



UNITED WAY OF
GREATER LOS ANGELES

REQUEST FOR PROPOSALS (RFP)

CAPACITY BUILDING COLLABORATIVE: CONSULTANT & PROFESSIONAL SERVICES

Key Dates

Application Opens: Tuesday, October 3, 2023

Informational Webinar: Wednesday, October 11, 2023, 10:30 AM – 12:00 PM

Application Submission Period Closes: Friday, October 27, 11:59 PM

Finalists Interviews: Monday, November 6 – Thursday, November 9, 2023

Tentative Contract Start Date: Early December

CAPACITY BUILDING COLLABORATIVE CURRICULUM DEVELOPER

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PROJECT OVERVIEW

Request for Proposals: Capacity Building Collaborative: Consultant & Professional Services

United Way of Greater Los Angeles (UWGLA) believes we can accomplish more together than alone. By combining community power, donations, and new solutions to long-standing challenges, we can support neighbors in crisis and close the prosperity gap. Our work is centered on people who are struggling to find support in the short term and prosperity in the long term, so that each person can feel a deep sense of belonging in their community of choice, with the resources to live, work and thrive together.

This Request for Proposals (RFP) aims to identify a curriculum developer to work in partnership with UWGLA and the Los Angeles Homeless Services Authority (LAHSA) to design and develop a procurement curriculum that supports smaller, BIPOC-led service providers in navigating LAHSA's pre-qualification and procurement processes. The curriculum development process will be paired with targeted capacity building and technical assistance support either by the curriculum developer directly and/or by third party vendors with experience in providing capacity building services to nonprofit organizations in Los Angeles County. The curriculum developer will provide strategic planning and guidance around the implementation of the curriculum, facilitation of meetings and listening sessions, and coordination of key stakeholders. This work will entail refining current understandings of what the key procurement challenges and capacity building needs faced by these organizations are, clarifying what the current best practices and resources are in relation to these challenges through facilitated conversations, and documenting key learnings about opportunities for improving access to and managing LAHSA contracting opportunities for organizations going forward.

BACKGROUND

Over the last five years, we have had immense success in passing a series of ballot measures to infuse our community with vital resources to spark and scale solutions to homelessness and inequity. With the passage of Measure H in March 2017, an estimated \$355 million in newly generated annual funds from sales tax flooded into our homeless service system. While we had a nearly a decade of work and investments around homelessness that solidified a commitment to long-term solutions through comprehensive plans and created a coordinated system with a network of regional leaders, our providers and systems were not prepared to quickly ramp up with this new investment. We learned quickly that current providers of all sizes did not have the staffing and systems in place to adapt quickly, and that availability was not the only barrier to accessing public funds facing grassroots groups and smaller nonprofits. UWGLA has worked in partnership with LAHSA over the past several years to invest in technical assistance and one-time infrastructure upgrades to expand the capacity of homeless service providers. Learnings from these efforts were captured in [a report conducted by Abt Associates](#), which further highlighted these challenges and the impact of capacity building investments.

The Los Angeles Homeless Services Authority's (LAHSA) procurement and contracting process has an immense effect on service providers throughout Los Angeles County, both in terms of opportunities for growth and in how effectively organizations operate and serve clients at scale. However, a lack of broad awareness among a diversity of providers about how to effectively navigate the procurement process (obtaining RFSQ certification, submitting RFPs, managing larger contracts, etc.) makes it challenging for smaller organizations to benefit from

public contracting opportunities. A procurement process that is responsive to the diversity of organizations operating within the homeless services delivery system can begin to help address some of these challenges by working in partnership with smaller providers and supporting opportunities for the creation of feedback loops that can be leveraged to enhance existing procurement processes.

Creating more opportunities that level the playing field for smaller organizations, many of which are BIPOC-led and/or faith-based and have historically faced structural barriers in obtaining contracts (capital access, social networks, overt discrimination, etc.), strongly aligns with LAHSA's and the County's current efforts focused on procurement modernization and redevelopment and strategically centering equity into procurement processes more generally. Through a series of workshop sessions focused on key aspects of LAHSA's procurement process and through dedicated conversations with key LAHSA and provider partner stakeholders throughout the project period, the selected consultant team will work with LAHSA, UWGLA, and an identified cohort of nonprofit providers to both develop a curriculum resource aimed at clarifying the procurement process as well as having 2-3 facilitated conversations with LAHSA staff and cohort providers on specific topics that are critical for successfully navigating the procurement process. The curriculum will then serve as a learning resource and tool for organizations going forward when pursuing procurement opportunities with LAHSA. Additionally, the consultant team will be responsible for supporting cohort participants in developing capacity building assessments, refining participants' understanding of their capacity building needs, and working with cohort participants in implementing capacity building improvements. Key organizational impacts achieved include the following:

- Participating organizations strengthen knowledge and preparedness to pursue LAHSA funding
- Cohort participants receive support to complete the pre-qualified RFSQ process, respond to RFPs, and build/strengthen their capacity to manage LAHSA contracts
- Participants develop a better understanding of what their capacity building needs are through a needs assessment process or through support from dedicated capacity building consultants
- Participants are assisted with their organizational growth and development plans
- Participants grow network of peer organizations operating in the homelessness space

Based in part on the program design from previous capacity building initiatives that UWGLA has supported in partnership with LAHSA, several organizational development interventions have been identified as potential tools/approaches for supporting collaborative provider development that will be useful considerations for the consultant team in managing this effort:

- Individual Coaching and Project Planning
- Workshops and Group Training
- Community Informational Sessions and Outreach

These activities are designed to support assessments that measure a nonprofit organization's effectiveness, develop an agency-specific capacity-building plan with recommendations for implementation, and provide mutual support to other participants through collective problem-solving strategies.

COHORT PARTICIPANT FOCUS AREAS

The following list of technical assistance and suggested training/meeting focus areas are outcome expectations that the consultant/consultant team should be prepared to manage and support throughout the project period. Specific focus area topics for the trainings are subject to change upon further review and/or in consultation with LAHSA and the cohort participants.

Technical Assistance

- Develop an agency-specific capacity building plan and support completion and understanding of the Core Capacity Assessment Tool (CCAT) and/or alternative capacity building needs assessment tools
- Provide one-on-one capacity building support, as needed
- Support completion of LAHSA's pre-qualified RFSQ process
- Support responses to LAHSA RFPs
- Support strengthening ability to manage LAHSA contracts
- Support identifying third party consultants to implement capacity building enhancements, as needed

Trainings/Meetings

- Kickoff meeting / capacity building 101
- CCAT or an alternative capacity building needs assessment tool orientation/review meeting
- In partnership with LAHSA/UWGLA, organize 2-3 LAHSA-specific procurement and contracting trainings covering key areas, potentially including some combination of the below topics:
 - Contract execution and management
 - Invoicing and close-out
 - CES overview
 - HMIS, reporting, training requirements, and technical support
 - Monitoring (site visits, contract compliance, etc.) \Funding sources and the budget process (identifying funding sources, matching sources to allowable expenditures, submitting funding requests, etc.)
 - Finding technical assistance
- Closeout / review meeting

The Strategic Investments team at the United Way of Greater Los Angeles is seeking a business/management consultant/consultant team with specific expertise in nonprofit capacity building, with a focus on working with small, BIPOC-led organizations and public agencies in Los Angeles County. Additionally, the consultant/consultant team should possess the following skills and experience:

- Knowledge of the homelessness system in Los Angeles County
- Knowledge of capacity building-related issues facing Los Angeles County's homeless service system
- Knowledge of the common areas of focus related to capacity building and organizational sustainability, such as operational management, program administration, IT, and leadership development
- Experience utilizing and/or working with capacity building assessment tools
- Experience working with community-based organizations, faith-based organizations, and/or non-traditional service providers operating within the homeless services sector in Los Angeles County.

PROJECT DELIVERABLES

Using a culturally responsive and equitable lens, the consultant will support the curriculum design and development process by:

- Working closely with UWGLA on curriculum design, cohort selection, workshop meetings, and report finalization.
- Coordinating logistics and communications related to meetings, focus groups and listening sessions. This includes facilitating meetings and listening sessions with cohort participants and agency partners;
- Conducting qualitative research with service providers, community-based organizations, and faith-based organizations such as listening sessions and focus groups to understand procurement and contracting challenges;
- Identifying and coordinating with LAHSA staff as needed to present on issues related to LAHSA's procurement process and best practices;
- Conducting background research with public partners and county officials, as needed;
- Providing culturally responsive strategies around developing and implementing the curriculum;
- Identify opportunities to connect cohort participants with existing capacity building networks, partnerships, and resources in the nonprofit community;
- Produce a final report highlighting on-going work, key findings, learnings, and next steps.

Specific deliverables include the following:

Deliverable #1: Capacity Building Cohort Kickoff Meeting by December 13, 2023

Once the cohort participants have been selected, we will begin to develop and refine a draft curriculum through a series of facilitated conversations and structured learning opportunities with the cohort participants, existing agency partners, and any subject matter experts needed to support further implementation and refinement. The goal at this stage will be to use the curriculum kickoff conversation as an opportunity to meet and hear from the cohort organizations directly, clarify what the goals of future cohort sessions will be over the next six months, set expectations around what a practical resource resulting from the cohort sessions might look like, and provide an opportunity to hear from LAHSA on current procurement redevelopment efforts applicable to the curriculum's development and the cohort's success.

Deliverable #2: Cohort Participant Listening Sessions, Interviews, and Field Research by February 12, 2024

Organize several listening sessions and/or one-on-one interviews with cohort participants as part of the broader field research and data collection process to help inform the development of the curriculum and workshop content as well as key findings for the final report to UWGLA. Submit evidence of documentation in narrative to UWGLA highlighting key takeaways, data insights, data collection challenges, and other notable findings resulting from the field research process.

Deliverable #3: Complete 2-3 Cohort Meetings by April 30, 2024

Based on feedback from the cohort kickoff meeting, additional research efforts, and on conversations with UWGLA, the goal will be to organize 2-3 additional cohort sessions specifically focused on providing learning and

draft curriculum development opportunities that result in participants having a better understanding of LAHSA's procurement and contracting process while also having workshopped ideas for translating these learnings into a resource for future capacity building cohorts. Additionally, the curriculum updates and learnings will be shared with LAHSA once the cohort meetings have been completed.

Deliverable #4: Submit Curriculum Guiding Document and Final Report to UWGLA by May 31, 2024

Insights and learnings from the capacity building cohort conversations and curriculum development process will be leveraged to continually refine what a practical procurement resource and capacity building network will look like for organizations navigating LAHSA's procurement and contracting process. These learnings will culminate in the creation of curriculum guiding document and a final report to UWGLA. These learnings will culminate in a final report to UWGLA in the form of both a summary presentation deck and a narrative report that can be shared externally and inform future iterations of the curriculum's development. The curriculum should be both digitally and physically accessible (i.e., printer-friendly) and cover the key areas and topics reviewed in the trainings and meetings, including visually appealing and accessible graphics and images, as needed, to convey complex information and support ease of learning and guidance for users.

PROJECT TIMELINE

- Work closely with UWGLA to finalize schedule of activities, engagement plan, and cohort meeting topics (October-December 2023)
- 2-3 Cohort Meetings (January-April 2024)
- Submit and Review Final Report with UWGLA (May-June 2024)

PROPOSAL COMPONENTS

- The consultant will be selected based upon the quality of the submitted proposal and the applicant's demonstrated ability to perform the functions outlined in this RFP. Proposals should be no more than 10 pages in length, budget included (this does not include attachments, where appropriate, such as case studies, organizational charts, financial reports, etc.), and must include the following:
 - A description of the applicant's organization, size, leadership, history, and structure.
 - A staffing plan that includes brief background and relevant experience, demographic information, and roles of staff expected to participate in this project.
 - A description of relevant experience performing similar work to that described in this RFP.
 - A description of experience and/or approach to engaging people with lived experience of homelessness and/or other groups disproportionately affected by systemic injustice.
 - A high-level workplan that includes a description of methodology and proposed activities, including a timetable for completing the process and deliverables to be submitted to UWGLA.
 - A budget that includes a listing of fees and expenses associated with the proposed services, including any payment terms or other relevant information.

PROPOSAL EVALUATION CRITERIA

Approach: 20 Points

How does the vendor plan to conduct the required scope of work. The strongest proposals should have thoughtful but realistic plans that are specific (instead of generic) and tailored to this scope of work.

Deliverables: 20 Points

What exactly does the vendor plan to deliver, and how useful might those deliverables be to UWGLA and our homeless sector partners and funders? Every proposal should be responsive to our minimum four deliverables, but how they craft those deliverables and what they add to them should distinguish strong proposals from mediocre proposals.

Expertise: 20 Points

What knowledge and expertise is the vendor bringing to the table, and how valuable will that expertise be to the project? This could include subject matter expertise, expertise in homeless services, local expertise, capacity building, or any other form of expertise you feel is most valuable.

Partnership Model: 15 Points

How does the vendor plan to work with UWGLA and our partners to execute the project. Strong proposals are thoughtful about how our own staff and employees of other organizations will be thoughtfully engaged.

Diversity, Equity, & Inclusion: 15 Points

Does the team reflect the community served we serve with respect to race, ethnicity, and gender identity? Does it include people who have first-hand knowledge of what it takes to work in human services?

Timeline: 5 Points

Every proposal should be completed within our allotted timeframe, so this criterion is about evaluation how the vendor plans to sequence and time their project over its lifespan.

Price/Value: 5 Points

Given the proposal, will UWGLA and our partners receive strong value for the price?

PROPOSAL SUBMISSION

Please submit proposals by 11:59 PM Pacific Time on Friday, October 27, 2023. Please submit the proposal and all supporting documents to United Way of Greater Los Angeles via electronic submission on Survey Monkey. For more information or to clarify questions about this RFP and potential partnership with UWGLA and your organization, please email rfp@unitedwayla.org

DEFINITIONS

Community-Based Organization

For this scope of work, community-based organizations are private or non-profit organizations lead by either paid staff or volunteers that work at a local level to improve the lives of local residents. For example:

- An organized volunteer organization that provides meals, tents, and other supportive services at local houses of worship several days a week would be included.
- An individual that provides meals in the park on Saturdays would not be included. A CBO does not have to be a legal 501c3, but it should show clear organization and membership/participation that distinguishes it from a small group of dedicated citizens.

Faith-Based Organization

For this scope of work, faith-based organizations are either charitable organizations, nonprofits, and/or religiously affiliated congregations. For example:

- A house of worship that hosts a hot meal program and food pantry would be included.
- A house of worship that allows another organization to host service provision events or otherwise utilize its space to support service provision would also be included, alongside the organization organizing the service provision (e.g., A church that serves as a storage and meeting location for a weekly outreach program).

There are organizations that may bridge the line between faith-based organizations and nonprofit service organizations. For each of these, current affiliation with the religious community and active centering of faith tenants in organization mission will distinguish between the two. For example:

- An organization which holds religious tenants at the center of its mission and purpose would likely be classified as a faith-based organization.
- An organization that was founded as a faith-based organization, but no longer retains tenants of faith as part of its core mission or purpose would be classified as a nonprofit service provider and not a faith-based organization.

ADDITIONAL RESOURCES FOR REFERENCE

Abt Report: [Understanding Homeless Service Providers' Capacity Needs in Los Angeles](#)

Link to: [LAHSA Request for Statements of Qualification \(RFSQ\)](#)

Link to: [LAHSA Procurement Modernization and Redevelopment Update](#)

Link to: [LAHSA's New and Existing Agency Toolkit](#)