

# Request for Proposal:

.....

## Goodwill Community Enrichment Center *at Fletcher Square*





**Request for Proposals  
For Co-Location at  
Goodwill Community Enrichment Center @ Fletcher Square**

**Introduction**

Goodwill Southern California (GSC) is seeking 5-7 agencies (nonprofit and/or community based organizations) interested in co-locating services in Goodwill's Community Enrichment Center @ Fletcher Square, 3150 North San Fernando Road, Los Angeles, CA 90065. Community services will commence at the Center in May 2014. The following Request for Proposals (RFP) is being provided to you for your consideration.

Through this RFP process GSC is seeking agencies to co-locate in a combination of individual and shared spaces ranging from 500 – 5,000 square feet.

To be considered, your agency must meet the qualifications and satisfy the requirements set forth in this RFP. Please note timeline dates carefully.

**Instructions**

- Proposals will be accepted in a rolling fashion until all spaces are occupied and sub-leases are executed. Proposal materials should be addressed to Darla Kim, Regional Operation Director for the Goodwill Community Enrichment Center ([dkim@goodwillsoocal.org](mailto:dkim@goodwillsoocal.org)). Proposals will be evaluated objectively and subjectively against the needs of the community and GSC criteria as described in this RFP.
- Proposers can submit questions about the Goodwill Community Enrichment Center @ Fletcher Square or RFP process to: [dkim@goodwillsoocal.org](mailto:dkim@goodwillsoocal.org) FAQs are posted on our website at [www.goodwillsoocal.org/fletcher-square-rfp](http://www.goodwillsoocal.org/fletcher-square-rfp).
- Site visits are encouraged and will be offered to all proposers upon request. Please call 323-539-2199, Monday through Friday, 9:00 am to 4:00 pm to make arrangements.
- After proposal review, selected proposers will be notified and the execution of subleases will begin. Timeline for build out, move in, square footage, parameters and costs for tenant improvements and furniture will be negotiated during this time.

**Purpose**

The purpose of this RFP is to solicit nonprofit and other community based organizations who offer services to address the issues and needs identified in the attached Community Needs Assessment (CNA). GSC will consider proposals for those noted beyond those in the CNA if the agency provides a detail needs assessment and rationale. The initial MOU/sub-lease period will be 60 months, with renewable option periods.

**Background & Description of GSC Community Enrichment Center and Neighborhood**

Goodwill Southern California (GSC) is a leading provider of workforce & career development services, putting thousands to work each year in Los Angeles (north of Rosecrans Blvd), San Bernardino, and Riverside Counties. In 2013, we began a new strategic plan, which emphasizes providing “deeper” more intensive services to several key constituencies: people with disabilities, veterans, at-risk youth, ex-offenders, and the working poor. Among these intensive services are access to education and training to help participants become more employable.

Our newest facility is the Goodwill Community Enrichment Center @ Fletcher Square located in the Atwater Village community of Los Angeles, and is bordered by neighborhoods of Silverlake, Echo Park, Glassell Park, Cypress Park and Eagle Rock. The total area of this cluster of communities is 17 square miles with a combined total population of just over 183,000 (and 2.5 percent projected population growth by 2014). Slightly more than half of the population of the region (50.63 percent) is male and 49.38 percent are female; the median age is 31 years.

The Goodwill Community Enrichment Center combines our retail and social services to meet local community needs. Through a community needs assessment conducted in early 2013, GSC identified several key areas of need: access to career resources; financial literacy and asset building; educational attainment (youth & adult), family strengthening and counseling services, and general health services. (The full CNA is attached.) We anticipate that the Center's foot traffic will be about 750-1000 people from the community per day.

The facility will be open in three phases: Phase I opens in December 2013, and includes all Goodwill retail spaces and a culinary training program/bistro; Goodwill's 8<sup>th</sup> Career Resource Center will open in February 2014 as part of Phase II; and Phase III, comprising the community services to be provided by other non-profit agencies, will open by July 2014.

**Goodwill Southern California will provide:**

- 500 sq. ft. – 5,000 sq. ft. of exclusive use space for each selected agency
- Shared Reception/Receiving Area
- Interior and Exterior Signage
- Uniformed Guard Service
- Grounds Maintenance
- Parking for non-profit agency and guests
- Janitorial Services
- Building Maintenance
- Utilities (water & power)
- Real Property Tax

**Cost**

The cost per square foot for the initial 60-month sublease is \$17.16 annually or \$1.43 monthly and includes all of the above. Square footage excludes common areas, meeting rooms, hallways, facilities, restrooms, etc. Co-locating agencies will provide their own computers, printers, telephone/s and telephone service, internet service and server. Options for subsequent sub-lease renewal periods will be re-negotiated based on market rate.

Co-locating agencies will also be responsible to cover costs for tenant improvements which will be completed by GSC. Depending upon furniture configurations, Goodwill may be able to supply furniture at very low cost. All furniture will need to meet GSC design standards. Since each agency will have specific needs, these costs will be negotiated and may be paid as an increase to the rent per square foot.

**Proposal Format**

Proposals should be no more than five (5) pages in length (excluding cover page), 11-point minimum and must include:

- Cover Page – Proposer Contact Information
- Description of services to be provided:
  - Overview of services
  - History, qualifications, experience providing services
  - Outcomes of services
- Facility Requirements
  - Describe space needed (square footage, type of set up – e.g., office, classroom, etc.)
  - Frequency – What days and hours will you provide services? Are you willing to share space or flex space?
  - What are your operating hours?
- All proposers must state their willingness to comply with the following:
  - Alignment with design elements outlined by GSC (signage, furniture, etc.)
  - To provide a certificate of insurance with coverage of not less than \$2 million naming Goodwill and its landlord as additional insured
- Attachments should include
  - Organizational Overview
    - Annual reports for the past three years
    - Organizational chart
    - Proof of tax exempt status
    - List of pending and/or resolved lawsuits and/or government investigations within the past 5 years
  - Financial status summary:
    - Operating Budget
    - Funding Sources
    - Most recent IRS Form 990 and audited financial statements
    - Agency's Dunn & Bradstreet Business Information Report
- References (contact name, number)

**Proposer Capabilities**

Proposers must have a record of providing services outlined. All programs must not deny any individual an opportunity to participate in services based on grounds of race, color, religion, ancestry, sex, national origin, age, disability, marital status, political affiliation or beliefs, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or any other protected class. It is important to note that Goodwill Southern California is a drug-free workplace and we expect onsite collaborators to maintain the same standards.

**Non-disclosure**

All information presented in this RFP and accompanying materials are to be considered strictly confidential and remain the sole property of Goodwill Southern California.

**Selection Criteria**

- Criteria include qualifications and track record of the proposer, ability to complete work as described, knowledge and experience serving target populations.
- Alignment with identified community needs.
- Timeframe for move-in service commencement.
- All proposers will be notified by email of the status of their submission.



# Goodwill Community Enrichment Center at Fletcher Square

## Community Needs Assessment

Prepared by  
Janet Marinaccio  
Vice President  
Workforce & Career Development

March 7, 2013

## Contents

Introduction.....	3
Community Description .....	5
Demographics.....	5
Socio-Economic Indicators.....	7
Community Assessment Perspectives .....	9
Summary of Findings.....	10
Recommendations.....	11
Services and Potential Partners.....	11
<i>Career Resources</i> .....	11
<i>Financial Literacy &amp; Asset Building</i> .....	11
<i>Educational Attainment</i> .....	12
Additional Space Utilization.....	12

## Introduction

This community needs assessment has been prepared in anticipation of opening a new “flagship” Goodwill location – the *Goodwill Community Enrichment Center at Fletcher Square* – which will house Goodwill Southern California (GSC) Retail Operations (Retail), Contracts and Environmental Services (CES) and Workforce and Career Development (WCD) services. In addition, the intent is to identify and invite other providers to co-locate and collaborate. The purpose of this assessment is to ensure that programs and services at this location will meet the needs of and enhance the local community.

Funded in large part by its retail operations, Goodwill Southern California is a long-time leader in the field of workforce development, serving those most in need, partnering with various community based organizations, and receiving funding from multiple City, County and private sources to offer a full array of services.

In 2013, GSC began Strategic Plan VI. This new plan features five overarching goals:

- **GOAL 1 - Aspire to be the leading provider of quality training and employment services focusing on those with the most significant barriers to employment**
- **GOAL 2 - Maximize revenue/contribution to support mission sustainability and growth.**
- **GOAL 3 - Expand community partnerships to fulfill mission and grow business lines.**
- **GOAL 4 -Be recognized as one of best places to work in Southern California.**
- **GOAL 5 - Maximize environmental and sustainability efforts throughout the organization.**

Each division developed objectives to support each goal. The overall strategy in WCD includes a focus on deepening services in order to get to more meaningful impacts and participant level outcomes. The *Community Enrichment Center* will help fulfill this goal. With co-location of retail and CES, the site will assist GSC in fulfilling the other four objectives as well.

The site location is a retail facility that has been vacant for at least a decade. The building has been stripped of all fixtures, plumbing and wiring; the property is a blighted eye-sore and is currently home to hundreds of pigeons and gulls.

Goodwill proposes that locating this facility in this site would bring a plethora of opportunities to the neighborhood from beautification of the property to job creation to providing much needed services.

The CEC plan has been created in coordination and consideration of larger community initiatives, such as the Los Angeles River Revitalization Master Plan and the Cornfield Arroyo Seco Specific Plan – our green space renovations on the property will mirror the landscaping features highlighted in these projects.

Additionally, the project is in alignment with four out of five goals in the Los Angeles Economic Development Commission's (LAEDC) strategic plan:

- I. Prepare an educated workforce**
  - One of GSC's strategic objectives is to assist job seekers with obtaining training and education to advance their careers.
- II. Create a business friendly environment**
  - GSC's mission includes meeting the needs of businesses, such as matching job seekers to their needs, customized training, and contract services (document imaging, assembly and fulfillment, secure shredding, and more).
- III. Enhance our quality of life**
  - Investing development of the CEC will enhance the local community by providing an attractive park-like setting with 24-hour security, creating jobs, offering personal development services, as well as retail and dining amenities serving the local neighborhood.
- IV. Implement smart land use**
  - The CEC refreshes a property that has become an eye-sore by turning it into a beneficial, practical and aesthetically pleasing environment.
- V. Build a 21<sup>st</sup> Century infrastructure**

This needs assessment is intended to provide data to demonstrate that the mission of Goodwill and the needs of the community will be well served through this project.



## Community Description

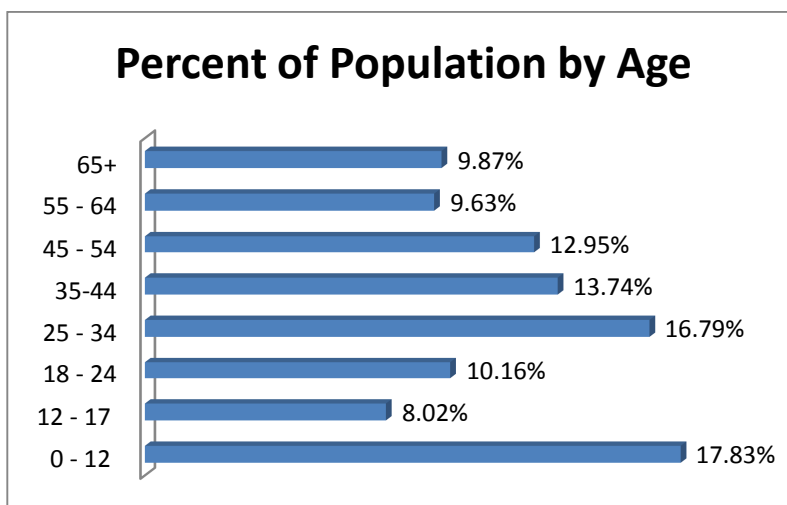
### Demographics

Dedicated in 2012 as Fletcher Square the intersection of San Fernando Road and Fletcher Drive is the proposed future home of the Goodwill Community Enrichment Center (CEC). The proposed location of the CEC is in the heart of Los Angeles' 13 Council District, in the neighborhood of Atwater Village, and is bordered by neighborhoods of Silverlake, Echo Park, Glassell Park, Cypress Park and Eagle Rock. Data was collected according to the following U.S. Postal Codes serving these communities:

Zip Codes	90026	90039	90041	90065
Neighborhoods	Echo Park/ Silverlake	Silverlake/ Atwater Village	Eagle Rock	Glassell Park/ Cypress Park

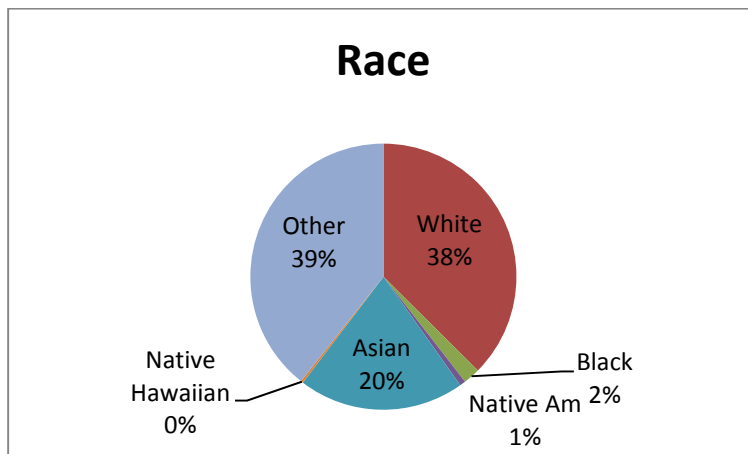
The total area of this cluster of communities is 17 square miles with a combined total population of just over 183,000 (and 2.5 percent projected population growth by 2014). Slightly more than half of the population of the region (50.63 percent) is male and 49.38 percent are female; the median age is 31 years.

The graph below shows the population make up by age ranges. Minors under age 18 make up a full quarter of the population, indicating possible need for services targeting this age group, along with their parents.

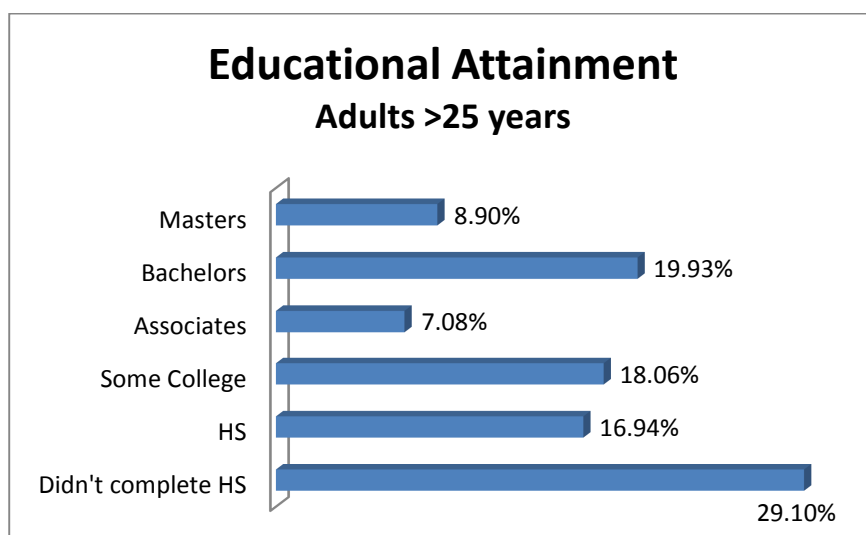


GSC – Community Enrichment Center  
Community Needs Assessment 2013

Like much of inner-city Los Angeles, the neighborhoods are racially and ethnically diverse, with 37.4 percent white, 20.17 percent Asian and 39.36 percent other races. Of the total population, 49.33 percent identify as Latino.



Educational attainment in these neighborhoods is rather low overall. While almost 29 percent have a Bachelor's degree or higher, a staggering 46.10 percent have a high school diploma or less. Economists indicate that there are some 3.6 million unfilled middle skill jobs in the U.S. due to an under-skilled, undereducated labor force. This community, with significant number of residents who have not graduated from high school, nor obtained any post-secondary education is representative of this larger problem. Without advancing their educations, they will miss out on the opportunity to reach occupational or financial achievements.



Disability statistics specific to this cluster of communities was not available; however, in the City of Los Angeles, about 10.5 percent of residents age 16 and older (347,000) have a disability according to the U.S. Census, and half of them are unemployed.

### **Socio-Economic Indicators**

Economically, this cluster of neighborhood illustrates the paradox of much of Los Angeles – from relatively high incomes to very low incomes. The region boasts median incomes ranging from \$34,535 to \$61,714, which at first blush sounds relatively good compared to the 2013 national poverty guidelines illustrated in the table below.

U.S. Department of Health & Human Services 2013 Federal Poverty Guidelines	
Persons in family/household	Poverty guideline
<i>For families/households with more than 8 persons, add \$4,020 for each additional person.</i>	
1	\$11,490
2	15,510
3	19,530
4	23,550
5	27,570
6	31,590
7	35,610
8	39,630

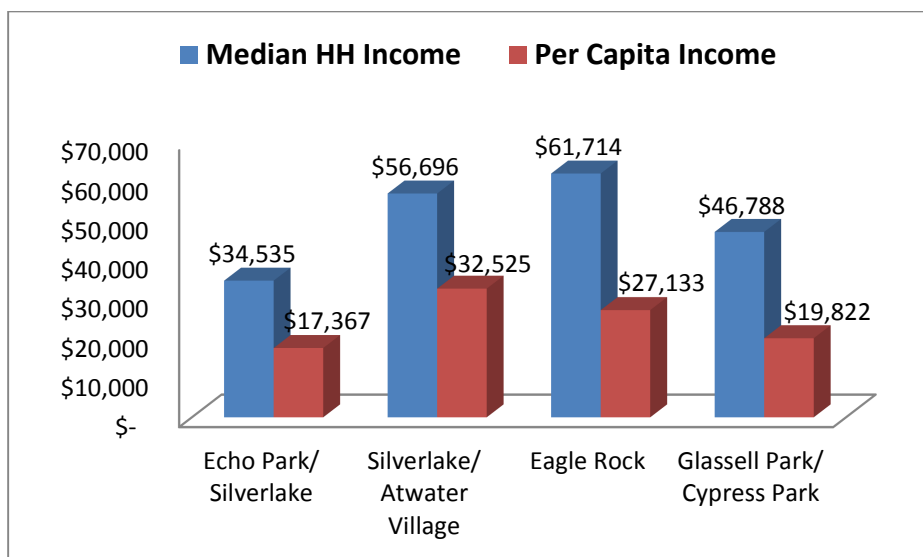
However, when these income levels are compared to living wage standards for Los Angeles County the picture changes. In these neighborhoods, the average household size is three people and 50 percent of the residents are single parents with children (15 percent are male and 35 percent are female householders).

According to living wage guidelines compiled and published by MIT - and updated in 2013 (<http://livingwage.mit.edu/states/06/locations>) - a household of 1 adult and 2 children in Los Angeles County needs to earn over \$56,000 annually to achieve living wage. It is likely that the cost of living in the City is actually higher given the vast expanse and diversity of the County's more than 4,000 square miles.

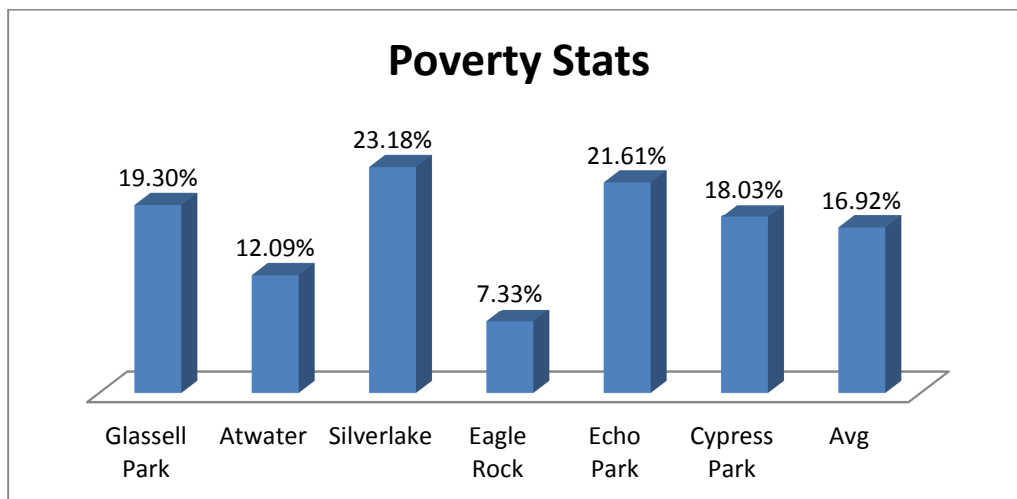
Looking at per capita income levels, the picture gets increasingly grim in parts of Silverlake, Echo Park, Glassell Park and Cypress Park, where income levels are in line

GSC – Community Enrichment Center  
Community Needs Assessment 2013

with national poverty guidelines. Considering the high cost of living in Los Angeles, these families clearly struggle to make ends meet.



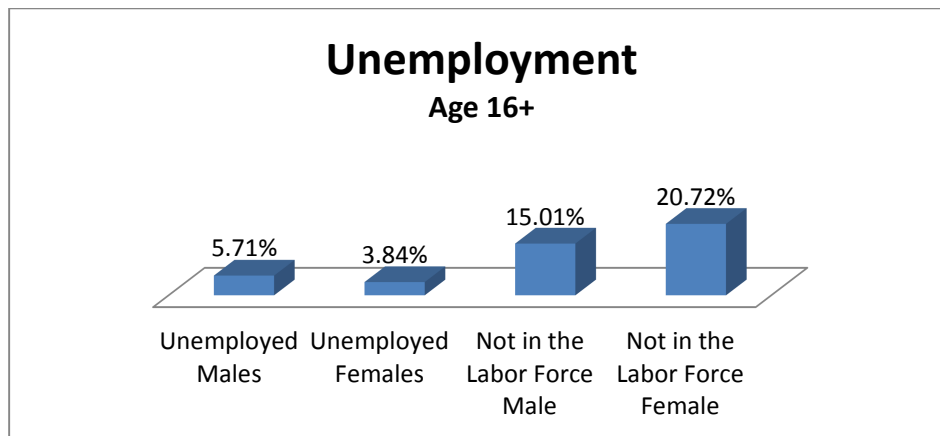
A review of poverty statistics confirms the fact that many families experience a very low standard of living in this area, with an average of 17 percent of people living in poverty. According to MIT, poverty wage for a 1 parent/2 children household is \$8.80, just 10 percent over minimum wage.



Unemployment rates are fairly low in the immediate region: among males age 16+ it is higher than females (5.71 percent compared to 3.84 percent). If you expand the statistics to consider those not in the labor force, that rate increases dramatically to

15.01 percent for males and 20.72 for females. Given the low educational attainment and poverty rates, it is likely that many have simply given up looking for work).

*NOTE” The term “not in the labor force” is defined by the Economic Glossary website (<http://glossary.econguru.com/>) as “... largely comprised of several notable segments of the population, such as young, elderly, homemakers, and military. However, it includes others who are either unwilling or unable to engage in productive activities for assorted reasons.”*



A final critical factor to consider is the crime index. Compared to national averages, the crime rate index is very high, with these neighborhoods experiencing crime at a rate of between 65 percent and 154 percent of the national average. Not surprisingly, neighborhoods with higher relative affluence experience the highest crime index.

Neighborhoods	Echo Park/ Silverlake	Silverlake/ Atwater Village	Eagle Rock	Glassell Park/ Cypress Park
Crime Rate Index	165	206	254	185

## Community Assessment Perspectives

At this time, we have not conducted primary data collection; however, surveys or focus groups will help us round out the secondary data obtained thus far.

### **Summary of Findings**

Looking at the sum total of data collected, it is evident that the neighborhoods that make up this region of Los Angeles are extremely diverse across all indicators, from educational attainment to racial/ethnic to socioeconomic. Despite this diversity, the area enjoys relatively low unemployment, until you add in those not in the labor force, which can often include those who have given up looking for work. Especially alarming are the low educational attainment (46 percent have a high school diploma or less) and poverty rates (almost 17 percent of residents experience poverty).

Also given the fact that these are “young” neighborhoods, with median age of 31 and nearly 53percent under age 35, many residents and their children will face a life of continued poverty and limited opportunity without immediate intervention and access to employment services, including educational opportunities, occupational skill training and career services.

Additionally, with the co-location of career services, a bistro, a flagship retail store, a clearance center, donation processing and contract services, it is estimated that GSC will create between 75 and 100 jobs, plus the capacity to provide services to hundreds each year. Providing low income individuals neighborhood access to high quality used goods at fair prices through our retail facilities, can only enhance their quality of life

Given this complex picture of issues affecting the poorest residents, the Goodwill Community Enrichment center at Fletcher Square is a perfect fit for this community.

## **Recommendations**

As already discussed, the service needs of these communities are great and most are in direct alignment with GSC's mission and capabilities. However, an array of services would help to deepen further the potential impacts on the lives of its residents. Robust partnerships and collaborations will support achieving these results. Following are some recommended partnerships; GSC will conduct further research with local foundations and trusted service providers to identify the most strategic mix of services and providers.

### **Services and Potential Partners**

#### ***Career Resources***

Individuals in this community must to enhance their employment and earnings opportunities in order to break cycles of poverty. Providing the following resources will help support their individual needs:

- Employability workshops
- Access to online resources – job leads, training, labor market information
- Skills Training that leads to industry recognized credentials
- Connection to employers seeking their skills
- Case management services that help them create a plan and stay on track
- Employment and retention services to help them get a job, keep a job, and get a better job, and even get a career

#### ***Potential Partners***

GSC would lead this component and leverage partners, such as local business leaders, community colleges and training providers, local agencies for referrals and in kind supports.

#### ***Financial Literacy & Asset Building***

The key to long term success is not just in earning a pay check or wage advancement, but it also requires financial literacy. Knowing how to utilize resources, plan for expenditures, save for the future, make investments and build assets are essential

#### ***Potential Partners***

Ideal collaborators would be those offering financial literacy and asset building, such as Children's Bureau, East LA Community Corporation, and Imagine LA. Chase Bank, Price Waterhouse Coopers and other business partners offer financial literacy trainings and would be excellent partners at CEC.

### ***Educational Attainment***

In order to obtain a good job and develop a career pathway out of poverty, one needs some level of educational attainment beyond high school. However, for many of the local residents who haven't completed high school – just over 29 percent – obtaining a diploma or GED will be a critical first step.

### ***Potential Partners***

Magic Johnson Foundation is already committed to co-locating a Community Empowerment Center onsite.

### **Additional Space Utilization**

GSC plans to include a community room and Bistro within the facility. The data in this report supports these intentions. As a shared space, the community room will allow other nonprofits and community advocacy organizations to offer their services onsite through part-time co-location.

This community resource approach is supported by the research done by Goodwill Industries International (GII) on effective practices. In their work on family strengthening, one of the key strategies is Community Resource Connections, defined as “Engagement of the organization in its local communities by learning about and forming working relationships with the variety of social, human, recreational, financial, and other resources that can contribute to families’ economic, health, educational, recreational, and social success. The organization fosters and enters into referral relationships with appropriate organizations that can provide the resources families need to succeed.”

In the report, *Maximizing the Mission*, GII encourages its members to “*Increase ‘touch points’ by leveraging social enterprise expansion and community partnerships.*” Asserting that, “[Successful] Goodwill members ... were able to achieve better results by extending their community reach either through leveraging social enterprise locations (e.g., Goodwill retail stores) or through intentional partnerships. This strategic capacity development allowed people in underserved areas to access Goodwill services.

*This approach not only helps bring services to the communities where potential program participants live; it supports increased mission awareness. Most people recognize the Goodwill store, but they do not always know that retail revenues fund services. Implementing mission integration strategies requires intense cooperation between leaders in all Goodwill business lines.*”



GSC – Community Enrichment Center  
Community Needs Assessment 2013

The Bistro at Fletcher Square located within the facility and operated by GSC, will provide low-cost, healthy food options for shoppers, program participants, and the community at large, as well as offering learn and earn experience for our trainee-workers.

Goodwill is good for Fletcher Square!