



## East Baltimore Workforce Initiatives

### Overview

The Annie E. Casey Foundation's Baltimore Civic Site is seeking proposals for community-based workforce initiatives to connect unemployed and underemployed residents in East Baltimore with quality job opportunities. The primary objectives of these grants are to:

- address the barriers jobseekers in East Baltimore face;
- provide greater workforce training and skill development opportunities; and
- place residents in family-supporting jobs.

Priority will be given to proposals that demonstrate a successful track record of service in East Baltimore and collaboration with community residents, service providers and local employers.

### Successful grantees will:

- partner with local stakeholders to recruit unemployed and underemployed residents;
- conduct comprehensive intake assessments and develop customized plans for program participants;
- connect residents with workforce training and wraparound services that address barriers to employment;
- demonstrate an explicit commitment to advancing equity and inclusion through proposed programmatic approaches and outcomes; and
- be able to meet all data collection requirements, including disaggregating data by race.

**Release Date:** Tuesday, March 14, 2017

**Deadline for Submissions:** Friday, April 14, 2017

### Eligibility

#### Applicants must be able to:

- meet all data collection requirements, including disaggregating data by race;
- partner with a diverse set of neighborhood stakeholders to increase residents' access to workforce training and job placements;
- conduct intensive neighborhood outreach to identify, recruit and engage unemployed residents who lack critical job skills;
- conduct a comprehensive needs assessment at the point of participant enrollment, resulting in a customized and documented service/career plan;

- help candidates access critical support services, such as tutoring and developmental education (remediation; GED), mental health and substance abuse treatment, financial education, public benefits, child support intermediation, child care, criminal records expungement, affordable housing, etc.;
- provide intensive case management and coaching follow-up;
- deliver curriculum-based soft skills and/or occupational skills training needed to secure employment; and
- mentor, coach and support workers through the training, placement and employment retention experience.

Applications that demonstrate thoughtful service alignment approaches and diverse and innovative partnerships with residents and employers are **strongly** encouraged. Partners and subcontractors, including residents, should be fairly compensated for their contributions.

### Target Population

At least 75 percent of program participants must be unemployed or underemployed residents of East Baltimore who lack critical job skills.

The targeted geographic area must include Middle East/EBDI and its perimeter communities.

### Award Type and Amount

Grants ranging from \$75,000-\$300,000 each will be awarded to five to 10 eligible applicants (see ‘Qualified Applicants’ below). Individual applicants may apply for a maximum amount of \$150,000. Joint applicants (collaborations) may apply for up to \$300,000. The Baltimore Civic Site reserves the right to change the number of grants awarded based on the quantity and quality of proposal submissions. Grant awards will be made only to the extent that funds are available.

### Period of Performance

The performance period will be 12 months from the date of execution of the grant agreement, commencing on or about June 1, 2017, and ending on or about May 31, 2018. Successful awardees may be eligible for a second-year renewal. Grant renewals will be made at the Foundation’s discretion and will depend upon a range of factors, including but not limited to, grantee performance and availability of funds.

### Qualified Applicants

This RFP is open to the following applicants:

- workforce training organizations;
- supportive service organizations partnered with workforce training organizations;
- resident-led volunteer associations partnered with workforce training organizations;
- community development corporations; and

- neighborhood-based/faith-based institutions.

This is a competitive process open to organizations with a not-for-profit designation as evidenced by incorporation in the State of Maryland or Federal 501(c)(3) tax-exempt designation.

Selected grantees (organizations or partnerships) must (collectively) demonstrate experience with operating a local or regional workforce development initiative and must possess the requisite technical capacity and professional expertise to provide the types of services required. Applicants may form teams or include subcontractors to appropriately respond to all tasks listed in the scope of work. If teams are formed, or subcontractors are engaged, the proposal must clearly identify a prime or lead contractor.

### Submitting the Proposal

Proposals submitted in response to this RFP must consist of five separate and distinct parts: (1) Cover Page; (2) Project Abstract; (3) Project Narrative; (4) Project Budget and Budget Justification; and, (5) Required Supplemental Documents.

It is the applicant's responsibility to ensure the submitted proposal is complete and fully responsive to all RFP requirements, and that the funding amount requested is consistent across all parts and sub-parts of the proposal.

The Baltimore Civic Site reserves the right to deem any proposal incomplete or nonresponsive, and thereby ineligible for competitive review. Please closely follow the guidance outlined below to ensure that the proposal package is fully responsive to RFP requirements and thereby eligible for review.

**Proposals must be submitted by email no later than 5 p.m., Friday, April 14, 2017.**

Applications should be submitted to: [thiers@aecf.org](mailto:thiers@aecf.org); cc: [dtorain@frontlinesol.com](mailto:dtorain@frontlinesol.com).

All questions and inquiries should be directed to: [sespana@aecf.org](mailto:sespana@aecf.org); cc: [dtorain@frontlinesol.com](mailto:dtorain@frontlinesol.com).

**Please follow the guidelines below to assemble the proposal.**

### General Requirements

#### PROPOSAL FORMAT AND ORGANIZATION (5 Points)

##### Order of Contents

Organize the proposal package as follows:

- Section 1 – Cover Page – 1 pg.
- Section 2 – Project Abstract – 1 pg.
- Section 3 – Project Narrative – 10 pgs.

- Section 4 – Budget and Budget Narrative – no limit; please use provided templates
- Section 5 – Required Supplemental Documents – no limit

### **Formatting Requirements**

Format the proposal according to the following requirements:

- 12-point font
- Normal margins (top: 1”; bottom: 1”; left: 1”; right: 1”)
- Double-spaced
- Times New Roman
- Numbered – bottom of page
- Single-sided 8.5 x 11” page

### **SECTION 1: COVER PAGE (5 Points)**

#### **Instructions**

The first section of the proposal should be the **Cover Page**. Please include the following information.

- Name of lead applicant
- Project name
- Co-applicants/partners
- Address of lead applicant
- Total amount requested
- Annual operating budget of lead applicant
- Cost per enrolled participant
- Designated lead point of contact

### **SECTION 2: PROJECT ABSTRACT (5 Points)**

#### **Instructions**

The second section of the proposal should be the **Project Abstract**. The **Project Abstract** should be no more than one page and should closely follow the standard formatting requirements above (see ‘**General Requirements**’). Please label this part of the application ‘**Section 2 – Project Abstract.**’

Please provide the following information in narrative form:

1. Name of the proposed initiative or project
2. Name of the lead applicant
3. Names of all partners, including collaborating community, service, youth development and/or workforce training/placement organizations
4. Project goal and objectives
5. Targeted population(s)

6. Targeted neighborhood(s)
7. Overview of project scope (types of services to be provided)
8. Proposed performance outcomes
9. Proposed period of performance
10. Requested award amount

### SECTION 3: PROJECT NARRATIVE (60 Points)

#### Instructions

The third section of the proposal should be the **Project Narrative**. The **Project Narrative** should be no more than 10 pages and should closely follow the standard formatting requirements above (see '**General Requirements**'). Please label this part of the application '**Section 3 – Project Narrative.**'

Please provide the information below in narrative form. Please use the headers below for each sub-section and follow the same order/sequence of content.

#### Part 1: Target Neighborhood(s)

- Identify the East Baltimore neighborhoods (inclusive of Middle East/EBDI) to be served through the project, including (as possible) the defined boundaries for each targeted neighborhood/geographical area.

#### Part 2: Target Population(s)

- Identify the targeted population(s) to be served through the project.
- Verify that at least 75 percent of participants served through the program will be unemployed or underemployed residents of East Baltimore who lack critical job skills.

#### Part 3: Project Methodology & Work Plan

##### Outreach and Recruitment

- **Neighborhood Engagement** - Describe the plan for promoting community residents' and neighborhood stakeholders' awareness of: 1) the resources and services to be made available through the initiative, and 2) the requirements for program enrollment and/or resource access.
- **Client Recruitment** - Describe the plan for conducting outreach to, and recruiting, the targeted population. Please detail the specific outreach methods (i.e., community organizing, street outreach, job clubs, job and resource fairs, community-based referral, on-line social media, etc.).

- **Community Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative's community outreach and engagement efforts. Detail the role of each partner. Attach a letter of support or MOU from each partner.

### Comprehensive Assessment

- **Comprehensive Assessment** – Describe the assessment process that will be used after an eligibility determination has been made to identify each candidate's assets (i.e., prior work experience, areas of interest and work aptitudes) and any work-related barriers (i.e., reading and math comprehension levels, mental health and substance abuse issues, housing, child support, criminal records expungement, child care, etc.).

### Barrier Removal & Stabilization

- **Barrier Removal Strategy** - Describe the strategies to remove or mitigate identified work-related barriers.
- **Supportive Service Partnerships** - As applicable, list any partners to be engaged for the purpose of supporting the initiative's barrier removal/supportive service efforts. Detail the role of each partner. Attach a letter of support or MOU from each partner.

### Work Readiness & Training

- **Work Readiness & Training Strategy** - Describe the education, support and training strategies to promote participants' work readiness, including the soft skills development component.
- **Work Readiness and Training Partnerships** - As applicable, list any partners that will be engaged to support the initiative's work readiness and training efforts. Detail the role of each partner. Attach a letter of support or MOU from each partner.

### Direct Placement or Referral

- **Job Placement Strategy** - Identify job placement strategies for participants whose assessment indicates that they are ready for direct placement or participation in work readiness training. Describe the plan for post-placement follow-up and retention support. Describe any plans for mentoring, coaching and supporting workers through the training and placement experience.
- **Employer Partnerships** - Identify at minimum three local employer partners with which the lead applicant, core partner(s) or partnership has had a validated track record of successful placement and candidate retention. Attach a letter of support for each.

## Partnerships & Accountability

- **Partner Accountability and Information Exchange** - Describe the approach for holding any identified supportive service, workforce training and placement, and/or other partners accountable to their roles in supporting project goals. As stated above, attach any applicable MOUs or partnership agreements.

## Part 4: Project Timeline

- Provide a timeline depicting all project activities.

## Part 5: Organizational Capacity & Management

### Organizational Chart

- Provide an organizational chart, included as an attachment to the project narrative. The organizational chart should depict at minimum, the contents below.
  - The organization serving as the lead applicant
  - All core partners serving in capacities indicated above (outreach, supportive services, training, placement and referral), and the linkages between each entity and/or organization
  - All key staff to support the project funded through this grant, including all relevant leadership, program, administrative, and advisory positions within each entity and/or organization.

### Project Staffing Plan

- List all key staff who will support this project, including each staff member's name and title, and a description of role/responsibilities.
- Provide a reasonable timeframe for hiring the project manager if one is not already identified, and describe plans to assign an interim project manager if required. If hiring a project manager, provide a plan to appoint an interim project manager, who will serve until the new project manager is hired.

### Core Competencies

- **Neighborhood Engagement & Involvement** - Please detail the organization's (or partnership's) capacity to (and method for) engaging community residents meaningfully in project planning and design, implementation and/or oversight, including:
  - length of history working in neighborhood(s) specified above;
  - method of engaging community residents in project design, implementation and/or oversight; and
  - number of community representatives actively involved in the project's board/governing body (if applicable).

- **Workforce** - Please detail the organization's (or partnership's) experience in managing a workforce initiative, including a summary of the initiative's performance outcomes from the prior year (7/1/15 – 6/30/16 or 1/1/16 – 12/31/16). Performance outcomes should (at minimum) include the following.
  - Number of residents recruited
  - Number of residents assessed
  - Number of residents trained in the work readiness curriculum
  - Number of residents placed into employment, including average wage at the time of initial placement

#### Part 6: Proposed Performance Outcomes

- State proposed outcomes for this project, including the following.
  - **Engagement** - Estimated # of residents to be engaged as a result of outreach.
  - **Work Readiness Training (Enrollment)** - Of those engaged, estimated total #/% of assessed eligible participants to be enrolled into work readiness training.
  - **Barrier Removal** - Of those enrolled, estimated total #/% of participants to be connected to a supportive service/barrier removal resource.
  - **Mentoring or Coaching Support** - Of those enrolled, estimated total #/% of participants to access individual or group-based mentoring or coaching supports (if applicable under the proposed project).
  - **Placement** - Of those who complete the work readiness curriculum, estimated total #/% of participants to receive placement into employment.
  - **Wage** – Of those placed, average wage at point of placement.
  - **Work Readiness Training (Completion)** – Of those trained, estimated total #/% of participants to complete the project's chosen work readiness curriculum.
  - **Retention** – Of those placed, #/% reaching 30, 60, and 90-day retention milestones.

#### Part 7: Data Tracking

- Describe the process for tracking participant-level data and progress.
- Name the specific system to be used to track client information (i.e., Efforts to Outcomes, Apricot, other).
- Confirm the organization's/partnership's commitment to supplying data disaggregated by race.

#### Part 8: Cost Per Enrolled Participant

- Identify the proposed cost-per-enrolled participant for this project and how it was calculated.

### SECTION 4: BUDGET AND BUDGET JUSTIFICATION (20 Points)

#### **Instructions**

The fourth section of the proposal should be the **Budget and Budget Justification**. Please use the template below to complete this section. Complete all fields requested or indicate "n/a" where the field is not applicable.

As this section is completed, please be sure to do the following.

1. Provide a complete description of costs associated with each line item in sufficient detail to justify the total cost.
2. Double check the calculations to make sure they are accurate.
3. Make sure the budget is justified and reasonable given the scope of work — i.e. provisions to ensure there is an adequate level of staff and personnel devoted to the project.
4. Identify any leveraged funds, including the source and a short description of how funds will be utilized as part of this grant.

Organization Name:					
Project State Date:		Project End Date:			
<i>DETAILED PROJECT BUDGET: Please provide a list of all relevant expenses that you are requesting that the Casey Foundation fund. Also include a brief description for each line item. You may add additional lines, but do not change the overall outline of the template. If you have questions, please call or e-mail your Casey Foundation contact.</i>					
Project Expense Line Items	Description	Requested Amount from Casey		Total Project Expense	
Salary/Personnel		\$	-	\$	-
Fringe/Benefits		\$	-	\$	-
Consultants <i>include rate and hours if applicable</i>		\$	-	\$	-
Subgranting <i>if yes, please add additional lines and provide details</i>		\$	-	\$	-
Materials /Supplies		\$	-	\$	-
Travel		\$	-	\$	-
Publication/Media		\$	-	\$	-
Rent		\$	-	\$	-
Utilities		\$	-	\$	-
Other Expenses					
Other Expenses					
Other Expenses					
<b>Direct Costs Total</b>		\$	-	\$	-
Overhead* <i>cannot exceed 10% of the direct costs covered by the Casey Foundation</i>		\$	-	\$	-
<b>TOTAL</b>		\$	-	\$	-
<i>*"Overhead" includes operating support, fiscal agent fees and any other unexplained budget line items, and cannot exceed 10% of the direct costs. A tip on how to calculate this is: Total Requested Amount ÷ 11.</i>					
<i>FUNDING SOURCES: Please list the top funding sources for this project/program. Only list a funding source if you have already requested/secured funding. If the Annie E. Casey Foundation is the sole funder of this project/program, please list the Casey Foundation with the amount requested.</i>					
FUNDING SOURCE	Name	Amount Requested		Amount Secured	
FUNDER 1		\$	-	\$	-
FUNDER 2		\$	-	\$	-
FUNDER 3		\$	-	\$	-
FUNDER 4		\$	-	\$	-
FUNDER 5		\$	-	\$	-
<b>TOTAL</b>		\$	-	\$	-

**SECTION 5: REQUIRED SUPPLEMENTAL DOCUMENTS (5 Points)**

**Instructions:** The fifth and final section of the proposal should be the **Required Supplemental Documents**. Please attach the following items.

- Most recent audited financial statements
- Partner letters of support or MOUs (referenced above)
- Organizational chart (referenced above)

**Evaluation Criteria**

Proposals will be evaluated and selected through a competitive bid process. The Baltimore Civic Site will establish a proposal evaluation committee that includes local stakeholders, community leaders and representatives of the Mayor’s Office of Employment Development and the Baltimore Workforce Investment Board. Measure will be taken to ensure there are no conflicts of interest among members of the committee.

The Annie E. Casey Foundation reserves the right to negotiate with one or more respondents selected on the basis of the technical merit of their proposal and proposed cost. Respondents may be asked to make personal appearances to provide additional information on proposals.

**Overview:**

Section	Value
Proposal Format & Organization	5
Section 1: Cover Page	5
Section 2: Project Abstract	5
Section 3: Project Narrative	60
Section 4: Budget & Budget Justification	20
Section 5: Required Supplemental Documents	5
Total Points Available	100

**Detail:**

Section	Evaluation Criteria
<b>PROPOSAL FORMAT &amp; ORGANIZATION</b> (Total Value: 5)	
<b>Format</b>	• Proposal package is well organized and follows RFP formatting requirements.
<b>SECTION 1: COVER PAGE</b> (Total Value: 5)	
<b>Cover Page</b>	• 1-page template included and follows RFP formatting requirements.

<b>SECTION 2: PROJECT ABSTRACT</b> (Total Value: 5 Points)	
<b>Project Abstract</b>	<ul style="list-style-type: none"> <li>• Project Abstract is no more than one page and closely follows RFP formatting requirements.</li> <li>• Project Abstract provides the following information in narrative form. <ul style="list-style-type: none"> <li>○ Name of the proposed initiative or project</li> <li>○ Name of the lead applicant</li> <li>○ Names of all partners, including collaborating community, service, youth development and/or workforce training/placement organizations</li> <li>○ Project goal and objectives</li> <li>○ Targeted population(s)</li> <li>○ Targeted neighborhood(s)</li> <li>○ Overview of project scope (types of services to be provided) <ul style="list-style-type: none"> <li>○ Proposed performance outcomes</li> <li>○ Proposed period of performance</li> <li>○ Requested award amount</li> </ul> </li> </ul> </li> </ul>
<b>SECTION 3: PROJECT NARRATIVE</b> (Total Value: 60)	
<b>Part 1: Target Neighborhood(s)</b>	<ul style="list-style-type: none"> <li>• Targeted neighborhoods/geographical areas are clearly identified.</li> </ul>
<b>Part 2: Target Population(s)</b>	<ul style="list-style-type: none"> <li>• The targeted population(s) to be served through the project are clearly identified.</li> </ul>
<b>Part 3: Project Methodology &amp; Work Plan</b>	<ul style="list-style-type: none"> <li>• Application demonstrates thoughtful support service alignment approaches and diverse and innovative partnerships with residents and employers.</li> </ul> <p><b>Outreach &amp; Recruitment</b></p> <ul style="list-style-type: none"> <li>• <b>Neighborhood Engagement</b> – Application presents a thorough, feasible and clearly articulated plan for promoting community residents’ and neighborhood stakeholders’ general awareness of: 1) the resources and services to be made available through the initiative, and 2) the requirements for program enrollment and/or resource access.</li> <li>• <b>Client Recruitment</b> – Application presents a thorough, feasible and clearly articulated plan for conducting outreach to, and recruiting, the targeted population.</li> <li>• <b>Community Partnerships</b> – Application identifies any partners that will be engaged to support the initiative’s community outreach and engagement efforts. Respective roles of partners are clearly defined.</li> </ul> <p><b>Comprehensive Assessment</b></p> <ul style="list-style-type: none"> <li>• <b>Comprehensive Assessment</b> – Application describes the assessment process that will be used after an eligibility determination has been made to identify each candidate’s assets, work interests and any work-related barriers.</li> </ul>

	<p><b>Barrier Removal &amp; Stabilization</b></p> <ul style="list-style-type: none"> <li>• <b>Barrier Removal Strategy</b> – Application describes planned strategies for the removal of identified work-related barriers.</li> <li>• <b>Supportive Service Partnerships</b> – Application identifies any partners that will be engaged to support the initiative’s barrier removal/supportive service efforts. Respective roles of partners are clearly defined.</li> </ul> <p><b>Work Readiness &amp; Training</b></p> <ul style="list-style-type: none"> <li>• <b>Work Readiness &amp; Training Strategy</b> – Application describes planned education, support and training strategies. Work readiness approach includes a soft skills development component.</li> <li>• <b>Work Readiness &amp; Training Partnerships</b> – Application identifies any partners that will be engaged to support the initiative’s work readiness and training efforts. Respective roles of partners are clearly defined.</li> </ul> <p><b>Direct Placement or Referral</b></p> <ul style="list-style-type: none"> <li>• <b>Job Placement Strategy</b> – Application identifies job placement strategies. Application describes plan for post-placement follow-up and retention support.</li> <li>• <b>Employer Partnerships</b> – Application identifies at minimum three employer partners with which the applicant (and/or core partner) has had a validated track record of successful placement and candidate retention. A letter of support is attached for each identified employer partner.</li> </ul> <p><b>Partnerships &amp; Accountability</b></p> <ul style="list-style-type: none"> <li>• Application describes planned approach for holding any identified supportive service, workforce training and placement, and/or other partners accountable to their role in supporting project goals. A draft, executed MOU or partnership agreement is attached for each core partner.</li> </ul>
<p><b>Part 4: Project Timeline</b></p>	<ul style="list-style-type: none"> <li>• Application contains a timeline depicting all activities, timeframes and deliverables, and core partners to be engaged in initiative implementation.</li> <li>• Proposed timeframes are realistic and achievable within the project performance period.</li> </ul>
<p><b>Part 5: Organizational Capacity &amp; Management</b></p>	<p><b>Organizational Chart</b></p> <ul style="list-style-type: none"> <li>• Application contains an organizational chart as an attachment.</li> </ul> <p><b>Project Staffing Plan</b></p> <ul style="list-style-type: none"> <li>• Application lists all key staff to work in support of the project, including each staff member’s name, title, and description of role/responsibilities.</li> <li>• Application provides a reasonable timeframe for hiring the project manager if one is not already identified, and describes plans to assign an interim project manager if required.</li> </ul>

	<p><b>Core Competencies</b></p> <ul style="list-style-type: none"> <li>• <b>Neighborhood Engagement &amp; Involvement</b> – Application details the organization’s (or partnership’s) capacity to and method for engaging community residents in project planning and design, implementation and/or oversight, including: <ul style="list-style-type: none"> <li>○ Length of history working in target neighborhood(s)</li> <li>○ Method of engaging youth and community residents in project design, implementation and/or oversight</li> <li>○ Number of community representatives actively involved in the project’s board/governing body (if applicable)</li> </ul> </li> <li>• <b>Workforce</b> - Application details the organization’s (or partnership’s) experience in managing a workforce initiative, including a summary of the initiative’s performance outcomes from the prior year. Historical performance outcomes include (at minimum): <ul style="list-style-type: none"> <li>○ Number of residents recruited</li> <li>○ Number of residents assessed</li> <li>○ Number of residents trained in the work readiness curriculum</li> <li>○ Number of residents placed into employment, including average wage at the time of initial placement</li> </ul> </li> </ul>
<b>Part 6: Proposed Performance Outcomes</b>	<ul style="list-style-type: none"> <li>• Applicant provides numerical projections for each required outcome measure.</li> <li>• Proposed outcomes appear realistic and achievable within the project performance period.</li> </ul>
<b>Part 7: Data Tracking</b>	<ul style="list-style-type: none"> <li>• Application describes the process by which participant-level data and progress will be tracked.</li> <li>• Application names the specific system to be used (i.e., Efforts to Outcomes, Apricot, other).</li> <li>• Application states commitment to supply data disaggregated by race.</li> </ul>
<b>Part 8: Cost Per Enrolled Participant</b>	<ul style="list-style-type: none"> <li>• The proposed cost-per-enrolled participant is clearly stated.</li> </ul>
<b>SECTION 4: BUDGET &amp; BUDGET JUSTIFICATION</b> (Total Value: 20 Points)	
<ul style="list-style-type: none"> <li>• Partners and sub-contractors, including residents are fairly compensated for their role and contribution.</li> <li>• All applicable expenses are clearly identified with accurate calculations.</li> <li>• Budget Justification provides a complete description of costs associated with each line item in sufficient detail to justify the total cost for each line item.</li> <li>• Budget Justification demonstrates that the budget is justified and reasonable given the scope of work of the project, including adequate staff personnel devoted to the project to support achieving project objectives.</li> <li>• Budget justification identifies any leveraged funds and clearly describes the source and how funds will be utilized as part of this grant.</li> </ul>	
<b>SECTION 5: REQUIRED SUPPLEMENTAL DOCUMENTS</b> (Total Value: 5	
Package includes the following as an attachment:	

- Most recent audited financial statements
- Partner letters of support or MOUs (referenced above)
- Organizational chart (referenced above)

### Cost of Preparing Proposals

Costs for developing, preparing and submitting the proposals are solely the responsibility of the bidders. The Annie E. Casey Foundation will not provide reimbursement for such costs.

### Clarification Procedures

All clarifications or changes to submitted proposals must be in the form of a written addendum and must be received prior to 5 p.m., Friday, April 14, 2017.

### Withdrawals

A submitted proposal may be withdrawn prior to the due date. A written request to withdraw the proposal must be submitted electronically to [sespana@aecf.org](mailto:sespana@aecf.org).

### Tentative Schedule

<b>RFP issued (on or about):</b>	March 14, 2017
<b>Forum/Bidders Conference:</b>	March 20, 2017 (3:00 p.m. – 5:00 p.m.) Location: Hotel Indigo 24 West Franklin Street Baltimore, MD 21202
<b>Proposals due:</b>	April 14, 2017 (5:00 p.m. – By email only)
<b>Award is announced (on or about):</b>	April 24, 2017
<b>Contract completed and approved by:</b>	June 1, 2017
<b>Start of training (on or about):</b>	June 1, 2017
<b>Services end (no later than):</b>	May 31, 2018
<b>Contract end date:</b>	May 31, 2018