

City of Richmond



Request for Proposals

for

**Community Building and Collaboration Through Capacity Development
For Richmond Non-profits**

**City of Richmond
City Manager's Office
450 Civic Center Plaza
Richmond, CA 94804**

Proposals Due by March 19, 2010

1. Introduction.

The City of Richmond recently concluded its five-year strategic business plan and will soon finish its General Plan Update. Both these documents promote a clear and comprehensive vision addressing all aspects of Richmond civic, business and community life. However, the City recognizes that it cannot accomplish the implementation of this vision on its own. It must be assisted by the many non-governmental organizations (NGOs) such as non-profit, community-based, and/or faith based organizations that provide services to the Richmond community.

Richmond residents are served by a continuum of public benefit providers, from the very small (with annual budgets under \$25,000), to the very large organizations (with budgets \$2 million and higher). Many of these organizations are unaware of others either serving the same communities or offering similar services. Moreover, new NGOs are launched every year in Richmond, often with insufficient resources or in isolation from established organizations who could be mutually beneficial partners.

As the number of NGOs serving Richmond increases and the number of funding sources and amounts decreases, organizations are being forced to think of new, innovative ways to do business. Funders are challenged to determine where their support will have the greatest impact, and a primary consideration is the efficacy and professional capacity of the organization's staff and the strength of organizational infrastructure. This combination of circumstances naturally leads to the necessity of government and NGOs to develop and maintain effective collaborative solutions and relationships.

In the spring of 2009, the City of Richmond, with the help of a team of professional development experts, launched the Hand in Hand: An NGO Community Network for a Thriving Richmond initiative designed to support NGOs in Richmond, by providing forums and access to expertise that assist NGOs in developing their professional capacities.

The City of Richmond believes that an important next step in the successful provision of services and programs to Richmond residents is the provision of direct support to NGO staff and city staff designed to strengthen capacity and build community through expanded collaboration.

The City of Richmond and NGOs must have effective relationships and there must be strong relationships among Richmond's NGOs as well. Therefore, the City wants to increase opportunities for information sharing, collaboration and networking among the City departments and between the City and NGOs in order to improve the ability to deliver services, leverage limited resources, and work together to achieve common goals.

For example, small or new organizations that are similar in size and/or have similar budgets could benefit from shared resources such as space, accounting, payroll, or human resources. Also, organizations that either serve the same population or have similar goals may want to collaborate on event planning and fundraising, grant writing, or specific program development and implementation.

The City hopes that through this process, organizations will understand the importance

and value of collaboration and that trainings, workshops and processes that supporting cross training among organizations will help the organizations develop the practices that create and maintain meaningful collaborative relationships that meet the needs of all entities involved.

2. Scope of Work

The City of Richmond is accepting proposals from qualified individuals, consulting firms, or teams outlining a strategy that creates opportunities such as trainings, workshops, and practice in the skills required for collaboration for City departments and NGOs that serve the Richmond community to expand their capacities to network, build relationships, increase communication, share information, and enhance cooperation. Proposers can submit proposals in one or all of the following four areas. These areas should include at least one of these identified below:

1. Facilitating a process by which interested NGOs help design a city-hosted website that allows for data sharing, need and asset identification, resource locating, common information accessing, calendar sharing, integrated solution fostering, and process and training evaluation.
2. Structured peer learning experiences and horizontal learning networks for NGOs that can be used as extensions of trainings and opportunities for information sharing, program service collaboration, enhanced administrative efficiencies, advocacy, and policy influence.
3. NGO training in collaboration that may include:
 - Defining mission, vision, goals and objectives
 - Understanding collaboration/partnership and learning ways to successfully carry it out, based on best practices, including assessing feasibility, establishing criteria for partner selection, selecting partners, and initiating a collaborative relationship
 - Assessing organizational and programmatic capacities and areas for improvement, including organizational readiness for collaboration
 - Identifying organizational needs and assets
 - Basics of collaboration (i.e. documenting a collaborative relationship, creating shared leadership and/or governance structure, definition of roles and responsibilities, ensuring accountability, etc.)
 - Developing a Memorandum of Understanding
 - Collaborative practices such as interest-based decision-making, consensus building, and team building
 - Different types/levels of collaboration – partnering, effort coordination, coalition building, alliance formation
 - Addressing issues through interdependence
 - Function merging and resource allocation cooperation
 - Conflict resolution
 - Collaborative grant writing, information and resource sharing, fundraising, community relations, and data gathering
 - Collaboration/partnership monitoring and evaluation
 - Multi-stakeholder meeting facilitation and design of participatory processes
 - Facilitating ongoing collaborative practices or learning communities

4. Direct specific inter-organizational technical assistance for NGOs that facilitates capacity building and the implementation of collaborative practices.
5. City staff trainings in interdepartmental collaboration and collaboration with NGOs

3. Budget and Timeline for Completion of Agreed Upon Scope of Work

The City's budget to provide this assistance from May 2010 - January 2011 in the above listed areas is \$30,000.

4. Approach and Pricing

The City would like interested parties to submit proposals describing their strategies and tactics to increase collaboration/collaborative practices among City departments and between City departments and Richmond NGOs. Proposals can address one or a combination of training focuses listed in Section 2, Scope of Work. Responses should address, at a minimum, the following information:

- Description of proposed services;
- Recommended approaches and intended outcomes;
- Number of city and/or NGO staff members that can be included in each venue;
- Total number of hours that would be spent on each activity;
- Budget - \$30,000 total - Proposers can price their services by scope of work areas. Within each scope of work area please provide a budget based on services provided by workshop, event, deliverable or hourly. Requested expenses should also be listed.

5. Experience and Qualifications:

Please include the following information with your proposal:

- a) Narrative description of organization's mission
- b) Total number of years in business
- c) Name of Principals
- d) Qualifications and expertise to provide these services. Proposals should indicate the firm's or consultant's cultural capacity and experience working with nascent NGOs, ethnically and culturally diverse boards, staff and managers, grassroots organizations, as well as government staff. Proposals should outline specific cultural competence based technical assistance frameworks that guide the proponent's work.
- e) Examples of providing similar services and relevant experience. Include names and current phone numbers for references who can verify quality and performance. References may be contacted as part of the selection process. Please include references that are similar to the types of organizations that will be served in Richmond.
- f) Any specialty area of expertise (i.e. extensive experience working with arts organizations)

6. Company's Personnel Qualifications

- a) Describe key personnel's proposed roles and responsibilities in providing this service. Provide an organizational chart of the proposed project team.
- b) Describe qualifications of each of the key personnel who will provide the technical assistance and their relevant related experience.
- c) Identify a proposed Project Manager who would be responsible for the day-to-day management of project tasks and would be the primary point of contact with the City.

7. Request for Proposals (RFP) Coordinator

Questions regarding this RFP are to be directed by e-mail to: LaShonda Wilson at LaShonda.Wilson@ci.richmond.ca.us. All questions should be in writing and such contact shall be for clarification purposes only. Responses to any questions which, in the opinion of the City, warrant a formal response or cause material changes to be made to the scope of services or proposal procedures will only be transmitted in writing to all parties receiving this RFP.

8. Pre-bidders Conference

Prospective Proposers may participate in a telephone pre-bidders conference call on February 19, 2010 at 2:00pm. Prospective Proposers that downloaded the RFP from the City's Bids Online website will receive an email with the call-in number and password.

The purpose of the conference call is to discuss the work to be performed and allow prospective proposers to ask questions concerning the RFP. It shall be the prospective responsibility to ask questions, request changes or clarifications, or otherwise advise the City of Richmond if any language, specifications or requirements of the RFP appear to be ambiguous, contradictory, or appear to inadvertently restrict or limit the requirements stated in the RFP to a single source.

If a prospective Proposer submits questions in writing to the RFP Coordinator by February 16, 2010 by 12:00pm, the City may present responses during the call. Additional questions shall be entertained at the conference; however, responses may be deferred and provided at a later date. The response to any question that is given orally during the conference call is to be considered tentative and nonbinding on the City. In order to achieve accurate, consistent responses to all vendors, after the conference call, the official response to all questions shall be made available in writing. The City shall mail and/or e-mail copies of its written responses to all written comments received before and questions asked during the conference, to all prospective proposers participating in the conference call.

9. Guidelines for Proposal

These guidelines are provided for standardizing the preparation and submission of proposals by all Proposers. The intent of the guidelines is to assist Proposers in their preparation and to simplify the review process for City staff. Proposals shall be printed single sided. Proposals shall be submitted on 8-1/2" x 11" paper with easy to read font

size and style. Proposals must be type-written. Proposals must be easily reproducible on a standard copying machine. The City encourages the use of 3-ring binders to allow reviewers to remove specific pages/sections. Please do not use spiral or gum bindings. Color is acceptable, but proposers should ensure that content will not be lost through black-and-white printing or copying.

One signed original and two (2) copies of the proposals should be submitted to the City by 5:00 p.m. on Friday, March 19, 2010. Postmarks do not apply for meeting this deadline. Proposals will not be accepted by fax. Proposals shall be submitted in a sealed envelope clearly marked City of Richmond NGO Technical Assistance Proposal and addressed to:

**City of Richmond
C/O LaShonda Wilson
NGO Technical Assistance Proposal
450 Civic Center Plaza
Richmond, CA 94804**

10. Introductory Letter

The introductory letter accompanying the proposal should be addressed to:

LaShonda Wilson
City Manager's Office
City of Richmond
450 Civic Center Plaza
Richmond, CA 94804

The letter should include the name of the person submitting the proposal, mailing address, email address, telephone number, and fax number. The letter shall address the Proposer's understanding of the project based on this RFP and any other information the Proposer has gathered.

11. Late Proposals

Proposals arriving after the specified date and time will not be considered. Proposers assume responsibility for the timely submission of their proposal.

12. Withdrawal or Modifications of Proposals

Any proposal may be withdrawn or modified through a written request signed by the Proposer and received by 5:00 p.m. on Friday, March 19, 2010.

13. Proposal Acceptance and Rejection

The City of Richmond reserves the right to accept any proposal, to reject any and all proposals if said rejection is deemed in the best interest of the City, to call for new proposals, and to award the contract to a Proposer that submitted a proposal "most advantageous to the City."

Proposals that are not funded this time could be funded at a later date.

14. Proposal Evaluation and Award

The City reserves the right to award a single award or multiple awards that address differing scopes of work. This may mean that the \$30,000 would be split amongst several proposers resulting in Proposers possibly working together. The City seeks the best outcome for its dollar investment.

Proposals will be reviewed for proposer experience, proposal responsiveness, creativity, approach to scope of work and cost.

15. Qualification/Inspection

Proposals will only be considered from Proposers that normally engage in providing the types of services specified herein. The City reserves the right to inspect the Proposer's facilities, personnel, and organization at any time, or to take any other action necessary to determine Proposer's ability to perform. The City reserves the right to reject proposals where evidence or evaluation is determined to indicate an inability to perform.

16. Payment Terms

Payment on non-disputed invoices will be paid net 30 days from date of receipt of invoice.

17. Term of Agreement

The term of the contract will be for a specific period of time, commencing upon contract execution. The contract may be extended by mutual agreement of the two parties.

18. Insurance

Proposer shall not commence any work before obtaining, and shall maintain in force at all times during the duration and performance of this Contract the City required policies of insurance.