



**Best Start Region 1**

**Collective Advocacy Contractor**

**Request for Proposals (RFP)**

Release Date: April 15, 2022



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## Section I - Timeline

Activities	Dates
Request for Proposal released	Friday, April 15, 2022
Informational webinar	Monday, April 25, 2022
Final date to submit questions and requests for additional information	Wednesday, April 27, 2022
Posting to responses to questions	Friday, April 29, 2022
<b>Proposal Due</b>	<b>Friday, May 6, 2022</b>
Virtual interviews	Wednesday, June 1, 2022
Contractor selected	Monday, June 6, 2022
Contract start date	Friday, July 1, 2022

The applicant must submit all required documents through to Marisol Barba, Para Los Niños (PLN) Logistics Manager + Community Liaison Manager at [mbarba@paralosninos.org](mailto:mbarba@paralosninos.org) no later than **5:00 pm PST on Friday, May 6, 2022**. It is the proposer's responsibility to verify submission prior to the deadline. PLN will not be responsible for any technical problems or submission failure. **Failure to submit ALL required documents by 5:00 pm PST may constitute an incomplete proposal and may be grounds for disqualification.**

All questions and requests for additional information regarding this RFP must be received in writing by PLN via email to Marisol Barba, Logistics Manager + Community Liaison Manager E-mail: [mbarba@paralosninos.org](mailto:mbarba@paralosninos.org) before **5:00 pm PST on Wednesday, April 27, 2022**. PLN reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information. PLN may respond to individual inquiries and then post replies to all questions by the posting date, on the following [Best Start Region 1 webpage](#).

**Applicants are required to participate in the Informational webinar from 10:00 am - 11:30 am PST on April 25, 2022**, to learn more about the RFP requirements. Please register for the webinar using the following [link](#). After registering, you will receive a confirmation email containing information about joining the webinar. A recording of the informational webinar will also be made available on the following [Best Start Region 1 webpage](#) for future reference, after the webinar.

## Section II - Summary

### Purpose

In 2009, Para Los Niños (PLN) established the Best Start Metro LA (BSMLA) Partnership, in collaboration with First 5 LA (F5LA). The initial goal of the Partnership was to strategically address community priorities by building and cultivating transformational partnerships between residents, community-based organizations, philanthropy, and governmental agencies that share power. Since 2018, BSMLA, under the new banner of Best Start Region 1 (BSR1), has been scaled to include East Los Angeles, South El Monte/El Monte, Southeast LA and has redoubled its efforts to address the systemic conditions that each community has prioritized. BSR1's central goal is to build power for social justice and equity through capacity building/strengthening, systems change, and movement building for children prenatal to age five, their families and their communities. For more on PLN, the Best Start geographies, and First 5 LA (F5LA), see background (page 5).

In response to the sudden and systemic collapse of Los Angeles County's health and human services at the height of the COVID -19 pandemic, BSR1, in partnership with hundreds of residents and organizational partners, developed a call to action and roadmap for change reflected in the [\*Best Start Region 1 Driving Equity and Justice Community Bill of Human Rights \(CBofHR\)\*](#) (Appendix A) that will:

- Fully address the breadth, severity, and sustained impacts of COVID-19 in the region.
- Recommit to an inclusive movement that champions resident self-determination to rectify the historical impacts of racism and its resulting inequities.
- Enable individual and collective healing.
- Demand just and equitable outcomes for all communities.

BSR1's Collective Advocacy efforts, led by PLN through an existing grant funded by F5LA, is a multi-year systems-change effort designed to achieve the long-term goals outlined in the *CBofHR*. In February of 2022, the BSR1 Communities (see map on page 6) underwent a six-month process that included a review of primary and secondary sources of data on each of the 10 priorities outlined in the *CBofHR*, facilitated discussions, and an anonymous voting process, that resulted in all four BSR1 communities selecting *Quality, Affordable and Stable Housing* as the most urgent, intersectional, and critical focus area that needs to be addressed. *Quality, Affordable and Stable Housing* has become a priority of BSR1 and is not directed by F5LA priorities or a F5LA policy agenda directed priority. The main arguments for selecting quality, affordable and stable housing include:

- Housing is fundamental to nurturing children's healthy physical, social, and emotional well-being.
- Where a child lives influences the development of a child's brain and ultimately impacts a child's ability to enter school ready to learn and succeed.
- Stable, affordable, and secure housing enable parents, residents, community-based

organizations, and advocacy groups to build strong relationships, support one other, and act together to support the wellbeing of children and families and advocate for policies, services, and investments that improve communities where children live, play, learn, and grow up.

This solicitation seeks proposals from contractors interested in serving as the BSR1 *Collective Advocacy Contractor*. Working at both a regional and local level, the *Collective Advocacy Contractor* will support BSR1 and each of the four communities to strengthen the collective advocacy capacity of each of the 4 Best Start communities (community residents, organizations, city and county departments, elected officials, businesses, faith-based organizations and other key stakeholders) to influence policy and systems change related to quality, affordable and stable housing. The primary purpose of BSR1's collective advocacy approach on *Quality, Affordable and Stable Housing* is that all individuals and families have secure housing in the neighborhood of their choice. Those who are unsheltered are given the resources and support needed to gain stable housing.

The primary role of the Collective Advocacy Contractor will be to co-design and coordinate all project-related activities through the provision of content expertise, capacity building, communication, facilitation, and evaluation support (please Section IV - Scope of Work, page 17).

### **Project Overview**

Work under this award must take place within the BSR1 geography, as well as within each of the four communities (East LA, Metro, Southeast LA, and South El Monte/El Monte).

A total of up to \$250,000 will be allocated for the selected contractor(s) as follows:

- One award to a lead agency with the option to add subcontractors/partners, if necessary, to support each of the local communities.
- Awards will be made for a one-year period (July 1, 2022 - June 30, 2023) with the possibility of a renewal depending upon successful performance and available funding.

PLN encourages applications from a broad range of organizations and consulting firms specializing in housing-related advocacy, systems change, and policy work.

All proposals must address collective advocacy strategies to address the region's priority of quality, affordable and stable housing.

Funds from the BSR1 Collective Advocacy effort may not be used to fund direct services, new capital projects, capital improvement projects, lobbying, or grassroots lobbying (see Section IV - Scope of Work, page 17).

## **Section III - Background**

### **About Para Los Niños**

Founded in 1980, [Para Los Niños](#) (PLN) is a nonprofit organization that provides education and wraparound support to more than 6,000 of Los Angeles's underserved children, youth, and families every year. At PLN we foster pathways to success by striving for excellence in education, family support, and comprehensive social-emotional, community-based services and a comprehensive systems-change agenda.

### **About First 5 LA**

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the [First 5 LA](#) (F5LA) Commission was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10.

Under its FY 2020-2028 Strategic Plan, the North Star guiding F5LA's work is: *By 2028, all children in LA County will enter kindergarten ready to succeed in school and life.* F5LA recognizes that progress towards this goal requires more than publicly funded, professionally delivered services. Family and community experiences and environments greatly influence the development of a child's brain and ultimately impact children's ability to enter school ready to learn and succeed. Children thrive and families flourish in strong, safe, healthy, and engaged communities—ones where parents, residents, community-based organizations, and advocacy groups have strong relationships, support each other, and act together both to directly support the wellbeing of children and families, and to advocate for policies, services, and investments that improve communities where children live, play, learn, and grow up.

### **About Best Start Region 1**

Where we grow up matters — it can determine if we have access to healthy food, safe places to play, quality medical and child-care, and ultimately whether a child will survive or truly thrive as they grow into adulthood.

Since 2009, along with its countywide investments, F5LA has worked to strengthen community leadership and infrastructure in 14 communities in Los Angeles County. Best Start is F5LA's place-based effort, a multi-million-dollar investment that emphasizes the impact "place" has on a child's development. The initiative's goal is to achieve system change by empowering community members and stakeholders to work together and build upon existing services, programs, and resources to ensure that by 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life (Appendix B - First 5 LA 2020-2028 Strategic Plan). To maximize the potential for success in the Best Start communities, it is essential that this effort be driven and informed by the communities themselves.

In 2009, PLN was selected as the backbone entity to help establish the Best Start Metro LA (BSMLA) Community Partnership, F5LA's place-based community pilot. The BSMLA Community Partnership sought to strategically address community priorities through transformative power

sharing among community residents, community-based organizations, philanthropy, and governmental agencies with upwards of 500 residents.

**Best Start Region 1 Model**

Since 2018, the lessons learned from the work in BSMLA has been scaled to include East Los Angeles, South El Monte/El Monte, and Southeast, under the new banner of [Best Start Region 1](#) (BSR1).



*Best Start Region 1 Catchment Area*

Based upon the success leading the BSMLA Partnership, PLN, was selected to serve as the Regional Network Grantee (RNG) for Region 1. As the RNG, PLN’s most critical role is that of “holding the vision” for the four Community Partnerships, by ensuring that each Partnership is guided by and accountable to a *Charter* that includes a shared vision, goals, guiding principles, governance structure, processes, roles and responsibilities.

As the backbone/vision holding entity, PLN is responsible for ensuring the Community Partnerships receive the following forms of support:

Leadership Development	Authentic Community Partnership, Recruitment and Retention	Community Transformation Promoters
Capacity Building/Strengthening	Training and Technical Assistance	Facilitation

Evaluation, Data and Learning	Fiscal Oversight/Contract Administration	Operational Management
Communications and Marketing	External Relations	Collective Advocacy
Resource Mobilization	Network Building	Coordination and Logistics Support

**Best Start Region 1 Philosophy**

To understand BSR1, it is helpful to start with an understanding of its core beliefs. As PLN and the BSR1 Community Partnerships have honed their craft as change agents and movement builders, the guiding philosophy outlined below helps to unify the various components of its Framework. Moreover, BSR1’s core beliefs support the partnership of like-minded individuals, partners, and organizations.

*Social Justice and Equity is the North Star* - As a social change effort, BSR1 is not focused on perpetuating traditional service-delivery approaches. Instead, community residents and organizational partners regularly engage in collective dialogue and activities that challenge and shift existing paradigms toward:

- Anti-Oppression Lens
- Liberating Structures
- Assets & Strengths
- Systems Change

*History, Place and Race Matters* - The legacy of historic and institutionalized racial and economic inequities is evident in the current realities of many geographically defined communities across the U.S. Although legalized segregation no longer exists, structural disinvestment and discriminatory policies result in poor health, education, and economic opportunities for many communities of color. Given these realities, a geographically defined community helps focus and leverage resources (people, funding, time, and opportunities, etc.) to shift power and dismantle those inequities more effectively.

*Power Must Be Acknowledged, Built, Shifted, Shared and Deployed Strategically* - Inclusive governance and decision-making is integral to building power in local communities, sharing power among stakeholders who are treated as equal partners, ultimately shifting power from institutions to parents and residents.

*Everyone Teaches and Everyone Learns* - It is vital to challenge the idea that only formal titles and positions give one the authority to make changes and strengthen communities. The Community Partnerships operate from a place where everyone involved is treated equally and respected for



the strengths and assets they bring to the table. Living out this belief requires that safe spaces be created that allow for authentic partnerships, trust, and support for residents and organizational representatives so they can develop a partnership that best reflects their own identity, experience, and knowledge. As a collective, the spaces that are created must invite all members to take control of their own learning and adopt the role of both teacher and learner.

*Central Goal: Build Power for Social Justice & Equity*

- Conviction that the communities we live in should be places where children, families, and individuals thrive and achieve their highest potential.
- Requires a more radical shift in how power is perceived, built, and shared.
- Building a powerful community creates opportunities for community residents to be civically engaged and invested in taking action to achieve a range of positive outcomes for their communities, families, and society.

*Movement Building*

Movement building is the process of organizing individuals and organizations to work individually and collectively towards a vision everyone shares those honors and catalyzes the work that is needed and seeks to create structural changes that decentralize and shift power.

- The Popular Education Methodology
- A Community Partnership Approach
- A Train the Trainer Approach

*Capacity Building and Strengthening*

The active process of collectively sharing information previously denied by cultivating ideas, creating opportunities for empowerment, facilitating power sharing, and enhancing existing knowledge and skills. Capacity Building and Strengthening that is values-aligned and resident-driven is key to community development that provide the following opportunities and activities:

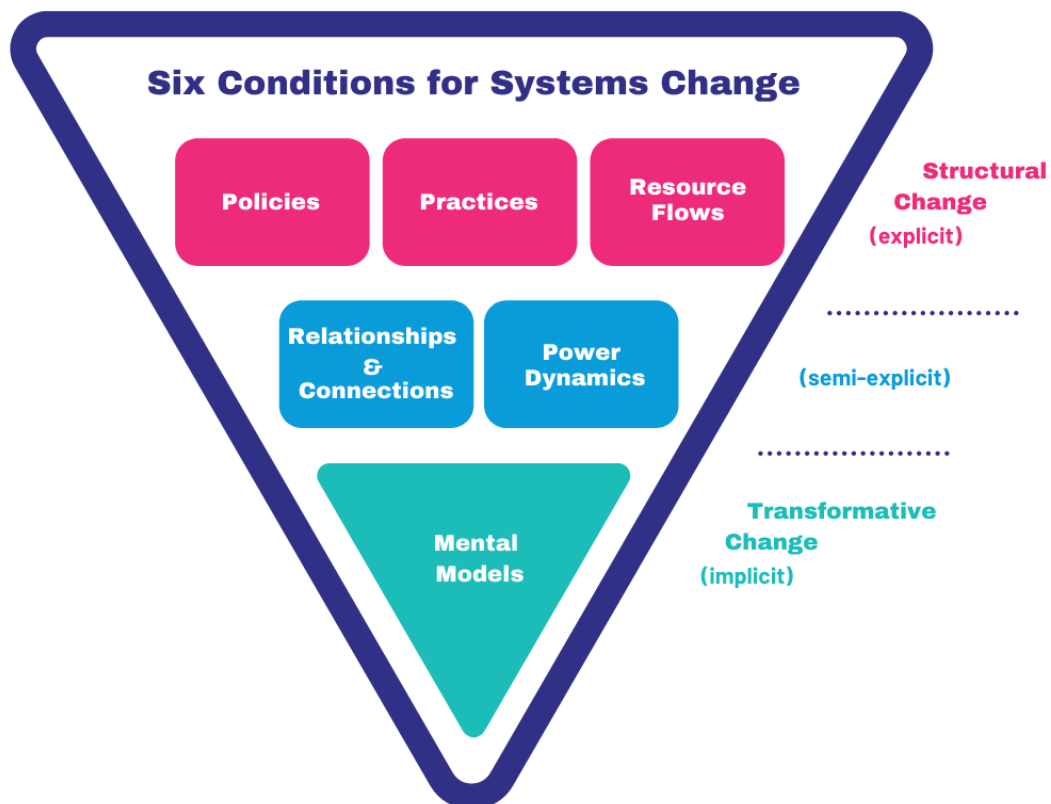
- Opportunities
  - Shift mental models
  - Raise consciousness
  - Actively build skills
  - Foster a more interdependent and collectivist view
  - Honor, lift up and mobilize the strengths and assets everyone brings
  - Use data to inform decision-making, planning, knowledge sharing and strategy
- Activities
  - Leadership Development Curriculum
  - Co-Design and Co-Implementation
  - Learning By Doing Process
  - Train the Trainers Approach

- Popular Education Methodology
- Observation, Feedback and Evaluation Processes

### Systems Change

Advancing equity by shifting the conditions that hold the problem in place. We believe that the Conditions in Systems need to be changed in any of the following ways to make them more **accessible, quality, aligned** and **sustainable** (Appendix C - The Water of Systems Change):

- **Policies:** Government, institutional and organizational rules, regulations, and priorities that guide the entity’s own and others’ actions.
- **Practices:** Espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress. Also, within the entity, the procedures, guidelines, or informal shared habits that comprise their work.
- **Resource Flows:** How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.
- **Relationships & Connections:** Quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.
- **Power Dynamics:** The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.
- **Mental Models:** Habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.



## Best Start Region 1 - Local and Regional Community Partnerships Structures

### Best Start East LA Community Partnership

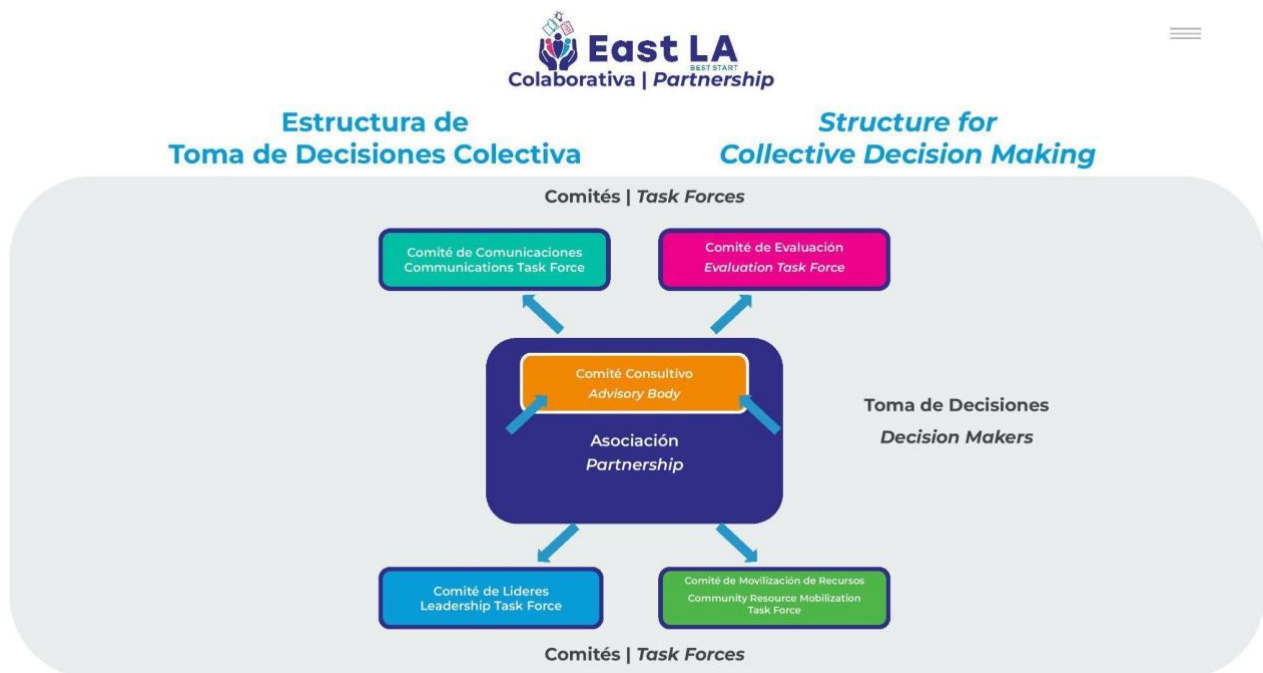
#### Vision

We will create an East Los Angeles that is stable, informed and that is rooted in community values and morals that support individuals to be responsible for ensuring that all children are born healthy, are safe from abuse, and thrive physically, socially, emotionally, and cognitively before they enter kindergarten.

#### Overview

The Best Start East LA (BSELA) Community Partnership is composed of community residents, organizations, private and public entities, faith-based organizations, elected officials, and business and philanthropic leaders who live, work, and experience life in East LA.

The BSELA structure is a model for community self-efficacy, self-determination, and sustainability that consists of six function-driven bodies. These bodies are guided by principles of power sharing that include supporting the implementation of the Partnership's strategies; being led by elected Partnership members; and rotating membership roles and responsibilities to guarantee capacity building/strengthening opportunities for all members and the decentralization of power.



## Best Start Metro LA Community Partnership

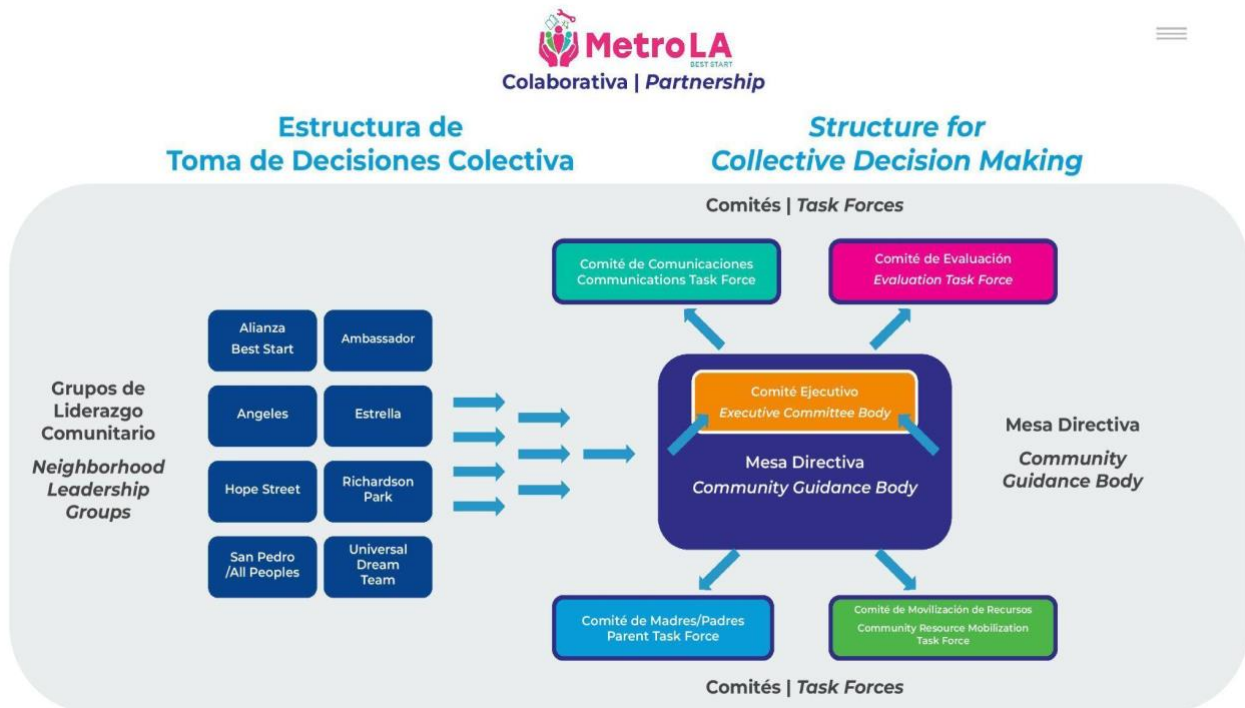
### Vision

*Best Start Metro LA is a sustainable, organized community partnership that maintains healthy and safe neighborhoods for children and families.*

### Overview

The BSMLA Partnership is composed of approximately 500 community residents, organizations, private and public entities, faith-based organizations, elected officials, and business and philanthropic leaders who live, work, and experience life in Metro LA.

As a community-driven initiative, PLN leveraged the trust, reputability and respect built over the years within the Metro LA catchment area to establish a multi-level Partnership structure of several interconnected bodies that provide leadership, equitable and inclusive partnership, and governance. The BSMLA structure is a model for community self-efficacy, self-determination, and sustainability that consists of fourteen function-driven bodies. These bodies are guided by principles of power sharing that include supporting the implementation of the Partnership's strategies; being led by elected Partnership members; and rotating membership roles and responsibilities to guarantee capacity building/strengthening opportunities for all members and the decentralization of power.



## Best Start South El Monte / El Monte Community Partnership

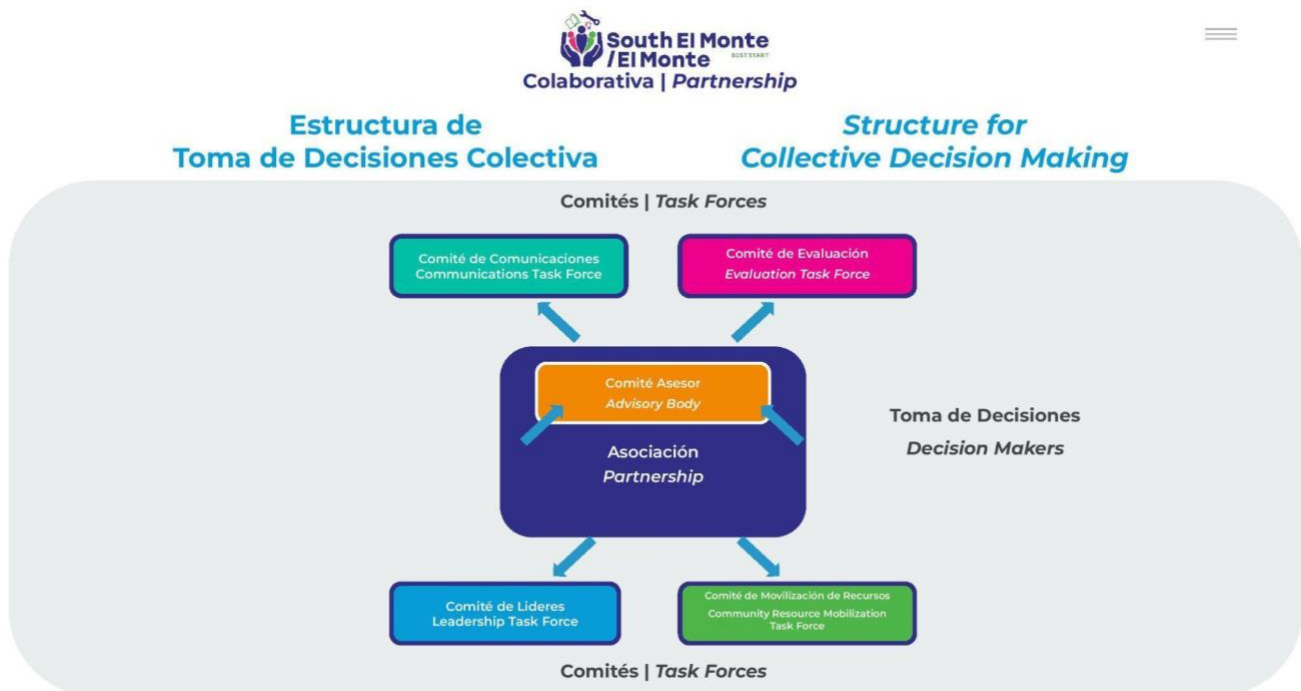
### Vision

Our South El Monte-El Monte community strives for high quality education, child development, physical and mental health services, space for active lifestyles and safe and clean environment for the well-being of children prenatal to five and their families.

### Overview

The Best Start South El Monte / El Monte (BSSEM/EM) Partnership is composed of community residents, organizations, private and public entities, faith-based organizations, elected officials, and business and philanthropic leaders who live, work, and experience life in South El Monte / El Monte.

The BSSEM/EM structure is a model for community self-efficacy, self-determination, and sustainability that consists of six function-driven bodies. These bodies are guided by principles of power sharing that include supporting the implementation of the Partnership's strategies; being led by elected Partnership members; and rotating membership roles and responsibilities to guarantee capacity building/strengthening opportunities for all members and the decentralization of power.



## Best Start Southeast LA Community Partnership

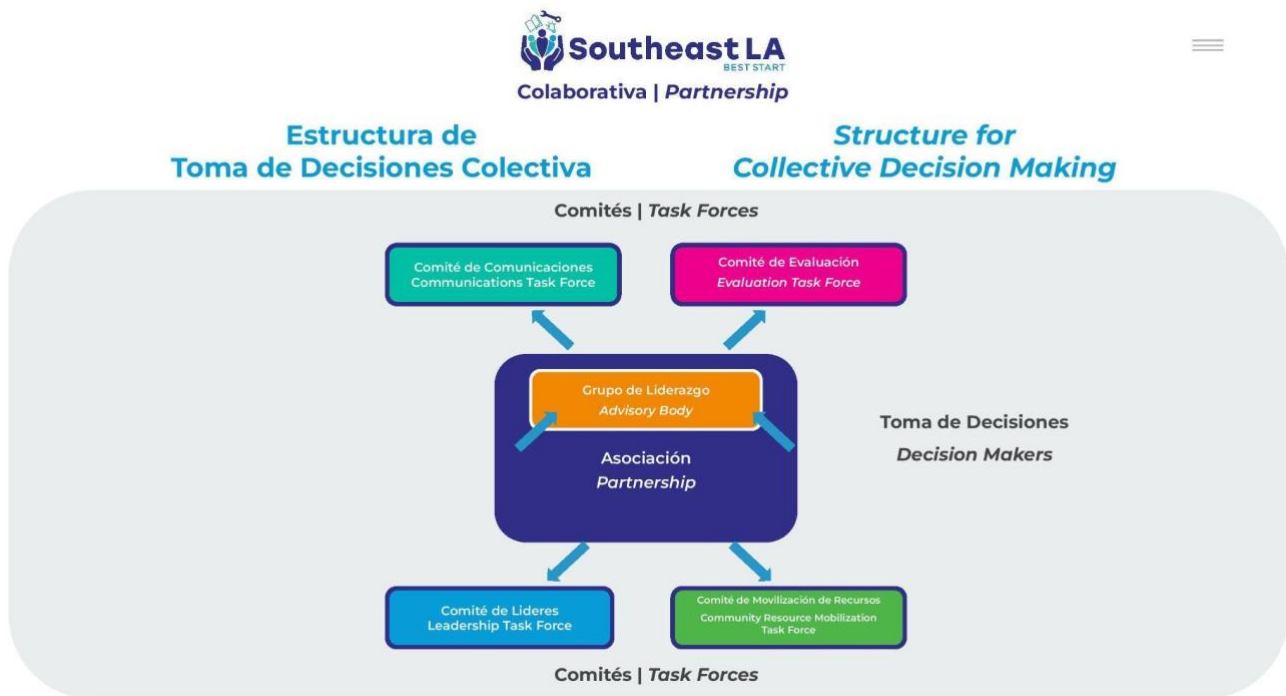
### Vision

Southeast LA is a community that works together to improve the quality of life for children and families.

### Overview

The Best Start Southeast LA Community Partnership is composed of community residents, organizations, private and public entities, faith-based organizations, elected officials, and business and philanthropic leaders who live, work, and experience life in Southeast LA.

The BSSELA structure is a model for community self-efficacy, self-determination, and sustainability that consists of six function-driven bodies. These bodies are guided by principles of power sharing that include supporting the implementation of the Partnership's strategies; being led by elected Partnership members; and rotating membership roles and responsibilities to guarantee capacity building/strengthening opportunities for all members and the decentralization of power.



## Best Start Region 1 - Local and Regional Community Partnership Meeting Participation

The Best Start Region 1 Collective Advocacy Contractor will be responsible for implementing all project related activities at both a regional level and local level. Regional meetings will take place (physically/virtually) on a monthly basis (an evening and morning convening) and will include representatives from each of the four Community Partnerships.

Locally, The Collective Advocacy Contractor will engage each of the Community Partnerships as follows:

- Best Start East LA Community Partnership and the Advisory Committee
- Best Start Metro LA Community Guidance Body, Executive Committee and Neighborhood Leadership Groups
- Best Start South El Monte/El Monte Community Partnership and the Leadership Group
- Best Start Southeast LA Community Partnership and the Advisory Body

For additional context, the table below provides information on the Best Start Region 1 Regional and Local Community Partnership participation and meetings. It includes the estimated currently active participants and frequency of meetings (physically/virtually).

Community Partnership	Estimated Active Participants	Standing Meetings (frequency, average attendance)
Best Start East LA	70	<ul style="list-style-type: none"> <li>• Advisory Committee (monthly, 8 attendees)</li> <li>• Community Partnership (bi-monthly, 70 attendees)</li> <li>• Communications Task Force (monthly, 10 attendees)</li> <li>• Community Resource Mobilization Task Force (monthly, 10 attendees)</li> <li>• Evaluation Workgroup (monthly, 10 attendees)</li> </ul>
Best Start Metro LA	500	<ul style="list-style-type: none"> <li>• 8 Neighborhood Leadership Groups (weekly, 10-60 members each)</li> <li>• Communications Task Force (monthly, 20 attendees)</li> <li>• Community Guidance Body (monthly, 50 attendees)</li> <li>• Community Resource Mobilization Task Force (monthly, 20 attendees)</li> </ul>

		<ul style="list-style-type: none"> <li>● Evaluation Workgroup (monthly, 10 attendees)</li> <li>● Executive Committee Body (monthly, 10 attendees)</li> <li>● Parent Task Force (monthly, 60 attendees)</li> </ul>
Best Start South El Monte / El Monte	56	<ul style="list-style-type: none"> <li>● Community Partnership (bi-monthly, 33 attendees)</li> <li>● Communications Task Force (monthly, 10 attendees)</li> <li>● Community Resource Mobilization Task Force (monthly, 10 attendees)</li> <li>● Evaluation Workgroup (monthly, 10 attendees)</li> <li>● Leadership Group (monthly, 16 attendees)</li> </ul>
Best Start Southeast LA	55	<ul style="list-style-type: none"> <li>● Advisory Body (monthly, 20 attendees)</li> <li>● Community Partnership (bi-monthly, 55 attendees)</li> <li>● Community Resource Mobilization Task Force (monthly, 10 attendees)</li> <li>● Communications Task Force (monthly, 10 attendees)</li> <li>● Evaluation Workgroup (monthly, 10 attendees)</li> </ul>
Best Start Region 1	160	<ul style="list-style-type: none"> <li>● Regional Monthly Meeting (monthly, evening - 160 attendees and morning - 160 attendees)</li> </ul>

### Best Start Region 1 Collective Advocacy Efforts

In response to the impacts of the COVID-19 pandemic and the systemic failure of L.A.’s health and human service institutions, particularly for the most historically neglected communities, Best Start Region 1, in partnership with hundreds of residents and organizational partners, pivoted its approach to carry out three critical actions:

1. Establish a network of local-access distribution hubs to coordinate and connect residents to concrete services and health-related resources.
2. Design and implement a Community Impact Survey that assessed community residents’ experiences with systems before and during the pandemic.
3. Convene hundreds of residents and community partner organizations to develop the *Best Start Region 1 Driving Equity and Justice Community Bill of Human Rights (CBofHR)* (See



Appendix D - Building Inclusive Virtual Organizing: Focusing on the Process for information on the development of the *CBofHR*) to chart a new path for accountability, healing, growth, and justice for our communities based on the following focus areas:

- Full, Equitable Digital Inclusion
- Quality, Affordable, and Stable Housing
- Free, Quality Local Care & Instruction from Birth to Graduation
- Equitable Employment and Wealth Building Opportunities
- Free, Safe, Clean, and Rapid Public Transportation
- Nurturing Connected, Inviting, Healthy Neighborhoods
- Culturally appropriate, Affordable, and Healthy Local Foodways
- Equitable, Timely and Responsive Holistic Health Care
- Creating Inclusive, Safe, and Supportive Communities
- Decriminalization of Human Migration

#### **Focus Area Prioritization Process**

Beginning in the winter of 2021, regional and local Community Partnerships were convened over a period of six months to regroup Partnership members on the Best Start Region 1 Guiding Principles and Values; review the *CBofHR*; build/strengthen capacity on power, privilege, oppression and solidarity; analyze the findings of the Best Start Region 1 Community Impact Survey and relevant secondary data; and reflect in dialogue about their individual and communities lived experiences with the aim of identifying Local and Regional collective advocacy focus areas. The Local Community Partnerships used an anonymous balloting process to select their top regional/local priority from among the 10 focus areas listed in the *CBofHR*. **Quality, Affordable and Stable Housing** was unanimously selected as BSR1's priority.

As noted, resulted in all four BSR1 Community Partnerships selecting Quality, Affordable and Stable Housing as the most urgent, intersectional, and critical focus area that needs to be addressed. The main arguments for selecting Quality, Affordable and Stable Housing include:

- Housing is fundamental to nurturing children's healthy physical, social, and emotional well-being.
- Where a child lives influences the development of a child's brain and ultimately impacts a child's ability to enter school ready to learn and succeed.
- Stable, affordable, and secure housing enable parents, residents, community-based organizations, and advocacy groups to build strong relationships, support one other, and act together to support the wellbeing of children and families and advocate for policies, services, and investments that improve communities where children live, play, learn, and grow up.

## Section IV – Scope of Work

PLN is seeking a qualified partner to serve as the Collective Advocacy Contractor for BSR1 and the Local Community Partnerships.

The Collective Advocacy Contractor will be responsible for supporting Best Start Region 1 in achieving the following Regional and Local Collective Advocacy Goals:

- By June 30, 2023, BSR1 and each of the Community Partnerships will have built / strengthened their capacity to engage in systems change efforts in relation to quality, affordable, and stable housing for young children prenatal to age five and families in Los Angeles County.
- By June 30, 2023, BSR1 and each of the Community Partnerships will have built/strengthened their capacity to advocate for, educate, and engage partnership members, policymakers and the public to understand the importance of addressing housing issues to support better outcomes for young children prenatal to age five and families in Los Angeles County.
- By June 30, 2023, BSR1 and each of the Community Partnerships will have built/strengthened their capacity to co-design a collective advocacy action plan.
- By June 30, 2023, BSR1 and each of the Community Partnerships will be able to engage in collective advocacy efforts to shift one or more of the six conditions for system change.
- By June 30, 2023, BSR1 and each of the Community Partnerships will have an understanding of the resources for quality housing for young children prenatal to age five and families in Los Angeles County.

### Primary Responsibilities

Adhering to F5LA’s Lobbying Guidance, the following list of responsibilities under this award must be engaged in, in full partnership with BSR1 Community Partnerships and in adherence with BSR1’s Community Partnership Model:

- **Capacity Building / Strengthening:** Provide training, capacity building / strengthening, that supports BSR1’s Partnerships to achieve the goals of this grant
- **Co-design:** Co-design, modify, and implement collective advocacy efforts that draw from both contractor expertise and BSR1 Community Partnership members and identified subcontractors.
- **Communication:** Advocate, educate, and engage partnership members, policymakers, and the public to understand the importance of addressing housing issues to support better outcomes for children prenatal to age five, their families and communities in LA County. In addition, elevate BSR1’s position on public policy proposals to the public through routine business and communication portals.
- **Content Expertise:** Provide content expertise on collective advocacy and housing issues.

- **Coordination/Implementation:** Responsible for coordinating and implementing all strategic collective advocacy activities.
- **Facilitation:** Facilitate all necessary convenings to advance the collective advocacy efforts necessary to accomplish the goals of this grant. Currently, BSR1 partnership convenings stand at 23 per month. Facilitation responsibilities of these convenings will be distributed amongst the selected applicant, PLN, and associated subcontractors as needed.
- **Learning & Reflection:** Facilitate intentional reflection and learning processes to capture lessons learned throughout the length of this grant.
- **Reporting:** Produce quarterly progress and final reports that describe the project background, activities, achievements, and lessons learned. Reporting templates/guides will be provided.
- **Research:** Conduct research that raises awareness of the intersectional nature of the identified issue area (housing), including but not limited to housing policy, equitable development, homelessness, poverty, land use, etc. Develop information, policy briefs and necessary data to raise awareness about housing issues at a regional level and within each of the four local BSR1 communities.
- **Sustainability Planning:** Work in partnership with PLN to identify concrete strategies to sustain collective advocacy efforts beyond the end of this contract period.
- **Evaluation:** Work in partnership with PLN to co-design the evaluation, including identifying the appropriate metrics, progress measures and indicators, collect data, and implement associated evaluation-related activities as needed.

PLN will serve as the lead funding entity and is responsible for the following:

- PLN and identified subcontractors will assume responsibility for outreach, provision of refreshments/meals, childcare, translation, transportation, and logistical support.
- Selection of contractors.
- Administrative and fiscal oversight.
- Capacity building / strengthening.
- Ensuring fidelity to the model e.g., upholding the vision and adhering to policies, practices, and protocols.

### Key Terms

- *Public Policy:* Any new or existing bills, motions, budget items, or regulatory and executive agency policy proposals at the local, state, and federal levels of government.
- *Policymaker:* School board member, city councilmember, state senator, state assembly member, congressmember, governor, and local, state, and federal executive agency leadership, and their staff.

- *Advocacy*: Any action by which stakeholders educate others on issues that affect their lives and the lives of others to policymakers or staff.
- *Lobbying*: Any action to influence a new or existing public policy via direct communication with a policymaker or staff.
- *Grassroots Lobbying*: Any action to encourage others (e.g., public, grantees, partners) to take any action to influence a new or existing public policy with a policymaker or staff.
- *Systems Change*: Advancing equity by shifting the conditions that hold the problem in place.
- *Movement Building*: The process of organizing individuals and organizations to work individually and collectively towards a vision everyone shares and seeks to create structural changes that decentralize and shift power.
- *Capacity Building / Strengthening*: Community capacity building / strengthening aims to facilitate stronger and new community relationships to promote self-determination, shared decision-making, shared power, and shared solutions that benefit the community at large, including children ages P-5 and their families. Community capacity building / strengthening supports the understanding and engagement with theories, concepts, and ideas as well as previously unknown wisdom, understanding and knowledge to facilitate opportunities for individuals and collectives to wield their shared power. It involves community-centered collaborative processes which connect, strengthen, and leverage existing local assets and resources, including community members' social capital and currency, and the informal and formal systems (i.e., organizations and networks) which serve them. Communities are dynamic organisms, where things are always changing, so community capacity building / strengthening is a continuous process rather than a destination.

### **Prohibited Activities**

The selected contractor cannot:

- Take any action to ask, persuade, encourage, or elevate to others the opportunity to take any action on a new or existing public policy proposal. This would be considered “grassroots lobbying” and is prohibited.
- Ask others to ask policymakers to take any action on new or existing public policy proposals.
- Ask others to take official support or oppose positions on new or existing public policy proposals.
- Pay for another organization (e.g., grantee) to ask or persuade their clients to take any action on new or existing public policy proposals.
- Communicate to others the opportunity to sign-on to “coalition letters” or participate in any “call to action” activities to support or oppose new or existing public policy proposals

(e.g., forwarding email requests for sign-on or taking action on a public policy proposal, promoting on website or social media platforms). However, the selected contractor may forward another organization's analysis regarding a public policy proposal as long as it does not contain a call to action.

### Use of Funds

The following expenses are allowable and may be included in the requested budget:

- Project staff salaries and consultant fees.
- Costs related to data collection and analysis and dissemination of findings.
- Costs related to engagement of community members and other stakeholders.
- Meetings, supplies, project-related travel, and other direct project expenses, including a limited amount of equipment essential to the project.
- Office space or project-related facilities rental.
- Indirect costs (e.g., overhead/operations expenses): cannot exceed 10% of total contract amount (excluding subcontractors and equipment expense).

The following expenses are not allowable and should not be included in the requested proposal budget:

- Lobbying-related activities and expenses (while education regarding a policy issue is an eligible activity, BSR1 Collective Advocacy funding may not support lobbying for specific policies or legislation, or lobbying of any policymaker, local, state, or federal legislative organization)
- Activities and expenses to influence voters to support or oppose any candidate, specific legislation, or ballot measure
- Direct services, development of curricula to be used for direct services, or salary for new or existing staff to provide direct services
- Tuition or professional membership dues
- New capital projects or capital improvement projects, including costs associated with construction and renovation
- Voter registration drives
- Endowments
- Fundraising events
- Support solely for existing operations
- Activities with religious purposes
- Grants to individuals

- Operating deficits or retirement of debt

**Note:** Any modification to the approved budget during the period of the grant will require the approval of PLN.

## Section V – Desired Qualifications

To be eligible for a grant under this Request for Proposals, applicants must meet the following criteria:

- Based in Los Angeles County.
- Work under this effort must take place in BSR1 communities.
- Availability of key staff to attend virtual and in-person meetings in Best Start Region 1 communities and a capacity to conduct virtual and in-person research and learning activities throughout Los Angeles County.
- Minimum of five (5) years of experience in: 1) leading community-based collective advocacy efforts and 2) the primary responsibilities outlined in Section IV - Scope of Work, page 17.
- **Project Management:** Experience successfully managing projects in complex and changing environments with competing priorities and deadlines that require flexible and nimble responses.
- **Systems Change Approach:** Knowledge of systems thinking, systems change initiatives, and approaches to systems change research and collective advocacy.
- **Diversity, Equity and Inclusion Experience and Knowledge:**
  - i. Experience working with culturally, ethnically, linguistically, and social-economically diverse groups in Los Angeles County.
  - ii. Experience working within communities that have been historically and systemically excluded from resources and have a moderate infrastructure of public, nonprofit, and community-based support systems for young children and their families.
  - iii. General understanding of the context of Los Angeles County, including, but not limited to, racial inequities and issues related to diversity, equity, and inclusion.

**Note:** Applicants that do not meet the requirements above will not pass the first level of review.

## Section VI - Application

### How to Apply

PLN will execute a contract with the selected contractor who will be responsible for carrying out all responsibilities outlined in the Section IV - Scope of Work, page 17, including but not limited

to management of any proposed subcontractors. If organizations applying for this contract intend to partner with subcontractors, it is the expectation that the submitted proposal will include the proposed subcontractors. Proposal should describe and be organized around the following:

**Part I: Applicant Description** *(1-page max, single space, font 12, 1" margins)*

- A. Applicant name, address, email address, phone number and website link
- B. Applicant mission and history
- C. Population(s) served
- D. Significant accomplishments
- E. Major funding sources
- F. Other background pertinent to this project

**Part II: Proposal Narrative** *(12-pages maximum, single space, font 12, 1" margins)*

- A. *Problem Statement (1-page maximum):* Describe the issues, challenges, and inequities—specifically related to housing—facing the Region 1 communities and how these problems intersect with other community conditions and concerns. Please be explicit about how these conditions affect children prenatal to age five and their families.
- B. *Policy Advocacy Landscape (1-page maximum):* Provide an assessment and analysis of the housing landscape specific to the proposed systems change collective advocacy efforts, including policy- and systems-change advocacy opportunities it presents and the challenges that must be overcome to achieve healthier and more equitable communities. Please be explicit about how these challenges affect children prenatal to age five and their families.
- C. *Vision, Goals, and Activities (2-pages maximum):* Specify the overall vision of your proposed systems change collective advocacy efforts, the specific goals you will work towards, and the activities you will undertake, calibrated for a one-year grant period while envisioning potential future funding. Include a timeline or time frames for activities. Describe how your vision, goals, and activities are rooted in the evidence base of best practices in power-building and community-driven systems-change collective advocacy practice (e.g., base-building/community organizing, community partnership and coalition-building; resident or member capacity building/strengthening and leadership development; research and policy/strategy development; and communications and narrative change).
- D. *Community Involvement: Provide a description on (2-pages maximum):*
  - 1) Previous experience outlined in the Eligibility Criteria section.
  - 2) How the Best Start Region 1 Community Partnerships and other community residents (including parents and caregivers of children prenatal to age five and

their families) impacted by housing inequities will be involved in *capacity building /strengthening and leadership development opportunities* and the *co-design, implementation, communication, mobilization and evaluation* of the policy- and systems-change advocacy efforts, honoring the Best Start Region 1 Model (described in Section II - Overview).

- E. *Preliminary Work Plan (2-pages maximum)*: Provide a preliminary work plan to implement the proposed systems change collective advocacy activities supporting the Best Start Region 1 Collective Advocacy Goals during the one-year grant period. Please include a description of scale (e.g.: numbers of trainings), substance (e.g.: topics of trainings), timing/phasing of all activities, personnel (e.g.: trainers or subcontractors), including hiring/onboarding and/or any other important considerations for implementing the activity in the specific community context. Include the challenges that you anticipate and how you will ensure the implementation of activities listed in Section IV - Scope of Work, page 17.

**Note:** Contractors will be expected to refine their work plan if needed upon receipt of contract in consultation with PLN.

- F. *Assets and Resources (1-page maximum)*: Identify assets and resources that are available to support the proposed systems change collective advocacy efforts (e.g., in-kind or staffing contributions, assets or resources, members or resident contributions, previous work towards policy goals, collaborations or partnerships with academic institutions or researchers, leveraged funding, etc.
- G. *Evaluation (1-page maximum)*: Provide description that demonstrates what evaluation methods and measures will be utilized to evaluate the progress towards the Collective Advocacy Goals.
- H. *Fiscal Responsibility (1-page maximum)*: Provide a description that demonstrates ability and infrastructure to effectively administer grant funds and manage all aspects of the proposed systems change collective advocacy efforts. Provide description on:
- 1) The fiscal controls and accountability procedures include an internal controls chart which outlines staff responsible for processing and approving contract expenditures.
  - 2) The process for ensuring subcontractors adhere to funding requirements and are only reimbursed for allowable expenditures. In addition, please detail proposers' approach to accountability, including how you will oversee subcontractors, and ensure the quality, timeliness, and responsiveness to PLN.

### **Part III: Supporting Documentation**

With the full proposal, all applicants must submit the following documents:

- A. Brief bios for key project staff (*1-page maximum per bio, single space, font 12, 1" margins*).



- B. A budget and budget narrative covering the one-year funding period:
  - 1) Budget using **Attachment A**
  - 2) Budget Narrative (*3-pages maximum, single space, font 12, 1" margins*)
- C. A copy of 2020-2021 Audited Financial Statement
- D. Three (3) Letters of Reference (*1-page maximum per letter, single space, font 12, 1" margins*) – Provide up to three letters of support that can attest to the applicant's expertise and will collaborate with the applicant on the proposed collective advocacy effort and/or provide in-kind staff or resources.

## **Section VII - Application Review, Interviews, Selection and Contracting Phase**

### **Application Review**

- A. Applications will be screened by PLN to ensure that they meet the requirements outlined in the RFP.
- B. Applications meeting the requirements will be reviewed and scored by the Local Community Partnership Members, who will be assessed for the potential for conflicts of interest with applicants and required to sign a Conflict-of-Interest Form to certify that there are no conflicts of interest.
- C. Applicants who submitted a high-scoring, eligible proposal will be invited to participate in a virtual panel interview.
- D. Further written materials may be requested prior to or after the interview.

### **Interviews**

- A. Qualified applicants will be required to participate in a multilingual virtual interview with an interview panel consisting of up to 11 Community Partnership members and 5 PLN staff members, who will be assessed for the potential and required to sign a Conflict-of-Interest form to certify that there are no conflicts of interest. The panel will include both English and Spanish monolingual and bilingual speaking interviewers.
- B. Additional interviews or meetings may be scheduled as needed.

### **Selection**

- A. Selection of the contractor will be determined by the collective score of the application review and interview process.
- B. PLN will inform all applicants of the final selection of Collective Advocacy Contractor.
- C. PLN will formalize the contractual agreement with the selected candidate.
- D. PLN will make a public announcement with the Best Start Region 1 Network and external

partners of the selected contractor.

### **Contracting**

During contracting phase, selected candidate will be expected to provide the following completed forms:

- Restricted Activity, No lobbying Statement
- Certification of Professional Liability Insurance
  - Commercial General Liability: \$1 million per occurrence, \$2 million general aggregate.
  - Sexual Misconduct Coverage: \$1 million per occurrence, \$2 million aggregate.
  - Worker's Compensation Insurance: \$1 million per incident, per employee and in the aggregate.
  - Professional Liability Insurance: \$1 million per occurrence, \$2 million aggregate.

### **Section VIII - Appendices**

- Appendix A - [Best Start Region 1 Driving Equity and Justice Community Bill of Human Rights](#)
- Appendix B - [First 5 LA 2020-2028 Strategic Plan](#)
- Appendix C - [The Water of Systems Change](#)
- Appendix D - [Building Inclusive Virtual Organizing: Focusing on the Process](#)