



CCF New Contract & Bid Policy Form

Submit to GMT for contracts to be paid from Discretionary (F, SD, U, J Funds)

Submit to GMT for contracts to be paid from Operating (O Funds)

Contract Price: _____

*If contract price is over \$25,000, obtain & attach bids from 3 different potential contractors along with E Team approval of selection. **If this contract exceeding \$25,000 will be an exception to bid policy, attach documentation of E Team approval granting exception.***

Contract Term: _____

Contract Scope of Work (or attached):

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Name: _____

(recommended) Bid #1 (proposal attached)

Address: _____

Primary Contact(s): _____

Contract Signatory Email: _____

Reason for selection or for recommended exception to bid process (1-2 sentences or attach):

Bid #2 (proposal attached for contracts over \$25,000)

Name: _____

Address: _____

Primary Contact(s): _____

Bid #3 (proposal attached for contracts over \$25,000)

Name: _____

Address: _____

Primary Contact(s): _____

Capacity Building & Training Services for High Road Transition Collaborative Partners

Per the LA County CERF HRTC proposal, the amount of \$75,000 has been designated to identify a vendor/partner to provide training to strengthen the capacity of community residents to take part in CERF planning and decision-making process.

CERF Fact Sheet – [CERF LA HRTC Fact Sheet \(laedc.org\)](https://www.laedc.org/cerf-fact-sheet)

LA County CERF website & resources - [CERF | LA HRTC For Equitable Economic Growth \(lacerf.org\)](https://www.lacerf.org)

Project Overview

This Capacity Building project aims to infuse the LA County High Road Transition Collaborative Partners participating in the Community Economic Resilience Fund (CERF) program with critical technical, organizational, and strategic development skills. The training will be designed to ensure all participants, particularly those from historically underserved communities, have the capacity, knowledge, and resources needed to actively contribute to the formulation of the LA County HRTC CERF Regional Plan. The ultimate objectives are advancing towards a carbon-neutral economy, fostering high-quality job creation, and encouraging impactful training opportunities for underserved communities across all LA County service planning areas.

Scope of Work

Needs assessment: Identify and analyze the capacity needs of collaborating partners, community members, and the communities they serve. Understand barriers to effective economic development planning participation.

Technical assistance: Provide support in areas such as strategic & economic planning centered on the CERF objectives, project management, resource mobilization, systems thinking, data collection, and iterative learning.

Training services: Develop and deliver equity driven workshops, webinars, learning resources, and mentoring to build key skills in economic planning, organizational capacity building, project evaluation, fund raising, basic meeting organization, and effective community engagement. These workshops should have the ability to reach participants from all backgrounds and educational levels and provide training in multiple languages. Training services should also be focused on the CBO micro grantees and residents involved in the Outreach & Engagement process.

Network/Coalition Building: Support the strengthening of current partnerships and establishment of new ones for collective action towards the goals of the CERF program. Provide tools for effective collaboration and coordination.

Monitoring and Evaluation: Implement robust monitoring systems to track project progress, performance, and impact on community engagement in economic development planning.

Expected Timeline and Deliverables

- Needs Assessment report within the first two weeks
- Launch of Technical Assistance program by the end of the first month
- Commencement of Training services by the end of the first month
- Quarterly reports on progress, challenges, and success stories
- Final report at the end of the project documenting lessons learned, best practices, and project impact on Regional Plan development
- Continuous Monitoring & Evaluation throughout the project process

Fiscal Agent and Regional Convener

The California Community Foundation will act as the fiscal agent for this project and is the fiscal agent for the LA County CERF HRTC, ensuring that the funds are properly managed and disbursed. The Los Angeles County Economic Development Corporation (LAEDC) is the Regional Convener for the LA County CERF HRTC and will facilitate coordinating efforts across

various stakeholders and partners, while ensuring alignment with the LA County HRTC proposal and strategic economic plans.

Furthermore, by integrating the core values of the CERF program, this project's Scope of Work will enable traditionally marginalized participants to play influential roles in the preparation of the LA County HRTC Regional CERF Plan, while also boosting the region's transition to a carbon-neutral economy.

California Jobs First Proposal

Capacity Building Project

SidePorch provides advisory services to organizations across sectors and industries that are committed to making a positive impact through their core operations. We work alongside leaders and teams to build as well as execute on strategy, operations, and partnership support. Our work often involves building new approaches required to generate measurable impact across complex systems.

We have worked with over one hundred clients across sectors and industries, from Fortune 100 companies and international development agencies through public-private partnerships, startups, investment firms, and non-profit groups. The range of clients - from established to earlier stage - allows us to develop plans as well as achieve goals that lay the foundation for ongoing success.

In all engagements, we work to build a team that combines our consultants with a network of advisors and partners. Our team has deep experience working across complex systems of networked actors, providing unique perspectives and operating as a nexus to connect people and organizations with shared purpose. We have executive and operational experience working in corporate, investment, philanthropic, nonprofit, and government settings with a focus on climate, education, healthcare, and organizational inclusion.

SidePorch believes that it can be most supportive in building strategies, impact, and operational plans for 2024 and beyond as the California Jobs First program becomes more operational.

We also propose that we break this into two phases:

- First Phase (November 20 - December 22, 2023)
 - Discovery
 - Internal Analysis
 - Ecosystem Enhancement

- Second Phase (Q1 '24: after micro-loan grantee / steering committee decisions)
 - Continued Discovery and Ecosystem Enhancement
 - Impact Management Protocol
 - Operational Plan and Sustainable Strategy

While we would expect to refine activities and deliverables throughout the course of our engagement, the following enables us to support the goals of this SOW efficiently and effectively:

Activities and Deliverables:

- *Discovery (ongoing and parallel path)*
 - Goal: Quickly understand California Jobs First's current ecosystem and the work its leadership have done so far and the overarching goals for the future
 - Activities:
 - Review pertinent documents (especially regional summary reports and existing research)
 - Regular meetings with California Jobs First leadership
 - Interviews with California Jobs First leadership and key steering committee members
- *Internal analysis (First Phase)*
 - Goal: Provide review of strengths and gaps within California Jobs First's ecosystem by focusing on partners and existing research on community needs
 - Activities:
 - Desk research that aligns with California Jobs First's short- and long-term goals
 - External interviews with partners and community leaders
 - Review governance processes, including steering committee operations
 - Brief report on the current successes and opportunities for better achieving California Jobs First's objectives
- *Ecosystem enhancement (ongoing and parallel path)*
 - Goal: Foster collaboration among stakeholders and create a more connected ecosystem
 - Activities:
 - Provide connections to leaders and organizations that build coalition for greater impact of the California Jobs First program while supporting existing CRM work
 - Facilitate initial meeting between affinity hub leads, table partner leads, and micro-grantees to share insights and best practices
 - Develop strategies to improve communication and knowledge sharing among stakeholders
 - Identify opportunities for joint initiatives and partnerships to strengthen ecosystem
- *Impact management protocol (Second Phase)*
 - Goal: Develop the key indicators of success and how to measure them over time
 - Activities:
 - Review similar impact models with leadership to build bespoke protocol for California Jobs First
 - Build on desk research, the impact models of partners, and priorities of LA County and the State of California
 - Develop the initial outline of an operational plan that California Jobs First and its partners will run throughout 2024 and beyond

- Establish a framework for continuous adaptability in response to changing community needs and regulations
- Emergent plan and sustainable strategy (*Second Phase*)
 - Goal: Write an internal report for California Jobs First leadership and staff that recaps the impact protocol, operational goals, and long-term strategic goals
 - Activities:
 - This report includes:
 - Strategic and economic plans to achieve California Jobs First goals
 - Goals for ongoing community workshops
 - Impact management protocol
 - Timeline, strategic priorities, and key outputs
 - Shared at meeting with Steering Committee for feedback and alignment

Engagement Terms:

Key Reporting Contacts:

Charles Johnson & Chioma Agbahiwe

Timeline:

First Phase (November 20 - December 22, 2023)

Second Phase (4 weeks in the first quarter of 2024)

Total Compensation Structure:

\$75,000 (4 equal payments: Dec 1, Dec 22, as well as beginning and end of second phase)

Additional travel and expenses to be reimbursed as incurred, with all these to be approved in writing by California Jobs First in advance.

We welcome your thoughts on this proposal and look forward to working together.

Approved

SidePorch:

California Jobs First:

Signature

Signature

Date

Date

Appendix

About SidePorch

SidePorch supports good people who do hard things that make a difference.

SidePorch provides advisory services to organizations across sectors and industries that are committed to making a positive impact through their core operations. We support a range of clients whose success will result in measurable impact in our world by providing strategy, operations and partnership support.

Depending on the final scope of work, additional consultants may be brought in to enhance services to California Jobs First.

Professional backgrounds of potential consultants:

Andy Yu Riemer

As a Principal at SidePorch, Andy continues his career of driving impact and business growth through the principles of equity and inclusion. As an independent consultant, Andy worked for various non-profits, foundations, and corporations to measure impact, create strategic growth, as well as consult on mental health and diversity initiatives. Previously, Andy has worked at education and entertainment organizations, such as Creative Artists Agency (CAA) and Education Week, developing mission-driven change through scale, research, and optimal partnerships. He has also founded a mental health start-up and briefly played professional soccer. He holds an Ed.M in Human Development and Psychology (Harvard Graduate School of Education) and a B.A. in Psychology (Georgetown University).

Arianna Tamaddon

Arianna Tamaddon, an Associate at SidePorch Consulting, leverages a background in design strategy, visualization, and investment. With six years of medical research experience at esteemed institutions like Stanford and UCSF, she's committed to healthcare improvement. Her passion for the climate sector developed during her time at MenloLabs, where she designed and validated healthcare and climate ventures. Holding a Bachelor of Arts in Biology from Wesleyan University and a Master of Science in Strategic Design and Management from Parsons School of Design, Arianna is dedicated to driving equitable and impactful change at SidePorch.

Sean P. Knierim, Ph.D.

Founding SidePorch continues a career of working to create environments where amazing people can do extraordinary things. Previously, Sean taught for over a decade at the university and secondary levels, holding leadership positions and carrying out research focused on economic and urban development. He also held executive positions at Estabrook Investors, the Jeff Skoll Group and at the MacArthur Foundation. Sean holds a Ph.D. in Comparative

Literature (UNC-Chapel Hill) and master's degrees in International Development Policy (Duke University) and Interdisciplinary Education (Santa Clara University).

Proposal for Training Los Angeles County Community-Based Organizations (CBOs) to Support Undocumented Entrepreneurs

Introduction

Undocumented immigrants play a critical role in the California economy, contributing significantly to entrepreneurship and job creation. In 2016, the [total business income contributed by undocumented entrepreneurs in California](#) was \$3.4 billion. Los Angeles County is home to [951,000 undocumented immigrants](#), which represents almost 10% of the county's population. Due to lack of employment authorization, this population is often excluded from state initiatives related to job creation and economic resilience. **While undocumented immigrants face significant barriers to pursuing employment in the United States due to lack of work authorization, any immigrant, regardless of legal status, can legally earn a living through business ownership or self-employment (IRCA, 1986).**

However, this population faces unique challenges when starting and running businesses, including limited access to capital, language barriers, and a lack of understanding of US business regulations. Community-based organizations (CBOs) are well-positioned to provide support to undocumented entrepreneurs, but many CBOs lack the expertise and resources to effectively assist this population.

About Immigrants Rising

Over the past decade, Immigrants Rising has led the creation of programming to help the undocumented community learn about entrepreneurship as an alternative to employment. Our work is driven by and for undocumented people. We believe that those most affected by unequal access to opportunities must be at the center of designing and implementing solutions. As an organization with programs created by and for undocumented people, we intimately understand the needs of our own community and our work is a reflection of our hard-earned learnings. Our immigrant-led team offers our participants flexibility, builds trusting relationships through regular calls and emails, and generally ascribes to a holistic, long-term approach that disavows overnight success or quick fixes.

Given the high demand for information around how undocumented entrepreneurs can start businesses, we created an online platform (Spark), where anyone across the US can learn about alternatives to employment through entrepreneurship at their own pace. Besides resource creation, we have also developed programs to help people access capital (in the form of grants) and receive individualized technical assistance to get started with entrepreneurship. **In fiscal year 2023, our Spark entrepreneurship materials were accessed by more than 14,000 people across all 50 states.** Learn more about the technology of our Spark website [here](#).

Our entrepreneurship programming served as a model for [California's Social Entrepreneurs for Economic Development \(SEED\)](#) initiative, which focuses on three pillars: baseline entrepreneurship training, microgrants and technical assistance. **Through California's SEED program, in the past two years, IR has provided baseline entrepreneurship training, granted close to \$5.5 million in grants, and offered targeted technical assistance to more than 1000 low-income immigrant entrepreneurs across California.** Read our press release [here](#).

Our Proposal

This proposal outlines a comprehensive training program for CBOs on how to support undocumented entrepreneurs. The training program will include:

- Needs assessment amongst CBOs that serve undocumented entrepreneurs
- Teachings on unique challenges faced by undocumented entrepreneurs
- Technical assistance workshops on how to create inclusive grant programs
- Provide guidance on data collection, data infrastructure and analysis for reporting
- Support with curriculum development and iterative learning
- Fostering an ecosystem for undocumented entrepreneurs to connect with mentors and networks
- Navigating US immigration and tax laws and regulations

Objectives

The objectives of the training program for the LA HRTC are to:

- Equip CBO staff with the knowledge and skills to effectively support undocumented entrepreneurs
- Foster a deeper understanding of the unique challenges faced by undocumented entrepreneurs
- Enhance the capacity of CBOs to provide financial assistance to undocumented entrepreneurs
- Strengthen the connections between CBOs and resources for undocumented entrepreneurs
- Promote collaboration among CBOs to better serve undocumented entrepreneurs

Target Audience

The training program is targeted at staff members of LA HRTC CBOs who provide services to undocumented immigrants. This includes staff members of:

- Immigrant advocacy organizations

- Small business development centers
- Microenterprise development organizations
- Legal aid organizations

Training Methodology

The training program will be delivered in a variety of formats, including:

- In-person workshops
- Online courses
- Group mentorship opportunities

The training will be interactive and will include case studies, real-world examples, and opportunities for participants to network with peers.

Training Schedule

The needs assessment report will be completed within the first two weeks of commencement of work. The training program will be delivered over a period of two months. The training will be offered in both English and Spanish. Training will be completed by March 30th, 2024.

Quarterly and final reports will be delivered through a period of 6 months after the training program is completed. Final report will be completed by September 30th, 2024.

Evaluation

The training program will be evaluated using a variety of methods, including:

- Participant feedback surveys
- Pre- and post-tests to measure knowledge and skills
- Case studies of successful program participants

Budget

The total budget for the training program is \$95,000. This includes the cost of:

- Training materials preparation
- Trainer stipends
- Translation services
- Trainer's and participant's meals and travel

Personnel for training (1 month for prep + 2 months for training)	<ul style="list-style-type: none"> • Researcher for needs assessment • Trainers (3-5 staff) 	\$30,000
Personnel for evaluation (6 months)	<ul style="list-style-type: none"> • Lead researcher • Data analyst 	\$25,000
Training Materials	<ul style="list-style-type: none"> • Training manuals and handouts • Online training platform • Translation services 	\$10,000
Participant Travel and Meals	<ul style="list-style-type: none"> • Travel reimbursement for participants • Meals for participants 	\$15,000
Other Expenses	<ul style="list-style-type: none"> • Venue rental for workshops • Marketing and outreach 	\$15,000
Total		\$95,000

This budget breakdown is based on the following assumptions:

- The training program will be delivered over a period of two months.
- The evaluation will happen over a 6-month period.
- The training will be offered in both English and Spanish.
- There will be a maximum of 50 participants in the training program.
- The training will be held in a central location in Los Angeles County.

Please note that this is just a sample budget breakdown and the actual costs may vary.

Conclusion

This training program will provide CBOs with the knowledge and skills they need to effectively support undocumented entrepreneurs. The program will help undocumented entrepreneurs start and grow successful businesses, which will contribute to the economic vitality of their communities.

Additional Recommendations

In addition to the training program, we recommend the following:

- Develop a resource directory of services for undocumented entrepreneurs
- Create a mentorship program for undocumented entrepreneurs
- Advocate for policies that support undocumented entrepreneurs
- Establish a network of CBOs that serve undocumented entrepreneurs

We believe that these recommendations, in conjunction with the training program, will create a more supportive environment for undocumented entrepreneurs to succeed.