

Los Angeles County Affordable Housing Solutions Agency

Request for Proposals: Policy Consultant

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Context/Background

The Los Angeles County Affordable Housing Solutions Agency (LACAHSAs) was born out of the fundamental belief that housing is a human right; regardless of age, race, class, disability, and gender. Los Angeles County is facing the most significant housing crisis in the region’s history, as hundreds of thousands of residents are at risk of homelessness and being pushed out of their communities.

In an effort to develop new tools to drive increased affordable housing production, preservation of existing affordable housing, and protect renters at risk of losing their homes, a coalition of elected leaders, community organizations, and housing and homelessness experts partnered with then-Senator Sydney Kamlager to pass Senate Bill (SB) 679, which was subsequently signed by Governor Gavin Newsom and officially created LACAHSAs, which is an independent government agency and is governed by a board composed of 21-voting members and one non-voting member.

LACAHSAs is to be led by a Chief Executive Officer (CEO), who will be tasked with building the strategic vision and operational framework for LACAHSAs. While LACAHSAs is building up its staff, there is a need for ongoing support regarding LACAHSAs policy; therefore, the hiring of a Policy Consultant (Consultant) is recommended.

Desired Qualifications for Consultant

- Experience working with and facilitating public agency boards/bodies, including elected officials and countywide stakeholders (e.g., staffing Council of Governments, etc.);
- Expertise in housing policy and affordable housing finance; and
- Knowledge of Los Angeles County (County) political landscape.

Scope of Work

This Scope of Work is for a 12- month time period, effective December 1, 2023, with the option to extend for a two additional six (6) month periods, with prior written consent of the LACAHSAs Governing Board (Board).

The Consultant will report to the Budget and Administrative Ad-Hoc Executive Committee (Ad-Hoc Executive Committee), until an Interim CEO is hired, upon which the Consultant will report to the Interim CEO.

The Scope of Work for this request for proposals is focused on:

- Agency Operations and Programs Support
- Governing Board Operations, Learning, and Innovation

Agency Operations and Programs Support

As a state-created agency in its startup phase, LACAHSAs currently lacks dedicated staff. Efforts are underway to secure substantial grant funding for both LACAHSAs formation purposes and pilot programs. To support operations in this startup phase, the Board is seeking a Consultant to support following, amongst other goals:

LACAHSAs Formation:

- Managing LACAHSAs formation needs, including basic financial infrastructure (e.g., setting up tax ID, human resources processes, and core technology tools).
- Liaising with County Executive Office staff, County Counsel staff, Metropolitan Water District (Board meeting facility) employees, the LACAHSAs Chair, and other LACAHSAs Board members.
- Specific projects:
 - Development of high-level strategic framework in partnership with the Ad-Hoc Executive Committee;
 - Planning and facilitation of a potential policy retreat (for select Board members) to delve deeper into specific policy questions and begin developing strategic priorities;

- Identifying and applying to relevant grant opportunities (if applicable); and
- Overseeing the implementation of grants in partnership with the Ad-Hoc Executive Committee and other potential consultants; and
- Any other tasks deemed necessary.

Governing Board Operations, Learning, and Innovation

In an effort to maximize the Board's impact and effectiveness, the Consultant will support the Board through exploring and learning from similar, relevant agencies, nationally and internationally. The desired outcome is to help the Board formalize and refine governance and organizational structures to make the most effective use of the practices, ideas, resources, voices available, and amplify its leadership within itself and among its diverse membership.

The selected Consultant will provide services and support in the following areas:

Governing Board Operations

- Facilitate across the composition of the Board's 22 seats, comprised of representatives from the County, City of Los Angeles, small cities, and community experts;
- Offer systems and administrative processes to ensure the Board is effective in setting the strategic direction of LACAHSAs;
- Staff the ad-hoc committees and Board meetings, which would include developing agendas (in partnership with chairs), identifying and coordinating external speakers, taking notes, capturing key takeaways, and facilitating key decisions;
- Create dynamic processes and documents for strategic planning, monitor progress, and implementation of strategies; and
- Establish organizational expectations and norms for board member participation, as well as engagement between CEO, LACAHSAs staff, and board members.

Governing Board Learning and Innovation

- Provide learning opportunities for the Board to understand financial statements, audits, statement of activities, cash flow, and any other fiduciary responsibilities required for effective financial compliance and monitoring; and
- Conduct Board evaluations, including evaluating meeting effectiveness and efficiency, as well as engagement and satisfaction

Deliverables

The following deliverables state the outline of the Consultant's role and measuring what success entails throughout the process:

- Create and Implement a Project Plan for LACAHSAs Operations and Program Support, including but not limited to:
 - Key Milestones
 - Core Objectives
 - Assignment of Roles & Responsibilities
- Create and Implement a Project Plan for Board Development, including but not limited to:
 - Key Milestones
 - Core Objectives
 - Assignment of Roles & Responsibilities
 - Assessment of LACAHSAs risks and opportunities
- Ongoing Support for Ad-Hoc Executive Committee and other committees, as relevant, including but not limited to:
 - Monthly meeting preparation and agenda building support
 - Staffing of meetings (notes, facilitation as needed)
 - Committee meeting follow up and implementation
- Ongoing Support for the LACAHSAs Board, including but not limited to:
 - Monthly meeting preparation and agenda building support (non-administrative)
 - Meeting follow-up and implementation

Request for Proposals (RFP)/Responses:

- Proposals will be solicited by invitations and there will be an open call posted on LACAHSAs website for public submissions.
- A 30-minute questions/clarifications session will be offered for respondents, prior to submitting a proposal. Sessions can be scheduled by emailing rfp@unitedwayla.org with subject line "LACAHSAs RFP."
- Proposals shall be submitted as one single document in PDF form via electronic submission on Survey Monkey Apply at unitedwayla.smapply.io.
- Proposals may include examples of additional work or supporting materials that help demonstrate the qualifications and experience of the respondent. These shall be included in an "Appendix."
- Amongst other considerations, proposals shall address the following:
 - Qualifications: please provide a narrative response with examples of past work that speaks to qualifications required (1500 words or less)

- Consultant Team: if applicable, please provide names and brief biographies of the core consultant team that the respondent expects to be actively working with
- Scope of Work & Deliverables: provide a narrative response with examples of past work that speaks to the core elements of the Scope of Work and key deliverables, team expertise, and strengths
- Respondents should also be prepared to answer the following in other parts of the application:
 - Cost: propose a deliverables-based fee structure for the initial 12-month Scope of Work
 - References: please provide 2-3 references that can speak to your past work with comparable projects
 - Questions: the respondent is welcome to provide any written questions as part of their response which can be addressed in the interview phase

All general consultants and consultant teams making proposals will be notified in or before October 2023 whether they will be invited for an interview and may also receive follow-up questions or requests for supplementary materials at that time.

The interview and final selection will be performed by the Ad-Hoc Executive Committee or their alternate (Board Chair Holly J. Mitchell, Vice Chair Rex Richardson, Second Vice Chair Miguel Santana, Bylaws Ad-Hoc Committee Chair John Mirisch, Interim CEO Recruitment/Hiring Ad-Hoc Committee Chair Victor Sanchez).

Submission & Contact Information

Application will be accepted through Wednesday, October 18, 2023 at 5pm PT via electronic submission on Survey Monkey Apply at unitedwayla.smapply.io. Applicants that have previously applied for UWGLA funding should use their existing Survey Monkey login. If your organization is unsure if it has a login, contact rfp@unitedwayla.org.

Only one application will be considered per organization. Late or incomplete applications may not be considered.

Applicants should look to the RFP and related documents available at LACAHSAGov.org for all initial questions. Additional application questions may be emailed to rfp@unitedwayla.org with subject line "LACAHSA RFP." Relevant questions will be answered within 2 business days through Friday, October 13, 2023.

Selection Timeline

In light of LACAHSAs formation stage and limited capacity, the United Way of Greater L.A. (UWGLA) will be conducting the administrative components of this RFP process and entering into a contractual relationship with the Consultant on behalf of LACAHSAs.

UWGLA will be providing a process support function and taking direction from the Ad-Hoc Executive Committee.

The following timeline is the projection of the deliverables:

- September 2023: Finalize & open RFP (to include specific dates for subsequent milestones)
- September – October 2023: Receive & evaluate RFP responses
- October – November 2023: Conduct interviews and select Consultant
- November 2023: Approve Consultant at LACAHSAs Board meeting
- November/December 2023: Execute Consultant contract and begin work