

Strengthening Foundations for the Future

Organization Capacity Building: Request for Proposals

October 2019



Background

In recent years, with the passing of local ballot measures bringing unprecedented investment to expand housing and services, the homelessness system has dramatically increased. This expansion placed a greater burden on already stretched non-profit organizations working with the community's most vulnerable neighbors. Seeing the challenge experienced by providers, the Los Angeles Homeless Services Authority (LAHSA) and Home For Good Funders Collaborative (Funders Collaborative) partnered in 2018 to launch the Capacity Building Request for Proposals (RFP). The result of this public-private partnership has been long-term investments in the staff, systems, and infrastructure of homeless service providers across Los Angeles County so they can better assist people transitioning out of homelessness. This Request for Proposals is a continuation of that investment and a component of a larger strategy and long-standing community of public and private systems leaders to strengthening LA's homeless service providers and housing developers through capacity building efforts.

Overview of the Request for Proposals

The Capacity Building RFP is a competitive application process for homeless service providers and non-profit housing developers in Los Angeles County that would like to apply for funding to strengthen their operational infrastructure and internal processes. The overall goal of this RFP is to help organizations providing housing services to enhance service delivery to unhoused individuals in the community and progress towards achieving their missions.

The RFP is managed by the United Way's Home For Good Funders Collaborative (Funders Collaborative) in partnership with the Los Angeles Homeless Services Authority (LAHSA). Agencies selected for funding will contract directly with United Way of Greater Los Angeles.

This application replaces previous versions and interested agencies are required to submit this application for consideration. Applications are no longer accepted on a rolling basis. This will be the last version of capacity building funding through this RFP.

Qualifying Organizations

Los Angeles County homeless service agencies and nonprofit housing developers that have not previously received funding through this RFP are eligible to apply. Our goal is to create a low-barrier funding opportunity for eligible organizations to access capacity building support. However, given that the number of applications may exceed the amount of funding available, special consideration may be given to agencies who are connected to LA's coordinated systems to end homelessness. Additional consideration may also be given to low-capacity and high-needs regions of Los Angeles County.

Funding

Awarded agencies qualify for up to \$100,000 in Measure H public funding and private funding to invest in capacity building projects that strengthen service delivery and improve internal systems. Through the Project Narrative section, applicants are encouraged to provide a complete snapshot of their capacity building efforts and how their requests factor into the overall goals and the implementation timeline. Reviewers will take into consideration the size

and age of the organization, however, requests that are more than \$100,000 may not be fully granted.

All applications may be shared and reviewed by select partners through the Home For Good Funders Collaborative. Awarded agencies may receive additional private funding through the Home For Good Funders Collaborative to offset the cost of their capacity building projects.

The Project Budget Template allows applicants to provide a detailed financial look at how potential award money will be spent. Organizations that have not completed a formal capacity needs assessment in the last 3 years may use a portion of their award to hire a consultant to develop a formal needs assessment. We understand that projects may evolve and change through the contract period, depending on the outcomes of the assessment process.

The following chart outlines eligible and ineligible costs for this RFP:

Examples of Eligible Funding Requests <i>(additional justified expenses may be considered):</i>
IT system upgrades (computers, laptops, software, databases, and licenses)
Fundraising and resource development
Design of contracts and grants management systems
Development of policies and procedures related to human resources and finance
Leadership development and specialized training for board and organization staff
Implementation of program reporting and data management systems
Funds for partial staff time essential to completion of the capacity building project may be considered. No more than 10% of the total requested budget may be allocated to staff time.

Examples of Ineligible Funding Requests
Hiring of recruiters, grant writers or consultants as temporary staff
Purchase of land or office space
General operating and administration costs
Reserve funds

Instructions, Key Dates & Deadline

All applicants will submit the following documents for consideration:

- Part I: Organization Overview
- Part II: Project Narrative
- Part III: Additional Attachments
- Part IV: Project Budget Template

All applications are due by **8 a.m. on Monday, February 17, 2020** via email to rfp@unitedwayla.org. Award notices and 18-month contracts are anticipated to be sent in April and May 2020. Funding will be provided by June 30, 2020. 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).

An optional, informational webinar is tentatively scheduled for Wednesday, January 8, 2020 from 2:30-3:30 p.m. Anyone interested in signing up for the webinar can email rfp@unitedwayla.org with their name and organization. Questions about the RFP can be submitted until 2 p.m. on Wednesday, January 28, 2020. All questions will be compiled into a Frequently Asked Questions document that will be regularly updated and posted on www.homeforgoodla.org/grantseekers.

Reporting & Core Capacity Assessment Tool (CCAT)

Organizations that receive funding for a formal capacity needs assessment must complete their assessments within 6 months of the contract's date of execution and share the findings via email to rfp@unitedwayla.org. Any changes or adjustments to the capacity building projects must be expressed via email to rfp@unitedwayla.org.

All awarded organizations must complete the Core Capacity Assessment Tool (CCAT) **twice** in the 18-month grant period. The CCAT is an online, comprehensive assessment tool for measuring a nonprofit's strengths and areas for improvement. This survey will be completed once by the grantee to set a baseline and a second time to measure progress for this capacity building project. Additional details on how to complete the CCAT will be provided to awarded agencies. Both copies of the CCAT must be submitted to United Way via rfp@unitedwayla.org.

At the conclusion of the grant, awarded organizations will complete a final report from United Way of Greater Los Angeles, which includes the submission of any capacity building-related reports completed by consultants or vendors involved in the project.

Part I: Organization Overview

ORGANIZATIONAL INFORMATION				
Organization Name:				
Organization's Legal Name (if applicable):				
Primary Population(s) Served (Homeless, older adults, veterans, DV, etc.):				
Year Established:				
Service Planning Area(s) (SPA):				
IRS Tax Identification Number:				
Website:				
Mission Statement:				
Physical Address:				
Mailing Address (if different than Physical Address):				
APPLICATION CONTACTS				
Executive Director Contact		Name:		
		Phone Number:		
		Email Address:		
Application Contact (If different than Executive Director)		Name:		
		Title:		
		Phone Number:		
		Email Address:		
ORGANIZATIONAL GROWTH				
	FY 19-20 (Projected)	FY 18-19	FY 17-18	FY 16-17
Overall Organization Operating Budget:				
Percentage (%) of Public Funding:				
Percentage (%) of Private Funding:				
Number of Homeless Clients Served:				
Number of Subcontracted Partners:				
Number of Board Members				
Total Organization Headcount:				
Number of Full-Time Staff:				
Number of Part-Time Staff:				
Number of Volunteers:				

Part II: Project Narrative

This section is for organizations to provide a description of their overall efforts to address capacity building and provide a detailed narrative of how this RFP can fund specific capacity building projects and initiatives.

The most competitive applications will include a well-thought out plan that clearly identifies how this funding addresses current capacity building needs related to the organization's mission and increased demand for services. Strong applications will detail how addressing internal capacity building needs will elevate the organization's role in Los Angeles County's homeless service providers community and ability to fulfill its mission. Applications should highlight the organization's overall approach to long-lasting system investments that involve as many departments and staffing levels as possible. Demonstrate the agency's overall connection to the greater homeless services community, Coordinated Entry System partners, and LAHSA.

Since capacity building projects involve consultants and vendors, it is recommended that applicants research and strategize the vendors they intend to hire for the project. LAHSA has a list of pre-qualified vendors (available at www.homeforgoodla.org/grantseekers) that have an understanding of this RFP.

Please do not change or alter the wording of the questions. Limit this section's responses to no more than 1,500 words.

1. **Growth:** How has your organization grown in recent years? If you have not completed formal capacity needs assessment, how do you envision the assessment addressing the challenges and changes caused by your organization's growth? If you have completed a formal capacity needs assessment in the last 3 years, what strengths, challenges, and areas of growth have been identified? Please attach a copy of your formal capacity needs assessment, if applicable.
2. **Leadership Involvement:** In what ways have your organization's leadership been involved in addressing capacity building needs? What are the priorities of executive leadership and the board of directors? Describe how your team has developed buy-in among all staffing levels.
3. **Regional Efforts:** How will your organization's capacity building project benefit your work as part of regional efforts to end homelessness? How will the capacity building project strengthen your organization's position in the Los Angeles County's homeless services community and the overall mission of addressing homelessness?
4. **Project Scope & Timeline:** Please describe the project or projects you anticipate to be funded through this RFP and how they connect to your overall growth and capacity building needs. What is your organization's timeline for addressing capacity building? Describe how your team plans to work with consultants/vendors and implement change. How will projects be prioritized over the course of the 18-month grant? What are the major

stages/milestones? What deliverables will be produced as part of the implementation phase (e.g., policies & procedures, data management, grant tracking)?

5. **Consultants & Contractors:** Describe which consultant(s) your agency has selected for this proposal. What communication or planning have you had with them? Provide a statement of justification explaining the competitive process you used to identify this vendor and why they were selected.
 - a. *Optional (only if applicable):* If the consulting firm is not on LAHSA's list of pre-approved vendors, please complete the Vendor Request Form. A W-9 is also required for each consultant not on the pre-approved list.
6. **Budget:** Applicants are required to submit the attached Budget Template, which provides a line-item breakdown of any consultants, trainings, and hard costs associated with the capacity building projects. Describe the thought process and planning that factored into your team's decision to seek funding for the identified consultants and implementation costs. Include any consultant agreements, quotes, and invoices that provide additional background to the line-item requests on your budget.
7. **Leveraging Funds:** How do you plan to dedicate or leverage organizational resources to assist with the capacity building efforts? This can include other private funding, staff members dedicated to the project, board involvement, etc. Specify if the resources leveraged are focused on general fund support or are specific to your homelessness work. Does your organization have any plans to apply for other private or public capacity building opportunities?
8. **Private Grants:** Complete the chart below listing other private/public grants related to capacity building areas of focus outside of this RFP. Include grants you have applied to or intend to apply to.

Name of Foundation/Private Funding Entity	Purpose of Grant	Grant Amount	Awarded or Pending?
1.			
2.			
3.			
4.			
5.			

9. **Momentum:** What is the organization's plan for sustaining momentum and maintaining staff participation in organizational/operational growth after this capacity building project?

Part III: Additional Attachments

Required Attachments

In addition to your application (Part I, Part II, and Part III: Project Budget), please submit the following:

1. Board of Directors Letter of Support:
 - a. Typed on agency letterhead and signed by Board Chair/President and addressed to: United Way of Greater Los Angeles, 1150 S. Olive Street, Suite 500, Los Angeles, CA 90015
2. IRS 501(c)3 Determination Letter demonstrating Tax Exemption Status
3. IRS Form 990 and Audited Financial Statements for most recent fiscal year
4. Vendor/consultant quote or any other supporting documentation. The quotes and invoices should reflect the line items on your Project Budget.
5. For organizations that have completed formal capacity needs assessment in the last 3 years, submit a copy of the assessment with your application.

Other Optional Attachments – Include if applicable

1. Vendor Request Form for consultants and vendors not on LAHSA's pre-approved vendor list. You must submit a W-9 for each vendor/consultant not on the pre-approved list
2. LAHSA Risk Assessment
3. Risk Assessment Conducted by Another Funding or Auditing Entity
4. Other Audit or Compliance Finding as Assessed by LAHSA or Another Funding or Auditing Entity