

COMPREHENSIVE WORKFORCE DEVELOPMENT LANDSCAPE ANALYSIS for HEALTH-RELATED CAREERS

REQUEST FOR PROPOSALS

Jane Bancroft Robinson Foundation (JBRF) is seeking to provide funding to one organization, or a collaboration between multiple partners, over a nine-month period that can deliver a comprehensive landscape analysis of the workforce development ecosystem for health-related careers in Washington, DC. This would include a comprehensive compendium of best practice activities that support family sustaining wages for Black women in Wards 7 and 8; a map of current funding streams for DC-based workforce development programs; a DC labor market analysis for health-related career positions that are in the highest demand; and a DC-based map of workforce development entry points that documents, through narrative and illustrative means, the various entry points into the DC workforce development ecosystem for Black women in Wards 7 and 8, participant screening methodologies and evaluation/assessment capability of the various workforce development service providers in the District.

Release Date: May 7, 2021

Due Date: June 4, 2021 by 11:59 pm (EST)

Decision Date: June 24, 2021

Amount Available: \$125,000 - \$175,000 for 9 months

To Apply: Qualified applicants are invited to submit an application package no later than **11:59 p.m. on Friday, June 4, 2021**. Any technical assistance will be available up to 6:00 p.m. on the due date. Please submit to janebancroftrobinsonfoundation@gmail.com. In subject line note: *Proposal Workforce Development Grant*.

Page Limit: 10 pages, 12 point, Times New Roman, 1-inch margins.

Questions? Please email janebancroftrobinsonfoundation@gmail.com with any questions you may have. No phone calls, please.

Table of Contents

- I. Background and Overview
- II. Workforce Development Context in Washington, D.C.
- III. Comprehensive Workforce Development Landscape Analysis for Health-Related Careers
- IV. Eligibility
- V. Proposal Requirements

Background and Overview

The Jane Bancroft Robinson Foundation (JBRF) was founded in 2011 through the integration of Sibley Memorial Hospital with Johns Hopkins Medical System. JBRF, grounded in the legacy of the United Methodist Church and Sibley Memorial Hospital, supports nonprofit organizations improving the direct health needs and social determinants of health in communities East of the River. JBRF aims to improve the lives of historically underserved residents of Washington, DC's Wards 7 and 8. Our philanthropic approach is designed to increase opportunities for residents to have a voice on the issues that impact their lives, a leadership role in the development of solutions, and decision-making authority to determine how and to whom resources are provided to implement those solutions. One targeted goal of JBRF is to reduce cancer mortality and create health-related career opportunities for Black women in Wards 7 and 8.

In 2018, JBRF began the Strategic Design Initiative (SDI) in deep partnership with community residents and relevant community-based organizations (CBOs). Overall, the goal of the SDI is to reduce cancer mortality and create health-related career opportunities for Black women in Wards 7 and 8 by transforming the culture of racially-unjust and inequitable systems. The workforce development workgroup is composed of women from Wards 7 and 8 who possess a lived experience that guides and shapes the outcomes of the SDI. Additionally, leaders and advocates from organizations providing services East of the River are engaged as members of the workgroups. During the past 18 months, the workforce development workgroup has been engaged in a process to develop intervention roadmaps that meet the needs of Black women East of the River. Through implementation of various interventions contained in the roadmaps, the SDI seeks to actualize its vision of a city where Black women are thriving in Wards 7 and 8 because they have access to racially-equitable opportunities and resources that lead to optimal health. To that end, JBRF is releasing the first of several requests for proposals (RFP) to support the interventions identified by the workgroup as necessary to address systems change and improve the health-related careers workforce development ecosystem in the District, and in particular for Black women living in Wards 7 and 8.

The Workforce Development (WFD) workgroup has defined WFD as a comprehensive set of policies, systems, structures and programs that use an ecological model/approach to meet the individual needs of women who seek career mobility and ensures that every Black girl is prepared to enter the workforce. The main goal of the WFD roadmap is to create individualized pathways to sustainable, health-related careers that meet the aspirations of Black women, support upward mobility, create

economic stability, and ensure family sustaining wages. Guiding principles for this work have been:

- *Considering the needs of a community plus the individual when addressing job and career opportunities;*
- *Meeting social and emotional and learning needs of women;*
- *Facilitating equitable access to opportunities;*
- *Ensuring opportunities for all regardless of their needs/income;*
- *Considering and fostering generational impact around social determinants of health; and*
- *Creating systems that are adaptable to the needs of the workforce and employers.*

Comprehensive Workforce Development Landscape Analysis for Health-Related Careers

The **Comprehensive Workforce Development Landscape Analysis** will be funded to provide a better understanding and documentation of the workforce development ecosystem for health-related careers in the District. Components of the landscape analysis should include a comprehensive compendium of best practice activities that support family sustaining wages for Black women in Wards 7 and 8; analysis of workforce development providers and employers in health-related careers who meet standards of best practices for inclusion and sustainable employment for Black women; a workforce development entry point map that documents, through narrative and illustrative means, the various entry points, participant screening methodologies and evaluation/assessment capabilities of the various workforce development service providers in the District; and a workforce development access point map for job and career seekers in health-related careers that defines how and where to access relevant workforce development training.

Ideally, the landscape analysis for health-related careers workforce development efforts will include the following:

Organizational Best Practices

- Identify best practices for providing wrap-around supports for Black women during WFD training and post-employment placement that will inform what we require of future WFD programs funded by the SDI.
- Discover how other states implement WFD programs focused on the needs of Black women.

- What are best practices for wrap-around supports for Black women transitioning from WFD training programs to longer-term employment?
- Assess best practices for supporting Black women in employment (what strategies do employers integrate for retention?).
 - Research national best practices for employment benefits for Black women in **health-related careers** and in local organizations that have a high percentage of Black women from Wards 7 and 8. Identify models (i.e., Boston PIC model) and assess for relevancy/applicability to our local DC context.
- Identify best practices in WFD programs that allow for a tiered-approach to WFD training and job placement. (i.e., not a one-size-fits-all approach. How do WFD providers and employer partners qualify women's lived, professional or work experiences to assess the type of WFD training program and job-placement the woman is eligible for? How are WFD training providers and their employer partners collaborating to offer beyond entry-level positions?
- What are best practices for Alumni Programs for WFD providers?
- What are known facilitators of Black women's success in completing a WFD program?
- What are best practices during post-employment placement for WFD program graduates, to ensure long-term success, the "right fit, and job retention (i.e., ongoing coaching activities for employer and employee, mentoring, comprehensive supports to address the "benefits cliff" conundrum, etc.)?

Individual Barriers

- What are the known and emerging barriers that may thwart Black women's success in completing a WFD program - childcare, transportation, substance use, formerly incarcerated, literacy, disability, etc.? What are models and national best practices for proactively addressing these barriers?

Funding Streams in DC

- What funding sources (government, private, philanthropic, etc.) and how much funding currently supports the workforce development ecosystem for health-related careers in Washington, D.C.? What services and wrap-around supports for Black women during WFD training, as well as post-job placement are currently eligible for government funding?

Evaluation/Metrics

- What metrics do WFD programs use to measure successful placement in employment for Black women?
- Research/identify best practice measurement of success for WFD programs working with/or focused on the needs of Black women.

SDI WFD Program Elements

- What are the different tiers or phases that programs offer for women entering WFD training programs? Some examples of entry-level tier programs include (interview skills, resume writing, dress for success, technology skills and office, equipment).
- Are there existing WFD programs that support women experiencing intimate partner violence (IPV) that provide specific support for safety?
- What does comprehensive WFD coaching look like for Black women post-employment placement?
- What does the sector (employers and WFD providers) need (resources, skills, capacity, etc.) to provide wrap around services for women?
- Are there examples of WFD programs that integrate entrepreneurship training and preparation programs?
- What are the benefits to employers to participate with WFD programs?
 - What are the economic benefits or return on investment for employers
 - What other benefits exist for employers?
- What incentives or benefits will need to be integrated in SDI initiatives for employers to participate and seek technical assistance to become best-practice employers?

Mapping

- Assess, describe and map all of the funding streams that fund health-related Workforce development programs in DC.
- Develop a workforce development entry point map and infographic that captures:
 - What is the full spectrum of entry points into WFD training in DC?
 - What type of screening do women receive for WFD entry?
 - What programs are women being connected to from TANF, DOES, OSSE, etc.?
 - Where are they going to access training programs?
 - What is the pathway from WFD entry point to health-related career training?

- How is success measured (by entry point)? What data is collected to report on that success? This should be specific to each individual entry point.
- Where do health-related career WFD training programs exist and where do they deliver services?

Labor Analysis

- What health-related career positions are in the highest demand in DC (now and in the next 3 to 5 years?)

Eligible Applicants

- Preference will be given for non-profit or for-profit organizations based in the District and/or located East of the River, Black women owned/led.
- National organizations and academic institutions may apply in partnership with community-based non-profit or for-profit groups located East of the River with shared leadership.
- The organization or team must be able to demonstrate diversity within their organization and a significant ongoing connection, commitment and experience with serving Wards 7 and 8 communities.
- Preference will be given to groups that collaborate with organizations and Black women with lived experience in DC-based WFD programs.

Proposal Requirements

Page Limits – 10 pages

A. Cover Page Information

Name of the organization(s)

Full legal name of Point of Contact

Job title or role in community

Email address

Phone number

Organization or business website (if applicable)

Location of your work/service area (i.e., national, regional, specific counties, State(s), District Ward(s))

Name of fiduciary (fiscal) agent (if applicable)

Organization or business website (if applicable) Location of your work/service area (i.e., national, regional, specific counties, State(s), District Ward(s))

B. Introduction

Provide a summary of your organization, what you are proposing, why you are proposing this approach and why you should be selected for this intervention.

C. Background and Problem Statement

Provide an overview of the health-related careers workforce development system in the District of Columbia, particularly as it relates to Black women in Wards 7 and 8.

D. Organization Description

Provide an overview of the lead organization, history of organization, mission and vision, areas of focus and/or services, and any other relevant information that helps provide an overview of the organization. Describe how this work fits in with the overall mission of your organization.

If applying as a partnership between multiple organizations, include how long the partnership has been operating together and provide a brief history of each organization and the role that they will play on this team. Please specify which organization will serve as the lead entity. Additionally, please provide a signed letter of support or Memorandum of Understanding (MOU) between the entities.

Please note: the lead organization does not have to be the fiscal agent.

Community Relationships: Describe your or your organization's history of working in Wards 7 and/or 8; the nature of that work; and the people, networks, communities with whom you collaborate.

Equity. Provide the data showing the racial/ethnic and gender composition of the organization's management, other staff and board members.

Please provide a description of how this diversity assures culturally responsive approaches and community connections to Wards 7 & 8 and how it informs your work. Additionally, how does equity inform your organizational structure? If the organization's management, staff, or Board are not majority people of color, what are your plans to achieve this goal?

Please provide number of people (not %)	Male	Female	Transgender	Gender Non-Conforming	White	African American	Latino	Asian/Pacific Islander	Multiethnic	Cancer Survivor/Caregiver	Other
Management staff											
Other staff											
Board of Directors											

E. Staffing Plan

Describe the staffing plan and management structure clarifying which team members will participate in the delivery of services funded by this RFP. Specify qualifications of each team member, as well as their role in implementing the landscape analysis. Previous experience in conducting focus groups, key informant interviews, and other components of a landscape analysis should also be included. Previous team member's experience in health equity should be highlighted. Include resumes for key team members as part of the Appendix.

F. Project Description

Please outline your approach for conducting this landscape analysis. The description should include a proposed methodology for stakeholder recruitment, data collection, proposed tools, and reporting of findings to various audiences (patients, providers and SDI). Successful applicants will propose creative and effective strategies that are specific to each stakeholder group and audience.

The applicant should provide a summary of your skills and experience that demonstrate your organization's ability in accomplishing the goals and tasks outlined in this RFP. Please give examples of any similar work you have conducted, as well as accomplishments, barriers/challenges, steps taken to overcome those challenges and outcomes.

A work plan should be included with your proposal. The work plan should include a timeline for completion of each proposed objective as well as the responsible staff member.

G. Budget and Funding Information

Provide a project budget. Applicants must adhere to the following budget guidelines:

- Reasonable compensation of contractors required to perform services beyond staff capability.
- Allowable costs include salaries, materials, travel and other meeting related expenses.
- Travel costs ARE allowed for purposes specifically related to the proposed project(s) and must be in line with the Applicant's Institution travel policies.
- Indirect costs are capped at 35%