



**UNITED WAY OF
GREATER LOS ANGELES**



REQUEST FOR PROPOSALS (RFP)

ORGANIZATIONAL CAPACITY BUILDING COHORT

Key Dates

Application Opens: Wednesday, October 18, 2023

Informational Webinar: Wednesday, October 25, 2023

Application Submission Period Closes: Wednesday, November 8, 2023

Awards Announced: December 2023

ORGANIZATIONAL CAPACITY BUILDING COHORT

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CAPACITY BUILDING REQUEST FOR PROPOSALS: BACKGROUND

Thank you for your interest in submitting a capacity building proposal to the United Way of Greater Los Angeles (UWGLA). At UWGLA, we believe that 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. We work to bring together public, private, and nonprofit groups to improve the quality of life for all Angelenos.

UWGLA is excited to embark on a collaborative capacity building initiative in partnership with the Los Angeles Homeless Services Authority (LAHSA) to help smaller community-based organizations scale their capacity to address Los Angeles County's need for services and supports for our unhoused neighbors. We recognize the importance and need to support community-based homeless service providers in growing their operational infrastructure and organizational sustainability so that they can continue providing quality services while also taking on new contracting opportunities in working towards ending homelessness.

Through this capacity building initiative, UWGLA and LAHSA will leverage funding made recently available through public resources to offer options for organizations to access technical assistance support and funding aimed at improving their operational infrastructure and service capacity. The three central components of this investment include:

Capacity Building Funding: Applicants will be eligible for up to \$80,000 to support in capacity building needs assessment, implementing capacity building improvements. Applications for capacity building technical assistance must focus on enhancements to operational infrastructure. Requests can be made for assistance in the areas of operational management, leadership, program administration, information technologies (IT), office space, professional services, or other related areas. Organizational impacts achieved will include the following:

- Agencies strengthen their knowledge and preparedness to pursue LAHSA funding and manage LAHSA contracts
- Agencies develop a better understanding of their capacity building needs and implement capacity building improvements
- Agencies grow their network of peer organizations operating in the homelessness space

Facilitated Workshops: A cohort of at least 15 agencies will participate in a series of facilitated workshops focused on key aspects of LAHSA's procurement process led by a designated workshop facilitator. The goals of the workshops are to provide agencies with an opportunity to get direct support on what is needed to become a LAHSA pre-qualified agency, receive targeted guidance on LAHSA's RFP and contracting processes, and create a space to learn from and network with peer agencies and LAHSA staff. Potential workshop topics include the following:

- Completing the RFSQ and Pre-Qualified Process
- Contract execution and management
- HMIS, reporting, training requirements, and technical support

- Funding sources and the budget process – identifying funding sources, matching sources to allowable expenditures, and submitting funding requests

Curriculum Resource Co-Design: In partnership with UWGLA and LAHSA, all funded agencies will help co-design a curriculum resource aimed at clarifying LAHSA’s procurement process by focusing on specific topics that are critical for becoming pre-qualified partners as well as securing and managing contracts with LAHSA. The curriculum will then serve as a learning resource and tool for organizations going forward when pursuing procurement opportunities with LAHSA.

CAPACITY BUILDING TECHNICAL ASSISTANCE ELIGIBILITY

All non-profit homeless service providers located and serving within LA County that meet the below minimum eligibility requirements can apply for technical assistance through this capacity building initiative.

- Non-profit organizations with a 501c3 status with service locations located in L.A. County are eligible to apply for this funding opportunity. Any applicant may use a fiscal agent.
- Has not completed the LAHSA Request for Service Qualifications (RFSQ) or has not received LAHSA funding.
- Organization is BIPOC-led or has diverse leadership demographics (at least 50% percent of leadership and/or staff).
- Providing homeless services for at least one year.

APPLICANT SELECTION CRITERIA PRIORITIZATION

Applicants that demonstrate capacity building needs in the areas of operational management, financial systems, information technology, leadership development, etc., will be prioritized for selection. The evaluation panel will assess for need by reviewing the application and any supporting documents that are submitted. Similarly, applicants that demonstrate an interest in securing and/or successfully managing LAHSA contracts will be prioritized for selection. **The table below provides an overview of additional criteria prioritizations.**

Selection Criteria Prioritization Overview			
*Applicants do not need to meet all criteria for consideration.			
Award Level	High Priority	Medium Priority	Low Priority
501c3 with 0-10 FTE Up to \$80,000 restricted	<ul style="list-style-type: none"> • Agencies that are not LAHSA RFSQ certified or have not received LAHSA funding. • Agencies that are BIPOC-led • Have not completed the LAHSA RFSQ or have not received LAHSA funding • Agencies serving high need areas 	<ul style="list-style-type: none"> • Rapid growth due to recent contract and/or service expansion • LAHSA RFSQ certified • Agency plays a critical role in System Coordination • Outstanding and/or recurring audit or compliance findings for one (1) year or less 	<ul style="list-style-type: none"> • No outstanding and/or recurring audit or compliance findings • Application request is outside the scope of the area of focus, or does not align with level of need outlined in supporting documentation

CAPACITY BUILDING FOCUS AREAS

Common areas of focus related to capacity building needs are provided below as examples. Agencies may also submit other justified technical assistance and infrastructure investment requests through this application.

Operational Management	Leadership	Program Administration
<ul style="list-style-type: none"> • Financial • Information Technologies (IT) • Human Resources • Contract/Grant • Facilities • Cost Recovery Infrastructure • Salary Analysis • Policies & Procedures • Internal Controls • Risk Management • Communications • Fundraising and Resource Development 	<ul style="list-style-type: none"> • Board Composition & Governance • Organizational Structure • Succession Planning • Strategic Planning • Community Engagement 	<ul style="list-style-type: none"> • Reporting • Program Evaluation • Collaboration with Partners and Subcontractors
Information Technologies	Office Space	Professional Services
<ul style="list-style-type: none"> • Equipment Upgrades • Accounting & Payroll Automation • Grants management Software • Telecommunication Upgrades • Data Security & Encryption 	<ul style="list-style-type: none"> • Space Reconfiguration • Security Systems • Facility Renovation • Office Furnishings 	<ul style="list-style-type: none"> • Recruiting • Marketing & Branding Material

AWARD TERMS

Anticipated Grant Term: 12 months

Funding Use: Awarded funds are intended to support organizations with accessing technical assistance and supporting investments in improving their operational infrastructure, organizational sustainability, and homeless service capacity. Expenditure of funds will only be for eligible capacity building investments and technical assistance support unless otherwise agreed upon with UWGLA.

PROPOSAL SUBMISSION & NEXT STEPS

Before completing the application, it is strongly encouraged that organizational leadership discuss and prioritize what is to be accomplished within a reasonable timeframe.

The information requested in the application will be used to learn more about the impact of growth related to contract and service expansion, organization(s) culture and leadership structure, and understand staff and volunteer capacity.

Please note that the information submitted through the application will be shared with LAHSA and any qualified vendors matched to the organization for technical assistance support.

For questions regarding the application, please register to join our **RFP Informational Webinar on Wednesday, October 25, via Zoom**. We will also host an **RFP Office Hours via Zoom on Wednesday, November 1**.

Applicants may also submit questions regarding the application process by email to rfp@unitedwayla.org with "LAHSA Capacity Building TA Application" in the subject line. Applicant questions will be accepted until Monday, November 6, 5:00pm. Throughout the application period, relevant questions and responses will be added to a Frequently Asked Questions (FAQ) document and made available for download from the UWGLA Grantseekers webpage for all applicants to benefit from.

Please submit the application and all supporting documents to United Way of Greater Los Angeles via electronic submission on [Survey Monkey](#).

Applications are due no later than Wednesday, November 8, 2023 by 11:59pm PT. Award notifications are anticipated for late November.

For more information or to clarify questions about this RFP, please email rfp@unitedwayla.org