



REQUEST FOR PROPOSALS (RFP)

Measure HH Pilot Workforce Development Program Evaluation

Date of Initial Issuance: Wednesday, May 1, 2024

Date of Updated Issuance: June 4, 2024

Open Until Filled

Section I	Project Overview
Section II	Background
Section III	Scope of Work
Section IV	Project Management
Section V	Timeline
Section VI	Content of the Proposal
Section VII	Submittal and Review Process
Section VIII	Selection Criteria
Section IX	Sample Professional Services Agreement

I. PROJECT OVERVIEW

The City of East Palo Alto (City) is soliciting proposals from qualified firms, individuals, or contractors with knowledge or expertise in economic development, workforce development, social impact, diversity and equity, local government, and/or evaluations to perform the work described in the Request for Proposals (RFP) herein, for the evaluation of the City's Measure HH Pilot Workforce Development Program. This evaluation should include feedback from program participants, comparison to similar programs, assessment of the program's efficacy achieving its desired outcomes, and program enhancement recommendations.

The City seeks by way of this RFP to obtain the listed services in a manner that maximizes the quality of services while also maximizing value. For this reason, there is no proposed budget. Proposers must be able to show that they can perform the minimum services requested, and may itemize additional optional costs for services that go above and beyond the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and availability of the proposer's personnel resources.

Based on the expertise of the proposing firm or person, proposals will be accepted for the evaluation of the City's Measure HH Pilot Workforce Development Program. Program interviews and research are expected to be conducted first, followed by the delivery of an evaluation report and city council report(s), followed by recommendations for future evaluation criteria.

II. BACKGROUND

About the City of East Palo Alto

East Palo Alto is a beautiful community located in the heart of the Silicon Valley. The city features a rich heritage and a culturally diverse community with a small-town, family-oriented atmosphere. The population is approximately 31,500 with an area of 2.5 square miles. The City of East Palo Alto (City) incorporated in 1983. Economic and workforce development programs are administered by the Community and Economic Development Department and City Manager's Office.

About Measure HH

On November 6, 2018, 79.58% of voters of East Palo Alto approved Measure HH, an annual parcel tax of \$2.50 per square foot on commercial office space of 25,000 square feet or more. Measure HH initially generated \$1,677,265 annually. Allowable Measure HH uses include funding projects and programs related to affordable and supportive housing (emphasizing net new housing), and **access to job opportunities for East Palo Alto residents in the science, technology, engineering, and mathematics ("STEM") sectors and building trades**. Specifically, a minimum of 35% of all revenues generated by Measure HH must be used to construct new, affordable housing stock,

and a maximum of 15% of revenue may be used for city staff and overhead costs to administer Measure HH funds.

Report on Best Practices

The City sought recommendations to identify strategies to maximize the impact of Measure HH funding and, in 2020, entered an agreement with Brightline Defense Project ("Brightline") which proposed to create a framework for the City to develop and maintain programs that facilitate access to job opportunities for East Palo Alto residents in the STEM sectors and building trades.

On July 20, 2021,¹ the City Council held a study session to receive a draft report from Brightline on the Measure HH program. The Council affirmed that Brightline's efforts were appropriately targeted and that Brightline should conduct additional analysis with an emphasis on pre-apprenticeship programs in the building trades and pilot programs focused on alternative career paths in the STEM fields.

On November 1, 2021,² the City Council held a subsequent study session to receive the final report from Brightline regarding the most effective and practical job training initiatives for the targeted STEM and building trades fields. At this study session, the City Council directed staff to draft a Request for Proposals ("RFP") to identify qualified organizations to provide Measure HH job training services for East Palo Alto residents.

Request for Proposals for Job Training Services

On January 7, 2022, the City issued an RFP to solicit proposals for qualified organizations to provide Measure HH job training services for East Palo Alto residents. The deadline for submitting proposals was April 29, 2022. The City requested that proposers submit proposals for job training programs focused on one or both categories: 1) STEM: education and training programs to provide career pathways to living-wage jobs in the STEM sectors; and/or 2) Building Trades: pre-apprenticeship programs to provide an entry point to living-wage jobs in the construction sector.

As described in the RFP, the City sought qualified organizations that could demonstrate the following strengths and capabilities:

- **STEM and Building Trades.** Organization has success in implementing regional education and training programs in these job sectors, knowledge of existing employment trends, and offers innovative and ambitious approaches to develop applied skills pathways and increase employment opportunities.
- **Living Wage.** Organization targets training programs that will provide sustainable jobs with a living wage, which is a wage sufficient to cover basic needs (e.g., food,

¹ See Attachment 1 in July 20, 2021 City Council meeting for further details on Brightline's research, at: eastpalalto.igam2.com/Citizens/SplitView.aspx?Mode=Video&MeetingID=1420&MinutesID=1272&FileFormat=pdf&Format=Minutes&MediaFileFormat=mpeg4

² The November 1, 2021 staff report, with Brightline conclusions and recommendations, can be found at: http://eastpalalto.igam2.com/Citizens/Detail_LegiFile.aspx?Frame=&MeetingID=1429&MediaPosition=736.246&ID=1936&CssClass=

shelter, transportation, childcare, and healthcare.

- **Leverage Outside Resources.** Organization is able to partner with other organizations and leverage outside funding with other training programs.
- **Strategically Inclusive Programs.** Organization includes measures to reduce known barriers to program participation, such as current working hours, childcare, transportation, food, support classes, and delivery of program to non-English speaking residents.

During the RFP response period, staff conducted extensive outreach to experienced regional and local workforce development organizations that provide job training, job placement, and support services in the STEM and Building Trades sectors. Brightline created an outreach list consisting of 248 workforce development organizations and local leaders such as technology and coding workforce development organizations like StreetCode Academy and CodePath, career training providers like JobTrain and NOVA, small businesses training providers like Renaissance Entrepreneurship Center, disability service providers like Ability United and Let Them Hear, economic development organizations like Working Partnerships, and various labor groups.

Launch of Measure HH Pilot Workforce Development Program

On November 15, 2022,³ the City Council provided direction on and authorized the City Manager to negotiate and execute Measure HH agreements with three organizations. The City Council authorized \$775,215 in Measure HH funds for the 18-month pilot period, and expressed an intent for the pilot program to be evaluated and refined before awarding future Measure HH funds. **The three Measure HH Pilot Workforce Development Program organizations are Live In Peace, JobTrain, and StreetCode Academy (also referred to as “Contractors”).** The pilot program aligned with the Brightline recommendations which suggested: 1) leveraging the expertise of well-established third-party organizations; 2) engaging in modest ventures at the outset, particularly initiatives and pilot programs aimed at STEM career path; and 3) exercising broad discretion in funding modest programs within the boundaries of Measure HH.

Staff worked with the Contractors to refine their proposals and execute agreements. They accepted the agreement terms in Table 1, below, including **monitoring program participants for 36 months after completion of training.** All three agreements commenced on March 1, 2023, and will be in effect until August 31, 2024. The agreements have an additional provision that allows, upon mutual consent and if the funds are not fully expended, the City to extend the term of the agreements for up to an additional six months to February 28, 2025.

³ View November 15, 2022 City Council meeting at: eastpalocalto.iqm2.com/Citizens/SplitView.aspx?Mode=Video&MeetingID=1824&MinutesItemID=6723&Format=Minutes

Table 1. Agreement Terms

Item	Description
Term of Agreement	<ul style="list-style-type: none"> ○ 18 months with option for 6-month extension if funds remaining; conversely, funds could be expended sooner. ○ Longer term to include reporting on job placement outcomes after enrollees complete their training
Aspirational Goals and Performance Metrics	<ul style="list-style-type: none"> ○ 85% course completion rate ○ 75% job placement within 3 months after course completion ○ Average starting wage \$22/hour to \$25/hour depending on job field ○ Living wage within 36 months after completion of training course
Compensation (per program enrollee)	<ul style="list-style-type: none"> ○ 50% at enrollment in training course ○ 50% at satisfactory completion of training course
Unexpended Funds	<ul style="list-style-type: none"> ○ If enrollees do not complete training, funds may be applied to additional program enrollees
Monitoring and Reporting (program enrollees)	<ul style="list-style-type: none"> ○ Quarterly progress reports with invoices ○ Final performance report at end of agreement with evaluation of outcomes and recommendations ○ Participant feedback surveys
Post-Agreement Tracking	<ul style="list-style-type: none"> ○ Regular follow-up on enrollees for 36 months after completion of training course
Support Resources (program enrollees)	<ul style="list-style-type: none"> ○ Report on services and resources provided to enrollees to reduce barriers to career path
Outreach to East Palo Alto Residents	<ul style="list-style-type: none"> ○ Report on outreach activities and events and number of attendees or persons contacted
Program Staff	<ul style="list-style-type: none"> ○ Report on staffing output to support enrollees and any staff changes

Mid-Program Review

On March 19, 2024, City Council received an informational report from staff and contractors on the Measure HH Pilot Workforce Development Program progress for the initial ten months of the pilot program. Between March 2023 to March 2024, the organizations had submitted three quarterly reports and invoices, and had expended \$471,932.25 of the total \$775,215 allocated. The outcomes of these three quarterly reports, that cover the initial ten months of the program, are described in the March 19, 2024 staff report. Please read the “Analysis” section of agenda Item #6.1 of the [March 19, 2024 Agenda Packet](#) and watch the Contractor presentations in the [City Council meeting recording](#).

Ongoing Reporting and Monitoring

The City receives quarterly reports and invoices from the three Contractors, and anticipates receiving **final quarterly reports** and invoices for the period between April 1, 2024 and August 31, 2024 by **September 30, 2024**. The **Final Performance Reports** will be submitted by the Contractors within 60 days of the end of their agreements, including any approved extension, meaning **October 30, 2024** or soon thereafter (up to May 2, 2025 since contracts may be extended for an additional six months to February 28, 2025).

The City anticipates having final program outcome presentations from the three Contractors in September 2024, and the Final Program Evaluation by a third-party evaluation firm in November 2024 or soon thereafter. The City anticipates having input on criteria or a tool for evaluating wage outcomes before the end of the third-party evaluation firm's contract.

The City is seeking a firm to evaluate the efficacy of the existing programs and determine how the programs can be changed in future cycles. The City is also seeking a firm that can develop criteria or a tool to use for evaluating wage impacts of the program. The City will then monitor wages and implement these criteria in the 36 months after the end of the training programs (which could be until August 31, 2027 or up to March 3, 2028).

III. SCOPE OF WORK

The following Summary of Tasks reflects scope items that should be considered, but not limited to, within in the proposal.

Timeline. This project is expected to take no more than one year from the contract date. Proposals with timelines that begin in June or early July, and finish the initial evaluation work (Phase I) by November 2024 will be considered more competitive. However, all timeline proposals will be considered. Below are the City's key milestones for the project and a Summary of Tasks. It is assumed that multiple tasks will be done concurrently to meet the timeline.

Summary of Tasks

Task 1 – Project Administration (Phase I)

- Kick-off – Consultant will schedule a kick-off meeting with City staff to discuss project expectations regarding coordination, reporting and deliverables. Consultant will also help lead a kick-off meeting with program participants to provide an overview of what to expect during the evaluation process.
- Project Schedule – Consultant will work with City staff to finalize a project schedule after the kick-off meeting that includes tasks and milestones
- Monthly progress reports and invoices
- Coordination – Regular calls and meetings with staff to ensure objectives and milestones are being achieved

Task 2 – Program Evaluation (Phase I)

- Consultant will interview, potentially shadow, and evaluate those involved in the workforce development programs
 - May include interviews of program participants (e.g. Contractors, instructors or training staff, and students), City staff, as well as community members and outside organizations that

- may provide additional input
- Research – Consultant will research and compare existing programs and procedures and provide recommendations for best practices and changes for future cycles
- Synthesize and report-out on quantitative and qualitative data collected

Task 3 – Establish Criteria for Wage Evaluation (Phase II)

- Consultant will conduct initial wage evaluation (evaluating wage outcomes of programs) and establish criteria or a tool for evaluating future wage impacts

Task 4 – Staff Report Write-Ups and Presentations (Phases I & II)

- Prepare and present reports for City Council review and feedback, including a minimum of two City Council meetings
 - May include additional follow-up meetings as-needed

IV. PROJECT MANAGEMENT

The project will be a collaborative effort between City staff and the consultant. The City's Community and Economic Development Department will assign staff Project Manager(s) for the overall effort, who will coordinate a City team, including the City Manager's Office, and other staff as needed. The consultant's proposal will provide an outline of potential consultant and staff roles in this effort.

V. TIMELINE

Below is a tentative timeline for RFP, contract and project. The timeline may be subject to change based on the consultant's proposed timeline. The City reserves the right to modify the timeline as deemed necessary. The project is expected to begin in mid-2024 and end within one year.

Item	Date
Questions Submittals (via email)	Rolling basis
Submission Deadline for Proposals	Open until filled
Consultant Selected and Scope Refined	1 month before City Council authorization to enter into an agreement
City Council Authorization to Enter Into Agreement	1 st or 3 rd Tuesday of month, after 6:30pm
Contract Executed	1 week after City Council authorization to enter into an agreement
Project Kick-Off with Program Participants	1 week after contract execution
Completion of All Contract Tasks	One year from start of contract

All proposals will be reviewed for adequacy, completeness, content, project approach, qualifications and other criteria developed during the review process. **If necessary, consultants who have submitted proposals that pass the initial review may be invited for interviews.** The City reserves the right to conduct interviews with those consultants who pass the initial review or select a consultant without conducting interviews.

The contract will be awarded to the consultant(s) deemed by the City to be the best qualified for the services they are proposing to perform. Consultants are encouraged to elaborate on their qualifications, performance data, and staff expertise relevant to the proposed project.

VI. CONTENT OF THE PROPOSAL

1. **Cover Letter.** Include a cover letter with the proposal that includes, at a minimum:
 - a) title of the RFP; b) contact information; c) interest in the project; d) summary of understanding of the project; and e) summary approach to fulfill the services requested in the RFP.
2. **Firm or Person Introduction.** Include information on the firm(s) or person(s), such as form of organization, length of time in business, office location(s), number of staff and a general summary of qualifications documenting the strengths and soundness of the firm or person, areas of expertise and licensing. Include any subcontractors that will be assisting on the project. Include contact name, email address and phone number for each firm or person.
3. **Relevant Experience.** Identify projects completed or underway similar in nature and scope to those outlined in the Scope of Work. Include at least three references from agencies to whom the firm has provided similar services. Provide a complete listing of all related work undertaken or completed in the past five (5) years, in an easily comprehensible format. The listings must include:
 - Project name, location, contract value, and description (describe relevance to this project); and
 - Role of the project manager in the effort.
4. **Knowledge.** Identify familiarity with economic development and workforce development programs, diversity and equity analyses, local governments, and evaluations.
5. **Key Staff.** Identify the team organization, staffing plan, and key staff, including the individual proposed as the project manager, and the relevant experience and role of the key individuals. Include resumés of key staff and organization chart.
6. **Project Approach.** Provide a detailed explanation of the approach planned for the project, including, but not limited to the following services and when each will be complete. Note that schedules and deadlines may change as the work

plan is finalized and based on consultant feedback.

a. **Project Initiation**

- Kick-off meeting with City staff to review background information and deliverables
- Refine scope, if necessary
- Finalize a work plan and schedule with staff
- Kick-off meeting with program participants to provide an overview of what to expect during the evaluation process

Deliverable: Provide a finalized work plan

b. **Conduct Research & Analysis**

- Conduct interviews
- Shadow JobTrain, Live In Peace, and StreetCode Academy's ("Contractors") workforce development programs. Note that programs may end before August 31, 2024, so shadowing before programs end would be ideal
- Research existing programs and procedures
- Review Contractors' submitted quarterly reports and final reports (final reports will be received by October 30, 2024)
- Synthesize quantitative and qualitative data collected

Deliverable: Provide report-out of information gathered

c. **Prepare Drafts and Final Copies of Initial Evaluation**

- Prepare and present draft evaluation report for review and comment by City staff and Contractors by early October 2024
- Prepare final written report by mid-October 2024

Deliverable: Draft and final written evaluation report with recommendations

d. **Prepare Criteria for Wage Evaluation**

- Conduct initial evaluation of the programs' wage outcomes, and establish criteria or a tool for evaluating future wage impacts

Deliverable: Draft and final wage evaluation report with recommendations

e. Prepare Staff Reports and Presentations

The following are example timelines and may be subject to change:

Report & Presentation to City Council #1: JobTrain, Live In Peace, and StreetCode Academy will give their final presentations and the third-party evaluation firm will present their proposed evaluation scope to the City Council

- **Example timeline for Tuesday, September 3, 2024 City Council meeting:**
 - Council Report Drafting Period:
 - 1 Month Before City Council Meeting
 - (e.g. July 24 – August 23, 2024)
 - Council Report submittal for review by City staff:
 - Initial review:
 - 3+ Weeks Before Staff Report Publishing Date (e.g. Thursday, August 8, 2024)
 - Community & Economic Development Director review:
 - 2+ Weeks Before Staff Report Publishing Date (e.g. Monday, August 12, 2024)
 - City Attorney, Finance, and City Manager review:
 - 1+ Week Before Staff Report Publishing Date (e.g. Monday, August 19, 2024)
 - Council Report Publishing Date:
 - 1 Week Before City Council Meeting Date (e.g. Friday, August 23, 2024)
 - Draft Presentation Slides Due:
 - A Few Days Before City Council Meeting Date (e.g. Thursday, August 29, 2024)
 - Final Presentation Slides Due:
 - Morning of City Council Meeting Date (e.g. Tuesday, September 3, 2024 by 9am)
 - City Council Meeting begins at 6:30 p.m., anticipated to end by 10:30 p.m. (anticipate approximately 4 hours in attendance; may go under or over).

Report & Presentation to City Council #2: Program Final Evaluation summarizing findings

- **Example timeline for Tuesday, November 19, 2024 City Council meeting:**
 - Council Report Drafting Period:
 - 1 Month Before City Council Meeting (e.g. Sept. 3, 2024 – Nov. 8, 2024)
 - Council Report submittal for review by City staff:
 - Initial/outline review:

- 3+ Weeks Before Staff Report Publishing Date (e.g. Friday, October 21, 2024)
- Community & Economic Development Director review:
 - 2+ Weeks Before Staff Report Publishing Date (e.g. October 28)
- City Attorney, Finance, and City Manager review:
 - 1+ Week Before Staff Publishing Date (e.g. November 4, 2024)
- Council Report Publishing Date:
 - 1 Week Before City Council Meeting Date (e.g. November 8, 2024)
- Draft Presentation Slides Due:
 - A Few Days Before City Council Meeting Date (e.g. Thursday, November 14, 2024)
- Final Presentation Slides Due:
 - Morning of City Council Meeting Date (e.g. Tuesday, November 19, 2024 at 9am)
- City Council Meeting begins at 6:30 p.m. on, anticipated to end by 10:30 p.m. (anticipate approximately 4 hours in attendance; may go under or over).

Deliverables: Draft and final staff reports and presentation slides.

f. Meetings and Process Related Tasks

- Provide a proposed number of virtual meetings inclusive of the project initiation and conversations associated with the aforementioned tasks

g. On-Going Support

- Discuss with staff any additional support needed

7. **Budget and Schedule.**

- Outline an anticipated budget for the project by task, including all staffing costs, as well as expenses and assumptions. The budget should assume sufficient meeting time to coordinate adequately with staff; costs per meeting for additional meetings (if necessary); costs for any suggested optional tasks; and
- Provide a **schedule** for the proposal to identify the overall timeline for the project, including key milestones and deliverables.

8. **Client References.** List a minimum of three relevant client references for the proposed project manager.

9. **Insurance.** Provide evidence of insurability and liability limits (see attached Insurance Sample).

10. **Comments or Requested Changes to the Contract.** A typical City of East Palo Alto City Professional Services Agreement is included as an attachment to the RFP. The proposing person or firm shall agree to enter into the contract as is, or identify any objections and/or requested changes to the agreement as part of this proposal. The City reserves the right to accept or reject any proposed changes.

VII. SUBMITTAL AND REVIEW PROCESS

1. **Number of Copies.** One pdf file of the proposal is required.
2. **Maximum Page Count.** The proposal should have a maximum page count of ten (10), excluding resumés.
3. **Deadline.** Only e-mail submittals will be accepted until filled. The date stamp on the email will reflect the time the submittal is received by the City of East Palo Alto. The City reserves the right to accept or reject submittals on a rolling basis.

Send Submittals. **One (1) e-mail copy of the Proposal Response shall be sent electronically to ced@cityofepa.org.** The subject of the email should be: "RFP for East Palo Alto's Measure HH Pilot Workforce Development Program Evaluation Services." The consultant may contact Karen Camacho, Housing and Economic Development Manager, at kcamacho@cityofepa.org, to arrange electronic submittals of large files. Submission of a proposal indicates acceptance by the consultant of the conditions contained in this RFP unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of East Palo Alto and the consultant selected.

4. **Applicant Questions.** Direct all questions regarding the RFP in writing via email to ced@cityofepa.org. Responses will be published on a rolling basis in an FAQs document on the RFP page.
5. **Refusal.** The City of East Palo Alto reserves the right to accept or reject any or all proposals, or to alter the selection process in any lawful way, to postpone the selection process for its own convenience at any time, and to waive any non-substantive defects in this RFP or the proposals.
6. **Changes.** If changes to the RFP are warranted, they will be made in writing, clearly marked as addenda to the RFP, and posted to the website at <https://www.cityofepa.org/rfps>. It is the responsibility of each proposer to check the website for changes and/or clarifications to the RFP prior to submitting a response, and a proposer's failure to do so will not provide a ground for protest.
7. **Other Firms.** The City reserves the right to negotiate with other qualified persons or firms, or to solicit additional statements of qualifications at any point in the project should it fail to negotiate a reasonable fee with the initially selected

person or firm, or should that firm fail to execute the City's agreement.

VIII. **SELECTION CRITERIA**

Though it is conceivable that one consultant (firm or person) may be able to perform all services desired, it is possible that proposers will have areas of expertise better suited to one of the programs listed in Section III. As such, the City may select more than one consultant from this process to meet its needs. Therefore, proposals will be accepted that cover only a portion of the services being sought. Proposers must indicate what work they are proposing to perform in their submittals.

The successful firm or individual will be selected on the basis of professional qualifications and demonstrated competence. The following will be considered during evaluation of proposals:

1. Experience, qualifications, performance and availability of proposed project manager
2. Familiarity with economic development, workforce development, diversity and equity, local government, and/or evaluations.
3. Proposed project approach and use of best management practices
4. Budget
5. Ability to meet project timeline
6. Review of references
7. Agreement to enter into the following Sample Agreement for Services contract or a list of proposed changes for City review

IX. **SAMPLE AGREEMENT FOR SERVICES** – See Exhibit A to RFP attached as a separate PDF.

X. **SAMPLE INSURANCE** – See Exhibit B to RFP attached as a separate PDF.