

**South Plains Community Action Association, Inc.
Levelland, Texas**

Request for Qualifications for Consulting Services for

- **Community Assessment**
- **Risk Assessment**
- **Strategic Plan**

March 12, 2024

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- 1. SPCAA Agency Org Chart

1. General Information

South Plains Community Action Association, Inc. (SPCAA) wishes to retain the services of a consulting firm or firms to prepare three separate but related reports:

- Community Assessment
- Risk Assessment
- Strategic Plan

| | |
|------------------------------|---|
| Issuing Organization | South Plains Community Action Association, Inc. 411 Austin Street Levelland, Texas 79336 |
| Date Issued | March 12, 2024 |
| Deadline to Submit Questions | March 20, 2024 (Submit to mharvey@spcaa.org by noon Central time) |
| Responses to Questions | March 20, 2024 |
| Due Date for Proposals | April 8, 2024 (Submit to mharvey@spcaa.org by noon Central time) |
| Scoring | April 8, 2024 |
| Notification of Selection | April 9, 2024 |

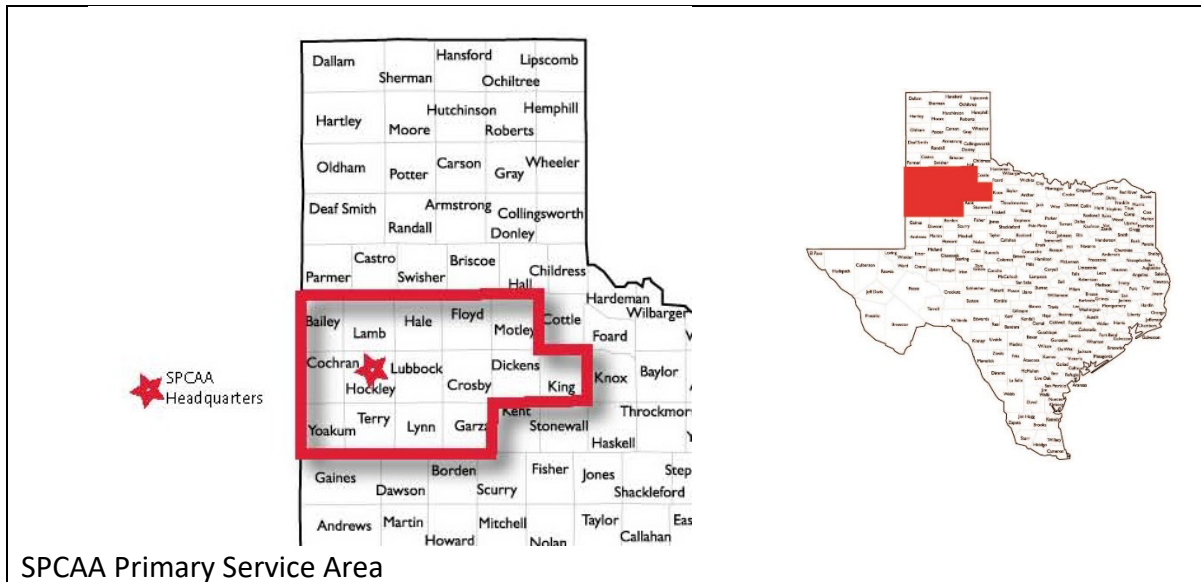
SPCAA anticipates that these reports will be conducted during 2024; the Community Assessment and the Risk Assessment may be conducted concurrently and the Strategic Plan will be developed to incorporate data, results, and information from the other two reports. Completion of all three reports can span a period of several months. At the current time, SPCAA anticipates that the consultant’s activities will include face-to-face meetings with community members, stakeholders, employees, and/or board members. Please note that the Community Assessment will need to be completed June 1, 2024; completion dates of the other two reports are negotiable.

Potential consultants may submit proposals for any or all of the three required reports.

SPCAA reserves the right to reject any or all proposals. The schedule outlined above is subject to change; interested parties will be notified of all changes.

2. Agency Background and Federal/State Requirements

SPCAA provides a variety of services to low-income individuals and families in Texas, primarily across the Texas South Plains. The agency has seven program divisions – Child Care, Community Services, Head Start/Early Head Start, Health Services, Housing, Transportation, and Workforce. The core services are provided in 15 counties, but various program-specific contracts include service in over 100 counties. The agency’s administrative offices are in Levelland, Texas; there are offices and neighborhood centers in other locations. The agency’s annual budget is approximately \$68 million and there are currently approximately 700 full- and part-time employees.



Because SPCAA receives Community Services Block Grant funds, we are required to comply with the CSBG Organizational Standards, a comprehensive set of standards designed to ensure that all community action agencies have appropriate organizational capacity in financial and administrative areas, as well as in areas that have direct bearing on the mission of the national Community Action network. The Organizational Standards are structured so that information from the Community Assessment, which is performed every three years, is utilized in the preparation of the Strategic Plan (which SPCAA also performs every three years and which is included in this procurement), and in the preparation of the annual Community Action Plan (which is not included in this procurement).

All three reports in this solicitation will be required to reference or incorporate the organizational standards. An overview of the standards is located here:

<https://communityactionpartnership.com/organizational-standards/>.

3. How to Submit

Proposers are requested to submit one PDF document with information arranged in the following order:

- Section 1 – Community Assessment
- Section 2 – Agency Wide Risk Assessment
- Section 3 – Strategic Plan
- Attachment A – Assurances and Certificate of Compliance
- Attachment B – Resumes of Key Staff

Please email your proposal as an attachment to mharvey@spcaa.org, using “SPCAA Consultant Procurement” in the subject line. The proposals must be received by the date and time outlined in Section 1 – General Information. Proposals received after the stated deadline will not be reviewed.

4. Project Number 1: Community Assessment

a. Summary and Background

This report will be confined to SPCAA’s fifteen core counties – Bailey, Lamb, Hale, Floyd, Motley, Cochran, Hockley, Crosby, Dickens, King, Yoakum, Terry, Lynn, and Garza. In general, this community

assessment will include current data specific to poverty and its prevalence related to gender, age, and race/ethnicity. The consultant will be required to collect and analyze qualitative and quantitative data, and to include key findings on the causes and conditions of poverty and the needs of the communities that are assessed. In addition, the consultant will be required to utilize the Texas Department of Housing and Community Affairs' Community Assessment which may be accessed at <https://www.tdhca.state.tx.us/community-affairs/csbg/additional-requirements.htm>.

The specific Organizational Standards that pertain to this report are as follows:

- **OS 1.1** The organization demonstrates low-income individuals' participation in its activities.
- **OS 2.2** The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at a minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.
- **OS 3.1** The organization conducted a community assessment and issued a report within the last three years.
- **OS 3.2** As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, race/ethnicity for their service area(s).
- **OS 3.3** The organization collects and analyzes both qualitative and quantitative data on its geographic services area(s) in the community assessment.
- **OS 3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.
- **OS 4.2** The organization's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.
- **OS 4.3** The organization's Community Action Plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
- **OS 6.4** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

SPCAA's Board of Directors will formally accept the completed community assessment. The consultant will be expected to present the assessment to the Board, either in person or virtually.

b. Scope of Work

The consultant will be expected to produce a document that meets the requirements outlined above. The process will include completion of surveys in various communities that will solicit input on un-met needs and reviewing specific program needs for SPCAA's programs. The consultant will work with a planning committee that will include SPCAA staff, board/committee members, community members, and others. The committee will guide the consultant throughout the process and will review a draft document prior to completion of the final one. At this time, SPCAA anticipates these meetings will be face-to-face, but they may be done virtually, depending on the specific pandemic-related conditions at the time the work is to be performed.

SPCAA is considering two levels of involvement by the selected consultant. The first level will be for the consultant to design and test surveys and to compile the survey results. Under this scenario, SPCAA will administer the actual surveys. The second level is for all survey-related activities, including the actual, on-site administration of the surveys, to be conducted by the consultant.

c. Deliverables

The consultant will be required to produce a draft report and a final report. SPCAA’s preference is for the report to include infographics to the fullest extent possible and, further, to be easily reproduced, in part or in full, on the agency’s website and social media platforms.

d. Submittal Requirements

In response to this RFP, please use the following format. The response to the **Community Assessment** section should be no more than 10 pages (not including attachments). Emphasis should be on completeness, clarity, and brevity. As part of the review process, SPCAA may request additional information; this could include images such as examples of previously-completed needs assessments (or similar reports), survey instruments, and other related items.

Section 1 – Proposer Qualifications. Please provide relevant information about your firm that will adequately demonstrate your ability to perform the required work. Please note if you have specific experience with other community action agencies.

Section 2 – Work Plan. Please provide information about proposed activities, methodology to gather required information, proposed sample size for the surveys, and a timetable for completing the process.

Section 3 – Staffing Plan. Please identify the staff that will be assigned to the project and their specific role(s). Include resumes as Attachment B.

Section 4 – Fee Proposal. Please submit a cost proposal to complete the work as outlined here. Proposers should include the cost for preparing the two levels of surveys as outlined in Section 3 – Scope of Work. By submitting the fee proposal, the proposers agree that their fee proposal will be good for 60 days following the date of submittal.

Section 5 – References. Please supply the names and email addresses of three references for whom you have worked on similar projects.

5. Project 2 – Agency-Wide Risk Assessment

a. Summary and Background

An agency-wide risk assessment is required in Organizational Standard 4.6:

- **OS 4.6** An organization-wide, comprehensive risk assessment has been completed within the past two years and reported to the governing board.

b. Scope of Work

This report will be a comprehensive risk assessment that will, at a minimum, address the following areas:

- Financial Management
- Governance
- Contracts and Procurements
- Human Resources
- Communication Risks
- Service Delivery Risks
- Protecting Vulnerable Populations
- Transportation

- Property

The consultant may use on-line risk assessment tools or proprietary tools and is required to specify in their response which tool will be used.

Please note that this assessment will include all agency operations and locations in the fifteen county core service area.

c. Deliverables

The final report will include risk assessments in the areas noted above. Risks or deficiencies will be noted and the consultant will be asked to include best practices and/or recommendations to address the deficiencies.

d. Submittal Requirements

In response to this RFP, please use the following format. The response to the **Risk Assessment Section** should be no more than 10 pages (not including attachments). Emphasis should be on completeness, clarity, and brevity. As part of the review process, SPCAA may request additional information; this could include images such as examples of previously-completed risk assessments.

Section 1 – Proposer Qualifications. Please provide relevant information about your firm that will adequately demonstrate your ability to perform the required work. Please note if you have specific experience with other community action agencies.

Section 2 – Work Plan. Please provide information about the specific tool that will be utilized, methodology to gather required information, and a timetable for completing the process.

Section 3 – Staffing Plan. Please identify the staff that will be assigned to the project and their specific role(s). Include resumes as Attachment B.

Section 4 – Fee Proposal. Please submit a cost proposal to complete the work as outlined here. By submitting the fee proposal, the proposers agree that their fee proposal will be good for 60 days following the date of submittal.

Section 5 – References. Please supply the names and email addresses of three references for whom you have worked on similar projects.

6. Project 3: Strategic Plan

a. Summary and Background

This report will be concentrated on SPCAA's fifteen core counties – Bailey, Lamb, Hale, Floyd, Motley, Cochran, Hockley, Crosby, Dickens, King, Yoakum, Terry, Lynn, and Garza – but the consultant will be asked to include strategies for the entire SPCAA service area. In addition, the consultant may be asked to help the agency evaluate issues including expansion of service area and/or services, service delivery strategies, and social media strategies. In addition, the consultant will be required to utilize the Texas Department of Housing and Community Affairs' Strategic Planning Assessment Guide in Appendix 3, and can also be accessed here: <https://www.tdhca.state.tx.us/community-affairs/csbg/additional-requirements.htm>.

The specific Organizational Standards that pertain to this report are as follows:

- **OS 1.1** Demonstration of low-income participation in CAAs activities.

- **OS 1.2** Analyze information collected directly from low-income individuals as part of the community assessment.
- **OS 1.3** A systematic approach for collecting, analyzing, and reporting customer satisfaction data to the board.
- **OS 4.3** Document continuous use of full ROMA cycle and use of a ROMA certified trainer/implementer¹ to assist in implementation.
- **OS 6.1** An agency-wide strategic plan in place approved by the governing/advisory body within the past five years.
- **OS 6.2** Develop a strategic plan that addresses reduction of poverty, revitalization of low-income communities, and empowerment of people with low incomes to become more self-sufficient.
- **OS 6.3** Strategic plan that contains family, agency, and community goals.
- **OS 6.4** Customer satisfaction data and customer input collected through the Community Assessment in the strategic planning process.
- **OS 6.5** Governing body/advisory board receive an update on meeting the goals of the strategic plan/comparable planning document within the past 12 months.
- **OS 9.3** Present to the governing board/advisory body for review or action: analysis of agency outcome, operational or strategic program adjustment, and improvements identified within the past 12 months.

Please note that the consultant will be responsible for OS 6.2, OS 6.3, and OS 6.4; SPCAA staff will be responsible for the remainder of the items.

b. Scope of Work

The Texas Department of Housing and Community Affairs has established a seven step process for strategic plans; the consultant will be required to follow this process, which includes:

- Step 1 – Getting Started
- Step 2 – Clarifying the Mandates, Vision, Mission, and Values of the Agency
- Step 3 – Assess Current Situation
- Step 4 – Identify Key Strategic Issues
- Step 5 – Establish Goals
- Step 6 – Write Plan
- Step 7 – Adopt Plan

The consultant will be asked to conduct a one or two day workshop to develop the plan. Workshop attendees will include SPCAA management staff, SPCAA front-line workers, board members, and/or community members. At this time, SPCAA intends to have the workshop in Lubbock. SPCAA and the selected contractor will work out these details during the course of contract negotiations.

Potential contractors are urged to familiarize themselves with the state’s Strategic Planning Guide prior to preparing their proposal.

¹ Please note that SPCAA has a ROMA-certified trainer on staff who will be available to fulfill this requirement.

c. Deliverables

TDHCA’s current Strategic Planning Guide lists nine items that are required as part of the officially-adopted strategic plan; this list can be viewed at the link shown in the previous paragraph. Responsibility for the preparation of these items will be split between SPCAA and the consultant, as shown below:

| | Responsibility | |
|--|----------------|------------|
| | SPCAA | Consultant |
| 1. Executive Summary | ● | |
| 2. Introduction | ● | |
| 3. Vision, Mission, Values of the Organization | | ● |
| 4. Summary of SWOT | | ● |
| 5. Strategic Issues Identified | | ● |
| 6. Agency Capacity-Building | | ● |
| 7. Outline Steps to Implementation | | ● |
| 8. Board Approval | ● | |
| 9. Annual Update | ● | |

Please note that, while the TDHCA requirements indicate the preparation of a lengthy document, SPCAA staff would be open to the possibility that the actual strategic plan – items 4, 5, and 6 on the list above – be presented in a simplified dashboard style format.

d. Submittal Requirements

In response to this RFP, please use the following format. The response to the should be no more than 10 pages (not including attachments). Emphasis should be on completeness, clarity, and brevity. As part of the review process, SPCAA may request additional information; this could include images such as examples of previously-completed strategic plan (or similar reports), survey instruments, and other related items.

Section 1 – Proposer Qualifications. Please provide relevant information about your firm that will adequately demonstrate your ability to perform the required work. Please note if you have specific experience with other community action agencies.

Section 2 – Work Plan. Please provide information about the specific tool that will be utilized, methodology to gather required information, and a timetable for completing the process.

Section 3 – Staffing Plan. Please identify the staff that will be assigned to the project and their specific role(s). Include resumes as Attachment B.

Section 4 – Fee Proposal. Please submit a cost proposal to complete the work as outlined here. By submitting the fee proposal, the proposers agree that their fee proposal will be good for 60 days following the date of submittal.

7. Proposal Review and Assessment

Because SPCAA has reserved the right to hire one, two, or three consultants for the work, the review committee will score responses for each task separately. The responses for each task will all be scored on the following:

- Completeness of proposal – 30 points

- Clarity of information presented – 30 points
- Reasonableness of proposed fees – 25 points
- Previous experience with community action agencies – 10 points
- Response from provided references – 5 points

8. Protests

Any protests regarding this procurement must be submitted in writing to mharvey@spcaa.org; the protests will be forwarded to the agency's executive director, Bill Powell, and his decision shall be binding.

Attachment A – Assurances and Certificate of Compliance

We understand and agree that this proposal is not a contract and does not obligate SPCAA to pay for costs incurred in the preparation of this proposal or costs incurred prior to the execution of a written contract or contracts or prior to the receipt of funds designated for this program from the funding agency.

We understand and agree that the contract provisions may vary from the provisions set forth in this request, when deemed necessary by SPCAA; however, we agree to abide by the contract provisions contained in the proposed contract.

We understand and agree that SPCAA may utilize information provided outside of this Request for Qualifications in evaluating this proposal.

We understand and agree that SPCAA has the right to reject any and all proposals and negotiate outside of the terms of this proposal.

We understand and agree that any material misrepresentation or deliberate omission of a fact in this proposal may be justification for rejection of the proposal.

We understand and agree to abide by all federal, state, and local laws, policies, and regulations governing these and additional rules which may be promulgated, or as amended, subsequent to the execution of a contract.

We understand and agree that we may be subject to a monitoring review or audit by SPCAA and/or its funding agencies.

We understand and agree that issues related to the current global pandemic may result in substantive changes to the way the contracted services are provided; further, we understand and agree that these changes are outside of the control of SPCAA and/or its funding agencies. We understand and agree that, should there be pandemic-related changes, all parties to this contract will make good faith efforts to reach suitable alternate plans for the completion of the work.

By signing below, we certify that to the best of the undersigned knowledge and belief, the data in this proposal is true and correct. The undersigned understands that a non-responsive application may not be reviewed and considered for selection.

Please indicate which best represents your business:

HUB vendor DBE vendor Minority-owned Business N/A

(SPCAA has not established HUB/DBE/Minority-owned Business goals for this project; the information is collected for reporting purposes only and will not be considered during the proposal review/scoring process.)

Signature

Typed Name and Title Date

Organization

Address

City, State, ZIP

Telephone Email

Appendix 1 – SPCAA Org Chart

SOUTH PLAINS COMMUNITY ACTION ASSOCIATION ORGANIZATIONAL CHART

Updated: 5-12-23

