

**REQUEST FOR QUALIFICATIONS
CONSULTANT/EXECUTIVE DIRECTOR**

For the

CITY OF LOS ANGELES

HEALTHCARE CAREER LADDER TRAINING PROGRAM

**MANAGED CAREER SOLUTIONS, INC.
3333 Wilshire Boulevard, Suite 405
Los Angeles, California 90010**

**EXECUTIVE DIRECTOR
CITY OF LOS ANGELES
HEALTHCARE CAREER LADDER TRAINING PROGRAM
REQUEST FOR PROPOSAL**

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I. Background

On October 2, 2006 MCS announced an RFQ for a Healthcare Consultant. An insufficient number of responses were received. MCS now reissues the RFQ, with modifications. The intent of the modifications is to make the RFQ process less demanding to the Proposer, and to solicit a greater number of qualified respondents.

The present request for qualifications seeks to identify a consultant who will serve as executive director of the HCCLTP.

Inasmuch as WIA funding has been decreasing steadily and significantly for the last few years, the focus of the executive director's activities shall be targeted at securing additional, non-WIA funding for the HCCLTP, so that it may continue and even grow despite the decrease of WIA funds.

A. Issuing Entity

Managed Career Solutions, Inc (MCS) is under contract to the City of Los Angeles Community Development Department, Workforce Development Division (CDD/WDD) to provide contract management for the City of Los Angeles Health Care Career Ladder Training Program (HCCLTP), and as such is issuing this Request for Qualifications.

B. Overview

The Health Care Career Ladder Training Program (HCCLTP) was established by the City of Los Angeles Workforce Investment Board (WIB) in 2001 in response to a growing public health care crisis due to the lack of skilled and qualified healthcare workers.

Over the past five years, the HCCLTP has grown into a vital partnership whose members come from the Office of the Mayor, Council District 13, the City of Los Angeles Community Development Department, the Metropolitan Alliance/SCOPE/AGENDA, Healthcare Employees Union Local 399 and Long-term Care SEIU Local 434B, and WorkSource, the City of Los Angeles public workforce development system.

The HCCLTP vision is to improve the health and quality of life for communities throughout the City of Los Angeles and surrounding areas by coordinating resources and building collaboration to address immediate and long-term needs for well-trained and diverse workers in the healthcare industry. By filling critical shortage areas in healthcare while at the same time assisting low income individuals to train for and secure meaningful

employment, this program seeks to improve the health and quality of life in communities throughout the City of Los Angeles.

Since the City of Los Angeles and the Workforce Investment Board (WIB) first targeted healthcare as a strategic industry for workforce development strategies in 2001, the creation and implementation of the program has led to hundreds of residents completing training. Program records show that over 75% of graduates have entered employment in healthcare occupations, with average wages exceeding \$16 per hour.

HCCLTP training and workforce development activities are funded by the Workforce Investment Act of 1998 (WIA). The City of Los Angeles Community Development Department, Workforce Development Division (CDD/WDD) serves as fiscal agent for the program.

The HCCLTP operates in the following manner:

- Program funding is allocated by the WIB
- Strategic oversight of the program is provided by the HCCLTP Executive Committee
- Long-term planning for workforce development in healthcare is provided by the HCCLTP Executive Committee
- Program management at the service level is provided by the HCCLTP Task Force
- Direct operational responsibility for the program is provided by Managed Career Solutions, Inc., (MCS)
- Program performance and WIA performance measures achievement are tracked by CDD/WDD monitors
- Demand-driven occupations are identified by local healthcare employers, who also provide matching funds and clinical sites to the program
- Program participants are recruited, assessed and enrolled exclusively via the City of Los Angeles WorkSource System (the WorkSource centers).
- Program participant recruitment is also provided by pertinent unions, which also serve as advocates for the participants, and which also recruit employers for the program
- Case management and support services are provided by the WorkSource centers

In 2006, the HCCLTP Executive Committee developed a long-term strategic plan for the program, whose goals include the following:

- Expanding the scope of the program
- Developing additional and diverse funding streams
- Expanding employer involvement
- Developing a regional strategy to include areas outside the City
- Identifying new program partners

- Leveraging partnership know-how
- Identifying “Best Practices” strategies to meet a projected increased demand for skilled and qualified healthcare workers.
- Identifying an Executive Director to direct the program and thereby ensure its expansion and sustainability

II. RFQ SPECIFICATIONS

A. Services Solicited

In accordance with the Strategic Plan (see above), and on behalf of the HCCLTP MCS is issuing this Request for Qualifications to select a Consultant/Executive Director for the program for an initial period of 12 months.

B. Eligible Proposers

Proposals will be accepted only from individuals or organizations that:

1. Are qualified to conduct business in the State of California
2. Are in good standing with the California Secretary of State (If a corporation or a Limited Liability Company;
3. Have not been determined to be non-responsive or been debarred by the City pursuant to the Contractor Responsibility Ordinance;
4. Have not been debarred by the federal government, State of California or local government;
5. Have at least thirty-six months of direct and/or related experience in the delivery of the same or similar services for which they are requesting consideration through this RFQ.
6. Eligible entities include non-profit, 501c(3) corporations, sole proprietorships, partnerships, and for-profit corporations.

C. Funds Available & Source of Funds

Fifty-thousand dollars (\$50,000) is available to procure consultant services. The source of funds for this RFQ is the Workforce Investment Act. An additional fifty thousand dollars has been received for contract extension as described in IID, Contract Term.

D. Contract Term

The initial contract period shall be for six months starting on November 1, 2006. MCS retains an option to extend the contract term by an additional six months,

contingent upon satisfactory performance. MCS is in receipt of an additional fifty thousand dollars (\$50,000) from non-WIA sources to fund contract extension

E. Schedule

Announcement and Availability of Proposal	October 2, 2006
Deadline for the Submission of Qualifications/Proposal	November 22, 2006
Scoring of Proposals	November 28, 2006
Appeals	December 8, 2006
Announcement of Selected Consultant	December 15, 2006
Contract Negotiations and Execution	December 21, 2006
Commencement of Services	January 1, 2007

F. Proposal Submission

There is no requirement of a Submission of Letter of Intent to apply.

Proposals may be hand-delivered to or mailed to: Managed Career Solutions, Inc., 3333 Wilshire Boulevard, Suite 405, Los Angeles, CA 90010.

G. Deadline for Proposal Submission

The original proposal, together with three (3) complete copies, must be, hand-delivered or courier delivered in a sealed package by 5:00 p.m. PST on the deadline date to: Philip Starr, Psy.D.

Executive Director
Managed Career Solutions, Inc.
3333 Wilshire Boulevard, Suite 405
Los Angeles, CA 90010.

Persons who hand-deliver proposals shall be issued a "Notice of Receipt of Proposal." The original copy of proposals submitted will be marked with a time and date stamp.

Timely submission of proposals is the sole responsibility of the proposer. MCS reserves the right to determine the timeliness of all submissions. Late proposals shall not be reviewed.

H. Bidder's Conference

A bidder's conference will not be held for this proposal. Bidders may submit questions by electronic mail to ppulido@mcsrehab.com. All responses will be posted at www.hollywoodworksource.com.

I. Proposal Review Process

In order to ensure that this procurement meets statutory and audit standards, the proposal review process shall be as follows:

1. All proposals shall be reviewed to determine that minimum eligibility standards have been met. Ineligible proposers will be notified in writing.
2. All eligible proposals shall be reviewed, scored, and ranked.
3. A proposal will be selected based on the combined score of the written submission and oral interview.
4. Oral interviews will be scheduled with top scoring proposers
5. Proposers shall be notified in writing on their selection outcome.

J. Proposal Appeal Process

All applicants shall have the opportunity to appeal funding recommendations. Information on the appeals process and timeline will be specified in a written notice to all bidders at the time of notification of the selection outcome.

III. GENERAL RFQ INFORMATION

A. General Proposal Conditions

1. **Costs incurred by Proposer:** All costs of proposal preparation shall be borne by the proposer;
2. **Best Offer:** The proposal shall include the proposer's best terms and conditions. Submission of the proposal shall constitute a firm and fixed offer that will remain open and valid for a minimum period of ninety (90) days from the submission deadline.

3. Accuracy and Completeness: The proposal must set forth accurate and complete information. Unclear, incomplete, and/or inaccurate documentation may not be considered. If the proposer knowingly and willfully submits false performance or other data, MCS reserves the right to reject that proposal. If it is determined that a contract was awarded as a result of false data or performance, MCS reserves the right to terminate the contract.

4. Withdrawal of Proposals: Proposals may be withdrawn by written request of the authorized signatory on the proposer's letterhead or by e-mail at any time prior to the submission deadline.

5. General MCS Reservations:

- MCS reserves the right to withdraw this RFQ at any time and without prior notice. MCS makes no representation that any contract will be awarded to any proposer responding to the RFQ. MCS reserves the right to reject any or all submissions.
- If an inadequate number of proposals is received or the proposals received are deemed non-responsive, or not cost effective, MCS may at its sole discretion, extend the submission date until a sufficient number of proposals are received, reissue the RFP or execute a sole-source contract with a vendor.
- MCS and the HCCLTP Executive Committee and/or their designees shall review and rate the proposals. The proposer may not make any changes or additions after the deadline for receipt of proposals. MCS reserves the right to request additional information or documentation, as it deems necessary.
- MCS reserves the right to verify all information in the proposal. If the information cannot be verified, and if the errors are not willful, MCS reserves the right to reduce the rating points awarded.
- If the selection of the proposed is based in part on the qualifications of specific key individuals named in the proposal, MCS must approve in advance any changes in the key individuals or the percentage of time they spend on the project.

B. Standing of Proposer

Regardless of the merits of the proposal submitted, a proposer may not be recommended for funding by MCS if it has a history of contract non-compliance with MCS or with the City of Los Angeles or any other funding source; poor past or current contract performance with MCS, the City, or any other funding

source; or current disputed or disallowed costs with MCS, the City, or any other funding source.

MCS will enter into an agreement only with entities that are in good standing with the California Secretary of State.

C. Contract Documents

The proposer approved for funding shall be required to negotiate a contract with MCS that shall include all documentation that is required pursuant to City contract policies.

IV. PROPOSAL PACKAGE

A. General Preparation Guidelines

1. Narratives are limited to twelve (6) pages and must follow these standards:
 - Font type – Arial
 - Font size – 12 point
 - Margins – 1” on all sides
 - Single-sided on white paper
 - Line spacing – Single spaced
2. **Pages in excess of the stated limits will not be read and will not be considered in scoring.**
3. Each page, including Exhibits, must be numbered sequentially at the bottom of the page
4. The Proposal Checklist lists are the narratives, exhibits and certifications that must be included with the proposal, and forms the Table of Contents.
5. Proposal Checklist – Documents to be Submitted with Proposal:

	Description	Page Number
1	Letter of Transmittal	
2	Table of Contents	
3	Narrative	
4	Curriculum Vitae/Resume	
5	Relevant Information, Publications, etc.	

6. All proposals must be accompanied by a cover letter, limited to one page. The letter must include the title, address, telephone number, fax number, and e-mail of the proposer; and be signed by the person authorized to bind the proposer to a contract.
7. Proposals must be submitted in the English language, with numerical data in the English measurement system.

IV. PROPOSAL EVALUATION FACTORS & REQUIRED NARRATIVE

The selected consultant/executive director shall demonstrate that said person will not require start-up time, but rather shall be able to “jump right in” to directing and managing the leveraging of resources for the HCCLTP. The successful proposer will be able to demonstrate: (1) Understanding of the HCCLTP; (2) Current networks and contacts within the healthcare and related fields; and (3) Fundraising expertise. The successful proposer shall demonstrate at least thirty-six months of work in the same or related endeavor. Attachments 1, Scope of Work, and 2, Job Description are included to assist in responding to the narratives, and presented as to be generally informative as to the goals and direction of the HCCLTP.

During the six-month term of the contract, the selected proposer is expected to develop a plan to raise a minimum of Three Hundred and Fifty Thousand Dollars (\$350,000) cash, and have demonstrated that the plan is viable, by the receipt of commitments from proposed funding entities.

The following table sets forth the elements that the proposer shall describe in narrative form in a maximum of six (6) pages.

Evaluation Criteria	100 Points Total
<p>Section I. Demonstrated ability and knowledge of the healthcare industry in Los Angeles as well as the HCCLTP program and strategic plan that includes:</p> <ul style="list-style-type: none"> ▪ A comprehensive understanding of the Strategic Plan, Scope of Work, and Executive Director Job Description and its relationship to the proposer’s past experience and 	<p>25</p>

<p>skills;</p> <ul style="list-style-type: none"> ▪ Identify additional healthcare providers in the City that have the capacity to participate in the HCCLTP 	
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<p>Section II. Management Experience: This section should describe your specific management experience and your ability to manage a complex set of perspectives, partners, and funding sources to successful outcomes.</p> <ul style="list-style-type: none"> • The purpose, date, location of this/these partnerships; • Provide a list of the members; • Describe the governance structure; • Describe the sources of funds, including the amount of partner contributions and leveraged funds. • Describe outcomes and customer satisfaction • Describe how you brought additional funding to the project <ul style="list-style-type: none"> ▪ Include a complete resume • Include the names of three (3) customers, agencies or funding sources with or for whom you have worked and the name of the contact person, telephone number, and e-mail address. 	<p>40</p>
<p>Section III. Describe in detail a six month work plan that will deliver the scope of work as it relates to the strategic plan and securing commitments of \$350,000 in funds:</p> <ul style="list-style-type: none"> • Define priorities • Describe in detail your fund raising plan, including prospective sources of funding; ▪ Set out a budget, if invoicing will be 	<p>35</p>

<p>based on an hourly rate, please state professional rate.</p> <ul style="list-style-type: none">▪ Please inform as to the amount time available to work this project, given the funding level available.▪ Describe your philosophy and approach for leveraging funds▪ Include a project timeline with milestones that corresponds with the scope of work.	
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ATTACHMENT 1

SCOPE OF WORK Executive Director/Consultant Healthcare Career Ladder Training Program

I. Develop operational and financial resources to advance our healthcare sector job training program to the next level in size, access and self-sufficiency.

A. Structure:

1. By or before April 2007 develop a funding plan for the potential independent umbrella organization's first year.
2. By or before April 2007 explore alternatives and decide whether to launch a new 501(c)3 organization or whether to operate through another existing and effective structure.
3. Expand staffing and improve communication.
 - a. Report to the Executive Committee (EC) on regular basis including co-chairing monthly meetings. Attend Steering Committee meetings on regular basis and communicate and implement the EC's vision.
 - b. Seek recognition by the healthcare industry of HCCLTP impact, and capitalize on program successes through public relations, outreach and marketing.
 - c. Continuously inform the Los Angeles City WIB, other public agencies, and other current and potential funding sources about community healthcare and employer needs and the value of HCCLTP and its services.
 - d. Establish a solid infrastructure to support collaborators' program activities; improve connectivity; build deeper and increasingly trusting partnerships, alliances and collaborations among employers, labor, educational institutions, government and employment development agencies to address staffing needs of the healthcare industry and employment needs in the community.
 - (1) Consider whether all important partners are involved, and evaluate the leadership for and quality of communication among them within five months of contract execution.
 - (2) Evaluate the extent to which program strategy and services are not widely embraced by important, non-participating partners; address this issue through engagement within five months of contract execution.

- (3) Refine methods for fostering partnerships, which may include improved stakeholder variety and meetings; increasing the value of members; summits bringing a variety of new partners to the table; and conducting orientations for new members of the partnership.
 - (4) Connect HCCLTP to other CDD/WIB projects and to other healthcare programs operating in the region.
4. By or before May 15, 2007 explore and formally recommend new industry driven (*versus* education system driven) pathways for influence and advancement of our mission for 2006-2007 program year.

B. Funding:

1. Reduce dependency on Workforce Investment Act (WIA) formula funds, and improve leveraging of public and private resources to fill community needs for healthcare workers through new approaches.
2. Locate and secure multiple and continuous alternative sources of funding, and leverage resources/services, which may include awards from union trust funds, ETP funds, grants from the Governor and the Mayor, contributions from regional employers, educational institutions, community based organizations, and foundations.

Labor market analysis:

1. Take a leadership role in the HCCLTP's collection and analysis of the demand for healthcare occupations, local training programs and infrastructure in the City of Los Angeles and surrounding areas, and identify training gaps.
2. Take a leadership role in the HCCLTP's plan to develop a regional strategy for graduating needed healthcare workers by implementing networking initiatives that will link public and private sector labor market demands.

Expanding job opportunities:

By or before June 2007 evaluate current program components and determine whether and how they are effective in achieving this goal; plan for improvements in areas of deficiency.

By or before January 2008 articulate a specific plan for developing quality jobs and providing career paths to South LA residents and inner city communities.

Continuously expand the number of employers participating in HCCTLP initiatives, including union and non-union employers as well as a broader range of employers in health-related industries.

ATTACHMENT 2
HEALTH CARE CAREER LADDER TRAINING PROGRAM
Job Description

Position: Consultant/Executive Director
Salary: \$50,000 - Six Month Contract, Renewable for an additional 6 months, with additional \$50,000.
Available: November 7, 2006

Overview: The Health Care Career Ladder Training Program (HCCLTP) was established in 2001 in response to a growing public health crisis due to the lack of skilled healthcare workers. Seeking to improve the health and quality of life for communities throughout the City of Los Angeles and surrounding areas, the HCCLTP coordinates resources and builds collaboration to address immediate and long-term needs for well-trained and diverse workers in the healthcare industry; fills critical shortage areas in healthcare; and assists low-income job seekers and incumbent workers to train for and secure meaningful employment. Analysts predict the Health Care staffing crisis will grow over the next twenty years. As we enter the fifth year of our strategic partnership, we seek an Executive Director to lead, sustain and expand the program to a scale able to address this regional crisis.

Managed Career Solutions, Inc. on behalf of the Executive Committee of the HCCLTP has issued an RFQ which is available on the Managed Career Solutions, Inc. website (www.hollywoodworksource.com), by e-mail (ppulido@mcsrehab.com).

Qualifications and Requirements:

- Advanced degree in relevant field (Public Health, Political Science, Business, or Nursing) preferred
- Expertise and demonstrated ability in managing health care partnerships
- Deep knowledge of the local healthcare industry, and its recruitment needs.
- Demonstrated ability to think strategically about workforce development strategies, program design and implementation.
- Understanding of the workforce development system, including purpose and utilization of Workforce Investment Act funding, and appropriate use of non-WIA leveraged funding in the workforce development system.
- Non-profit management expertise and demonstrated ability
- Grant writing and proven track record in generating new resources and revenue streams from private foundations, public entities, and corporations
- A least three years of management experience including directing and managing budgets in excess of \$1 million and program development and enhancement

- Commitment to the vision and mission of the HCCLTP program
- Ability to build relationships with diverse agencies such as local, state, federal agencies, elected officials and others to promote and expand program growth
- Computer literate, including MS Office Suite (QuickBooks and MS Access a bonus)
- Ability to track and execute multiple projects and related tasks on deadline
- Excellent writing, oral communication and interpersonal communication skills
- Excellent presentation skills.

To Apply

Selection of the most qualified candidate will be through a Request for Qualifications, which can be obtained by accessing the Managed Career Solutions, Inc. website (mcsrehab.com) or by e-mailing ppulido@mcsrehab.com. A Letter of Intent to Apply must be received by MCS by October 9th, 2006. The proposal due date is October 18th, 2006.