

**Additional Grants to Property Owners and Additional Workforce Development RFQs
Transcript**

Wyonette Cheairs: Good morning. I'm Wyonette Cheairs, Senior Program Officer, at Enterprise Community Partners. The purpose of today's conference is to provide a little bit of background on the Lead Safe Cleveland Coalition, the new program areas, the RFQ process, and then to respond to any questions that you may have about the RFQ process. As a reminder, this conference will review the Additional Workforce Development RFQ as well as the Additional Grants to Property Owners RFQ.

But before we move into specifics of the RFQ, I'll share a brief overview of the Lead Safe Cleveland Coalition as a level-set for those that may not be familiar. The Lead Safe Cleveland Coalition is a public/private partnership that was formed in 2019 to address the public health crisis of lead poisoning in the City of Cleveland. One in four of Cleveland's children are exposed to lead at or above the CDC reference level by the time they enter kindergarten. The amount of dust it takes to cover the tip of your finger can cause permanent damage to a growing child. There is no safe level of lead in the bloodstream, and blood exposure at any level can cause lifelong impacts. The effects of lead exposure are irreversible but can be prevented, and this is one of the reasons why the Coalition was formed.

Today we have over 500 members representing 140 or so organizations, including government at every level, housing and community development organizations, the philanthropy community, health care institutions, landlords, residents, and families impacted by lead. We also are a coalition led by a diverse steering committee made up of individuals directly impacted by lead, committee chairs, civic leaders, and some City of Cleveland representatives. We are a diverse coalition all working together to prevent lead poisoning in the City of Cleveland.

One of the cornerstones of the Coalition's work is supporting the City of Cleveland's Lead Safe Certification Law, which requires residential rental properties built before 1978 to be proactively certified as lead safe. We're a truly inclusive public/private partnership, open to everyone, because we believe that everyone has a role as well as a responsibility in preventing lead poisoning before it happens. So no one entity or organization can do this work alone.

Our approach is around prevention. It's comprehensive, and it's long-term with an aim to make homes and spaces lead-safe before lead poisoning occurs. One of the things I also want to mention is that our guiding principles center around racial equity and social justice because we know that there's a disproportionate impact on black and brown families. It's important to center the voices of those directly impacted. It's important to have partnership and collaboration, and integrity. We really are walking the talk on being inclusive with the Coalition.

The other piece that I wanted to mention that this public/private partnership is so important is because it allowed us to create the Lead Safe Homes Fund, which is the Coalition's main tool. The Lead Safe Homes fund is the first-of-its-kind fund that supports property owners and families. These resources make Cleveland's Lead Safe Certification feasible and successful.

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 or so years since we are now entering into year three of the fund. We have investments from the public sector, every level of government, the State of Ohio, Cuyahoga County, and the City of Cleveland. There are investments from our philanthropy community and the private sector, banks, CDFIs, and health care institutions.

Up until this point, the fund has encompassed two interrelated functions. One is the Lead Safe Resource Center administered by Environmental Health Watch. The second is the Lead Safe Home Loans and Grants that are administered by CHN Housing Partners. The Resource Center is our one-stop shop for lead poisoning prevention. They provide navigation services for referral for financial assistance, workforce development, community outreach and engagement, and a lead safe hotline. The fund also offers a variety of financial products to make compliance with the Lead Safe Certification system accessible for property owners. CHN Housing Partners provides a number of financial products, grants, and low-interest loans, as well as some incentives to achieve the lead safe certification.

Before I stop and turn it over so we can talk a little bit more about the RFQs, I wanted to mention that the Coalition has accomplished a lot since we launched, including the creation, capitalization, and the launch of the Lead Safe Homes fund. We've launched the Lead Safe Resource Center, as I mentioned, and the loans and grants. We are now expanding existing programming and adding some additional new programming, which Emily will cover. And I want to mention that although we've accomplished a lot, there's still a lot of work that must be done, so we won't stop until no child in Cleveland is lead poisoned. I'll stop there and turn things over to Emily to share a little bit more.

Emily Lundgard: Thanks, Wyonette. Good morning, everyone. I'm Emily Lundgard with Enterprise Community Partners. I work with Wyonette Cheairs on the Lead Safe Cleveland Coalition work. We're honored to have you with us today and for your interest in our expansion of the Lead Safe Cleveland's Lead Safe Home Fund. Like Wyonette said, the Lead Safe Home Fund has been up and running for a couple of years now, and we're proudly administering a Lead Safe Resource Center in the community, some existing lead safe workforce development, and a suite of financial assistance products for property owners. What we're doing today and over the course of the next few months is expanding that capacity and programming in four areas. This morning, we're talking about two of those four areas of expansion. This afternoon, we'll be talking about the other two areas of expansion. You're welcome to join us for that conversation, too, should you have any interest in it.

The two areas of expansion we're talking about this morning are some additional capacity administering our Grants to Property Owners and Additional Workforce Development. Before I get into the specifics of each of those areas, I'll note we are currently doing Grants to Property Owners and some Lead Safe Workforce Development through the Lead Safe Home Fund. In that way, these two areas are adding capacity, and we'll be working extremely closely and collaboratively with our existing Lead Safe Home Fund administrators.

A lot of the questions you may have today will be answered through an iterative process. We'll be bringing folks in to solicit their ideas and to hear how they may work collaboratively with our existing administrators. Please keep in the back of your mind that this is a true coalition where we do things collaboratively and co-create and co-iterate again and again in coalition. So with that, I'll dive into the Additional Grants to Property Owners RFQ, and share a little bit about what we're looking for in terms of an administrator's roles and responsibilities and some details on budget and timeline.

The Additional Grants to Property Owners, like we said, will be adding capacity to the existing administrator we have for grants to property owners. Right now, the Lead Safe Cleveland Coalition works with CHN Housing Partners to administer grants to property owners. We are looking for an additional administrator to work in tandem with CHN Housing Partners to administer grants to property owners. So these would be two organizations, CHN Housing Partners and whoever we select, potentially even more than one other administrator. But at least one other, maybe multiple, to all work in tandem deploying the same grants to property owner products out in the community. We have a special focus here on looking for BIPOC-led organizations that maybe have a home repair capacity or looking to build a home repair capacity. We are also looking for an organization who can do this work themselves. We are not looking for someone who would subcontract out this work to additional organizations.

Let me dive a little bit more into the roles and responsibilities. The Grants to Property Owners are specific lead-safe grant products we've already developed through the Lead Safe Cleveland Coalition. They are tailored grants to support the Lead Safe Certification law at Cleveland City Hall. If you're not familiar with that law, it is essentially a mandate that all pre-1978 rental units proactively certify themselves as lead safe. Oftentimes if you have a property in good condition, you won't need to do much in order to achieve that lead safe certification. Though in many instances, particularly in a community like Cleveland, where we know the housing stock is aging, there will need to be some lead remediation work done to improve the condition of the property and, in fact, make it lead-safe. That's where the Grants to Property Owners come in. It is a grant product that would be tailored to help these units achieve their lead-safe status and, by extension, get their lead safe certification from Cleveland, specifically the Cleveland Department of Building and Housing.

The products are going to be available to both homeowners, owner-occupants, and rental property owners alike. Since they are tailored for lead safety and not something like lead-free or lead abatement, which is more expensive, these are relatively low-dollar grant products. Our grant products will go up to essentially \$12,000 per unit or per property owner. They will support the work of basically lead-safe plus in a home. That's the standard the Lead Safe Cleveland Coalition has created for what kind of remediation work these grants would do in a home.

Oftentimes, lead-safe is what is called interim controls in a house. We're not totally replacing components of a house, but rather we're making sure that all the hazards are addressed. We call it lead-safe plus because we understand and appreciate that some homes in our community need a lot of work to achieve lead safety. There may be some component replacement, which is that plus of the lead safe plus standard. We have that standard set, and the administrator or administrators we bring on board for Additional Grants to Property Owners will follow that standard per home.

The other standard that the Lead Safe Cleveland Coalition has set is that our Grants to Property Owner administrators will manage construction essentially in-house, either through contractors or through their own staff. The construction management of deploying these grants to property owners, of doing that lead-safe remediation, would be managed in-house by the administrator or administrators we select. Again, we have standards and processes set in place that we would work iteratively with the administrator or administrators we select to make sure they have the capacity and staffing in-house to manage the construction of the lead-safe remediation grants.

And then, finally, a little bit of expectations on our deployment. It's pretty large. Like I said, we have one current administrator, CHN Housing Partners, who's deploying a large number of grants to property owners. We've been lucky enough through the Lead Safe Cleveland Coalition to have another administrator or administrators that we're bringing on board through this process also to deploy grants to property owners. We estimate that the administrator or administrators we bring on board will collectively deploy up to \$19.65 million over the next five years. That five-year period would essentially start in January 2023.

I'll dive a bit more into the timeframe and budget. We are looking to select an administrator or administrators for Grants to Property Owners in the next couple of months. And, as I said, we would begin work in January of 2023. We would probably have an interim contract, and then we would get the administrator or administrators we bring on board for Grants to Property Owners onto our regular Lead Safe Homes schedule, which is a July 1 to June 30 schedule. Our current administrators, for instance, finished up the second year of their contracts, and they just began their third year on July 1 of 2022. The fourth year for them would start July 1, 2023, which would be the first full year of this Grants to Property Owners administrator. So that is the cycle of the Lead Safe Home Fund. We would bring the administrator or administrators for Additional Grants on board in January on an interim basis and then start on a full schedule in July. And that contributes to that estimated five-year total horizon in terms of a contract.

I will share a bit on key partners here and reiterate a couple of extra points, and then I'll pause for questions. Our key partners cannot be emphasized enough with the Lead Safe Cleveland Coalition. Wyonette talked a lot about the background of the Coalition and our guiding principles. We cannot reiterate that enough. We are looking for administrators who understand the nature of the Coalition and the priority of being inclusive and collaborative. As such, key partners for our Additional Grants to Property Owners work are incredibly important. They will help us all co-create, co-iterate, and co-manage these Additional Grants to Property Owners. So that includes our full coalition membership. We have 500-plus members in the Coalition, and several committees focus on financial assistance for property owners, including grants to property owners. The Coalition has a steering committee. It's about 20 folks. Those will be key partners in administering Additional Grants to Property Owners. They essentially are the body that makes all the critical decisions and guides the decisions for the Lead Safe Cleveland Coalition.

The other Lead Safe Home administrators, particularly CHN Housing Partners, who's administering the existing Grants to Property Owners, are critical partners in this. It would be expected that whoever we bring on board, the administrator or administrators for Additional Grants to Property Owners, would work very collaboratively with all of the other administrators of the fund.

And then finally, our funders and partners at the City of Cleveland and Cleveland Clinic are absolutely crucial partners. I can't emphasize enough how all the work we do in the Coalition is in partnership with them. Because, again, these grants to property owners are explicitly tailored to resource and support the property owners in achieving the City of Cleveland's Lead Safe Certification mandate.

The last thing I'll reiterate, I said at the top and I want to repeat now, is that the work we intend to contract for through this administrator or administrators will be done by that organization. We are not looking for organizations to subcontract the work and serve as a pass-through entity only. We are looking for organizations that would administer these grants to property owners per the parameters we have set up for lead-safe plus, up to \$12,000 per owner or occupant or property owner, and construction management in-house. We would be looking for organizations either in the position to do that work or will be in the position after building some capacity. I'd like to pause there and see if there are any questions, particularly on Additional Grants to Property Owners, before we move on to the workforce development portion.

Participant Question: I had a quick question about the eligibility or the determination of the eligibility criteria for the grants. Has that changed, and does the administrator that this RFQ is for have conversations around the eligibility criteria, or does a different body set that?

Emily Lundgard: The Lead Safe Cleveland Coalition has recently updated eligibility for Grants to Property Owners. It'll be the same eligibility criteria for CHN Housing Partners and for whoever else, the administrator or administrators that we bring on board. It's not to say that we wouldn't all collectively re-evaluate the eligibility in the future. Though right now, we do have an eligibility standard and parameters that we've put in place. We have this in writing. We would share this with folks who submit responses when and if the time comes, but we essentially have a very generous Grant to Property Owner product. We are making it available to homeowners, owner-occupants, and rental property owners of all types. If you are under 120% AMI, you are able to access a full grant of up to \$12,000. If you're over 120% AMI, you'll be able to work with the Coalition to access a grant and loan product. That collaboration with CHN Housing Partners will be particularly important because they administer the loan product. But suffice to say that grants will be available to all homeowners and rental property owners.

Participant Question: Emily, if you don't mind, can you quickly go through the scope of work for the grant administrator? I joined late, and I may have missed that part.

Emily Lundgard: We're looking for an administrator or administrators who can deploy a budget of up to \$19.65 million over the next five years. So that's a deployment of many grants. If you're doing up to \$12,000, that's a certain amount of grant, but many of our grants will be lower than \$12,000 depending on the scope of work determined by unit or property. But the ultimate budget is the \$19.65 million over five years that one or more administrators will deploy. For Grants to Property Owners, we have specific parameters. Like I said, they're up to \$12,000 per unit. They will be supporting lead-safe plus remediation standards in a property, which are generally interim controls. Maybe some additional selected component replacements in order to achieve the lead safe certification. Then we're also expecting the administrator or administrators to manage the construction of that lead-safe remediation in-house, either with in-house staff or via a contractor.

Participant Question: Does this administrator have to hire the outside contractor, or will Lead Safe Cleveland Coalition be doing that?

Emily Lundgard: The administrator will need to do that, and we have processes we could share with whoever we select to bring those folks on board.

Participant Question: Hi Emily, just to build on what [name removed] asked, and I'm sorry, I joined late as well. You may have already mentioned this. In terms of those grants, is it money that's given, or is the value of that money in service?

Emily Lundgard: Since the construction is done in-house, it is essentially the value. We're not handing the money to property owners. The administrators would have the construction, including inspection, in-house to evaluate work needed to be done in that particular unit. Then up to \$12,000 with the lead-safe plus standards would be available to remediate and do that work according to the scope of work in that unit. It would not be handing the money directly to property owners. It would be establishing the scope of work and doing that scope of work via your in-house construction in that unit.

Participant Question: Hi Emily, quick question. Is this just for City of Cleveland residents?

Emily Lundgard: Yes.

Participant Question: Hi Emily, I'm just asking about this full amount. Is that only for the one partner you're bringing on, or is that \$19 million shared with CHN plus the new partner? It amounts to about 1,600 at the least if you're going to do \$12,000. One thousand six hundred at the least and that's 320 a year. So, I'm just wondering if that's two partners or one or what kind of capacity? That's a lot.

Emily Lundgard: It is. And it is not shared with CHN Housing Partners. CHN Housing Partners has its own budget separate from the \$19.65 million you see here in this RFQ. I appreciate those calculations, [name removed]. We are hesitant to share them here because we don't expect every house to be at the \$12,000 grant level. We hope and expect that most properties will actually be lower than that. Because again, we have a lead-safe plus standard where we're not doing entire abatement or lead-free in a home. We are doing interim controls, which we estimate should be far less than \$12,000. Roughly between \$5,000 and \$6,500 is what we're looking at on average, usually. But there will be homes that need to go up to that \$12,000 limit. But yes, we are looking for one or more administrators for that \$19.65 million in addition to what CHN Housing Partners is deploying.

Participant Question: One more thing while I figure out how to put my hand down. Is there any breakdown, goal, or internal hope for how much goes to homeowners and how much percentage might be rental, like apartment units versus homes?

Emily Lundgard: We don't have a specific metric there. We'd be happy to discuss that with the respondents more. I will say that since these products are tailored for compliance with the Lead Safe

Certification law, they are inherently more attractive to those who have to comply with it, which are rental property owners, not owner-occupants.

Participant Question: Emily, additional questions. Multi-families, are they included or excluded?

Emily Lundgard: The products are by unit, so a rental property owner with multiple units would qualify.

Participant Question: How do you deal with conflict of interest if I am an administrator and I am also a landlord?

Emily Lundgard: We can discuss that. CHN Housing Partners is in a similar position so we would be able to discuss how we would approach that.

Participant Question: Another question, Emily. Related to, and you may have covered this already as well, the marketing of the program and how people know about it and all of that. Is that something that the administrator would be responsible for?

Emily Lundgard: The Lead Safe Cleveland Coalition through the Lead Safe Home Fund will be deploying a pretty robust marketing budget, so there will be resources and support available to the administrator or administrators we bring on board. They would not be responsible for crafting any of that messaging or deploying it themselves. There'd be a lot of support from the Lead Safe Cleveland Coalition and existing marketing campaign for them to plug in to and take advantage of.

Emily Lundgard: Okay, shifting gears here to our second RFP on Additional Workforce Development. This is another area of work we're particularly excited about expanding. It is similar to the Additional Grants to Property Owners in that we are already doing some workforce development through the Lead Safe Cleveland Coalition's Lead Safe Home Fund. What we are looking for through this particular RFQ is to build upon that existing lead safe workforce development approach. This is essentially to meet what we're seeing as the accelerated and expanded demand for those grants to property owners. The Lead Safe Certification law that we're trying to support compliance with depends on the fact that we have third-party private market inspectors and contractors available to inspect properties and units and do the remediation work. We are looking to build on the training we already provide through Environmental Health Watch as an administrator of the Lead Safe Home Fund and do Additional Workforce Development in the community.

I just want to pause here and say more so than the Additional Grants to Property Owners, we are looking for ideas in the Additional Workforce Development program area. This will be a highly iterative process where we welcome you to submit all your ideas in your response to the RFQ to see where we should and how we can build upon the existing workforce development that we're already doing through Environmental Health Watch.

Let me say a bit about what Environmental Health Watch is already doing, and you can start to get a sense of where some expansion possibilities exist. The Environmental Health Watch, one of the fund's existing administrators, essentially does workforce development for lead safety. They have crafted and deployed their own lead safe curriculum, where they bring in folks who are potentially from the community directly impacted by lead to become lead safe workers. This can include anything from an inspector, or a clearance technician, some risk assessment. It could also be someone who wants to become an RRP contractor. They are helping folks do those trainings and then, in some instances, get their certification and licenses. They are also doing some hands-on training where you can gain experience, not just learning what it takes to get the licensure and certification, but actually going into homes deploying this lead-safe inspection and this remediation. They are getting some real-life, hands-on experience. The Environmental Health Watch has trained at this point, collectively, well over 300 workers out in the community, so we do think we have a pretty good pool.

What we've found and what we have heard is that there's an opportunity to do additional workforce development in many of our community-based organizations. Now that's not to say that's the only idea. We're soliciting your ideas. One such idea that we've heard could be potentially interesting for this RFQ could involve our community-based organizations that have trust in our neighborhoods. Could they maybe work with Environmental Health Watch to have their own in-house lead-safe workers who would then be available to their service area and the clients they serve to do lead-safe inspections, whether clearance examinations or risk assessments out in the community? We are looking for responses of all types that propose how we could expand on what Environmental Health Watch is already doing. Maybe work in tandem with them to create an even deeper pool of lead-safe inspectors and contractors available in our community.

The expected timeframe and budget here are a little bit shorter and smaller, respectively, than the Additional Grants to Property Owners. We are looking at a four-year budget that would begin again in January 2023, then hit on that full cycle in July 2023, and then proceed for approximately four additional years. One of the main reasons why the timeframe is shorter is that the budget is supported by the City of Cleveland ARPA dollars. These federal relief funds have a shorter deployment period by the nature of that federal relief program, so they'll need to be fully deployed a bit earlier than the full horizon of the Lead Safe Home Fund.

That leads me to the key partners. The City of Cleveland, because they are funding through their ARPA dollars, is one of our absolute key partners. They'll be at the table, iteratively looking at the responses you provide and helping to piece together how the training they provide, the training Environmental Health Watch provides, the trainings that perhaps you offer, or the workers you maintain can fit into this larger lead safe worker landscape. So again, I can't say it enough, we'll all be working together to figure out how we fully support the workforce picture in our community. The other partners are the same that you heard about for the Additional Grants to Property Owners. The coalition membership, our steering committee, and the other Lead Safe Home administrators will all be key partners in this.

I'll reiterate once again for this and all our RFQs that we expect those folks that are responding here would do the work and services themselves. We're not looking for this work to be fully subcontracted out by any of the administrators we bring on board.

I think that covers everything. I know I didn't get into the specifics of the budget. We are estimating up to \$2.5 million. It may be a slightly smaller budget than that, but that's generally the estimate at this point. So again, an opportunity to hear your responses, and then we will work collaboratively on how it would fit into the larger workforce landscape.

Participant Question: So on this, Emily, are you at liberty to talk about the wage that is paid to the workforce trainees?

Emily Lundgard: Oh, wage expectations. That's an interesting question. I don't know if we have that established yet, but that's something we can note and make sure we address during the processes. Wyonette, do you have a better answer for that, or is that something we would need to work on?

Wyonette Cheairs: Yeah, I think we would need to work on that a bit.

Emily Lundgard: Thank you. Thanks for bringing that up. That's a note for us.

Participant Question: Emily, it's [name removed] again. Are you looking for an administrator that will be working with groups like community-based organizations that do this kind of work, such as ours? I'm just trying to figure out how we fit in. If it's - or if we each - that'd be a zillion things you'd have to review if you really want to know what we thought as an organization we can do. I just don't know if I

should even respond to this, but I know we want for our community organizations to be of help and participate.

Emily Lundgard: Thanks, [name removed]. We would encourage all those ideas to be submitted, though I will highlight that a city-wide approach is the priority. We would encourage every neighborhood and every service area to respond, but if there is a way to deploy it in all neighborhoods, in all service areas, that is the top priority.

Participant Question: Just curious about Environmental Health Watch and the 300 people that have been trained. Have they all been trained at the same level, or are there various types and levels, and is that the expectation for this effort as well?

Emily Lundgard: That's a great question. The 300-plus is of all types and levels. So that could include everything from a landlord looking to do it yourself and wants to get their own RRP contractor because they'd like to do their own lead safe remediation work to someone who's gone through the full process to become a clearance technician and did a hands-on training to learn how to do that so they could go out and clear properties themselves. We are not necessarily looking for responses that would do the full scale. We could look for responses that just do pieces and parts of it. Maybe there's an organization that wants to focus on lead abatement contractor training or lead abatement business development. We're open to all of those ideas—the pieces and parts. We'd like to see what you would propose bringing to the table and how it may fit into this broader scale. I'll ask Wyonette to share a bit here, and one other thought we had is can what we already have through Environmental Health Watch be leveraged almost in a train-the-trainer instance. Could an organization come to us and say we'd like to work with Environmental Health Watch to train our in-house staff, so we have clearance technicians, risk assessors, what have you, all of them trained in-house by EHW and then available to the community. Wyonette, what else would you add here? This is so iterative, really. No idea's a bad idea in this RFQ.

Wyonette Cheairs: No, I think you've covered it. I wouldn't add anything else other than that of the folks that have been trained. The majority were folks seeking their RRP certification—both contractors as well as those landlords that were seeking to do the work themselves.

Emily Lundgard: Thanks, Wyonette. I think I see a hand up. [Name removed]?

Participant Question: Yeah, just a quick question. And I'm thinking through - I guess maybe for both of these RFPs. I'm thinking about this idea of not being able to subcontract the work, but in the case where you need instructors, I'm wondering how you would go about not subcontracting if you were a CBO, for instance, that wanted to use your space and do the training, but obviously, you don't have that expertise in-house. Is there an exception to that, or is it that you would basically use the infrastructure already put in place and the instructors from the Environmental Health Watch? And I would think even the same thing for the construction aspect of it. If you're an organization that- maybe you're a small construction CBO. You can do some things, but you would ultimately end up subcontracting out some of the work, especially in the case of lead remediation because that can be so many different things, so maybe you can paint, but you don't do window replacements, etc.

Emily Lundgard: Yeah, thanks for that clarification. Gretchen, I don't know if you want to speak to this from a technical perspective. That non-assignment clause is really to ensure that you're still the key administrator making those decisions with and on behalf of the Lead Safe Cleveland Coalition. We understand there will be instances where you may need contractors to complete your scope of work, but we want to be clear that you would not be a pass-through entity. It would be the administrator or administrators we select who would be responsible for deploying that money, and you would hold that responsibility.

Participant Question: Emily, the question is about the Environmental Health Watch. They are readily available to meet and discuss what they do.

Emily Lundgard: Absolutely. They'll be a part of the response review and selection process, so the next steps here, and maybe that's a good segue over to you, Gretchen, in terms of the next steps. They would be participating in that review and selection committee, so when we get to that stage, it would be a collaborative discussion with them at the table, sharing their work and discussing with respondents how it could or could not leverage one another.

Gretchen Kunkel: Okay, I'm going to jump over to our last segment, which is about the RFQ submission and selection process. First, I'm Gretchen Kunkel. I am a consultant that's been specifically hired to support this process for hiring or contracting with new administrators for these new programming areas within the Lead Safe Cleveland Coalition.

The intent of this RFQ process is for us to identify organizations that bring knowledge and capacity to this effort and to serve in the administrative role. We're looking for organizations that can support and enhance the execution of these new or expanded programming areas. Organizations that are eligible for this process are any mission-based organization that is operationally and financially strong, has an understanding of Cleveland neighborhoods, has related experience, can speak to the work that's going to be happening within each of these program areas, and is willing to partner with a number of different organizations. As Emily communicated, this process is all about co-creating and co-iterating the work, so nothing is static within these program areas.

For the proposal, in the RFQ, you will see the different components that we're looking for, and each of those has associated page limits attached to them. That is not an invitation to fill up all the way to those page limits. We're looking for concise but complete responses. There is a component that asks for a number of different attachments. We do not want to receive all those attachments separately. We would like for you to combine those into one PDF that starts with a table of contents, so it's easy for us to navigate through the attachments.

The submission deadline is two weeks from today. It's September 21 at noon. Once we receive all the applications, we will send them to review committees which will review each of the submitted responses and score them. Once we have all that scoring, we'll invite back the highest-scoring candidates to participate in an interview. Our goal is that the administrators will be selected around October 21. Then the last two months will be about developing a scope of work, defining what the budget's going to be, and then going under contract with Enterprise. And then the work will begin on January 1 of next year. So that's it, in a nutshell. It should be clearly articulated within the RFQ, but if you have additional questions from this conference or your review of the RFQ, you should email them to leadsafecleveland@gmail.com. I'll drop it into the chat so you can see it, but it's also in the RFQ. Wyonette, Emily, anything you want to add there?

Emily Lundgard: I'd like to underscore a point I think Wyonette and I made, but it's so important that it's worth sharing again here. The Lead Safe Cleveland Coalition is a true coalition. We are not a separate 501(c)(3). We are over 100 different organizations that come together to share our capacity, our time, and our commitment towards this greater purpose, which is making sure that no child in Cleveland is lead poisoned again. That's a very intentional choice for us all to work collaboratively, and it speaks to the scope, depth, and seriousness of this problem that affects all of us. Lead poisoning affects all of us, and we all have a role to play in addressing it. And that is why we have this coalition approach, and I will say that it is also the power of our work. The power of the Coalition is this collaboration. It is the fact that we bring together so many different types of organizations and people—those directly impacted, the public sector, the private sector, corporations, and mission-driven organizations like you all. That is the power of our Coalition is bringing everyone together. This RFQ process, all four of the RFQs in this collective process, reflects that collaborative spirit. It is non-traditional. We recognize that, but that is because that's

the spirit of the Coalition. We need to do things differently to have a better impact on our community. We need to do things collaboratively if the best possible solutions are going to rise to the top. This process reflects that iterative, collaborative experience, so we're really looking for administrators and partners who understand and appreciate that and want to be a part of that collaborative experience.

Gretchen Kunkel: We have about 10 minutes left in this conference. Are there additional questions to ask?

Participant Question: I have one, just thinking as you were talking. After the funding has gone and we have all of these different individuals trained in all these great skills, has there been any thought to if there isn't continued funding, how will they continue utilizing those skills and earning wages?

Emily Lundgard: Thanks for that question. It's a long-term question and down the horizon a bit, but we have actually had some preliminary thinking about that. I think there's an opportunity in a long-term sense to create revenue generation from mission-driven organizations based on lead safe workers. We're not there yet, but we would certainly invite you to contemplate that in your response, if you want to look long-term after the estimated four-year budget horizon. I think there is potentially an opportunity for this to be revenue-generating for an organization, not in a profit-driven way but in a sustainability way.

Gretchen Kunkel: Any other questions? Okay, if we have no more questions, I would remind you that the deadline for submission is noon on September 21, two weeks from today at noon. And if you have additional questions as you write your response, please submit those to leadsafecleveland@gmail.com, and we will get back to you. We're asking for those to happen by email so we can share responses with everybody. It's been great to have you all here. We appreciate your participation in this conference and your very thoughtful questions. We're looking forward to your responses, and, again, we are accessible throughout this two-week period if you have additional questions. Thank you so much,

Participant: Emily, there is a lot to learn in this process. I hope we have enough time to be able to digest all the work that you are doing and how to help.

Emily Lundgard: Thank you, [name removed].

Participant: I'll be reaching out to you.

Emily Lundgard: Please do.