



American Humanics Sustainable Partnerships Project at California State University, Fresno



*Part of the Social Innovation Generation: California Recovery & Renewal (SIG: CARE) Initiative of California Campus Compact
and Corporation for National & Community Service made possible by a Learn & Serve America Higher Education Grant*



California | **Campus Compact**

*with additional financial support from American Humanics, Inc., California State University, Fresno,
and Lyles Center for Innovation & Entrepreneurship.*

CAPACITY BUILDING & TECHNICAL ASSISTANCE GRANT

REQUEST FOR PROPOSALS (RFP)

5 P.M., SEPTEMBER 25, 2009

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INTRODUCTION

Summary of the Current Project

The American Humanics (AH) Program at California State University, Fresno is seeking to deepen its partnership with Community Benefit Organizations (CBOs) during 2009-2010, by working closely with at least 5-6 CBOs through consulting teams consist of 2-3 students, 1 alumnus, and a professional consultant as part of a Capacity Building and Technical Assistance Grant. Organizations selected for participation in this grant will:

- engage in an organizational assessment by an AH-designated consulting team;
- receive an assessment report, including a set of recommendations (with a proposed timeline), to address the organization's identified needs;
- evaluate assessment report to identify priorities with the consulting team that can then become the focus of implementation efforts;
- work with the consulting team to implement specific components of the plan; and
- evaluate the impact after one year of participation to recommend additional assistance, if needed.

About Us

1. American Humanics Program at California State University, Fresno

In March 1998, with an MOU between California State University, Fresno and American Humanics, Inc., the American Humanics Nonprofit Administration Program was brought to our campus beginning fall 1998. Dr. Matthew A. Jendian was hired as the founding director and charged with the goal of establishing the curriculum and certificate offering. California State University, Fresno is now one of 65 college and university affiliates in the American Humanics Alliance.

In fall 1999, the first American Humanics courses at California State University, Fresno were offered. Fall 2000 marked the formation of the American Humanics Student Association (AHSA) and the first formal offering of the certificate, which had been approved by the Undergraduate Curriculum Committee. In January 2001, 8 students attended the American Humanics Management Institute (AHMI) in Orlando, the capstone experience of their training. Today, approximately 85 students are actively seeking American Humanics certification, and 15 of them attended AHMI in Indianapolis, IN on January 4-7, 2009.

Since 2001, 90 students have graduated from California State University, Fresno with American Humanics National Certification in Nonprofit Management and Leadership, and approximately 70% of them are employed in the nonprofit and public service sector (with 75% of them employed locally). The American Humanics Nonprofit Administration Program is now part of the applied program offerings of the Sociology Department in the College of Social Sciences.

The American Humanics interdisciplinary certificate in nonprofit management and leadership requires 19-23 units and 300 hours of supervised internship experience with a nonprofit community-benefit organization (CBO).

Specific core courses, taught by core faculty, including Dr. Don Simmons and Dr. Matthew Jendian, include:

- Nonprofit Management/Social Entrepreneurship
- Grant Writing and Evaluation
- Philanthropy and Grant Making
- Social Policy Analysis, Advocacy, and Community Organizing
- Community Leadership Development

Our mission is to prepare the next generation of professionals to strengthen and lead Community Benefit Organizations. As such, the American Humanics Program at Fresno State represents our collective investment in the building up of the community benefit sector in the Central San Joaquin Valley.

2. Origins of this Request for Proposals

The American Humanics Program at California State University, Fresno, through the sociology department, offers the American Humanics National Certification in Nonprofit Management and Leadership.

The American Humanics Capacity Building & Technical Assistance Grant, a key component of this curriculum, provides students and alumni with hands-on experiences in professional consulting with Community Benefit Organizations (CBOs) that will enhance the infrastructure and operations of at least five to six CBOs each year, contributing to increased capacity and sustainability. Through this project, students learn the basic elements of becoming an independent consultant with CBOs, including client assessment, contracting, billing, reporting, and client communication.

In July 2009, *California Campus Compact* announced that it has been awarded a three-year Learn & Serve America Higher Education Grant in excess of \$1 million from the *Corporation for National & Community Service*. California State University, Fresno is one of seven campuses from throughout California selected through a rigorous application process by California Campus Compact to participate as a lead collaborator on Social Innovation Generation: California Recovery and Renewal (SIG: CARE), California Campus Compact's new initiative that will catalyze California colleges and universities to aid in the state's recovery and renewal through service, service-learning and inventive solutions embedded in social entrepreneurship, microfinance and social investment.

Additional funding has been provided by ***American Humanics, Inc.*** (through a NextGen Leader Award), ***California State University, Fresno***, and ***Lyles Center for Innovation & Entrepreneurship***.

Capacity Building & Technical Assistance Grant: Context and Details

The Capacity Building and Technical Assistance Grant—adapted from a model developed by United Way of Tulare County¹—is the cornerstone component of the Sustainable Partnerships Project—a strategic framework defining the role the University can play in assisting the community-benefit sector as it works towards excellence and maximum community engagement and impact.

The Sustainable Partnerships Project—a collaborative project of several community-benefit sector-oriented organizations in Central California, coordinated by the AH Program—involves a multi-phase approach designed to increase the economic development and sustainability of our region through the community benefit sector by:

- **Convening Public Stakeholder Forums to identify connections for leverage among the four sectors**—civic (i.e., the general public), government, for-profit, and community-benefit;
- **Conducting an Economic Impact Study of the Regional Community Benefit Sector;**
- **Building Board Leadership;** and
- **Assisting CBOs with Capacity Building through Consulting Teams** (comprising 2-3 Fresno State students, 1 university alumnus, and a professional consultant who conduct organizational assessments, work with organizational staff and boardmembers to implement recommendations, and evaluate impact annually).

1. Goal

The goal of the Capacity Building and Technical Assistance Grant is to contribute to the increased economic development and sustainability of the community benefit sector in the San Joaquin Valley, and we are focusing resources on individual CBOs committed to becoming learning organizations. A **Learning Organization** is the term given to an organization that facilitates the learning of its members and continuously transforms itself.^[2] Learning Organizations develop in response to the pressures facing modern organizations and enable them to remain competitive in the business environment.^[3] A Learning Organization has five main features: systems thinking, personal mastery, mental models, shared vision and team learning.^[4]

2. Eligibility

CBOs committed to building organizational capacity—and who have participated in recent regional Capacity Building Projects (i.e., four different projects facilitated by: California Association of Nonprofits (CAN), First 5 of Fresno County and Fresno Nonprofit Advancement Council (FNAC), James Irvine Foundation’s Cultural Arts Project in Central CA, and the AH Student Philanthropy Project at Fresno State)—are invited to submit a proposal to participate in the Capacity Building and Technical Assistance effort of the managed processes of the Sustainability Partnership Project. The participating CBOs should expect to succeed at a higher rate and with increased impact in the region than similar organizations that are not participating in this grant.

¹ Hernandez, Ernie and Jeff Hensley. 2004. “Rural Connections: Tool Kit for Rural Connections Staff, Mentors and Project Managers to Support the Marketing and Management of this Capacity Building Initiative.” Tulare, CA: United Way of Tulare County.

² Pedler, M., J. Burgoyne, and T. Boydell. 1997. *The Learning Company: A Strategy for Sustainable Development*. 2nd Ed. London; McGraw-Hill.

³ O’Keeffe, T. 2002. “Organizational Learning: a new perspective.” *Journal of European Industrial Training*. 26(2):130-141.

⁴ Senge, P.M. 1990. *The Fifth Discipline*. London: Century Business.

3. Four Requirements of Participation for CBO Management and Boards

- a. Dedication to reaching potential
- b. Desire to maximize delivered value
- c. Willingness to evaluate options and create useful change
- d. Commitment to allotting the staff & time required for the work (though unsure of the exact time commitments, we estimate 2-4 hours per week this fall)

4. Expectations and Objectives for Participating Organizations:

Your participating Community Benefit Organization (CBO) can expect to take steps towards or deeper into sustainability while working with the consulting teams. These steps may include, but are not limited to, the following organization objectives:

- **Assessment:** Participating organizations will engage in self-assessment and external assessment by consulting teams in the ten areas identified by national leaders in nonprofit management and leadership to be the most important for organizational sustainability (referred to here as the **Standards for Excellence**). Common standards for excellence in operation will be understood and implemented to coincide with the expectations of funders. By meeting the established standards, your organization will provide the most benefit to the community while also operating at an effective, functional level.
- **Implementation:** Based on the assessment, consulting teams will generate an assessment plan, including a set of recommendations (with a proposed timeline), to address the organization's identified needs. In consultation with your CBO leadership, organizational needs will be prioritized. Once Priority Areas are agreed upon for the focus of implementation efforts, appropriate consulting team(s) will be assigned to work with at least 1 board member, 1 staff member, and (when possible) 1 long-term volunteer of the organization to implement recommendations.
- **Evaluation:** After approximately 1 year of implementation efforts, an evaluation will be used to determine the positive results as well as to provide additional feedback that may determine next steps for further organizational development. Organizations needing additional assistance may be referred or connected with the necessary resources and/or professional consultants who specialize in the designated area of need.

5. Participation Fee:

Each participating organization is expected to contribute something as a sign of commitment and value for the capacity-building process. The package of consulting services, valued at approximately \$5,000 per organization, is subsidized for selected organizations by funding from California Campus Compact and the Corporation for National & Community Service. The amount each organization is able and willing to contribute will NOT be a factor in determining which proposals will be accepted.

6. Mini-Grants:

Each of the 5-6 participating CBOs may be awarded up to \$500 for completing individualized self-assessment and implementation of the proposed recommendations in accordance with agreed-upon timelines to be utilized for capacity-related expenses identified during the consultative process (e.g., software, technology, additional professional development and/or consulting needs).

7. Ten Assessment Areas of Community-Benefit Organization Operations

- a. Accounting & Financial Management
- b. Diversity Awareness & Integration
- c. Fund Development & Accountability
- d. Governance
- e. Human Resources & Volunteer Management
- f. Information Management & Technology
- g. Marketing & Public Relations
- h. Program Planning & Evaluation
- i. Public Policy
- j. Risk Management & Legal Issues

Overall, the consulting teams will assess the alignment of the organization's mission and values with its programs and policies. This alignment is an overarching measurement of all of the other areas since it lends to the consistency and cohesion of an organization.

8. Please make note of the following:

1. Proposals are accepted for review upon invitation only.
2. Invitation to submit a proposal does not imply selection.
3. Only registered 501(c)(3) organizations are eligible to participate.

It is our goal to have every participating Community Benefit Organization

understand, adopt, and implement STANDARDS FOR EXCELLENCE

developed for the Central San Joaquin Valley.

GENERAL PROPOSAL INFORMATION

Timeline (Year 1*):

August 24 – September 29	Assignment of Teams (Students, Alumni, Consultants)
September 10, 2009	Release of RFP. From the pool of approximately 35 organizations participating in recent local Capacity Building Projects, a group of Project partners (including representation from local funders, consultants, faculty, and students) will invite and review proposals and select 5-6 CBOs to participate in the first round of the Capacity Building & Technical Assistance component of the Sustainability Partnerships Project.
September 25, 2009	Proposals Due BEFORE 5 pm (submitted electronically)
October 1, 2009	Notification of Inclusion in the Project (at least 5-6 organizations to be selected)
October 1, 2009	PHASE I: Organizational Assessment begins. We plan to have approximately 10 assessment teams (1 for each assessment area). Each team will consist of 3-4 students & alumni, a long-term volunteer, and consultant(s). Teams will conduct specialized assessments for each organization (one team will act as the Coordinating Team for each organization).
November 15, 2009	Teams must have met with each organization and collected the necessary documentation needed to prepare an Assessment Report.
November 24, 2009	Draft Assessment Report with Recommendations and Proposed Implementation Timelines due to Lead Consultants.
December 8, 2009	Final Assessment Report Due to Project Director
December 15 – January 21	Organization Reviews the Personalized Assessment Report
January 3-6, 2010	American Humanics Management Institute, Phoenix, AZ Share Project information and process with 65 AH campuses in the U.S.
January 18, 2010	Fresno State Students participate in Martin Luther King, Jr. Day of Service in partnership w/ HandsOn Central CA (partner CBOs are encouraged to provide volunteer opportunities)
January 21-31	PHASE II: Implementation Teams (consisting of students, alumni, a long-term volunteer, and consultant(s)) are finalized. Priority Areas are agreed upon for focus of implementation efforts.
February 1 – 14	Assignment of Teams (Students, Alumni, Consultants)
February 15	Implementation Teams work with at least 1 board member, 1 staff member, and (when possible) 1 long-term volunteer of the organization to implement recommendations related to the priority areas within agreed upon timelines.
March 25-27	13th Annual Continuums of Service Conference, Portland, OR (Paper presentation with two attendees)

April 15	Implementation Progress Report Due to Lead Consultants
May 15	Final Report Due to Coordinating Team
June 3-5?	AH Directors Professional Development Conference Share Project Model with other AH Campus Directors
June 15	Final Implementation Report Due to Project Director
June 30	Year 1 Grant Report due to CA Campus Compact

*PHASE III of the project—Evaluation of the Organization—occurs at least one year after initial involvement in the project to determine progress.

Proposal Review Process & Requirements

To apply for participation in the American Humanics Capacity Building & Technical Assistance program, first read through the entire RFP. Submit an electronic copy of your proposal via email to matthewj@csufresno.edu.

Proposals must be received by 5 p.m. on Friday, September 25, 2009.

- Only electronic copies of proposals submitted via email will be accepted. No exceptions will be made.
- A late or incomplete proposal will be considered non-responsive and will not be reviewed for funding.
- No changes, modifications, corrections, or additions may be made to the proposal once it is received. No exceptions will be made.

From the pool of approximately 35 CBOs, a group of Project partners (including representation from local funders, consultants, faculty, and students) will invite and review proposals and select at least 5-6 CBOs to participate in the first round of the Project based on the following criteria using a scale of 0 to 100 points:

- Organizational Financial Need (20 points);
- Management assets and deficits (20 points);
- Potential for entrepreneurial enhancement and sustainability (20 points);
- Commitment of board and staff for organizational improvement (20 points); and
- Diversity in existing leadership structure (management staff and board) (20 points).

1. Contract Period

- Applicants must submit proposals to participate in 2009-2010.
- The contract period will run from October 1, 2009 through December 31, 2010 with the possibility of renewal.
- The American Humanics Program reserves the right to negotiate the terms of the contract.

2. Notification of Decision

Each applicant, whether selected for funding or not, will be notified in writing of the decision. Organizations selected as finalists will be notified by October 1, 2009. All organizations will be notified as to the status of their request by October 15, 2009.

3. Appeals Process

No appeals of the decisions for the grant awards will be heard.

ADMINISTRATIVE AND PROGRAM EXPECTATIONS

Organizations applying for participation in the Capacity Building & Technical Assistance program should be aware of the following and make appropriate allowance for these requirements:

Program Participation & Reporting

- Provide human resources and time resources as needed to work with a designated American Humanics Consulting Team throughout the funding period for any questions pertaining to the assessment, implementation, and evaluation of the organization.
- Provide access to prior assessment activities and reports for the Consulting Team.
- Implement in a timely fashion requests for self-assessment reporting and documentation of various organizational components.
- Implement agreed upon plans resulting from collaboration with the Consulting Team (within acceptable timelines) to ensure continual achievement of prescribed goals.
- Allow for Site Visits by the AH Consulting Team.
- Be able to show proof of liability insurance that covers the grant period.
- Submit a copy of the organization's Form 990.
- Submit a copy of the organization's current annual budget.

If contract deliverables, including self-assessment reports, as well as the other forms, are not completed satisfactorily by the terms of the contract, the AH Program reserves the authority to recover any payment of funds that have been distributed to the organization.

PROPOSAL INSTRUCTIONS

1. General Instructions

- a. Read all instructions carefully. Be sure to include all of the information required in this RFP, including attachments. Re-check the proposal to ensure completeness.
- b. Do not assume reviewers have prior knowledge of your organization's history.
- c. Do not provide any attachments unless otherwise requested in this RFP. Any extra materials submitted that are not requested under this RFP will be discarded prior to proposal review, including pages that go over the maximum number in specified sections with page limitations.
- d. The type font is to be Times New Roman with a font size of not less than 11 characters per inch, single-spaced, black ink, and page margins of 1 inch on all sides. Number each page of the proposal.
- e. Clearly indicate "American Humanics (AH) Capacity Building & Technical Assistance 2009" on the SUBJECT line of the email submission of your proposal.
- f. Be as succinct as possible in your responses.
- g. Review all the criteria before beginning your proposal. Address the criteria in the order they appear. Insert the criteria into your proposal to outline your responses.

2. Organization of Proposal

Present the components of the RFP in the order listed below using instructions provided on subsequent pages:

- a. Proposal Cover Sheet (Attachment A)
- b. Proposal Checklist (Attachment B)
- c. Board and Staff Profile (Attachment C)
- d. Narrative (Attachment D – not to exceed two pages)

3. Proposal Components

- a. **Proposal Cover Sheet (Attachment A):** Provide information as requested, including a brief summary of your organization's background, mission, history, and main programs.
- b. **Proposal Checklist (Attachment B)**

The items included on the checklist are required to be submitted as part of the proposal and should be presented in the order noted. If any of the items are omitted from the proposal, the proposal will be considered incomplete and out of compliance with this RFP and will not be reviewed. Complete the attached proposal checklist to ensure that all proposal attachments and required components are included.

- c. **Board and Staff Profile (Attachment C)**
- d. **Narrative (Attachment D – not to exceed two pages – 100 points)**

Please answer the questions in the exact order in which they are asked.

1. **Organizational Financial Need (20 points).**

Briefly and accurately summarize the financial picture of the organization relative to the existing capacity of the organization to meet the needs of your client population.

2. **Management assets and deficits (20 points).**

What are your organization's strengths and assets, managerially-speaking, that align with participation in the proposed project.

3. **Potential for entrepreneurial enhancement and sustainability (20 points).**

What documented and substantiated organizational need are you proposing to address by participation in this project? Clearly describe what specific organizational changes (outcomes) you plan to achieve as a result of participation in the proposed program and how you will evaluate your achievements.

4. **Commitment of board and staff for organizational improvement (20 points).**

Describe the level of commitment of board and staff for organizational improvement. How has your organization demonstrated that it is or wants to become a "Learning Organization"? [Please include a separate letter from the Board Chair specifically addressing this question.]

5. **Diversity in existing leadership structure (management staff and board) (20 points).**

Diversity of opinion and point of view is essential in CBOs in an area such as ours where the community itself is so diverse. How have community demographics changed or affected your organization? Describe the existing diversity (gender, age, race and ethnicity, political and religious affiliations, sexual orientation, and physical and/or mental abilities) within your leadership structure (management staff and board). How have the demographics and represented points of view changed or remained the same in your organization over time? What plans are in place to explore greater diversity in the future of your organization?