

department
of economic
opportunity

COUNTY OF LOS ANGELES

Dalberg

REQUEST FOR PROPOSAL

*Communications and marketing
services to support the High Road
Training Partnership initiative by the
County of Los Angeles*

December 2024



Contents

Engagement Background	3
Expected Scope of Work	4
Candidate Qualifications and Submission Process	6

ENGAGEMENT BACKGROUND

High Road Training Partnerships (H RTP) bring together industry, education and training providers, labor, and the community to build employer-informed, worker-centered, skill-based training models that meet evolving market needs and promote job quality, equity, and sustainability. By focusing on Los Angeles County residents who are unemployed or disproportionately impacted by COVID-19, priority populations¹, and individuals with barriers to training and employment, H RTPs catalyze employment opportunities for communities in need of an equitable economic recovery in order to reduce economic hardships and improve long-term outcomes that are both intergenerational and multigenerational.

The County of Los Angeles (County), through its Department of Economic Opportunity (DEO), will expand existing H RTPs for Los Angeles County. DEO will focus on key sectors significant to the regional economy and will develop new high-road career pathways which have been validated by labor market data and industry demand. Primary areas of training focus are programs that offer alternative pathways to entry including pre-apprenticeships, apprenticeships, and other unique upskilling opportunities; and specifically, that lead to full-time occupations that do not require a post-secondary degree; that demonstrate current and projected hiring need; and which offer family-sustaining wage jobs with career pathways.

To implement the H RTP strategy, the DEO will fund the LA County H RTP Fund (Fund) through American Rescue Plan Act (ARPA) dollars. The Fund shall be designed, administered, delivered, and executed by [Dalberg Advisors](#) and the [UCLA Labor Center](#). Dalberg Advisors and the UCLA Labor Center shall design, administer, deliver, and execute the ARPA-funded Wraparound Services for Critical Employment Initiative (also known as the Worker Equity Fund or WEF), a cash assistance fund for trainees impacted by the COVID-19 pandemic and who need added financial support to mitigate barriers to their participation and success in H RTP programs.

The Fund and WEF will be available to all potential participants in Los Angeles County, but they will seek to center and reach underserved communities impacted by the COVID-19 pandemic (job loss, loss of wages, etc.). Underserved communities include workers and residents in the highest and high-need areas of Los Angeles County and unincorporated areas. Target populations also include non-geographic priority populations, including BIPOC, women, system-involved and system-impacted individuals, persons experiencing homelessness, current or former foster youth, transitional age youth, and/or those individuals identifying as LGBTQ+.

The County of Los Angeles and its implementation partners, Dalberg Advisors and UCLA Labor Center, are looking for a communications/marketing partner to support the H RTP in the following ways:

- (1) Develop and implement an integrated communications/marketing launch plan for a County H RTP Fund that includes robust earned media and owned media (e.g., social media, email marketing, website development) targeting potential applicants
- (2) Support program reporting through conducting key media analysis and promoting the final written report

The pages that follow elaborated on the expected scope of work and details requested as part of this solicitation.

¹ Individuals ages 18 and over, Black Indigenous People of Color (BIPOC), women, system-impacted individuals, persons experiencing homelessness, current or former foster youth, transitional age youth (TAY), and/or those individuals identifying as LGBTQ+

EXPECTED SCOPE OF WORK

Deliverables Required

The Subrecipient shall work with DEO and Dalberg to support in creating a (1) communications/marketing and launch plan, (2) application outreach plan, and (3) program reporting.

Communications/Marketing and Launch Plan

The Subrecipient shall work with DEO and Dalberg to develop and implement an integrated communications/marketing and launch plan for a County Fund that includes robust earned media and owned media (e.g., social media, email marketing, website development) in at least 3 languages (Spanish, English, and Chinese) targeting potential applicants. Specific deliverables include:

- **Branding:** Subrecipient shall develop branding specific to the Fund. This branding will be separate but consistent with DEO branding and statewide H RTP branding.
- **Website development:** Subrecipient shall develop and launch a user-friendly micro-website, with at least 5-6 pages, that reflects the brand identity of the Fund and WEF. Subrecipient shall work with Dalberg to set-up a Fund and WEF micro-site and collaborate with DEO to establish protocols/process to manage the website during implementation of the Fund and WEF. In addition, DEO shall work with Subrecipient to develop a plan for a transfer of management and hosting regarding DEO's ongoing maintenance of the website. The Fund and WEF micro-site will be hosted externally by Subrecipient. DEO's *opportunity.lacounty.gov* website will serve as a landing page that links to the microsite.. Subrecipient shall complete content review and mockup design approvals for at least the landing page/homepage of the Fund and WEF microsite, and this microsite shall be in production in preparation for public launch.
 - **Application portal:** Subrecipient shall develop an application portal directly connected to DEO's website, translated in County threshold languages², that will house Fund eligibility requirements, the application form, and any technical assistance materials like application toolkits or videos, etc.
- **Earned media:** Subrecipient shall draft a press release and media kit for the launch of the Fund and pitch stories to hyperlocal, ethnic media, and in-language media outlets, with approval from DEO, and assist with coordinating media inquiries.
- **Owned media:** Subrecipient shall develop the design of social media and email newsletters graphics with corresponding copy for use by all partners to promote the launch event, specific programs and services, relevant program events, and recruitment flyers for each H RTP program. This includes a mix of both organic and paid digital media strategies.
- **Print and collateral material:** Subrecipient shall design and print Fund and WEF general one-pagers (combined or separate) in at least 3 languages (Spanish, English, and Chinese). Further translation into all LA County threshold languages may be required.² Subrecipient shall print at minimum 2,000 copies of the general one-pager.
- **Information session:** Subrecipient will support in the promotion of one in-person information session in each of LA County's five supervisorial districts³ , totaling 5 in-person sessions, and one virtual information session for prospective applicants.
- **Innovative engagement strategies:** Subrecipient shall propose and leverage any other innovative engagement strategies (e.g., community-based events, partnerships with local influencers or trusted community organizations, etc.) to support marketing and launch plan.

² English, Arabic, Armenian, Chinese (Oral: Mandarin & Cantonese; Written: Simplified and Traditional), Farsi, Hindi, Japanese, Khmer/Cambodian, Korean, Russian, Spanish, Tagalog, Thai, Vietnamese.
1078266_AttachmentALosAngelesCountyThresholdLanguages.pdf (lacounty.gov)

³ LA County is distributed into 5 supervisorial districts overseen by the Los Angeles County Board of Supervisors. For more information see: <https://bos.lacounty.gov/>

Application Outreach Plan

The Subrecipient shall work with DEO and Dalberg to develop a plan and materials for media outreach to raise awareness of the opportunity for training providers. Specific deliverables include:

- **Identification of audience:** The application outreach plan shall have a goal of reaching at least 50 training providers in Los Angeles County, including community colleges, non-profit workforce training organizations, labor union training programs, and registered pre-/apprenticeships programs. Subrecipient will work with UCLA Labor Center to create the list of training providers. This will include individualized outreach to at least 15 training providers with no previous relationship to DEO.
- **Outreach plan:** Subrecipient shall develop an outreach plan to raise awareness of the funding opportunity to training providers, including those who do not receive direct outreach. This will include key messages, positioning, and differentiation strategies.
- **Outreach methods:** Subrecipient shall develop outreach materials to reach training providers, using a multichannel approach including through ethnic media, social media, and other relevant vehicles.

Program Reporting

The Subrecipient shall work with La County DEO and Dalberg to support program reporting, including conducting detailed outcomes analysis and promoting the final written report. Specific deliverables include:

- **Tracking and monitoring:** Subrecipient shall work with DEO to complete monthly content review for program-specific pages, including application and intake forms. Additionally, Subrecipient shall conduct thorough earned media scanning, SEO analysis, and engagement analysis using relevant tools. This should include clear metrics for media reach, SEO improvements, and audience engagement, along with a defined schedule for reporting these metrics to ensure progress is accurately tracked and aligned with program goals. DEO and Subrecipient will co-create the final impact metrics for monitoring.
- **Promotion:** Subrecipient will support in the promotion of the final report including a marketing campaign and outreach that features participant success stories.
- **Success stories:** Subrecipient shall work with partners to curate success stories of program participants to utilize in the promotion of the Fund and reporting. Explore mediums such as video testimonials, elements for website integration, and the development of templates for efficiently gathering stories and/or quotes from partners.

Project Timeline

Subrecipient shall work with Dalberg, LA County DEO, and UCLA Labor Center throughout the engagement until December 31, 2026. The engagement shall begin by December 31, 2024 with the following timelines for different tentative deliverables.

Key milestones and deliverables	Date
Marketing and launch plan delivered	January 15 2025
Application outreach plan delivered	End of January 2025
Website launch	Early March 2025
Application window opens and community outreach activities are conducted	End of March 2025
Program reporting	Ongoing
Promotion of final written report	Fall of 2026

CANDIDATE QUALIFICATIONS AND SUBMISSION PROCESS

See the following qualifications for the ideal Subrecipient, in no particular order.

- ✓ Capabilities in communications/marketing, website design and management, content drafting, and media relations
- ✓ Prior experience working on workforce development and/or training program facilitation
- ✓ Prior experience working with community colleges or with diverse community-based organizations more broadly, particularly in LA County
- ✓ Full-time physical presence in LA County with an ability to attend in-person meetings in LA at no additional cost
- ✓ Capabilities and tool(s) to conduct media scanning, SEO analysis, engagement analysis to report on key engagement metrics periodically
- ✓ Deep understanding of different offline and online channels to reach LA County's diverse populations, such as adult learners and low wage earners across industries and demographics
- ✓ Verbal and written fluency in English, Spanish, and Chinese (Oral: Mandarin & Cantonese; Written: Simplified and Traditional) strongly preferred
- ✓ Subrecipients officially registered as a Local Small Business Enterprises (LSBE), Disabled Veteran-owned Business Enterprise (DVBE) or a Social Enterprise (SE) with LA County are strongly preferred. If you are an officially registered LSBE, DVBE, or SE with LA County, please include documentation. The County's business preference programs encourage business owners who are minorities, women, disadvantaged or disabled veterans to capitalize on opportunities in government and private-sector procurement programs.

Proposal Requirements

If interested in this proposal, please include in your proposal the following components.

- (1) **Candidate qualifications:** Subrecipient shall include throughout their proposal, details on how they meet the candidate qualifications listed above.
- (2) **Business information:** Subrecipient shall submit basic information about the mission, values, and background of their business. Please include basic information about the structure of the business, including staff size, staff demographic breakdown, and location of offices.
- (3) **Proposed team structure:** Subrecipient shall submit their proposed staffing structure for this engagement, including the team members who will be engaging on this engagement on a day-to-day basis. Please include short biographies of each proposed team member and their estimated hours spent on this engagement on a weekly basis.
- (4) **Previous relevant experience:** Subrecipient shall submit 8-10 notable previous relevant experiences. Each experience should include a short description of the engagement and key outcomes. Relevant experiences include in any of the qualifications listed above including but not limited to experience in workforce development and/or training program facilitation, experience in community engagement, and experience in website design.
- (5) **Proposed approach:** Subrecipient shall submit their proposed approach for this engagement. This should include a proposed methodology to meet the core objectives of this engagement and deliver each of the three key deliverables. Please include details such as:
 - a. A proposed workplan with key high level activities you will undertake.

- b. How you would propose targeting new training providers that have no previous relationship with LA County. These new training providers are ones that have not previously received funding from LA County and have not established formal long term partnership (e.g., are a formal training partner, are a training provider listed through job centers, etc.). The County has many existing relationships with well-established training providers throughout LA County but through this process hopes to reach out to and establish relationships with at least 15 new training providers offering robust programs and servicing target populations.
 - c. How you would propose engaging with underserved communities and priority populations.⁴ This program aims to center and reach underserved communities impacted by the COVID-19 pandemic (job loss, loss of wages, etc.). Underserved communities include workers and residents in the highest and high-need areas of Los Angeles County and unincorporated areas.
 - d. Any key performance indicators (KPIs) to measure the success of proposed marketing, outreach, and website efforts. Examples could include expected numbers of applications, audience engagement metrics, media reach, or other relevant indicators.
- (6) **Budget and timeline:** Subrecipient shall submit a proposed budget and timeline disaggregated by personnel costs, materials costs, and others.

Assessment Rubric

This RFP process is a competitive bid for which we will evaluate all the submitted proposals for their responses. The table below indicates the relative weightage of different components when scoring the technical components of the proposal.

Amongst the proposals scoring high on their technical components, we will further shortlist based on budget. We expect the approximate costing of this partnership to total around USD \$150,000.

Assessment area	Weightage in assessment
Candidate qualifications	40%
Previous relevant experience	30%
Proposed approach	30%

Submission Guidelines

This RFP was made public on Dec 03, 2024.

Please submit any questions you may have regarding the RFP and this process to laila.rodbeck@dalberg.com (with akanksha.agarwal@dalberg.com and jacobo.morales@dalberg.com in copy) with the email title “Questions for RFP: Digital campaign for training program” by 11:59pm Pacific time on Dec 06, 2024.

The completed RFP and all associated components are due by 11:59pm Pacific time on Dec 13, 2024. The selected Subrecipient will be notified by Dec 23, 2024. Please submit the RFP in PDF format, no more than 15 pages or 30 PowerPoint slides long, to laila.rodbeck@dalberg.com (with akanksha.agarwal@dalberg.com and jacobo.morales@dalberg.com in CC) with the email title: “Submission of RFP: Communications and marketing services to support the LA County H RTP”.

⁴ Individuals ages 18 and over, Black Indigenous People of Color (BIPOC), women, system-impacted individuals, persons experiencing homelessness, current or former foster youth, transitional age youth (TAY), and/or those individuals identifying as LGBTQ+