

Milwaukee Immigrant and Refugee Welcome Center and ECBO Capacity Building

Request for Proposal

August 30, 2021

Introduction	2
RFP Timeline	2
Contact Information and Questions.....	3
Contact Information for the RFP administrator:	3
Application Requirements.....	3
Background.....	5
Funding Sources.....	5
Ties to the Service Provider and Stakeholder Communities.....	5
Milwaukee Welcome Center	6
Scope of Work: Welcome Center	6
Build Capacity of ECBOs	7
Scope of Work: ECBO capacity building for each organization should include:.....	7
Selection Criteria: Welcome Center and ECBO Capacity Building.....	8
A. Organizational Background and Experience.....	8



INTRODUCTION

On behalf of The City of Milwaukee, the Community Development Grants Administration is seeking proposals from organizations able and interested in providing:

1. Management of a new welcome/connection/resource (hub) center for foreign-born residents in Milwaukee, Wisconsin.¹
2. Capacity building services for Ethnic Community Based Organizations (ECBOs).

These are separate projects, but organizations may bid on one or both projects. Upon review of the submissions, the primary funders will use a scoring matrix to score the submissions. If two separate organizations are selected, the funders anticipate close collaboration between the two to carry out all aspects of the proposal. Depending on availability of funding and scale of projects one project may start before the other.

RFP Timeline

August 30, 2021	RFP released
September 10, 2021	Q & A Virtual Meeting Time: 10:30 AM-12:30 PM Location: Zoom Cloud Meeting https://us06web.zoom.us/j/84998714882 Meeting ID: 849 9871 4882 One tap mobile +13126266799,,84998714882# US (Chicago)
September 14, 2021	Q & A answers distributed
October 04, 2021	Proposals due
October 04 – 08, 2021	RFP responses reviewed and scored
October 11, 2021	Selection completed
October 12, 2021	RFP recommendation File Introduced to Common Council
October 20, 2021	Community and Economic Development Committee
November 02, 2021	Common Council File ratification
November 15, 2021 ²	ECBO capacity building planning begins
November 15, 2021 ³	Development of welcome center Project Plan

¹ For the purposes of this RFP, the center will be referred to as the “welcome center.”

² Date is tentative and subject to change.

³ Date is tentative and subject to change.

Contact Information and Questions

All questions concerning the information presented in this Request for Proposal should be sent in writing to CDGAreports@milwaukee.gov.

- Proposers may submit questions until 5:00 p.m., Monday, September 13, 2021 to CDGAreports@milwaukee.gov.
- A Virtual question and answer session will be held on Friday, September 10, 2021, 10:30 am – 12:30 pm to answer questions related to the RFP. Attendance is not mandatory.
- Written answers to all questions will be provided by 5 PM on September 14, 2021. If there are discrepancies between answers given verbally at the meeting and written answers provided, the written answers will take precedence over the verbal answers.
- There will be no contact between proposers and CDGA during the proposal process other than the question and answer process. In all cases, no verbal communications shall override written communications or the contents of this RFP.

Contact Information for the RFP administrator:

Monique Lofton
200 East Wells Street, Room 606
Milwaukee, Wisconsin 53202
mlofto@milwaukee.gov
414-286-3647

APPLICATION REQUIREMENTS

- Proposers may be a registered nonprofit or for-profit organization.
- Proposers should have some or all of the following experiences:
 - Working primarily with foreign-born population, preferably in Milwaukee/ Milwaukee County.
 - Foreign-born on staff and/or organization's board/committees.
 - Relationships with employers in the Milwaukee area.
 - Good standing relationships with a broad group of stakeholders and service providers in Milwaukee.
 - Demonstrated experience operating a sustainable organization.

RFP Submission Process

- Cover/transmittal Letter: Include name of the point of contact for the proposal, organization, address of organization, email and phone number. The letter should be signed by a person with authority to bind the company.
- Indicate which project(s) are included in the proposal:
 - welcome center
 - ECBO capacity building
 - Both
- Proposers may submit proposals for either the welcome center, the ECBO capacity building project or both. If you are proposing to manage only the welcome center or the ECBO capacity building services write "NA" for the service you are not addressing.
- Proposals must be submitted electronically, via email to CDGAreports@milwaukee.gov by **5 PM (CST) on October 04, 2021**. Proposals submitted in any other manner will not be considered. Note that the subject line should read: **Welcome Center and Capacity Building RFP**

- A person with authority to bind the proposer shall sign the proposal and any clarification to the proposal.
- Expenses incurred in preparation of the proposal responses, conference attendance, site visits, or any other reason or function for the vendor to respond to this RFP shall be the responsibility of the vendor.
- All proposals become the property of the CDGA and will not be returned.

Delay in Receipt of Proposal

CDGA will not accept any responsibility for any delay or delinquency in the receipt of proposal due to mail, package delivery, US Postal Service, messenger and/or courier services, or any other method of delivery. The responsibility for timely proposal delivery rests solely and entirely with the vendor.

Failure to Comply

Failure to supply any information requested to accompany proposals may be cause for rejection of the proposal as non-compliant. CDGA reserves the right to request additional information if clarification is needed. Both the request and the response shall be in writing.

Economy of Presentation

Proposals should not contain promotional or display materials. Please respect the word limitations provided by each question. If you need to exceed the word limits for each question please post your additions clearly marked as to what answer they belong to in the Attachment area at the end of your proposal. Answers should address the topics asked, and aid in the evaluation and be answered concisely and clearly. Proposals that do not address each criterion may be rejected.

Disclosure of Proposal Content

The contents of these proposals may be placed in the public domain and be open to inspection by interested parties. **Trade secrets or proprietary information that are recognized as such and are protected by law may be withheld if clearly identified as such in the proposal.** The entire proposal cannot be designated as proprietary or trade secret. If a request to review the bid document is received, CDGA will notify the vendor to permit the vendor to defend the proprietary nature of the information.

RFP and Proposals Become Part of Contracts

All parts of the request for proposal, the contents of the vendor's proposal response, and any clarification thereto submitted by the successful offeror shall become part of the contractual obligation and incorporated by reference into the ensuing contract document.

Disposition of Proposals

All proposals become the property of CDGA and shall not be returned to the offeror.

Gratuities

The laws of Wisconsin provide that it is a felony to offer, promise, or give anything of value or benefit to an evaluator, Steering Committee or CDGA employee with the intent to influence their acts, opinion, judgment or exercise of discretion with respect to their duties. Evidence of violations of this statute will be turned over to appropriate officials.

Signature of Offeror's Agent

The offer made by technical proposal, and any clarifications to that proposal shall be signed by an officer of the offering firm or a designated agent empowered to bind the firm in a contract.

Reporting of Anti-Competitive Practices

When for any reason collusion or other anti-competitive practices are suspected among any vendors or offerors, CDGA shall prepare a notice of the relevant facts to be transmitted to the appropriate officials for review and possible involvement.

Award

The City of Milwaukee reserves the right to award this contract not necessarily to the firm with the lowest cost, but to the firm which will provide the best match to the requirements of this RFP. There are no appeal rights from the decision.

BACKGROUND

Wisconsin has a long history of welcoming immigrants and refugees from throughout the world. In 2018, 297,928 immigrants (foreign-born individuals) comprised 5 percent of the State of Wisconsin's population. The top countries for immigrants were Mexico (28 percent of immigrant), India (8 percent), China (5 percent), Laos (4 percent), and the Philippines (3 percent).

Immigrant workers comprise 6 percent of the labor force in 2018. Immigrant workers are the most numerous in the following occupation categories: Production, Transportation and Material Moving, Food Preparation, Office and Administrative Support, and Education. Immigrant-led households in the state paid (<http://www.newamericaneconomy.org/locations/>) \$1.7 billion in federal taxes and \$968.3 million in state and local taxes in 2018.

Immigrant business owners accounted for 6 percent of all self-employed Wisconsin residents in 2018 and generated \$295.9 million in business income of which roughly 5 percent was in the Milwaukee/Waukesha/West Allis area.

Between 2002 and 2016, 13,671 refugees fleeing conflict and persecution around the world have resettled in Wisconsin. During this time, refugees came from 36 different countries. The largest nation by far has been Burma, also called Myanmar (5,265 refugees) settled in Wisconsin. During this period, countries of origin for refugee groups in Wisconsin include: Laos (3,340), Somalia (1,352), Iraq (1,219), Dem. Rep. Congo (501), and Bhutan (384). The vast majority of refugees in Wisconsin have settled in Milwaukee.

The following RFP has been issued at the request of the City of Milwaukee Mayor and Common Council to:

1. Create a welcoming center for the foreign-born in City of Milwaukee.
2. Increase the capacity of ECBOs to serve their community and be an added resource for the welcoming center.

Funding Sources

Funding to develop the project plan will be supported by the primary funders, depending on the scale of the project, funding needs identified by the proposer and the availability of funds. While funding for the welcome center and capacity building projects will initially be supported through Community Development Block Grant (CDBG) funds, the preferred applicant should have experience with fundraising at all levels including grant writing, and through government, philanthropic and nonprofit entities; corporate and individual solicitations.

1. Welcoming Center: \$100,000 (CDBG); and
2. ECBO capacity building: \$100,000 (CDBG)

Ties to the Service Provider and Stakeholder Communities

The services sought by this RFP are not intended to replace current service providers, but instead be a connector and/or facilitator, and a complement to the current ecosystem serving foreign-born New Milwaukeeans. Where practicable and efficient, the welcome center will act as a direct provider of services, but it is not intended to displace or directly compete with the current system of providers.

Milwaukee Immigrant and Refugee Welcome Center

Two reasons for the growth of foreign-born populations in Milwaukee are the opportunities for a better quality of life and economic growth. The greater Milwaukee area is seen as welcoming to newcomers, in part, because of the availability of services to individuals and families. However, there are challenges to accessing services and navigating complex service systems. It was evident that there is no single point of access to services for new arrivals to get information on services available. Even when newcomers know about different services available, connecting to them can be difficult, due to barriers such as language, transportation and child care.

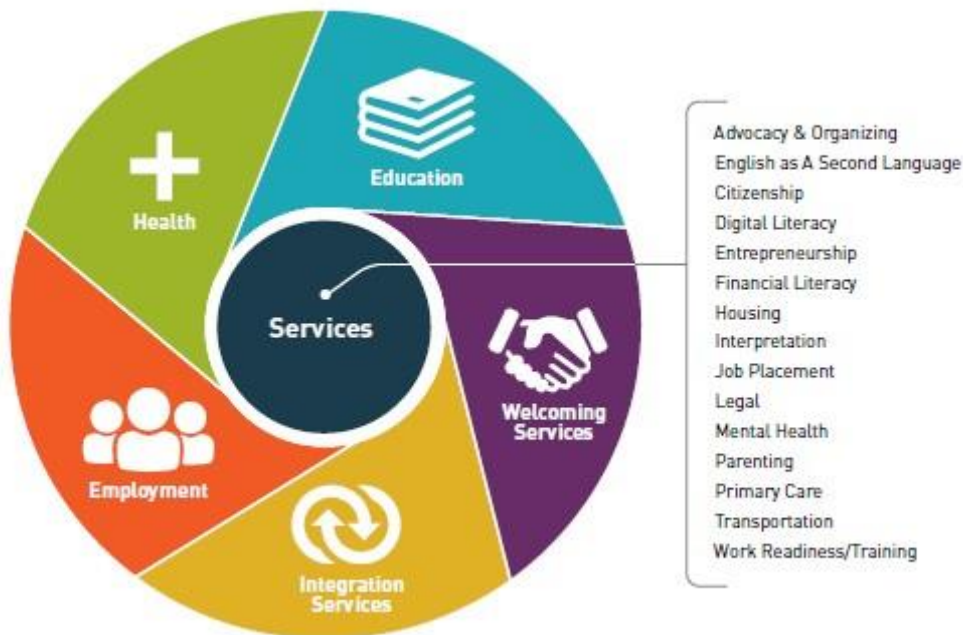
Basic functions of a welcome center:

- Serve as the first call or location for information on services available to the foreign-born in Milwaukee.
- Assist the foreign-born in navigating the systems and institutions needed to survive in the short term and thrive in the long term in Milwaukee.
- Make referrals to area services and service providers.
- Conduct a needs assessment and provision of immediate services to the foreign-born.
- Host basic services such as ESL (English as a Second Language) classes, citizenship classes, legal services, financial education, and others, as needed.
- Provide office space for services related to assisting the foreign-born.

Important lessons can also be learned from similar, effective models across the country. The Refugee Empowerment Center (Omaha, NE), Arab Community Center for Economic and Social Services (Detroit, MI), Welcoming Center for New Pennsylvanians, (Philadelphia, PA) and International Institute of St. Louis (MO), are examples of collaborative efforts to expand access to services and help refugees and immigrants navigate the systems through which services are provided.

Scope of Work: Welcome Center

It is expected that the welcome center will, at a minimum, connect the foreign-born to services highlighted in the chart below. If specific services do not currently exist in Milwaukee or are not accessible to the foreign-born, the welcome center should work to make such services available.



In addition to the above-mentioned services, it is expected that the welcome center will also:

- Provide culturally competent, trauma-informed services.
- Employ and/or otherwise engage the foreign-born in management of the center.
- Serve as a resource center and hub to connect the foreign-born with services and expertise.

- Serve as a satellite office for some services.
- Work with external stakeholders so they can understand the opportunities, challenges and requirements associated with working with our foreign-born residents. Stakeholders may include:
 - Employers
 - Service agencies
 - Funders/philanthropic community
 - Faith-based community
 - Public institutions
 - Public at large

Build Capacity of ECBOs

ECBOs have a long history in Milwaukee as formal entities that support the cultural and service needs of foreign-born communities throughout the region. Throughout interviews with community leaders, immigrants, and refugees, it was clear that ECBOs play a substantial role in the growth of ethnic communities. It was consistently found that foreign-born individuals receive help first from their own community and ethnic organizations when they arrive in Wisconsin. Whether it is information about how to obtain a driver's license, rent an apartment, or get a job, the first call is almost always received by fellow ethnic community members or ethnic organization, if they exist.

ECBOs are important to Milwaukee, these entities are established to:

- Bring communities together to celebrate and preserve cultures for existing and future generations.
- Provide basic services needed in the community.
- Serve as a bridge between ethnic communities and mainstream services.

These organizations range from large to small, but all have common characteristics, including governance structures that reflect the communities they serve; culturally responsive services and activities; and, continual engagement of their communities through formal and informal channels. ECBOs in Milwaukee are in a unique position to serve their communities and ensure services are culturally responsive and accessible with the right support and training.

Some communities, especially those with highly educated and/or experienced individuals, are better able to navigate the 501(c)3 filing process, recruit board members, raise funds, and run the organization effectively. However, many, especially those who have lower English language skills, struggle to do it on their own. They often receive help from other community organizations to complete the process.

Once the 501(c)3 status is received, it can be challenging to ensure the organization has a good leadership team; to maintain their organization status, to ensure they apply and receive operational or programmatic funds; and, to provide vital services to their members.

The ECBO capacity building is expected to be aligned with the welcome center, but not necessarily provided by the same entity. It is anticipated that an assessment of current and prospective ECBOs in Milwaukee will be conducted as part of the ECBO capacity building process.

Scope of Work: ECBO capacity building for each organization should include:

- Clarifying organizational mission and vision.
- Developing a strategy for building capacity of the organization to serve its community, including strategic, fundraising, and communication planning.
- Developing templates for operational efficiencies, such as budgets and monitoring documents.
- Creating an economy of scale for contracted services, such as overhead and staffing costs.
- Developing strategic priorities for the organizations to best utilize their strengths and skills to serve ethnic communities, while being a bridge to mainstream community service providers.
- Educating and empowering the foreign-born to fully utilize their potential and become contributing members of the community.

SELECTION CRITERIA: WELCOME CENTER AND ECBO CAPACITY BUILDING

Instructions for completing the RFP

Please include the following information in the RFP. Submissions will be scored based on the detail and accuracy of each section of the proposal.

Proposals should use the same numbers and headers outlined below to ensure proposal uniformity and inclusion of all required criteria. Please include all criteria that has been outlined in the RFP, but not specifically addressed below.

Each section indicates whether the section will be scored for welcome center, ECBO capacity building or both. Each project will be scored separately, even if a proposer is bidding on both proposals. This will ensure a fair and accurate scoring process. There is a total of 100 possible points for the welcome center proposal and 90 possible points for the ECBO capacity building proposal.

A. Organizational Background and Experience

- Please provide your answers in a 10-point Arial font and in no more than 500 words for each answer.
- Attachments may be included at the end of the proposal.
- Total Points for this section: Welcome Center-35 points. ECBO-35 points.

Welcome Center (5 points)

ECBO capacity building (5 points)

A cover/transmittal letter including the name of the point of contact for the proposal, organization, address of organization, email and phone number. Include two references with contact information. The letter should be signed by someone with authority to bind the company.

Welcome Center (10 points)

ECBO Capacity Building (10 points)

1. Tell us about your organization and address the following:
 - a. The mission of your organization.
 - b. Number of employees and their professional backgrounds and expertise.
 - c. Annual budget and its trajectory over the last several years.
 - d. Number of people served annually and the service trend line over the last five years.
 - e. Legal and tax status (corporation, partnership, nonprofit, or other).

Welcome Center (10 points)

ECBO Capacity Building (10 points)

2. Describe your experience working with the immigrant and/or refugee populations including:
 - a. Services currently provided.
 - b. Years providing these services.
 - c. The populations you primarily serve.
 - d. The languages spoken by your staff.
 - e. Provide outcomes/impact of your services.

Welcome Center (10 points)

ECBO Capacity Building (10 points)

3. The managers of both projects will receive some funding from the funders, but will also be expected to raise funds from outside sources including; federal and state governments, the business community, philanthropic organizations and individual donors. Describe your experience raising funds including the sources and amount raised.

B. Vision

- Please provide your answers in a 10-point font and no more than 500 words for each answer.
- Attachments may be included at the end of the proposal.
- Total Points for this section: Welcome Center-50 points. ECBO-40 points.

Welcome Center (10 points)

ECBO Capacity Building (10 points)

4. Describe how you envision working with current community partners, networks and stakeholders.

Welcome Center (20 points)

5. Describe your **vision** for the welcome center in the near and long term. Please address:
- a. How the welcome center will interact with current service providers, ECBOs, and employers.
 - b. Services to be offered including those previously outlined in this document and other services deemed appropriate for the welcome center in the near and long term.

ECBO Capacity Building (20 points)

6. Describe your **vision** for building capacity of the ECBOs in the near and long term. Please address:
- a. What the near-term priorities should be and how you envision the services expanding over a five-year period.
 - b. Discuss the role of current service providers as ECBOs expand and grow.

Welcome Center (10 points)

7. **Managing** the welcome center. Relying on your experience with similar activities and knowledge of community partnerships and stakeholders in, Milwaukee describe how you would segment the populations served and services provided, including:
- a. Professionals seeking licensure or having their degrees and work experience recognized.
 - b. English speakers vs non-English speakers
 - c. The foreign-born with little to no formal education or relevant work experience or exposure to US/Wisconsin culture.

Welcome Center (10 points)

ECBO Capacity Building (10 points)

8. **Staffing:** Please describe the anticipated staffing needs in the near and long term for the welcome center and/or ECBO Capacity Building, including the number of full and part-time staff and the role of volunteers. Note: The funders strongly believe the success of both programs requires significant involvement from the foreign-born.

C. Governance

- Please provide your answers in a 10 point font and no more than 500 words per answer.
- Attachments may be included at the end of the proposal.
- Total Points for Governance: Welcome Center-15 points. ECBO-15 points.

Welcome Center (10 points)**ECBO Capacity Building (10 points)**

9. **Governance:** The governance structure for both projects is expected to be a Board of Directors focusing on long term strategy, finances and policy. There will be funder representation on each board as well as businesses, employers, philanthropies, and individuals from the community at large. In addition, an Advisory Board consisting of service providers, stakeholders and the foreign-born will be established to assist with programmatic issues.

Please describe your experience working with similar governance structures. As a reminder, those selected for each project will report to a separate Board of Directors. Overlap between members of current boards and the new boards is anticipated. Please describe your vision for a streamlined governance structure to prevent confusion and duplication of efforts.

Welcome Center (5 points)**ECBO Capacity Building (5 points)**

10. Budgets are a balance between priorities and needs. Please describe a generic budget for the welcome center. Precise details are not necessary at this time, but provide thoughts on the approximate percentages of the budget that would go to personnel, programs, fundraising, and administration.

- Phase I – Provide cost estimates on the planning and launch of getting the center up and running.
- Phase II - Project the annual cost of managing the welcome center day-to-day.

- Describe a generic budget for the ECBO capacity building services. Precise details are not necessary at this time, but provide thoughts on the approximate percentages of the budget that would go to personnel, programs, fundraising, and administration.
 - a. Phase I – Provide cost estimates on the planning and launch of getting the capacity building services up and running.
 - b. Phase II - Project the annual cost of managing the capacity building services day-to-day.

Insurance

Requirements – The vendor shall secure and maintain throughout the duration of this contract, insurance of such types and not less than the amounts negotiated with funders.

Single Proposal Response

In the event that only one (1) proposal response is received, CDGA and the Steering Committee shall use the same evaluation procedures found in this RFP to determine that the technical proposal is responsible and responsive.

Completeness of the RFP

The proposer shall be responsible for verifying completeness of the RFP document they receive by checking for obvious errors, the correct number of pages, or for missing portions of text. The table of contents shall be an aid in verification of completeness. If the copy is incomplete in any way, contact Monique Lofton at CDGA.

ATTACHMENT

This page is for answers that exceed the word limits provided in the RFP.

Please indicate clearly what topic you are expanding on.