REQUEST FOR PROPOSAL

STRATEGIC PLANNING CONSULTANT

Proposals will be received until

FRIDAY, May 31, 2013
5:00 p.m. PST

This RFP is also available at our website:
www.buildingskills.org
REQUEST FOR PROPOSAL

I. General Information
Project Objective: To develop a 5 year strategic plan.
Issuing organization: Building Skills Partnership (BSP)
828 W. Washington Blvd.
Los Angeles, CA 90015
RFP Issued: May 7, 2013
Questions must be received by: 5:00 p.m., PST, May 13, 2013
Responses to Questions: 5:00 p.m., PST, May 17, 2013
Due Date for Proposals: 5:00 p.m., PST, May 31, 2013
The policy of the BSP Board is to solicit proposals with an honest intention to award a contract. This policy will not affect the right of BSP to reject any or all proposals.
Contact for Further Information: Aida Cardenas, Executive Director
aida@buildingskills.org
Phone: 213-286-7726

II. Summary
Building Skills Partnership (BSP) is seeking consultant services for the development of a five year strategic plan based on the needs of providing training and programming to property service workers, an evaluation of existing services and consideration of new services in the context of uncertain funding environment. The project has been budgeted at $10,000 to $13,000.

III. Background
Founded in 2007, BSP is a statewide non-profit collaboration between SEIU-USWW and responsible businesses to provide services, training and educational programs that improve the quality of life of low-wage property service workers and their families by increasing their skills, access to education, and opportunities for career and community advancement and participation. BSP represents a partnership between over 45 building service companies, over 35 building owners, the SEIU-USWW, and community agencies.

Each year the Building Skills Partnership trains over 1,000 low-wage workers in Vocational ESL and Job Skills, Health and Wellness, Computer Training, Financial Literacy, Literacy, Citizenship, Parent Engagement and other life skills. In partnership with employers, trainings take place at large worksites and smaller community locations across Los Angeles, East Bay, Silicon Valley, Orange County, Sacramento and San Diego.

The Executive Director reports to a ten member Board comprised of SEIU – USWW representatives, employers/ property management companies, and community organizations. Funding for BSP comes from a bargaining contract, state and foundation grants.

The development of a strategic plan has become a high priority given the growth of BSP.
IV. Scope of Work

The BSP Board is seeking a consultant to lead the board and staff through the process of developing a five year strategic plan. The plan will articulate BSP’s vision/mission and include the goals, objectives and actions steps that will guide the organization for the next 5 years. It will include a strategy for moving forward during times of growth.

Some of the questions we want to address are as follows:

What should be BSP’s areas of strategic focus?
How can continue to add value through workplace training?
What programming is considered by members and employers to be essential?
What partnerships can/should be developed?
What services can be delivered more efficiently and more economically?
Are there new areas of programming that should be considered?
How will funding priorities be set? Budget cuts determined?
Are there new funding opportunities and/or new funding streams?

We want the process to include staff, board members, community, industry, and SEIU – USWW.

The consultant will work with a Planning Committee, made up of members of the Board, BSP leadership team, and the Executive Director, on the details of the strategic planning process, schedule of activities, and selection of background information.

V. Deliverables

A final strategic plan document must include the following in detail:

Strategic areas of focus and service priorities for the next five years
Goals and objectives to meet priorities
Services and programs (both current and new) that will support goals, including partnerships with other organizations
Meeting industry needs and adding value
Necessary skills for staff to carry out programs
Possible new funding streams

VI. Timetable

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 13, 2013</td>
<td>Questions from consultants due</td>
</tr>
<tr>
<td>May 17, 2013</td>
<td>Responses to questions sent</td>
</tr>
<tr>
<td>May 31, 2013</td>
<td>Proposal due</td>
</tr>
<tr>
<td>June 7, 2013</td>
<td>Reach award decision</td>
</tr>
<tr>
<td>May – June, 2013</td>
<td>Planning activities</td>
</tr>
<tr>
<td>July, 2013-December 2013</td>
<td>Execution of activities</td>
</tr>
<tr>
<td>January, 2014</td>
<td>Plan draft completed</td>
</tr>
</tbody>
</table>
VII. Selection Process
The Strategic Plan Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to: price, quality of service, response to this request, experience, staffing, and general reputation. The final decision rests with BSP Board.

VIII. Information Required of Respondents
In responding to this RFP please use the following format. **Response to RFP should be no more than 3 pages in length, plus attachments.**

**Section 1. Summary of the Proposal**
Provide a brief summary of Sections 2 through 6 of the proposal.

**Section 2. General Description of the Planning Activities Recommended**
Provide a brief statement of your understanding of the requested effort including the conclusions.

**Section 3. Work Plan**
Provide information about proposed activities that would involve key stakeholders such as BSP, Board, staff, community, employers, client companies, and SEIU-USWW (workers). Also provide a timetable for completing the process within the timeframe in Part VI.

**Section 4. Staffing Plan, Including Resumes**
Please identify each person who will work on the project and identify his or her role. Also provide a resume and references for each member.

**Section 5. Budget**
For each task in Section 3, please identify the expected hours of staff members identified in Section 4 and the total cost. BSP will reimburse the consultant for those tasks completed associated with developing the strategic plan. Identify the total billing rate for each project member. Please identify detailed costs for anticipated meetings.

Please use the following budget format:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Staff</th>
<th>Hours</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**

**Section 6. References**
Please supply the names of three references for which you have worked on similar projects. Include the current contact information for each reference.
IX. Proposal Submission

Proposals should be prepared in a straightforward manner to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.

Questions concerning this RFP shall be emailed to Aida Cardenas, Executive Director, at aida@buildingskills.org by 5 p.m. (PST) May 13, 2013. Responses to questions will be emailed no later than 5 p.m. (PST) May 17, 2013. The questions and answers will be shared with all respondents to this RFP via the BSP website www.buildingskills.org.

Address the Proposal to: Aida Cardenas, Executive Director
Email address: aida@buildingskills.org
Subject line: Strategic Planning Proposal

Deadline for Receipt of Proposal: No later than 5 p.m. (PST), May 31, 2013

BSP Board may request representatives of a bidding organization to appear for interviewing purposes. Travel expenses and cost related to the interview will be the responsibility of the bidder.

BSP will reach a decision on awarding the contract no later than June 7, 2013.

X. Additional information

Consultants may provide any additional information it feels would assist BSP in the selection process.

XI. Proposal Review and Assessment

The Strategic Plan Committee will evaluate proposals and the highest-ranking. Proposer may be asked to make formal presentations to BSP Board.

Consultants will be evaluated on the following criteria. These criteria will be the basis for review of the written proposals and interview session.

The rating scale shall be from 1 to 5, with 1 being a poor rating, 3 being an average rating, and 5 being an outstanding rating.
<table>
<thead>
<tr>
<th>WEIGHTING FACTOR</th>
<th>QUALIFICATION</th>
<th>STANDARD</th>
</tr>
</thead>
</table>
| 2.0              | Scope of Proposal                | a) Does the proposal show an understanding of the project objective and results that are desired from the project?  
|                  |                                  | b) Is the methodology proposed .......... |
| 2.0              | Assigned Personnel               | a) Do the persons who will be working on the project have the necessary skills?      
|                  |                                  | b) Are sufficient people of the requisite skills assigned to the project?       |
| 1.0              | Availability                     | a) Can the work be completed in the necessary time?                  
|                  |                                  | b) Can the target start and completion dates be met?                    
|                  |                                  | c) Are other qualified personnel available to assist in meeting the project schedule if required?  
|                  |                                  | d) Is the project team available to attend meetings as required by the Scope of Work?  |
| 1.0              | Understanding of Industry and Participants needs | a) Does the project team understand participant and industry needs? |
| 2.0              | Coast and Work Hours             | a) Do the proposed cost and work hours compare favorably with the committee's estimate?  
|                  |                                  | b) Are the work hours presented reasonable for the effort required in each project task or phase?  
|                  |                                  | c) Does the firm have the ability to meet deadlines and operate within budget? |
| 2.0              | Firm Capability                  | a) Does the consultant have the support capabilities required?          
|                  |                                  | b) Does the consultant have previous relevant and positive experience in jobs of this type and scope and success in planning?  
|                  |                                  | c) Does the firm have prior experience in working with similar organization?  |
REFERENCE EVALUATION (Top Ranked Proposer)

The Executive Director will check references using the following criteria. The evaluation rankings will be labeled Satisfactory/Unsatisfactory.

<table>
<thead>
<tr>
<th>QUALIFICATION</th>
<th>STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Performance</td>
<td>Would you hire this Proposer again? Did they show the skills required by this project?</td>
</tr>
<tr>
<td>Timetable</td>
<td>a) Was the original Scope of Work completed within the specified time?</td>
</tr>
<tr>
<td></td>
<td>b) Were interim deadlines met in a timely manner?</td>
</tr>
<tr>
<td>Completeness</td>
<td>a) Was the Proposer responsive to client needs; did the Proposer anticipate problems?</td>
</tr>
<tr>
<td></td>
<td>b) Were problems solved quickly and effectively?</td>
</tr>
<tr>
<td>Budget</td>
<td>Was the original Scope of Work completed within the project budget?</td>
</tr>
</tbody>
</table>