



Pre-Response Conference  
September 7, 2022

## Lead Safe Child Care and Relocation Assistance RFQs Transcript

**Wyonette Cheairs:** Thank you for your interest in the Lead Safe Cleveland Coalition and the RFQs and, more importantly, for joining the work of creating a lead safe Cleveland. We appreciate you taking time today to join us. For those that don't know, my name is Wyonette Cheairs, and I am Senior Program Officer at Enterprise Community Partners. Enterprise is a national affordable housing and community development organization operating in 11 markets across the country. I am a part of the Ohio market office on the lead team, managing the Lead Safe Cleveland Coalition and Lead Safe Home Fund along with Emily Lundgard, who you will hear from a little bit later on.

The purpose of today's conference is to provide a little background on the Lead Safe Cleveland Coalition, the new program areas, the RFQ process, and, most importantly, to respond to any questions you may have on the RFQs. So today, as mentioned, we're going to review the Lead Safe Child Care RFQ and Relocation RFQ. Lastly, I also wanted to mention that any questions that are asked in today's conference will be posted on the Coalition's website, [www.lead safecleveland.org](http://www.lead safecleveland.org), to ensure that we're sharing the same information with everyone, including those that may not be able to attend today.

Before we go into specifics on the RFQs, I wanted to share a brief overview of the Lead Safe Cleveland Coalition for those who may not know. The Coalition is a public/private partnership formed in 2019 to address the public health crisis of lead poisoning in our city. For those that don't know, one in four Cleveland children is exposed to lead at or above the CDC reference level by the time they enter kindergarten. The amount of dust it takes to cover your fingertip can cause permanent damage to a child, and there is no safe level of lead in the bloodstream. Exposure at any level can cause lifelong impacts. The effects of lead exposure are irreversible, but they can be prevented, which is why the Coalition was formed.

Today we have over 500 members and 140 organizations, including government at every level, housing and community development organizations, philanthropy, health care institutions, landlords, and families impacted by lead. And while we all are from different backgrounds, we share the same guiding belief that no child should ever be poisoned by lead in the City of Cleveland. We also are a coalition led by a diverse steering committee made up of individuals directly impacted by lead, committee chairs, civic leaders, and City of Cleveland representatives. And the steering committee is the body that guides the decisions and the work of the Coalition.

The cornerstone of the Coalition's work to date is supporting the City of Cleveland's Lead Safe Certification Law, which requires residential rental units built before 1978 to be proactively certified as lead safe. One of the things I want to mention about the Coalition is that we are a truly inclusive public/private partnership open to all. We believe that everyone has a role and responsibility in preventing lead poisoning in our city and that no one entity or organization can do this work alone. We know that we all have to do our part, and our approach is around prevention. It's comprehensive as well as long-term, with our aim to make homes and spaces lead safe before poisoning occurs. One thing to note is that the Coalition is not a separate 501(c)(3), which is important because it means that we all own this work. All the organizations came together, and we committed our time, our expertise, and our relationships to this work. The power of the Coalition is all these different people and organizations lean in to do their part.

I also wanted to mention that we have several working committees and subcommittees covering topics from policy to research and evaluation to community engagement. We also have a Lead Safe Child Care Settings Subcommittee. Our work is centered on prevention. We also understand the importance of

secondary prevention, like screening and testing and attempting to intervene and support families after exposure, noted through elevated blood lead levels. This work happens in our educational interventions and subcommittees, but also through partnering with the City of Cleveland on their Lead Screening and Testing Commission and the Lead Safe Housing Action Board, which you'll hear a little more about.

We have many guiding principles, but one of the guiding principles I want to discuss is the idea of centering around racial equity and social justice since we know that a disproportionate impact is on black and brown families. It's important for us to center the voices of those directly impacted in this work. Partnership and collaboration, you'll hear us talk about that today, and integrity are also principles that we follow. We are trying to walk the talk and live out the values we say we're struggling for and work towards justice and peace in the community.

The Coalition's public/private partnership allowed us to create the Coalition's main tool, which is the Lead Safe Homes Fund. The Lead Safe Home Fund is the first-of-its-kind fund to support property owners and families. These resources make Cleveland's Lead Safe Certification feasible and successful. We have investments from the public sector and every level of government, from the federal to state to county, as well as the City of Cleveland. Philanthropy, every major philanthropic organization in town is contributing to the Lead Safe Home Fund as well as the private sector. Banks, CDFIs, and health care institutions have contributed to the Lead Safe Home Fund. And today, thanks to recent investments in the fund, we have a seven-and-a-half-year, \$115.3 million fund that will last another five years.

Up until this point, the Lead Safe Home Fund encompassed two interrelated functions. One is the Lead Safe Resource Center, which is administered by Environmental Health Watch. The second is Lead Safe Home Loans and Grants, administered by CHN Housing Partners. The Resource Center is the Coalition's front door, one-stop shop for lead poisoning prevention. They provide navigation services for those seeking to comply with the Lead Safe Certification, referrals for financial assistance, workforce development, and DIY training, as well as community outreach, organizing, and education. Then lastly, they also operate a hotline that's staffed to answer questions related to lead poisoning.

The second pillar is the financial assistance or the financial products that are offered through the Lead Safe Loans and Grants. These financial products make compliance with the Lead Safe Certification system as accessible as possible for property owners. A number of products are offered in the form of grants, loans, and incentives to achieve the Lead Safe Certification.

The last thing I'll say is that we've accomplished a lot since we launched in 2019, including the creation and capitalization of the Lead Safe Home Fund, opening our doors of the newly launched Lead Safe Resource Center, and then the home loans and grants. Now we're expanding existing programming and adding some new programming to the fund, which Emily will cover in a moment. But I just wanted to mention that although we've accomplished a lot of work, we must still continue until no child is poisoned by lead in our city. I'll stop there and turn things over to Emily.

**Emily Lundgard:** Thanks, Wyonette. Wyonette and I are in the same room, so I will give her a chance to turn down her volume while I turn mine back up here. We're being very careful to avoid the ominous echo on Zoom in the same room here.

Hi everyone. I'm Emily Lundgard with Enterprise Community Partners. As Wyonette mentioned, she and I are on the lead team supporting the Lead Safe Cleveland Coalition, and we're incredibly honored by your interest in our RFQs. Thank you so much for your interest and for being with us today to talk a little bit more about our RFQs.

As the Lead Safe Cleveland Coalition, we are, through our main tool, the Lead Safe Home Fund, expanding our capacity and programming in four areas. Two of which we spoke about this morning, and I know some of you were there. Welcome back. Those two areas we discussed this morning were

Additional Grants to Property Owners and Additional Workforce Development. In today's session, we will focus on the other two areas of new programming: Lead Safe Child Care and Relocation Assistance. I'll dive in in a second here, but there's one thing you're going to hear Wyonette and I reiterate again and again, and I want to do it here, is the coalition approach that we take. The Lead Safe Cleveland Coalition is not a 501(c)(3). It is not just an initiative of Enterprise Community Partners. It is a true coalition effort that is built on collaboration. These RFQs are meant to embody the spirit of collaboration, and for any respondents we get to our RFQs, we want to have a commitment to that collaboration. We fully anticipate co-creating and iterating the programming with the administrators we select for each of the new programming areas. You'll hear us continue to repeat that, but I wanted to start there before diving into the first RFQ here, and that is Lead Safe Child Care.

A bit of background on why we're pursuing Lead Safe Child Care as a new program in the Coalition's Lead Safe Home Fund. If you're familiar with us, as Wyonette mentioned, we have focused on preventing lead poisoning. We want to make sure we're getting upstream and protecting children in all the spaces they exist in before they come in contact with a lead hazard and before they're lead poisoned. The Coalition, through its Lead Safe Home Fund, has and will continue to invest considerable resources in making sure that homes are lead safe and that they are not presenting those hazards to potentially poison children. That's what our Additional Grants to Property Owners RFQ is about. That's what our existing work through CHN Housing Partners is about. But here's the thing: kids are not only encountering lead hazards at home. I think we know that. We know that they are likely encountering lead hazards in child care settings. The Coalition decided early on that we needed to be very respectful of child care settings, and all the different iterations they exist in. Their separate and distinct rules and regulations at the state and local levels. And really, the pushes and pulls, the challenges and obstacles that a child care operator faces day in and day out. We wanted to be respectful of how we could potentially craft solutions to creating lead safe child care settings and how those solutions will likely look different than what a lead safe housing solution may be.

For the last few years, the Coalition, primarily through its Lead Safe Child Care Subcommittee, has been doing that heavy lifting. The Lead Safe Child Care Subcommittee commissioned a report through Groundwork Ohio that analyzed the landscape on a national and local level. They found that there isn't a lead safe child care setting model out there and that we would need to do, as a coalition, a lot of work to create that model. That is where this RFQ enters. The Subcommittee did an incredible amount of work crafting a pilot program that we believe can establish a replicable lead safe standard and a proactive model in creating lead safety in child care settings in Cleveland. That model, we hope, can be replicated in other communities across the state, maybe even across the nation. Like I said, our Subcommittee did the heavy lifting in crafting the pilot, and now we're happy to essentially plug that pilot into this RFQ for Lead Safe Child Care.

Regarding what we're looking for in one or more administrators for Lead Safe Child Care. We'd like someone experienced who can administer, evaluate and even improve on the pilot that the Subcommittee has put together. I will say that while the Subcommittee has put a lot of work into this pilot, as I began with, we are here to co-create. We would also invite respondents to tweak the elements of the pilot that we've already crafted. We're inviting people to come in and co-create and co-iterate and build off of the work of the Lead Safe Child Care Subcommittee. The administrator or administrators would be responsible for working with child care facilities of all types, so that's both in-home child care, both types, and also child care facilities. This lead safe model would be employed across the City of Cleveland in all types of child care.

Our expected timeframe and budget are, respectively, over the next five or so years and up to \$3.5 million. That includes any administrative costs associated with the pilot program itself. That five-year clock would essentially start in January of 2023. Over the next couple of months, we will be working with the respondents. We would select one or more administrators and begin a contract relationship in January 2023. That would likely be a temporary contract to work until July of 2023, when the regular Lead Safe

Home Fund calendar kicks in. Like Wyonette mentioned, we have two existing administrators at the Lead Safe Home Fund. They operate on a July 1 to June 30 calendar. We would like to get all administrators, including those who are responding to the Lead Safe Child Care RFQ, on that same calendar. The likely temporary contract would be between January and the end of June, and then the regular contract would be from July to June. This would take off over the remainder of the estimated five years.

I can't emphasize enough that because we're a coalition, key partners are very, very important. That includes every single member in the Lead Safe Cleveland Coalition, so 500-plus Coalition members are key partners in this work. Our Steering Committee, like Wyonette mentioned, is also going to be guiding all of our decisions, including the decisions of our Lead Safe Child Care Administrator or Administrators. Key partners include our existing lead safe administrators – EHW and CHN – and the administrators we intend to bring on board through the other RFQs currently released. A special note here on our Lead Safe Child Care Subcommittee. Our Child Care Subcommittee has done an incredible amount of work to date, and we expect them to be a very active member and partner with the Lead Safe Child Care Administrators we bring on board. Finally, all of our various coalition partners and funders are very important. Not least of which is the City of Cleveland, who we will be working hand-in-glove with us as we analyze, grow, and adapt this lead safe child care model. And then our key funder for this body of work is the Cleveland Clinic. We're so proud of their investment in the Lead Safe Home Fund. They're leading the way for creating this lead safe child care model. They will be the sole funder of this lead safe child care body of work, even though they're among many in the Lead Safe Home Fund.

The last thing I want to mention here is in our RFQ. We're very clear about non-assignment. We intend whoever we bring on board, the administrator or administrators of this work, will own and be responsible for this portfolio and scope of work in lead safe child care. We don't intend for this to be passed through to other sub-contractors. Of course, you retain the right to bring on additional staff or sub-contractors as you deem as necessary. But it will be whoever we bring on board, their responsibility as the administrator of Lead Safe Child Care on behalf of the Coalition. I think I'll stop there. See if Wyonette or Gretchen has anything to add, and then welcome any questions before we move on to the other RFQ.

**Participant Question:** I had one question about the subcommittee. Will the participants in that Lead Safe Child Care Subcommittee change if, so to say, somebody that has been a part of the subcommittee becomes the administrator, or will it still roll the same way? What's the definitive line?

**Emily Lundgard:** I will say because of our coalition approach, we've experienced before folks who are in leadership in the Coalition, whether on a committee or steering committee level, also serving in the administrator role. We're very familiar with navigating any potential conflicts of interest. Because we're a true coalition and we're inclusive, we would still welcome anybody and everybody at our subcommittee work just like we would any other committee or body of the Coalition. We would navigate with any respondents if there would be a potential conflict of interest, and we have a policy as a coalition for navigating such conflicts.

**Gretchen Kunkel:** Any other questions? Alright, Emily. Do you want to move on to relocation?

**Emily Lundgard:** Absolutely. Thanks, Gretchen. Our next RFQ is regarding relocation assistance. You'll see this called a lot of different ways. Please know it's all synonymous, whether we say relocation assistance, displacement assistance, or even emergency housing assistance. That all references the same body of work.

A little bit of background on how this became a new program area for the Coalition's Lead Safe Home Fund. One of the concerns very early on when we started the Lead Safe Cleveland Coalition was whether it would cause displacement to proactively create lead-safe homes out in our community. In other words, if we had to do wide-scale lead-safe remediation, would that mean people would need to leave their homes and find other homes, or massive amounts of work would need to happen, and people wouldn't be



able to stay in place while that work was occurring? What we found and know to be true today is that the Lead Safe Certification Law that the Department of Building and Housing at Cleveland City Hall administers and the Lead Safe Home Fund that exists to support compliance is not a major driver of displacement. It is not something that requires a lot of relocation assistance. That said, we know that families are being displaced because of lead, and generally, it's because of another process that's taking place called lead hazard control orders.

A little bit of background there. Essentially if a child tests positive for lead, by state law, you have to investigate where that poisoning may have occurred. That can result in a lead hazard control in someone's home, and what you may have heard about in the papers or whatnot, sometimes that becomes even a placard on a home. That means that a family can no longer stay there. While we know that is a much smaller pool than the full universe of rental units – less than 1,000, maybe a few hundred homes with the hazard control order or the placard, folks end up needing housing and needing to leave their homes because of that lead hazard control placarding process. The Coalition and a City body, which I'll talk about a bit more in a moment, wants to make sure that even though the lead safe certification isn't a driver of that displacement, there is a resource for families available to support if they are facing displacement. The Coalition has cared about this from the very beginning, and it was only amplified when the City of Cleveland launched its Lead Safe Housing Action Board.

The Lead Safe Housing Action Board is a City-convened body, primarily through the City's Department of Community Development, which was specifically looking at the issue of displacement. The Coalition found that the lead safe certification wasn't driving displacement. Lead hazard controls or placards are, and there really isn't a lot of support in the community if someone is facing this displacement. I'll make a quick note here and say something that I expect you all know but is so important, and the Lead Safe Housing Action Board definitely flagged it. Part of the reason we are experiencing this displacement is, in general, because there is a lack of safe and affordable housing in our community. That, at the core, is our problem. The Lead Safe Cleveland Coalition, while we would love to be able to tackle that problem, knows we have a small role to play in it. We want to help contribute to finding solutions to that overall lack of safe and affordable housing, and we view the Relocation Assistance programming as our contribution to that effort. How can we provide additional solutions for relocation assistance for those folks displaced by lead that could give us findings for how we broadly in the community address displacement, whether it's by lead or anything else? I wanted to make that note here because that's incredibly important to the Coalition and the Lead Safe Housing Action Board, which largely has framed our thinking around this RFQ.

I'll shift to the administrator's role and responsibilities. We envision the administrator or administrators, and it is probably likely several in this body of work, will operationalize some of the pilots that the Lead Safe Action Board has been working on that have been framed up and included in the RFQ. The Lead Safe Housing Action Board came together and identified that there is a lack of a safety net and a lack of temporary and permanent housing resources for those facing displacement. They crafted in a very preliminary way several pilot programs that could be implemented in the community to address that gap. We would look for an administrator or administrators who could administer the pilots as presented or perhaps submit responses that would tweak the pilot programs presented or offer entirely new pilot programs that the Lead Safe Action Board and the Coalition have yet to conceive. We are looking for all of the above in terms of responses to this RFQ.

In terms of timeline and budget, we are looking at up to a \$2.6 million budget over four years. I will say that the budget will likely be divided over many sources, and it could fluctuate, so please take that "up to" amount very seriously. It would include administrative costs, and we are not necessarily looking for someone to administer all the \$2.6 million. It could be a relatively small pilot program that uses just a portion of the funds. The timeframe will, though, be static. It is over the next four years, just like the Child Care RFQ. We are looking to start contracting with someone in January 2023, temporarily until July, and then the four years would be subsequent to that.

I'll say a bit about key partners. It is very similar to what I just listed in child care, though there are some differences. One, the Lead Safe Housing Action Board, while it's a City body, will be a very important body to interact with the administrator or administrators we bring on board. The Coalition joins those meetings and works closely with the Department of Community Development to set the agenda for the Lead Safe Housing Action Board. We envision the new administrators working closely with the City Lead Safe Housing Action Board body. Also, in terms of funders, we would work with all Lead Safe Home Fund funders, of course. But this particular body of work will be supported by the City of Cleveland, and in particular, dollars they have through ARPA, a federal relief fund. That's why the timeline is a little shorter. The federal relief fund dollars need to be spent by 2026, hence the four-year horizon. We would work very closely with the City of Cleveland because they're the main funding source for this body of work.

I'll reiterate the non-assignment clause here. We are looking for one or more administrators who would own this body of work. We don't expect them to be a pass-through and to subcontract it out entirely. They'd have the right to bring on employees and other subcontractors, but we're looking for administrators to run all or a portion of this work. I'd be happy to answer any questions or, Wyonette, invite you to share anything I might have missed.

**Wyonette Cheairs:** You covered it all.

**Participant Question:** You talk so fast, Emily. I have to keep up. I really do.

**Emily Lundgard:** I apologize for that.

**Participant Question:** I'm getting slow in my older age. So, for both of these, the expectation is that we work with the City's Lead Safe Housing Board. Is that what you said?

**Emily Lundgard:** For the Relocation Assistance RFQ, we expect the administrators to work closely with the Lead Safe Housing Action Board. There's no analogous body at the City for lead safe child care, though they do have a large stake in that through the Department of Public Health. We would partner closely with them, but there is no specific city body like there is with relocation assistance and the Lead Safe Housing Action Board.

**Participant Question:** As I read it, I'm trying to connect the two programs, but there's nothing that I can rely on as an action of the City of Cleveland to help, like a child care program.

**Emily Lundgard:** Oh, I see your question. In terms of existing programs at the City, we don't think there's relocation assistance for child care facilities. Because our processes are so iterative and collaborative, we would invite respondents for Lead Safe Child Care to contemplate that. I do believe we built relocation assistance into the pilot within the Lead Safe Child Care RFQ for child care facilities. That could perhaps be focused on relocating those facilities. I don't believe that's how the subcommittee envisioned it, but we would invite respondents to be creative and to pull on your expertise if you think that's something that needs to be embedded into the budget.

**Emily Lundgard:** [Name removed], I see your hand up.

**Participant Question:** I have a similar question as I did earlier about the subcontracting piece. Is it the expectation for pilot program ideas 2, 3, and 4 that the administrator will actually hold property or own property?

**Emily Lundgard:** Not necessary, but we'd be very open to that proposal.

**Participant Question:** If the administrator did own property at all, there would still be a possibility of subcontracting for work. Or do you mean subcontracting in the sense of administering the program? That's why I'm trying to get some clarity on that.

**Emily Lundgard:** Yes, Gretchen, I'd invite you to clarify this because I don't think I'm doing a great job explaining it.

**Gretchen Kunkel:** When we're talking about non-assignment, we're trying to prevent somebody from submitting a response where all the work is getting subcontracted. For instance, the administrator may take a slice off the top of funding and send all the work to others. We're hoping to see that we are building the capacity of the applicants to do this work. This shouldn't prevent you from subcontracting. It's making certain that you don't become a pass-through entity. That's what we're trying to avoid. Is that clear? Does that answer your question?

**Participant:** I think so, and, Emily, don't feel like you weren't answering it well. You were. I just wanted to make sure that I had clarity.

**Gretchen Kunkel:** We're trying to tap into your expertise as applicants. You're being purposefully and thoughtfully selected to be in this role. We want to make certain that you bring that expertise to whatever program area you apply for.

**Participant Question:** So, may I say that a big piece of this is capacity-building. And may I ask, because I'm looking at these things, where are we with capacity as far as lead assessors and the ability to implement the interventions we have proposed?

**Emily Lundgard:** That's a great question, [name removed]. I was looking over the table here at Wyonette to see if she had something to add. I'll share a couple of points I hope are responsive to your question if I understand it accurately. You should know the Coalition's Lead Safe Home Fund supports robust workforce development. We currently support workforce development through one of our existing administrators, Environmental Health Watch, where they are essentially training inspectors and contractors. We are also, through the Additional Workforce Development RFQ, looking at growing that programming. In addition to what EHW is already doing, we're looking at potentially working with community-based organizations to have their own in-house inspection. We're also soliciting other ideas on workforce development. Everything from what we believe is necessary for lead safe homes and lead safe child care, to abatement workers who are looking to do even more expensive work when a child has already been poisoned, and that's more intervention-based. We're confident that we are fully resourcing lead safe work and helping the City and other folks doing lead abatement and lead-free work. We're supporting them now or open to those proposals through the Lead Safe Cleveland Coalition. I hope those couple of points help. Was that responsive to your question?

**Participant Question:** Yeah, and that's what I thought. I've seen all the RFQs, and I was wondering, did you put that workforce one out because we have a limit on our workforce right now? So, you know actively recruiting people and saying hey, you could do this. I asked the question to see where we are because if we produce timelines, I want to project the industry's capacity to implement whatever creative ideas we propose and be a good steward of the dollars we receive. I mean, this is a lot of money to do work that has needed to be done for 50 years. We can come up with many different things to do, but we need the workforce. I want to know, are they there? Are the people that we need to do the work there? Because you need that first step, and if they're not there, we will fail.

**Emily Lundgard:** The benefit of Relocation Assistance and Lead Safe Child Care RFQs is that we've crafted them as pilots. Any administrator or administrators who are applying are essentially going to be launching pilot programs for both RFQs. Let me phone in a little bit on the Lead Safe Child Care. The Lead Safe Child Care RFQ is searching for a program with a five-year horizon. The way we've crafted

the RFQ is that the administrator or administrators who we select would launch a two- to three-year pilot program. It's the pilot that's framed and included in the RFQ. Any pilot program worth its weight, including this one, will have an embedded evaluation. If one of the evaluation findings of the pilot program is a contractor or worker gap, this would then be taken into account in the subsequent scaling of the pilot for the remaining two to three years of the program. The benefit we have is that these are pilot programs with inherent challenges and obstacles, which we will learn from before we scale. The nice thing about the Lead Safe Child Care pilot is that we have resources to scale, and it may mean that at the end of the pilot when we've identified obstacles, that part of that scaling addresses those obstacles.

**Participant Question:** I have one quick question, and then, unfortunately, I have to jump off to another meeting. If we provide stipends or housing for families, is this treated as revenue that would require 1099s to be issued at the end of the year?

**Emily Lundgard:** That is a great question, and while I think I have an answer for it, I'd want to check with our funding source, which is the City of Cleveland and ARPA, before I give a definitive answer. We will include that in our FAQs once we know.

**Participant:** Okay, no problem. That's just one of the questions as we think about who the best administrator is and who has the capacity if that's required. Sorry, I do have to jump to go to finance, but we can circle back.

**Emily Lundgard:** That's a great question, [name removed]. If it were any other funding source in the Lead Safe Home Fund, I would have an answer for you. But given the fact that this is largely supported by ARPA, I want to double-check. We will include that in the FAQs and [name removed], and we'll make a commitment to get that answer individually to you as well.

**Participant Question:** Would the Lead Safe Resource Center act as the sole referral source, or does that come out of the collaborative meetings as this is formed? For the Relocation Assistance RFQ, or I guess for any of them.

**Emily Lundgard:** We view the Lead Safe Resource Center as the most significant and primary referral source because it has a hotline. We already receive calls about relocation assistance. We would expect to promote that further. That said, one of the pilots crafted is a housing navigator. We could foresee somebody also becoming a referral point or a receptor point for those in the community. That will be one of those opportunities where we as a coalition must communicate very carefully among administrators. I can't say this enough. We are a collaborative, which means we're all simultaneously administering, co-creating, and iterating with one another. As we bring on administrators for all of these RFQs, we will need to consider how we're creating a seamless system for the end user, residents, property owners, families, etc. So yes, we do see the resource center as a key referral. Could we be open to conversations on what it would look like if we had other folks coming in as housing navigators? Absolutely, and we would invite those conversations as a part of the response and the selection committee interviews, etc. Wyonette, would you add anything there or does that cover it?

**Wyonette Cheairs:** I wouldn't add anything.

**Gretchen Kunkel:** Any more questions on that? Okay, I will jump into our last section of today's conference, which discusses the RFQ submission and selection process. I'm Gretchen Kunkel. I am the consultant that's been hired to support this process. The intent of the RFQs is to capture responses that demonstrate your knowledge and capabilities to run these new or expanded program areas. You keep hearing from both Wyonette and Emily about how this effort is about co-creating and co-iterating and how you are a partner in this effort. We are hoping that your response to the RFQ demonstrates this.



Who is eligible? Any mission-driven, operationally, and financially strong organization can apply. We're looking for that related experience, even if there are some unanswered questions, that creativity that brings value to this effort. And we want to make certain that any organization that applies has knowledge of Cleveland neighborhoods and would be able to navigate that work effectively.

The RFQ details what we're expecting in your response. You'll see several components, and most of them have page limits. We want to ensure that you provide complete information, but we're not necessarily inviting you to use the maximum number of pages. Please be as concise as possible. There is also a section where we're asking for a number of documents to better get to know you as an organization. As opposed to sending all of those separately, we're asking you to combine those into one PDF with a table of contents on the front end so that we can navigate that document easily.

The submission deadline, as you know, is in two weeks. It's on September 21 at noon and should be emailed to [leadsafecleveland@gmail.com](mailto:leadsafecleveland@gmail.com). At that point, the submissions will be evaluated by a review committee assigned to each program area. The assigned committee will score your application or response, and the highest-scoring candidates will be invited back for interviews. And then, hopefully, we will land at a place where we have one or more administrators selected for the program areas, and that announcement will be made around October 21. The final two months of this year will then be spent on developing the scope of work and the budget and working with Enterprise to put a contract in place so that on January 1, you are ready to go.

This information should also be detailed in the RFQ itself. If you have additional questions, please email those to [leadsafecleveland@gmail.com](mailto:leadsafecleveland@gmail.com), and we'll get those answers to you. We're asking you to email your questions so we can post them on the website. We are available up to the point of submission if you have questions about the content of what's expected for administrators, as well as what is expected within your submission. Any questions?

**Participant Question:** I have a real quick question, yes. So, we can ask you questions up to the point of submission, and then once it goes to the review committees, no more questions, I'm assuming. Once we're scored, is there any opportunity to correct anything we might have missed? Or no?

**Gretchen Kunkel:** There's a possibility for that. Again, I think this is an iterative process. If there's a solid application in place and something is missing, there may be an opportunity to come back to collect this information. We'd hate to see the loss of a good administrator because something was missing or misinterpreted. There may be questions that come back to you to get some clarification.

**Participant Question:** Thank you for that. That sounds very fair. We receive a lot of applicants, and we might know the program or the organization, and we're like, oh guys, you forgot this piece. Do you want to make an amendment? I was seeing if there's any room for that flexibility within this process.

**Gretchen Kunkel:** Right, right. Any other questions about the RFQs or any content you heard during this conference? We thank you very much for carving out this hour to talk to us and listen more about this. We're, as Wyonette said, honored to have you in the room. If you have questions, please reach out to us. We're looking forward to getting your responses. Thank you so much.