

## Capacity Building Frequently Asked Questions (FAQs)

### ELIGIBILITY

#### 1) Who is eligible to apply?

Any non-profit homeless service providers or developers operating in Los Angeles County are eligible to apply. Please see specific requirements for Assessment and Implementation & One-Time Infrastructure below:

Assessment	Implementation & One-Time Infrastructure
<ul style="list-style-type: none"> <li>• Non-profit homeless service provider or developer operating in Los Angeles County</li> <li>• Has NOT completed a formal capacity needs assessment related to project within the past 3 years</li> <li>• Has had capacity conversations with leadership/staff but needs help figuring out where to start</li> <li>• Has informally identified a capacity need with leadership/staff</li> </ul>	<ul style="list-style-type: none"> <li>• Non-profit homeless service provider or developer operating in Los Angeles County</li> <li>• Has experienced rapid growth through public funding</li> <li>• Has completed a formal assessment of needs within the past 3 years and can provide documentation</li> <li>• Is ready to engage in making organizational change to increase the effectiveness work to end homelessness</li> </ul>

#### 2) Are housing developers eligible to apply?

Any non-profit service provider is eligible to apply, including housing developers.

### GENERAL RFP QUESTIONS

#### 1) How do I apply? Where can I access the RFP?

**Step 1:** Review the “Find Your Fit” Chart on the Home For Good Grantseekers website ([www.homeforgoodla.org/grantseekers](http://www.homeforgoodla.org/grantseekers)) and determine the best place to start for your organization. If you have any questions about where to begin, please email the capacity building team at LAHSA at [capacitybuilding@lahsa.org](mailto:capacitybuilding@lahsa.org).

**Step 2:** Go to the Home For Good Grantseekers website to access applications for Assessment and Implementation & Infrastructure and follow the instructions on each application: [www.homeforgoodla.org/grantseekers](http://www.homeforgoodla.org/grantseekers)

#### 2) What is the timeline?

Applications will be accepted on a rolling basis. You may submit your application any day of the month. Review of applications will begin once a fully completed application has been received. Awards will be made on a rolling basis. Awarded agencies can expect for the full review and awards process to take between 3-5 months from the date of submission, depending on the agency and application. All those awarded will be contracted directly with United Way of Greater Los Angeles.

#### 3) What types of capacity building technical assistance are available?

Organizations may apply for Assessment or Implementation/One-Time Infrastructure depending on the unique needs and goals of the organization. Please see the “Find Your Fit” Chart on the Home For Good Grantseekers website ([homeforgoodla.org/grantseekers](http://homeforgoodla.org/grantseekers)) to help you figure out where to get started with this capacity building opportunity!

#### 4) What does Assessment mean?

The Assessment application is intended for organizations that have NOT completed a formal capacity needs assessment within the past 3 years. If approved, your organization will receive a total of \$8,000 to hire an outside consultant/contractor/vendor to conduct a capacity needs assessment. Most agencies will apply for a general assessment to help identify and prioritize areas of focus. If your agency has done some preliminary exploration of your needs and would benefit most from a more targeted assessment, please expand on that request in the narrative section.

**5) What does Implementation mean?**

The Implementation & Infrastructure application is intended for organizations that HAVE already completed a formal capacity needs assessment within the past 3 years and can provide documentation. There is no set cap for Implementation & Infrastructure but organizations are encouraged to express their full need/cost on the budget. Requests typically range between \$50,000 – \$150,000. If approved, \$40,000 of your request will be supported with public funding and the remaining amount may be supported by private funding through the Funders Collaborative and its aligned funding partners. Your organization will receive the funding and will hire an outside consultant/contractor/vendor to put the Assessment recommendations into action. All awarded agencies will be contracting directly with United Way of Greater Los Angeles.

**6) If applying for Implementation & Infrastructure, would we need to submit the capacity building assessment with our proposal?**

If your organization has already completed an assessment, then it does need to be submitted for review along with your application. If you do not have an assessment already completed, highlight what you hope to accomplish through an assessment in the narrative section.

**7) Does the implementation "project" need to be completed by a certain date?**

Not necessarily but you should include a timeframe for how long you think the project would take in your application.

**8) Who do I contact with questions about my application before submission? Can I receive scoping assistance on my application?**

Please review the "Find Your Fit" Chart on the Home For Good Grantseekers website and determine the best place to start for your organization: [www.homeforgoodla.org/grantseekers](http://www.homeforgoodla.org/grantseekers). The LAHSA team is happy to help answer any questions your organization may have about where to get started or how to apply. Please email any questions to [capacitybuilding@lahsa.org](mailto:capacitybuilding@lahsa.org).

**9) If applying for Assessment, what does it mean to be "pre-qualified" for implementation?**

If awarded an assessment grant, your organization will be pre-qualified to receive funding for implementation (max of \$40,000 of public funding that your organization will provide to a consultant to assist with putting assessment outcomes into action) and to apply for additional implementation and infrastructure support. All awarded agencies will be contracting directly with United Way of Greater Los Angeles.

**10) Do we need to submit everything as one PDF document?**

Each section should be submitted as a separately saved document and in its original format (i.e., Project Narrative in Word format, Project Budget as Excel spreadsheet).

**11) Who will be reviewing the applications?**

Application submissions will be reviewed by potential funding partners of the Home For Good Funders Collaborative for indirect and aligned funding support. Organizations should outline any current or planned private funding related to capacity building within the application narrative so we can coordinate and maximize public and private resources.

**12) What types of things will be funded under Assessment?**

Please see the list below for example Areas of Focus for a capacity building needs assessment. This is not an exhaustive list and you are encouraged to reach out to the LAHSA capacity building team ([capacitybuilding@lahsa.org](mailto:capacitybuilding@lahsa.org)) with any questions or requests for scoping assistance to ensure your focus area is considered eligible.

Assessment applications are not eligible for one-time infrastructure costs. The Areas of Focus listed below should be tailored towards strengthening organizational effectiveness (e.g. development of policies and procedures) – not the

purchase of one-time infrastructure upgrades, which can be applied for once the Assessment process has been completed.

EXAMPLES OF ASSESSMENT AREAS OF FOCUS		
Operational Management	Leadership	Program Administration
<ul style="list-style-type: none"> <li>Financial policies &amp; procedures</li> <li>Information Technologies (IT)</li> <li>Human Resources policies &amp; procedures</li> <li>Contract/Grants management</li> <li>Policies &amp; Procedures</li> <li>Communications</li> <li>Fundraising and Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Board Composition &amp; Governance</li> <li>Organizational Structure</li> <li>Succession Planning</li> <li>Strategic Planning</li> <li>Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Reporting</li> <li>Program Evaluation</li> <li>Collaboration with Partners and Subcontractors</li> </ul>
Ineligible Costs		
<ul style="list-style-type: none"> <li>Staffing/Salaries</li> <li>Temporary recruiters</li> <li>Purchase of land or office space</li> </ul>	<ul style="list-style-type: none"> <li>General operating and administration</li> <li>Reserve funds</li> </ul>	

**13) What types of things will be funded under Implementation & Infrastructure?**

Please see the list below for example Areas of Focus for capacity building Implementation projects. Your selected areas of focus should reflect the findings of your previously completed capacity needs assessment.

EXAMPLES OF IMPLEMENTATION AREAS OF FOCUS		
Operational Management	Leadership	Program Administration
<ul style="list-style-type: none"> <li>Financial policies &amp; procedures</li> <li>Information Technologies (IT)</li> <li>Human Resources policies &amp; procedures</li> <li>Contract/Grants management</li> <li>Policies &amp; Procedures</li> <li>Communications</li> <li>Fundraising and Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>Board Composition &amp; Governance</li> <li>Organizational Structure</li> <li>Succession Planning</li> <li>Strategic Planning</li> <li>Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Reporting</li> <li>Program Evaluation</li> <li>Collaboration with Partners and Subcontractors</li> </ul>
Examples of Implementation Projects		
<ul style="list-style-type: none"> <li>Outside Consultant/Contractor/Vendor is contracted by the awarded agency to:               <ul style="list-style-type: none"> <li>Develop policies, procedures, training manuals and/or other materials related to the Area of Focus</li> <li>Conduct focus meetings with staff and assist with development of strategic plan, resource development plan, etc.</li> <li>Conduct staff trainings related to the Area of Focus</li> <li>Install new software or database related to the Area of Focus</li> </ul> </li> </ul>		

**One-Time Infrastructure Supports**

One-time infrastructure supports can also be applied for during the implementation phase for consideration by the Funders Collaborative and its aligned funding partners. Applicants should explain how their infrastructure needs complement and align with the overall implementation request within their narrative response AND on the project budget.

<b>EXAMPLES OF ONE-TIME INFRASTRUCTURE COSTS:</b> All infrastructure requests should be clearly related to the agencies' prioritized Areas of Focus and planned implementation efforts.	
Examples Eligible Costs	Examples of Ineligible Costs
<ul style="list-style-type: none"> <li>Computers, laptops</li> <li>Software</li> <li>Databases</li> <li>Time-limited Subscriptions or Licenses</li> <li>Materials</li> <li>Other justified infrastructure costs</li> </ul>	<ul style="list-style-type: none"> <li>Staffing/Salaries</li> <li>Temporary recruiters</li> <li>Purchase of land or office space</li> <li>General operating and administration</li> <li>Reserve funds</li> </ul>

**Example:** Recognizing they are growing quickly and have areas of need, Agency XYZ conducts a formal review of their operations that results in a set of recommendations that identifies fiscal management as a key priority area. Based on those recommendations, Agency XYZ applies for implementation funds for a consultant to assist with the creation of policies and procedures related to finance. The agency explains in the narrative section that they need to purchase a new software system in order to carry out the implementation plan and clearly states why the software system is critical to the success of the plan. The software system is also included on the Project Budget under the “Infrastructure” section. Throughout the application, Agency XYZ clearly demonstrates how the implementation and infrastructure work will strengthen service delivery and efforts to end homelessness.

**14) What is the definition of “Organization Head Count?” On the Organization Application?**

Organization Head Count is defined as how many positions your organization has or how many people are playing a staffing role, whether paid or not. Head Count is inclusive of full-time and part-time staff as well as unpaid volunteers who are playing a staffing role.

**15) What is the length of time a consultant stays with the organization?**

Providers should include a timeframe for how long they think the project would take in their application. During the review and scoping process, the Evaluation Panel will reach out to the provider if further discussion surrounding timeline for project completion is needed.

**16) Do I have to select a consultant/contractor/vendor from LAHSA’s list of pre-qualified vendors?**

If awarded, Grantees are encouraged to contract with someone on the list of pre-qualified consultants above. If your organization would prefer to contract with a consulting firm or vendor not included on this list, you will be required to describe how you selected the consultant/vendor through a competitive procurement or other justified selection process.

**UPDATED 9.21.18**

**17) When would you recommend our organization submit its application?**

Applications will be accepted on a rolling basis and may be submitted any day of the month.

**18) Can we apply to work with a consultant and for infrastructure needs in a single application?**

Yes, Implementation & Infrastructure requests are combined into a single application.

**19) Can one large agency apply for multiple projects?**

Applicants are encouraged to focus their request on the highest priority need within the organization. However, applicants are also encouraged to detail the full scope and cost of the area of need within their application and on the budget. Once an implementation project is complete, agencies can apply for additional funding for other projects.

**20) Can we apply without having submitted an application to LAHSA to be a qualified provider for bidding?**

Yes, agencies do not need to be RFSQ-certified in order to be eligible for this opportunity.

**21) Can we submit a capacity building request based on our existing organizational strategic plan?**

If applying for Implementation & Infrastructure support, all applicants must be able to submit documentation of a previously completed Capacity Needs Assessment. A strategic plan could possibly serve as documentation if completed through a formal, external review process.

**FUNDING & ELIGIBLE/INELGIBLE COSTS**

**1) What is the total funding available? Is there a funding cap?**

If approved for Assessment, your organization will receive a total of \$8,000 in LAHSA funding to hire an outside consultant/contractor/vendor to conduct a capacity needs assessment.

There is no set cap for Implementation & Infrastructure but organizations are encouraged to express their full need/cost on the budget. Requests typically range between \$50,000 – \$150,000. If approved, \$40,000 of your request will be supported with public funding and the remaining amount may be supported by private funding through the Funders Collaborative and its aligned funding partners.

**1) Are all of the available funds coming from Measure H?**

Funding for this opportunity is being provided by the County of Los Angeles Homeless Initiative Strategy E7 as well as the Home For Good Funders Collaborative.

**2) Will any ongoing expenses be considered for funding, such as staffing, or only one-time expenses?**

Ongoing operational expenses like personnel will not be funded through the Capacity Building application. Operational infrastructure improvements that are closer to a one-time need will be considered, such as a period of time where you need to work with a consultant or set up a new software system. Please review the examples listed in the “Areas of Focus” on both the Assessment and Implementation & Infrastructure applications.

**3) Could this opportunity be used to cover infrastructure needs an organization has recently expended and paid for through general operating dollars, not necessarily through grants?**

This funding opportunity will not reimburse organizations for any money already spent towards capacity building.

**4) Can one-time costs include a “train the trainer” on an evidence-based curriculum to enhance service delivery?**

As long as the training position identified is not ongoing, it would be considered for selection.

**5) We recently entered into a contract with a consultant and have paid a portion of the total fee to the consultant with the balance to be paid over the next couple of months. Would this RFP reimburse our organization for money already spent or pay for any of the remaining contract with the consultant?**

This funding opportunity will not be applicable to any currently active contracts with consultants. Organizations can apply for complementary technical assistance support or implementation support based on the recommendations from their work with a consultant.

**6) What is the difference between technical assistance and capital projects?**

This RFP is not intended to support projects that would require ongoing, sustained funding (e.g.: construction of a new building, acquisition of land, personnel). The focus of this RFP is to provide time-limited technical assistance and one-time capacity building infrastructure or supports so an organization can function more efficiently or at a higher capacity.

**UPDATED 9.21.18**

**7) Can assessment of office space/restructuring to add additional staff be a part of this process?**

Those would be considered eligible focus areas as long as the restructure is focused on enhancing staff capacity rather than service delivery.

**8) We have a vacant building we want to transform into transitional housing. Would this project be eligible?**

No, capital costs are not considered eligible under this RFP. We encourage applicants to look to other public and private funding opportunities for capital requests.

**CCAT & Technical Assistance Vendors**

**22) Who do I contact for updates on the status of my application?**

Once a fully completed application has been submitted, applicants may contact the United Way Capacity Building team at [rfp@unitedwayla.org](mailto:rfp@unitedwayla.org) for questions about next steps.

**23) What is the CCAT? When do I have to take it?**

All awarded agencies will be required to complete the CCAT (Core Capacity Assessment Tool), an online, comprehensive assessment tool for evaluating a nonprofit's strengths and opportunities for growth. All Grantees will take the survey before starting their project and after completion of an implementation phase, OR at 12 months from the execution of their contract, whichever comes first. The survey will be used to set a baseline and measure progress for the capacity building project and serve as a valuable planning tool. If your organization has taken the CCAT within the past 6 months, you will be able to submit a copy of your results to satisfy your baseline requirement. To become familiar with the CCAT, Grantee organizations will participate in an orientation session. The orientation session will be an opportunity to ask questions about the CCAT and obtain a link to complete the survey. Registration information will be sent by email. For general information about the CCAT, please visit <https://www.tcccat.com/hc/en-us>.

**24) What do I do with the results of the CCAT?**

After completion of the CCAT, the system will produce a report outlining areas to be strengthened with recommendations specific to your organization. Review the results with your organization's leadership, board and capacity building project team in addition to your project consultant/contractor/vendor. You will be required to provide a copy of your CCAT results to United Way. High-level results from the CCAT will be shared with the LA Homeless Services Authority using a unique identifier that provides anonymous information for tracking/progress purposes only. Results will be utilized to show individual and aggregate progress across the capacity building project. Unless authorized by the Grantee, detailed and identifiable CCAT results will not be shared with public funding partners.

**25) Do I need to wait until I have my CCAT results to begin work with a consultant/contractor/vendor?**

We recommend that agencies applying for Assessment without a specific focus area wait until after they have completed the CCAT to select a vendor that will most appropriately meet the needs highlighted in the CCAT results. All organizations should wait to officially contract with a consultant/contractor/vendor until they have received the first award payment.

**26) How do I find a technical assistance consultant/contractor/vendor?**

Organizations can apply for the Capacity Building RFP without selecting a consultant/contractor/vendor ahead of time. The Home For Good capacity building team is happy to help awarded agencies explore what consulting firm would be the best fit for their unique needs.

Included below is the name and contact information for all consultants pre-qualified through the LAHSA Capacity Building/Technical Assistance Request for Bids. A more detailed breakdown of services offered by each consultant is

available for download on the Capacity Building section of the Home For Good Grantseekers page:  
[www.homeforgoodla.org/grantseekers](http://www.homeforgoodla.org/grantseekers).

If awarded, Grantees are encouraged to contract with someone on the list of pre-qualified consultants below. If your organization would prefer to contract with a consulting firm or vendor not included on this list, you will be required to describe how you selected the consultant/vendor through a competitive procurement or other justified selection process.

- **Center for Nonprofit Management** - [www.cnmsocal.org](http://www.cnmsocal.org). Contact: Leslie Robin, [lrobin@cnmsocal.org](mailto:lrobin@cnmsocal.org)
- **Community Partners** - [www.communitypartners.org](http://www.communitypartners.org). CONTACT: Phyllis Owens, [powens@communitypartners.org](mailto:powens@communitypartners.org)
- **Melissa Green** - <https://www.linkedin.com/in/melissa-green-a692b32>. CONTACT: Melissa Green, [melbgreen@yahoo.com](mailto:melbgreen@yahoo.com)
- **Nonprofit Finance Fund** - [www.nonprofitfinancefund.org](http://www.nonprofitfinancefund.org). CONTACT: Jessica LaBarbera, [JLaBarbera@nff.org](mailto:JLaBarbera@nff.org)
- **Social Action Partners** - <http://socialactionpartners.org>. CONTACT: Shawne Dockery, [sdockery@socialactionpartners.org](mailto:sdockery@socialactionpartners.org)
- **Special Services for Groups** - <http://www.ssg.org/programs-and-services/capacity-building>. CONTACT: Rebecca Ratzkin, [rplatzkin@ssg.org](mailto:rplatzkin@ssg.org)

**UPDATED 9.21.18**

**27) When applying for the capacity building grant, is it recommended that we first complete the CCAT?**

Applicants are not required to complete the CCAT before applying.