due to cost burden, staffing capacity, access to participants, or another similar reason.
- Joint funding will reduce administrative burdens for involved agencies.
- Joint funding strengthens the collaboration of agencies involved, the neighborhood, community, or connections between partners.

### Letter of Intent and Application Workshop:

Applicants wishing to be considered for funding through the RFP process **must submit a [Letter of Intent form](#) by Tuesday, July 12, 2022, 4:30 PM CST**, to [CDDapplications@cityofmadison.com](mailto:CDDapplications@cityofmadison.com)

Applicants are required to attend an [RFP Workshop](#), or schedule a conversation with City staff ([Yolanda Shelton-Morris](#) or [Hugh Wing](#)) about their proposals by **July 19, 2022, at 4:30 pm** to be eligible to apply.

**Applications will not be accepted from entities that have not 1) submitted a Letter of Intent form and 2) attended a workshop or consulted with staff on their proposals.**

Contracts awarded through this RFP process will take effect beginning January 1, 2023 and may be extended annually through December 31, 2026, pending the availability of funding in future City operating budgets and satisfactory completion of contract goals.

### 1.5 Application:

All documents-related information including the required application form, the Fiscal Agent Information packet and form, additional information on contracting requirements, and updated timelines are available on the [City of Madison Community Development Division Funding Opportunities website](#). If an applicant is not a 501c(3) organization it must identify a fiscal agent with which it will partner and complete and submit the [Fiscal Agent Roles and Responsibilities](#) form with their applications materials by the application due date. Fiscal agents will be required to meet with City staff.

Please note that any written materials, including letters of support, brochures, pictures, or other materials not specifically requested in the application form will not be included in information given to reviewers or committee members, or considered in the evaluation of proposals.

**Submit your proposal to by 12:00 noon on Friday August 19, 2022. Please note that proposals are time stamped electronically as they are received, not when they are sent. Proposals received after the deadline will not be considered.**

## 1.6 Award Criteria:

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines by staff representing different agencies whom are familiar with Madison specific neighborhood projects. Proposals shall include all required submittals. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements. All areas of this RFP will be reviewed using the same proposal review criteria. **Funding allocation decisions are subject to Council review and approval.**

Proposal Review Criteria	Points Available
<b>Organizational Qualifications</b>	15
a. Organization demonstrates the experience and organizational capacity to support the proposed services (e.g. board structure, budget and staffing relative to outcomes, service numbers, and long-term goals)	
b. Organization demonstrates cultural competency and has a history of and ability to authentically engage with BIPOC, LGBTQ+, immigrant, and or low-income households and individuals.	
<b>Partnerships, Collaboration &amp; Coordination</b>	20
a. Organization demonstrates strong collaborative relationships with neighborhood and community partners and a commitment to contribute to a collaborative service network.	
b. Partnerships support the program design and provide detail on roles and assets of partnerships in delivering services.	
c. If a collaboration is proposed, a signed letter with information on the role of the collaborator(s) is provided.	
<b>Program Design</b>	40
a. Program model aligns with one or more service area described in the RFP guidelines.	
b. Program design provides the appropriate staffing, dosage, intake and assessment responses to identified barriers, work experiences, and curriculum to achieve intended outcomes.	
c. Program demonstrates connection and responsiveness to the described service population and offers cultural and linguistically appropriate recruitment, curriculum and staffing.	
d. Program demonstrates a comprehensive approach to assessment, appropriate case management and resource linkage	
e. Program design aligns with local workforce needs and creates connection to educational and/or career pathways.	
<b>Theory of Change &amp; Logic Model</b>	20
a. The proposed program is likely to lead to the outcomes identified in the applicant's theory of change.	
b. The expected outcomes articulated in the application narrative and Logic Model represent meaningful progress in addressing the community problem identified by the applicant.	
<b>Budget</b>	5
a. Budget is reasonable and appropriate to support the proposed level of services. The organizational budget indicates a variety of funding sources and appropriate fundraising goals.	
<b>Total Available Points</b>	<b>100</b>

## 1.7 Contract and Reporting:

All allocated funds will be administered through the City of Madison, Community Development Division. Funded agencies will be required to submit a final program and expense report. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected organization. City purchases of service contracts include requirements regarding nondiscrimination, consideration of vulnerable populations, Affirmative Action, and mandatory insurance coverage. If you have any questions about these requirements or processes, please contact the Community Development Division at 266-6520 or program specific staff listed on the [CDD Funding Opportunities website](#).

## SECTION 2: PROPOSAL SUBMISSION REQUIREMENTS

### 2.1 Response Format

1. Applicant agencies will utilize the provided application documents. The response to the RFP should be complete and comprehensive but succinct. *Attachments or documents not specifically required should not be submitted.*
2. **Proposal materials must be submitted by e-mail.**

### 2.2 Required Information and Content of Proposals

Please include only the required submittals specified below. Additional materials will not be accepted.

- A. One (1) RFP Application form for **each** program requesting funding.
- B. One (1) budget workbook which includes all agency and program information.
- C. One (1) Program Logic Model for **each** program requesting funding.
- D. Letters of Commitment/MOUs – Agencies that identify key partnerships in their application must provide written documentation of agreement/commitment from each listed partner.
- E. [Fiscal Agent Form](#) Complete the form if applicable.

## SECTION 3: GENERAL RFP ADMINISTRATIVE INFORMATION

### 3.1. Point of Contact

The RFP contact identified below is the sole point of contact regarding the RFP from the date of release of the RFP until selection of the successful proposer.

**Yolanda Shelton-Morris, Community Resources Manager**

Email: [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com)

**Hugh Wing, Community Development Specialist**

Email: [hwing@cityofmadison.com](mailto:hwing@cityofmadison.com)

All communications relating to this RFP must be directed to the designated contact for this RFP. All bidders, proposers, protestors or individuals acting on their behalf are hereby prohibited from attempting to persuade or influence any City agents, employees or any member of the relevant selection team, for or against a specific cause related to a pending solicitation, unless otherwise directed by the RFP contact.

### 3.2. Inquiries and Clarification of Specifications

Proposers shall carefully examine the bid and contract documents, correlate their observations with the RFP specifications, and exercise their own judgment as to the nature and scope of the work required. If applicable, visit the Department's website, [CDD Funding Opportunities](#). Consider federal, state and local laws and regulations that may affect cost, progress, performance or furnishing of the work.

Proposers shall immediately notify the RFP contact of any questions, exceptions, clarification of any ambiguity, error, conflict, discrepancy omission or other deficiency or additions they have concerning the RFP document. Failure to do so will be at bidder's own risk.

This RFP will serve as the basis for or will become part of the resulting agreement. No plea of ignorance of conditions or difficulties that exist or may hereafter arise in the execution of the work under this contract as a result of failure to make necessary examinations and investigations, shall be

accepted as an excuse for any failure or omission on the part of the bidder to fulfill the requirements of the contract.

### **3.3. Contracting Agency**

Community Development Division, City of Madison, will administer the contract resulting from this RFP.

### **3.4. Addenda / Official Communication**

During the solicitation process for this RFP, all official communication between the City and proposers will be made via the [Community Development Division Funding Opportunities website](#). The City will post such notices, which will include, but not be limited to, addenda for any modifications to administrative or performance requirements, clarifications to requirements, and the announcement of the apparent winning proposer(s). It shall be the responsibility of the proposers to regularly monitor this website for any such postings. Failure to retrieve such addenda and include their appropriate provisions in your response, may result in your proposal being disqualified.

### **3.5. Oral Presentations / Site Visits / Pre-Bid Meetings**

Proposers may be asked to attend pre-bid meetings, make oral presentations, or make their facilities available for a site inspection as part of this request for proposal process. Such presentations, meetings or site visits will be at the proposer's expense.

### **3.6. Acceptance/Rejection of Proposals**

1. The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).
2. The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

### **3.7. Incurring Costs**

This request for proposals does not commit the City to award a contract, pay any costs incurred in preparation of proposals, or to procure or contract for services or equipment.

### **3.8. Proposer Qualifications**

The City of Madison may make such investigations as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish to the City all such information and data for this purpose, as the City may request. The City reserves the right to reject any proposal if the evidence submitted by, or investigated of, such proposer fails to satisfy the City that the proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein.

### **3.9. Proposal Content**

The evaluation and selection of a Contractor and the contract will be based on the information submitted in the vendor's proposal plus any additional information required. Additional

information may include references, on-site visits or oral presentations. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a response.

Elaborate proposals (e.g. expensive artwork, news stories, letters of support) beyond information required to present a complete and effective proposal, are not necessary or desired. Information provided by the applicant in addition to the required proposal may not be considered in the evaluation of the proposal.

### **3.10. Withdrawal or Revision of Proposals**

1. A proposer may, without prejudice, withdraw a proposal submitted at any point in the process by requesting such withdrawal in writing (email is sufficient) to the RFP contact.
2. Proposals may not be modified or altered after the deadline.

### **3.11. Sample Contract Documents**

A sample CDD Purchase of service Contract is available on the [CDD Funding Opportunities](#) website.

### **3.12. Designation of Proprietary Information**

Proposers are hereby notified that all information submitted in response to this RFP may be accessible to the public through the Community Development Division website and/or made available for public inspection according to public records laws of the State of Wisconsin or other applicable public record laws. Therefore, proposers are encouraged to refrain from submitting information that cannot be open for public inspection. However, if proposers must include information deemed confidential and proprietary by the proposer, proposer must comply with these instructions:

1. All restrictions on the use or inspection of data contained within a proposal shall be requested prior to submission of the proposal itself. Written requests for confidentiality shall be submitted to the RFP contact by the proposer prior to the proposal submission date.
2. Requests shall use the following process:
  - Email or phone the RFP contact to discuss your concern.
  - Any information to be considered confidential or proprietary must clearly be stated on the attached "Designation of Confidential and Proprietary Information" form. (RFP Form E).
  - Any information to be considered confidential or proprietary must be separated from the rest of the proposal. Co-mingling of confidential/proprietary and other information is not acceptable.
  - Applicants may be asked to submit a written request for information to be considered confidential or proprietary. Provide specific information related to the claim for confidential and proprietary information including: RFP section, page number, topic and specific concern that supports claim.
3. Allocation requests always become public information through the selection committee process. Information usually cannot be kept confidential unless it involves a trade secret as defined in S.134.90(1)(c), Wis. Stats. Any information that will be included in any resulting contract cannot be considered confidential. A proposal, in its entirety, will not be considered confidential and/or proprietary.
4. Proprietary information submitted in a proposal, or in response to the RFP, will be handled in accordance with the applicable Wisconsin State Statute(s). However, the City cannot ensure

that the information will not be subject to release if a request is made under applicable public records laws. The City will not provide advance notice to a proposer prior to release of any requested record.

5. The Selected Contractor agrees to hold the City harmless for any damages arising out of the release of any material unless they are specifically identified. In the event the designation of confidentiality of this information is challenged, the Selected Contractor also agrees to provide legal counsel or other necessary assistance to defend the designation of confidentiality and, further, agrees to hold the City harmless from any penalties, costs, damages and fees, including attorney's fees, awarded to the requestor and ordered to paid by the City, in any such legal action.
6. To the extent permitted by law, it is the intention of the City to withhold the contents of the proposal from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the City. At that time, all proposals will be available for review in accordance with the Wisconsin Open Records Law.

### **3.13. [Sample Contract for Purchase of Services](#) (Attachment B)**

Proposers are responsible for reviewing this attachment prior to submission of their bid. [The Sample Contract for Purchase of Services](#) shall serve as the basis of the contract resulting from this RFP. The terms of this template contract shall become contractual obligations following award of the RFP. By submitting a proposal, proposers affirm their willingness to enter into a contract containing these terms.

### **3.14. [City of Madison Additional Standard Terms and Conditions](#) (Attachment C)**

Proposers are responsible for reviewing this attachment prior to submission of their proposal. [City of Madison Additional Standard Terms and Conditions](#) are the minimum requirements for the submission of Proposals.

## **3.15. Proposal Evaluation and Award**

### **1. PRELIMINARY EVALUATION**

Submitted proposals will be reviewed for completeness and compliance with RFP guidelines. All incomplete RFP submissions may be determined nonresponsive and removed from further consideration. To be considered complete, RFPs shall include all required submittals and shall be signed and dated. In the event that no submissions meet all of the RFP requirements, the City of Madison reserves the right to continue the evaluation of the proposals that most closely meet the requirements.

### **2. PROPOSAL EVALUATIONS PRESENTATIONS AND DECISIONS**

A designated staff review team will evaluate completed proposals and formulate recommendations for review by the Community Services Committee. Applicants may be invited to make presentation to the Committee after which the Committee may adjust and finalize recommendations for consideration by the Common Council. The Common Council is responsible for final funding allocation decisions.

### **3. CLARIFICATION OF PROPOSALS**

During the evaluation of proposals, the City reserves the right to contact any or all proposers to request additional information for purposes of clarification of RFP responses, reject proposals

which contain errors, or at its sole discretion, waive disqualifying errors or gain clarification of error or information.

4. RIGHT TO REJECT PROPOSALS AND NEGOTIATE CONTRACT TERMS

The City reserves the right to reject any and all proposals and to negotiate the terms of the contract, including the award amount, with the selected proposer(s) prior to entering into a contract. If contract negotiations cannot be concluded successfully with the selected proposer(s), the City may negotiate a contract with the next preferred proposer.

5. PROCESS

At any phase, the City reserves the right to terminate, suspend or modify this selection process; reject any or all submittals; and waive any informalities, irregularities or omissions in submittals, all as deemed in the best interests of the City.