



REQUEST FOR PROPOSALS FOR INCUMBENT SERVICE-SECTOR WORKER UPSKILLING

Overview

In 2015, Walmart and the Walmart Foundation launched the Retail Opportunity Initiative, a five-year, \$100 million sector-wide effort aimed at strengthening the transferability of skills of the U.S. retail workforce and developing ways to make it easier for front-line workers to advance their careers. To date, Walmart and the Walmart Foundation have funded research, held convenings, executed upskilling pilots in cities across the country, and learned a significant amount. We are looking for those innovative communities or regions that want to take the next step, in a collaborative approach, **to upskill incumbent service sector workers to careers that can lead to advancement or promotion in their community and begin to lay the foundation for systemic change in training incumbent workers.**

Therefore, Walmart is pleased to announce a Request for Proposals (RFP) from non-profit entities **to build on or accelerate cross-sector, upskilling efforts for incumbent workers within a specific community or region that can lead to professional advancement or promotion.** Cross-sector collaboration is a key factor for being selected; therefore, applicants should demonstrate involvement with numerous community and state partners in the program development and implementation.

Walmart expects to provide **up to \$4 million in funding for all projects chosen pursuant to this RFP.** Proposals should focus on:

- Innovative ideas to plan and execute incumbent service-sector employee upskilling through cross-sector collaboration and/or
- Programs that are ready to be scaled to meet the needs of incumbent service-sector workers specifically focusing on upskilling and program access

Programs should span up to 18 months and not exceed \$500,000. Applicants that can show blended or braided funding from other sources will receive preference.

While not an exhaustive list, examples of proposals that will be considered include the following:

- Collaborative community development of career/training pathways to mid- high- skilled jobs for incumbent service-sector workers
- A training program providing incumbent workers education that meets their needs based on a job opportunity landscape review
- Creation of employer advisory councils that will promote and execute incumbent service-sector upskilling
- Engagement by the public sector including local and state government and workforce boards to promote and execute incumbent-worker upskilling
- Career and Technical Education (CTE) or adult-education programs that focus on upskilling workers in pre-existing programs

Proposals will be evaluated on the following criteria:

- Impact
 - Organization has the ability to increase number of incumbent workers upskilled over time
 - Organization has the ability to measure advancement of upskilled workers via promotion, wage increase, etc.
 - Organization has the ability to test new or revised approaches to upskilling and measure and track performance beyond numbers advanced (i.e. systems change)
 - Evaluation of how training meets the need of employees based on feedback/needs assessment

- Community Engagement, Collaboration and Partnership
 - Proposal describes how cross-sector entities are involved in creation/execution of the project
 - Proposal includes letter of support signed by 2 or more community organizations
 - Proposal includes letter of support from state or local government (strongly preferred)

- Leadership and Equity
 - Proposal addresses how leadership in the organization represents population served
 - Proposal addresses how leadership and the organization represent historical commitment to topic or community
 - Proposal describes how program has demonstrated results assisting historically marginalized communities overcoming barriers

- Financials and Sustainability
 - Organization demonstrates a feasible sustainability plan
 - Organization has a varied funding stream and this grant would not be greater than 20 percent of operational budget

Eligibility and Fund Use

Grants will be awarded on a competitive basis to organizations that submit the most compelling proposal based on the focus area above and the minimum eligibility criteria below.

Eligibility

- Applicant organization must be a tax-exempt, public charity described in Section 501(c)3 of the Internal Revenue Code of 1986 (the “Code”), other than a Type III supporting organization described in Section 509(a)(3)(B)(iii) of the Code. Organizations must be listed in the most current IRS 50 State Master File at the time the application is submitted and at the time of awarding if chosen for funding.
- Organization must have a demonstrated ability and expertise to execute the proposed program.
- Nonprofit organizations that operate regionally/locally are eligible to apply.
- We favor collaboration. Organizations are strongly encouraged to work jointly or as part of coalitions, working together on a programmatic goal. If applying as a coalition, one organization must serve as the lead grantee when submitting an application. Any proposed sub-granting of funds should be clearly outlined in the proposal.
- The grant amount requested cannot exceed 20 percent of an organization’s annual operating budget.
- Grant funds may not be used to cover more than 75 percent of personnel expenses for any single program-related position.
- Organization must be able to deliver services to diverse communities. For the purposes of this RFP, diverse is defined as African-American, Hispanic/Latino, American Indian /Alaskan Native, Asian-Pacific Islander, LGBTQ, Individuals with Disabilities, and Women.
- Selected grantees will be required to provide an abbreviated semi-annual report and a detailed annual final report and financial summary to Walmart. These reports are intended to provide an update on the program’s activities, a summary of

the current status of the program relative to proposed outcomes, and an update on financial expenditures relative to work carried out. Templates will be provided at appropriate times through the CyberGrants system.

- All selected grant recipients will be a part of the Retail Opportunity Network where they will be expected to share key learnings at regular intervals.

Fund Use

- Funds awarded must be utilized for scope of work in proposal only.
- Proposals will not be considered if indirect/overhead costs exceed 10 percent of requested funds.
- While the majority of funds should be programmatic, we will consider funding for a labor market analysis.
- The focus of the RFP should be to upskill incumbent service-sector workers.

Funding Exclusions

- Organizations that deny service, membership or other involvement on the basis of race, religion, color, sex, sexual orientation, gender identity, age, national origin, ancestry, citizenship, veteran, disability status, or other legally protected classes will not be considered.
- Organizations that have already received a National Giving grant, but have not completed an impact report, may not apply or receive a new grant.

Application Process

The application process will consist of submission of a letter of intent (LOI) and proposal through the CyberGrants on-line application system. All prospective grantees must agree with the Memorandum of Understanding prior to submitting the LOI. Only those applicants selected as semi-finalists will be invited to submit a proposal. Once finalists are selected, applicants may be asked to revise their application to strengthen methodologies, adjust budgets or answer questions about their proposed program before Walmart selects organizations for potential funding.

LOIs and proposals will be submitted via CyberGrants, and will be reviewed based on the guidelines and criteria listed below. Walmart reserves the right to consider factors such as geographic diversity and a balanced slate of grantees. Walmart will have the sole authority to select the grantees. Submission of the LOI is required to gain access to the full proposal, and all fields must be completed for the application to be considered. Please note that language in the project narrative should be understandable to a lay reviewer and provide reviewers with sufficient information to effectively evaluate the merits of the proposal.

Applicants should focus on impact achieved by the proposed grant programming. Many applications focus only on the process, rather than the impact. We want to know:

- what you will do
- how you propose to do it
- what you expect it will achieve
- why you think it will achieve those results
- how you will measure success

It is often helpful to share prior evaluation results from your organization's work, a short summary of research on best practices in the field and stories of the impact of your work, to help demonstrate your organization's ability to deliver impact. These items can be attached as additional resources. Do not mail additional materials to Walmart to supplement the application. Only materials included in the electronic application will be considered.

This is a competitive process. Being previously funded by Walmart does not guarantee continued funding.

Character counts for various sections are given in the CyberGrants LOI and proposal. These counts include spaces and formatting. If you exceed the character counts in a field, you will not be able to proceed or submit your application.

LOI and Proposal Submission

LOIs and proposals must be submitted via CyberGrants, Walmart’s online application system. CyberGrants can be accessed on the Walmart website: www.cybergrants.com/walmart/national_loi

You must use the invitation code: "UFPARFP" each time you access the application. If you are a first-time user, you will need to create an online profile before accessing the proposal form. Once the LOI and proposal forms are filled out in CyberGrants, please click "Submit." Please follow each submission with an email to joshua.sparks@walmart.com with the subject line, "Upskilling RFP" to inform Walmart of your submission. LOIs must be submitted by 11:59PM ET, October 22, 2018. LOIs and proposals submitted after the deadline will not be considered. LOIs and proposals should be submitted as soon as possible, even prior to the deadline. This allows Walmart to ask clarifying questions or address errors or misunderstandings if necessary before the application process closes.

Key Dates

September 28, 2018	System opens to accept LOIs
October 4, 2018	Q&A Webinar on RFP
October 22, 2018	Submit LOIs Deadline
November 5, 2018	Semi-finalists selected
November 26, 2018	Semi-finalists Proposals Deadline
Mid December 2018	Selection of finalist organizations
Late January 2019	Notification of Awards
Late January or February 2019	Disbursement of Awards

Statement of Non-Commitment

Issuance of this RFP does not commit Walmart to award a grant or to pay any costs incurred in preparation of the proposals to respond to the RFP. Those responding to this RFP must follow its procedures and requirements. Failure to comply with or complete any part of this RFP may result in rejection of the proposal. Walmart reserves the right to reject any or all proposals, or to negotiate separately with competing applicants for funds described in this RFP.

Walmart reserves the right to modify this RFP, submission deadlines and notification dates without prior notice.

About Walmart and the Walmart Foundation

By using our strengths to help others, Walmart and the Walmart Foundation create opportunities for people to live better every day. We have stores in 27 countries, employing more than 2.2 million associates and doing business with thousands of suppliers who, in turn, employ millions of people. We are helping people live better by accelerating upward job mobility and economic development for the retail workforce; addressing hunger and making healthier, more sustainably-grown food a reality; and building strong communities where we operate and inspiring our associates to give back. Whether it is helping to lead the fight against hunger in the United States with \$2 billion in cash and in-kind donations or supporting Women’s Economic Empowerment through a series of grants totaling \$10 million to the Women in Factories training program in Bangladesh, China, India and Central America, Walmart and the Walmart Foundation are not only working to tackle key social issues, we are also collaborating with others to inspire solutions for long-lasting systemic change. To learn more about Walmart’s giving, visit www.foundation.walmart.com.