



West Harlem Development Corporation

Solutions through collaborations™

Request for Proposal (RFP)

Released: Friday, September 15, 2017

Category:

Workforce & Economic Development

Key Dates:

RFP Release

Friday, September 15, 2017

Deadline to Submit Proposal

Monday, October 23, 2017 5:30pm EST

Notification of Awards

by Friday, December 29, 2017

Project Expected Start Date

February 1, 2018

Project Expected Completion Date

December 31, 2018

Executive Summary

West Harlem Development Corporation (WHDC) is a New York City-based nonprofit 501 (c) (3) organization incorporated in 2011 whose mission is to promote increased economic opportunities and quality of life to sustain a vibrant West Harlem. WHDC's core program areas are education, workforce and economic development, and affordable housing. With its slogan "solutions through collaborations", WHDC achieves its mission through grantmaking to nonprofit organizations providing services that benefit the residents of New York City's Manhattan Community District 9 (MCD9), more commonly referred to as West Harlem. The boundaries of MCD9 are defined as: South to North from 110th Street to 155th Street; East to West from Manhattan, Morningside, St. Nicholas, Bradhurst, Edgecombe Avenues to the Hudson River.

WHDC announces the availability of approximately \$300,000 (three hundred thousand dollars) in grant funds for workforce and economic development for projects that will start and complete in 2018. Approximately 6 (six) to 12 (twelve) grants will be awarded in the range of \$25,000 to \$50,000 each and are intended to provide a catalyst to support the programming of the West Harlem Skills Training Center (500 W. 134th Street at Amsterdam Avenue) and the expansion of the delivery of workforce development services to West Harlem residents. Partnering with a variety of community-based organizations, the West Harlem Skills Training Center (WHSTC) seeks to support services that prepare and place West Harlem residents into quality jobs as well as services that allow local businesses to build capacity, grow, and increase employment opportunities. Successful applicants will be expected to deliver programming via the training center and/or a West Harlem based site location. Grants funded by this initiative will support organizations that deliver services that:

- Increase the skills levels of youth and employable populations of MCD9 to levels where they can obtain career employment, afford to continue to live in the community, raise their families, and contribute healthily to the community's socio-economic sustainability.
- Decrease the unemployment rate in MCD9 with the goal of making it no more than the national rates in the longer run for all categories through deliberate strategies to train and employ those who are out of the labor force for a myriad of reasons that would include, being formerly incarcerated, dropped out of school, having non marketable skills, being dislocated youth, having English language difficulties, and seniors with barriers to re-entering the workforce, etc.
- Assist small businesses in MCD9 to improve their capacities so they can increase their employment and offer internship opportunities to the community's youth.

This RFP is for workforce and economic development only. The grants will be made to only duly qualified nonprofit organizations, and they will be for one year. Successful applicants will have the option to apply for renewal grants on an annual basis depending on prior documented success and the availability of funds for grants to WHDC.

A. The Funding Opportunity

1. Program Purpose

This Request for Proposal from WHDC focuses on seeking evidence-based and proven interventions that will address some of the identified needs in Manhattan Community District 9 (MCD9) with respect to employment and training of the community's workforce; and assistance to small businesses with the goal of building up their capacities to increase their hiring. The increased application of technology and the demand for increased productivity have raised the need for high-skilled workers, while depressing job growth for those lacking high school diplomas and possessing low technology skills. The New York State Labor Department estimates that there are currently seventy thousand STEM jobs open in New York State. The decline in opportunities for low-skilled workers has also generated the hiring of more part-time workers without benefits. For many young adults, limited opportunities for employment are through temporary work or low-skilled jobs in food, wholesale, home health assistance, or retail. The unemployment rate in MCD9 is comparable to that of the Bronx and is generally believed to be twice the national rate, which will make it currently 10.2% (the national rate as of October 5, 2015 was 5.1%). According to the US Census Bureau's estimated census of 2013, of the total employable labor force of 114,322 in MCD9, 47,119 (41%) were described as "out of the labor force." The reasons for such a high rate of being out of the labor force could include characteristics that constitute barriers to employment for which this RFP seeks proven and workable solutions. They include: dropping out of school, incarceration records, insufficient numbers of high skill jobs, inadequate training for skilled jobs, physical and mental disabilities, seniors seeking to re-enter the workforce, etc.

2. Allowable Activities

Respondents to the Workforce and Economic Development RFP are free to propose evidence based and proven interventions that will measurably achieve any of the three objectives listed earlier. WHDC's funding is not for start-ups nor for trying out new ideas that are not supported by proven evidence of success elsewhere. WHDC has three categories for evidence.

Applicant's Own Evidence - Strong: What is proposed to WHDC is supported by evidence of success from applicant's own programs and has consistently proven to be successful for at least three years. An example of strong evidence is a project that is supported by data that presents pre and post program intervention outcomes. In addition, strong evidence has outcomes that are validated by third-party program evaluation. WHDC will give such strong evidence projects priority.

Applicant's Own Evidence –Medium: Similar to the Strong Evidence except that programs lack third party evaluation. WHDC considers such organizational evidence as medium and will give it high consideration.

Evidence from Other Organizations-Preliminary: The evidence of success is presented as those from other organizations who have had hands-on experience in running a similar proposed program in the past, and not the applicant's. WHDC considers such second party organizational evidence as preliminary and will consider the application for other merits.

WHDC will fund activities that demonstrate innovation, utilize tested systems and have measurable outcomes in direct employment, higher wages, benefits, retention for at least six months, and training for upgraded careers. The following are examples of activities that would fall into these categories.

- **21st Century Workforce** - These include activities that connect MCD9 residents, to community colleges and other places of higher learning to careers and entrepreneurship opportunities and the skills needed to succeed in 21st century jobs. Applicants should explain and justify how their programs fit into this category. Training and placement in new and emerging markets that offer higher than average earnings and benefits with sustainability are considered in this category.
- **Pre-Apprenticeship and Direct Entry Programs** – These include pre-apprenticeship and direct entry programs in partnership with labor unions. It is imperative to place the emphasis on the paths leading to employment and demonstrations of placements.

- **Transitional Work** – These include community-driven programs that take the character of recruiting, training, and placing MCD9 residents in local job positions in the hospitality, retail, education, nonprofit, health, and other sectors. It is expected that applicants will propose additional skills development strategies, money management, and supportive activities to encourage participants to move higher on the career and wage ladders.
- **Small Business Assistance Activities** - These include direct services provided by non-profits to entrepreneurs and MCD9 based small businesses to increase their business volume and hiring. Activities can include Minority Business Enterprise certification, innovative loan programs (not with WHDC's funding), back office assistance, management development assistance, building partnerships, etc.

B. Award Information

1. Award Type and Amount

WHDC will provide funding in the form of grants. Approximately \$300,000 will be available to fund 6 (six) to 12 (twelve) organizations to provide workforce and economic activities per year renewable for additional one or two years as WHDC's funds are available and approved by its board. Applicants may apply in this cycle for amounts between \$25,000 and \$50,000. WHDC's Board of Directors reserves the right to amend the minimum and maximum amounts, and also the number of awards. Please note that project proposal narratives may be posted publicly on our website to reflect our value of transparency and encourage learning among grantees, future applicants and the community at large.

2. Period of Performance

Successful applicants will have eleven months to complete the proposed activities under this grant. WHDC anticipates that award decisions will be made and grantees notified before December 29, 2017. Thus applicants should plan a February - December 2018 program implementation.

3. Payment Schedule

Grant awards will be paid in two equal installments with the first paid in advance upon WHDC's receipt of a signed grant agreement letter and the formal receipt of award letter. The second installment will be made upon WHDC's receipt and approval of satisfactory interim report.

C. Eligibility Information

1. Nonprofit organizations

The grants under this RFP will be awarded to only:

- a. Organizations that are duly incorporated as nonprofit organizations at the state levels. If not incorporated in New York State, applicant must include

documentation to show authorization to do business in New York. Please do not apply if you are not incorporated as a nonprofit, and have the documentation to prove it.

- b. Organizations that have current US Internal Revenue Service 501 (c) 3 status. Please do not apply if your status has been revoked, or in process.

Applicant organizations do not have to be based in MCD9. The responsibility is on the grantee to maintain the records to validate resident participation. WHDC discourages the use of fiscal sponsors and will sparingly approve proposals that use fiscal sponsors as intermediaries.

2. Cost Sharing and Matching

There is no matching requirement for this grant. However, WHDC encourages applicants to indicate the amount of additional resources that will be added to the WHDC grant amount to accomplish the planned activities.

3. Manhattan Community District 9

WHDC's mandate is MCD9, as described in section 1 (a). Thus the participants for which the applicant is submitting a proposal must constitute at least 75% residents of MCD9. WHDC expects the applicant organization to track and record the demographic validation of the MCD9 residents. The proposal should indicate the number of residents of MCD9 that will be served as well as the total number of people served. For this workforce and economic development RFP, all participants must be served directly, meaning that applicant must be able to identify them by name, address, services provided, and outcomes.

4. Technology Requirements

WHDC has technology system requirements with which the successful applicants must comply. At a minimum, grantees must have the following: Internet connectivity; Individual email accounts for staff working on the proposed project; and computer workstations capable of running the latest version of Chrome or Internet Explorer web browser with at least a 56K modem.

5. Number of Proposals to be Submitted

WHDC will consider only one proposal from the same applicant organization. Organizations cannot submit more than one application in response to the other categories in WHDC's RFPs. However applicants can choose to address more than one need category within one RFP proposal.

D. Monitoring and Evaluation

WHDC seeks to understand not only the quality of workforce and economic development interventions offered within the community, but also the outcomes achieved through resident participation. Successful applicants will report on participant changes in knowledge and skills, employment and credential attainment, and overall job readiness while those working with local businesses will assess increases in best practice knowledge and use, financial stability, and increases in hiring of MCD9 residents. Successful applicants will be required to utilize WHDC’s performance management system. This includes the entry of individual participant data such as demographics, activities, case notes and outcomes data.

E. Reporting

Successful applicants need to input the data for outreach and recruitment as early as possible and update them in subsequent reports with the outcomes achieved. Successful applicants will be required to submit progress reports according to the following schedule:

Interim	<i>July 15, 2018</i>
Final	<i>January 15, 2019</i>

F. Proposal and Submission Information

1. Executive Summary

2. Statement of Need

In this section the applicant, (henceforth referred to as “you”), must describe the compelling direct and indirect education induced social problems that you have identified in West Harlem for which you propose solutions. Your statement of need must be supported by researched data that is specific to West Harlem. The identified needs must be aligned with the category(ies) you have chosen to fit your program and the interventions you will propose.

3. Project Narrative

Project Objective and Design

In this section, you must describe the overall project objective, the strategies you will employ to implement your project, how the objective and design contributes to your organization’s overall mission and addresses the needs that you have identified in your needs statement. WHDC’s funds cannot be used for capital build-out. Funds must be committed to programming. If you are making any assumptions that are critical to your planned success, such as continued and larger funding from WHDC from year to year, so state. The specific activities within a one year time line that would bring about the planned outputs, milestones and outcomes must be clearly noted and explained. The project design should include your timeline and implementation plan. In this

section, you must also describe the outputs, milestones and outcomes the project will achieve. Outputs, milestones and outcomes must be an outgrowth of the strategic approach described in the Project Design section.

Project objectives are overarching achievements that you will pursue.

Outputs measure production resulting from grant activities such as curriculum developed, new initiatives created, and new leveraged and partnership opportunities, etc. Basic numbers of participants recruited (irrespective of whether they experienced outcomes or not), is another example of an output. Outputs should not be confused with outcomes.

Milestones are key markers of grant progress- these are typically expressed in the form of an action or event marking a significant change or stage in development.

4. **Project Evaluation**

Quarterly progress report will be required of all grantees to demonstrate progress on key metrics as well as an accompanying narrative to describe activities and success achieved during the quarter. Applicants must describe the following specifics of the evaluation:

- **The evaluator** – Indicate whether there will be an in-house or third party evaluator.
- **Evaluation processes** – Describe the processes you expect to use during your evaluation. These processes may include the development of a logic model, the data collection tools that will be used, the methodology around data-gathering, and the types of analysis that will be conducted. Please also describe the frequency at which these activities will occur.
- **Evaluation objectives** – Describe the objectives you hope to achieve throughout your evaluation activities. The objectives should speak to what types of data you will be collecting and analyzing, how you plan to use this data, and what types of decisions this data will enable you to make.

5. **Organizational, Administrative, and Fiscal Capacity**

In this section, you must provide information on the current mission, structure, staffing, and relevant experience of your organization. Describe how these factors contribute to the ability of the organization to conduct the project requirements and meet your and WHDC's expectations. This is your opportunity to discuss your organization and its capacity to carry out the planned activity. This discussion should include a description of current programs and accomplishments of the recent past, an indication of both formal and informal organizational relationships, and an indication of other foundation and corporate supports.

4. **Project Evaluation**

Quarterly progress report will be required of all grantees to demonstrate progress on key metrics as well as an accompanying narrative to describe activities and success achieved during the quarter. Applicants must describe the following specifics of the evaluation:

- **The evaluator** – Indicate whether there will be an in-house or third party evaluator.
- **Evaluation processes** – Describe the processes you expect to use during your evaluation. These processes may include the development of a logic model, the data collection tools that will be used, the methodology around data-gathering, and the types of analysis that will be conducted. Please also describe the frequency at which these activities will occur.
- **Evaluation objectives** – Describe the objectives you hope to achieve throughout your evaluation activities. The objectives should speak to what types of data you will be collecting and analyzing, how you plan to use this data, and what types of decisions this data will enable you to make.

5. **Organizational, Administrative, and Fiscal Capacity**

In this section, you must provide information on the current mission, structure, staffing, and relevant experience of your organization. Describe how these factors contribute to the ability of the organization to conduct the project requirements and meet your and WHDC's expectations. This is your opportunity to discuss your organization and its capacity to carry out the planned activity. This discussion should include a description of current programs and accomplishments of the recent past, an indication of both formal and informal organizational relationships, and an indication of other foundation and corporate supports.

6. **Budget and Budget Justification**

In this section, you must provide a budget narrative that corresponds with the project budget form that you must download and re-upload. This budget narrative must be based on all the activities outlined in the project narrative. Include:

- Description of how the proposed expenditures will support the planned project.
- Describe each cost item in the budget and how amounts were derived.
- Describe what costs will be paid in cash by others specifically for the planned project.
- Describe what cash and in-kind support your organization will provide for the project.

G. Proposal Submission Components

Your proposal must be submitted through the WHDC grants portal.

- Organization Information
- Project Area & Objectives

- Executive Summary
- Project Summary
- Project Narrative
- Project Evaluation
- Organizational, Administrative, and Fiscal Capacity
- Funding Request and Budget Justification
- Submission Documents:
 - Certificate of Incorporation
 - Budget Form
 - IRS Determination Letter - 501 (c) (3) (All Applicants)
 - Copy of most recent Form 990 filed with the IRS
 - Project Site Owner's Permission Letter as applicable
 - School and Other Significant Commitment Letters as applicable to your project
 - Additional Information to demonstrate organization's past success in planned activity (Limit to one example and optional)
 - Letter of Support (Limit to one letter and optional)
 - Copy of most recent NY CHAR500 (Annual Filing for Charitable Organizations) with the NYS Dept. of Law Department
 - Authorization to do business in New York State if incorporated outside New York State.
 - Copy of Conflict of Interest Policy
 - Fiscal Sponsor Letter indicating an agreement between the applicant and the fiscal sponsor. (If applicable)
- Acknowledgement

H. Proposal Review Information

Reviewers of proposals will award points on the evaluation criteria described below:

Item Number	Criterion	Maximum Points
2	Statement of Need	10
3	Project Narrative	40
4	Project Evaluation	20
5	Organizational, Administrative, and Fiscal Capacity	10

6	Budget and Budget Justification	10
7	Overall Impression (0-5); MCD9 Location of Applicant (5)	10
	Total Maximum Score	100

I. Award Administrative Information

WHDC board will make recommendations of grantees and applicants will be informed of their status by December 29, 2017. We shall endeavor to make it earlier in order for the first installment payment to go out before the end of 2017 and no later than January, 2018. Interim and final reporting by grantees will be made to WHDC via the WHDC/Fluxx grants management database.