



REQUEST FOR PROPOSAL

Purpose:

The Las Vegas Clark County Urban League (Las Vegas Urban League) is currently soliciting proposals from qualified individuals/ firms, experienced in assessing Community Action Agencies' Board structure and operations and to provide recommendations for addressing any identified areas of improvement. The Nevada State Community Services Block Grant (CSBG) Office has established the board assessment as a CSBG grant condition.

Background:

Mission: The mission of the Las Vegas Urban League is to empower communities and ensure equal opportunity for low-income people.

Structure: The Agency is governed by a tripartite board comprised of thirteen (13) active members. The Board provides leadership to the CEO and executive management team. The multi-racial Board is composed of elected public officials, low-income persons, and the community at-large representing business, labor, non-profit and faith-based organizations.

Background Information: The Las Vegas-Clark County Urban League is a 501(c) (3) nonprofit agency that has been actively working to empower low income and other disenfranchised populations since 2004. It is an affiliate of the National Urban League which was founded in 1910 and remains one of the oldest and largest civil reform organizations in the country. In July, 2006 the Nevada Department of Health and Human Services designated the Urban League as Southern Nevada's Community Action Agency (CAA). Since its inception, the local Urban League has been uniquely positioned to mobilize a host of public and private resources to effectively deliver assistance throughout Clark County to nearly 12,986 low-income individuals and families each year. The Organization currently oversees a projected operating budget of \$11,083,747 and, as a catalyst for social change, has realized a number of significant achievements.

Principals/Officers: In June 2009 the Board appointed a new Interim President and CEO, Assemblyman Morse Arberry Jr. Mr. Arberry has been a member of the Nevada Assembly since 1985 and has served as Chairman of Ways and Means for 14 years, longer than anyone in Nevada history. Mr. Arberry has served as the Deputy Director of the City of Las Vegas Neighborhood Services Department and is President and CEO of Canyon Lake Mortgage Company. Mr. Arberry is joined by E. Lavonne Lewis, Chief Operating Officer, a Human Resource Executive with more than thirty years of managerial and project development experience. Ms. Lewis holds a Masters in Business Administration and was formerly vice-

president of Human Resources for a fortune 500 company. The Comptroller, Phyllis Tucker, has 15 years of experience in business, finance and accounting, holds a Masters of Business Administration from the University of Phoenix, and is a Certified Public Accountant. Mr. Alex Mendez, Director of Planning and Contract Compliance, has an Associate degree in Architecture, Bachelor of Science in Urban Planning and Masters of Business Administration. Mr. Mendez has extensive experience in the fields of Social Services, Education and Urban Planning and over seven years of work in Regional Planning.

Funding Sources and Amounts:

Nevada Community Service Block Grant	\$2.9 million
Non-CSBG:	
Nevada Childcare Development Service Contract	\$5.4 million
US Department of Labor	\$703,000
US Dept of Commerce BTOP	\$1.5 million
Nevada Department of Education	\$100,000
Nevada Housing Division (Weatherization)	\$1.6 million
Wells Fargo Bank	\$ 26,250.00
Clark County Parks & Recreation	\$300,000
Nevada Department of Health and Human Services- WIC	\$895,624
Nevada Division of Aging & Disability Services	\$80,280.00
Clark County- Outside Agency Grant	\$ 103,544
FEMA Emergency Food and Shelter	\$54,075.00
State Farm-Education and Youth	\$7,875.00
Unrestricted-Donations, Grants, Memberships, Program Fees	\$171,150.00

Community Projects:

- February 2007 - At the request of the State, the Urban League opened a Women, Infants, and Children (WIC) Nutrition Education Center. Recognized as a “model program” by the Nevada State Health Division, a second clinic was opened in spring 2009 and a third clinic is proposed for 2010.

- May 2008 - The \$13M Pearson Community Center was opened making it the second multipurpose complex in the west valley to be managed by the Urban League. Through a unique collaboration with Clark County, the Urban League operates this facility as well as the neighboring Martin Luther King Senior Center.

- January 2008 - The Urban League was selected by the Nevada Department of Corrections (NDOC) as its community-based partner to expand its prisoner re-entry model to Northern Nevada.

- January 2010 - The Urban League was selected by the Nevada Department of Health and Human Services to deliver the subsidy component of childcare. The Agency will begin operating this program July 1, 2010.

- March 2010 - The Urban League was awarded a highly competitive Broadband Technology Opportunities Program grant designed to establish 29 public computer centers in public housing and neighborhood community centers and to provide training, education, health and other social services.

Types of Programs: Using a variety of approaches that transcend racial, ethnic, generational, and gender boundaries, the Urban League, in conjunction with a host of community partners, serves more than 12,000 low-income individuals and families each year. The Organization employs the following five-point service strategy in an effort to fulfill its mission:

1) Youth Initiatives and Education

- **21st Century Community Learning Centers** - Empower youth and parents. The program is delivered at Ebenezer “Hands of Help” and West Prep Academy. It is a State funded after-school program providing tutoring, homework assistance, and enrichment activities to support student academic growth and leadership skills.
- **Read and Rise** - The National Urban League parent literacy program is presently operating at eight (8) sites in the community, including five elementary schools, one adult high school one shelter, and one Head Start site. The program engages parents/caregivers in the educational process by teaching strategies to improve children’s literacy skills and to promote higher achievement in school.

2) Intergenerational Health and Wellness

- **WIC**- This program is the State’s “model” for high-performing facilities that safeguard the health of low income women, infants and children up to age 5 by providing supplemental nutritious foods and prenatal and postpartum healthcare information. The high demand program serves more than 92,048 participants (duplicated count) each year.
- **Martin Luther King (MLK) Senior Center**- Programming at this site brings active lifestyle, wellness, and socialization opportunities to low-income older adults, helping them to maintain greater self-sufficiency and independence. The program serves more than 800 older adults each year through the provision of transportation, nutritious meals, home repairs, medical screenings, computer training, arts and crafts, exercise and socialization opportunities.

- **Senior Home Repair** - Provides repairs or modifications, house painting and cleanup for eligible seniors

3) Community Engagement

Through a public/private collaboration, the Urban League manages programs and operates the \$13M, 40,000 sq. ft. Pearson Community Center located in the West Las Vegas community. It is an active neighborhood hub that provides recreational, social, educational, health, wellness, and family development activities to local residents.

4) Self-Sufficiency Strategies for a Skilled, Productive Workforce

- **Prisoner Re-entry Initiative** – In an alliance with the Nevada Department of Corrections, the Urban League coordinates this model project which helps non-violent offenders transition back into their communities and find meaningful employment. The Agency’s leadership role is highlighted by NDOC’s selection of the Urban League as its statewide community-based PRI partner, as well as an award by the Department of Labor to support pre and post release services.

- **Program for Life and Urban Skills (PLUS)** – This program focuses on employment, training and development to assist members of the community with workforce readiness. The program serves the “hardest-to-employ”, providing resources and services in the areas of job development and placement. PLUS also assist with the elimination of barriers to employment.
- **Family Development** – Family Development is the Social Service component of the Agency, funded through a Community Service Block Grant. The program provides services such as Housing, Transitional Housing, Food Assistance, Clothing, Rental and Utility Assistance, Transportation, Visioncare, Birth Certificates, Work Cards, and other supportive services to low income families, individuals, the homeless and ex-offenders.
- **BTOP Program** - The Agency is currently providing free broadband access and expanding computer learning capacity for public use at 29 sites throughout Southern Nevada and two West Las Vegas headquarter centers. The program is designed to increase the technology skill level of vulnerable populations in Southern Nevada to improve their employability, usage and knowledge of computers, internet techniques, and career enhancement abilities.
- **Weatherization Assistance Program** – This program assists low-income households in reducing their utility expenses by installing measures that provide energy conservation. The program also provides necessary health and safety improvements.

REQUEST FOR PROPOSALS

It is desired that the successful consultant/firm be available to provide the requested services within two weeks of the notice to proceed but this negotiable.

All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of race, religion, color, national origin, age, sex, or disability in consideration for an award of any Contract entered into pursuant to this notice.

This Request for Proposal (RFP) is an invitation by the Las Vegas Urban League for consultants to submit an offer, which may be subject to subsequent discussion. Submittal of a proposal does not create any right in or expectation to a Contract with the Las Vegas Urban League. The Las Vegas Urban League reserves the right to reject any or all proposals and further declares that it will incur no financial obligations for any costs by any company in preparation of their proposal.

Contractor Requirements:

The successful contractor will have an in-depth knowledge of national Community Action Agency Board governance requirements and best practices. The contractor must have substantial experience in performing assessments and developing training and technical assistance plans for Community Action Agency governing boards. The contractor must be available to complete the assessment and develop the Training and Technical Assistance Plan within thirty (30) days of award of the contract.

Scope of Work:

1. Conduct Board assessment to assure compliance with federal Community Action Agency tripartite and other requirements.
2. Complete the board assessment checklist (Attachment 1) with explanations for any items noted as needing an action plan.
3. Identify and summarize Board Strengths.
4. Review Agency Bylaws and make recommendations.
5. Work with the agency to develop an action plan for addressing the assessment findings and recommendations.
6. Work with the Urban League Board to develop Board Training and development plans based on the assessment findings and recommendations.
7. Develop and present a Training and Technical Assistance Plan to be accepted by the Urban League Board of Directors and approved by the Grants Management Unit.

Proposal Evaluation:

Proposals will be evaluated and awarded based on the attached score sheet.

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this Request for Proposal.

The maximum amount available for this contract is negotiable.

Specification for Proposals

All proposals submitted in response this request for proposals must contain the following information in the stated order:

APPLICANT INFORMATION

- a. Name, address and telephone number of the firm.
- b. Description of the firm (corporation, partnership, etc.) and year established.
- c. State of incorporation, if any, and type of ownership.
- d. Name(s) of all partner(s), principal(s) and/or owner(s) of the firm.
- e. Name and biography of all proposed consultants/facilitator(s).

- f. Name, title and business address of person responsible for submitting this proposal.
- g. Listing of proposed subcontractors, if any, and the scope of work they will perform.
- h. A breakdown of the firm's rates, fees and charges for services including travel costs, and a proposed payment schedule.
- i. At least three references, including individual contact name, name of company and phone number whom the Las Vegas Urban League may contact.

RFP QUESTIONS

1. Summarize your experience conducting assessments and training services with Community Action Agency Boards. Include information regarding your experience providing assistance to Boards on technical areas of governance, e.g., democratic selection process for low-income members, conflict of interest policy, sub-committee structure, etc. (20)
2. Description of the scope of involvement of Las Vegas Urban League staff and a list of documents that you will need for the Urban League to provide in order to complete the project.(5)
3. Indicate what additions/modifications, if any, should be made to the board assessment checklist. Indicate any additional risk factors that should be reviewed in order to safeguard the Board from potential liability, conflicts or other potentially serious issues. Please summarize and explain how the additions/modifications will strengthen the assessment. (10)
4. Outline the process you will use to:
 - a) interact with the Board during the assessment process;
 - b) review and finalize assessment findings with the Board;
 - c) work with the Board to develop an action plan for addressing the assessment plan, including board training. (20)
5. How will you identify Board strengths? (10)
6. What processes will you use to review agency bylaws and work with the board on potential revision? (5)
7. The CSBG Act requires tripartite boards to “fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities.” Describe the systems that you think a CAA board should establish to meet this core requirement. (15)
8. An estimate of time required to complete the project and a proposed timeline of work tasks, with the date of final completion of the project. (10)

PROPOSALS SUBMISSIONS

Proposal must be submitted no later than October 8, 2010, 5PM

to:
Las Vegas Urban League
Attn: E. Lavonne Lewis, Chief Operating Officer
930 West Owens
Las Vegas, NV 89106
llewis@lvul.org
Web Site - WWW.LVUL.ORG

Electronic submissions will be accepted.
Proposals must be no longer than 10 pages, 1.5 spacing between lines with a 1 inch margin and with type no smaller than 10 point.
Questions regarding the proposal must be submitted in writing to Llewis@lvul.org by September 10 and responses will be posted to the Las Vegas Urban League web site by September 15, 2010.
Proposals will be evaluated according to the attached scoring matrix.

Please address any questions to:
E. Lavonne Lewis, Chief Operating Officer
(702) 636-3949 x118
llewis@lvul.org

ATTACHMENT B

**CSBG Board Monitoring Tool
Las Vegas Urban League
August 2010**

1	Board Composition/Selection	Meets Standard	Action Plan Needed
a	Are 1/3 of the Board members elected public officials or their representatives? (Or if not enough elected public officials are available, appointed officials or their representatives.)		
b	If not designated in the by-laws, has the Board or a Board committee reviewed which public officials should receive invitations to serve on the Board?		
c	Are the low-income sector board members selected by a democratic process that ensures participation by low-income residents of the CAA's service area?		
d	Are low-income board members who are selected to represent a particular geographic area required to live in that area?		
e	Does board elect (vote to seat) board member candidates after they have been chosen through the appropriate selection process for their sector?		
f	Does the board include members with financial expertise?		
g	Does the board include members with fundraising capabilities or who have connections with people or organizations that do?		
h	Does the Board or a Board committee regularly review what groups or interests should be represented on the board and what skills, expertise, connections etc. it is looking for in Board members?		
i	Are there no more than a small number of vacancies on the board at any one time? Are there procedures in place to promptly fill them?		
j	Before seating incumbent Board members for new terms, is there a review of Board meeting and committee meeting attendance?		
k	Were the Board members and officers properly elected/appointed in accordance with the by-laws?		
l	Do the Board members have a specific term of office?		
m	If the Board members do not have term limits, has the Board considered whether they are appropriate?		
n	Has the Board reviewed its size to determine whether it should be enlarged, reduced, or remain the same?		

2	Board Procedures	Meets Standard	Action Plan Needed
a	Does Board meet at least as often as specified in by-laws and/or state CSBG standards?		
b	Does Board meet on a regular date and time, i.e. third Wednesday of every month?		
c	Is sufficient notice of meetings, and type of notice, provided in accordance with by-laws and state law?		
d	Was information relevant to the topics to be discussed provided in advance to Board members, i.e. agenda, last meeting's minutes, policies to be voted on, financial statements, monitoring reports?		
e	Is attendance monitored and are procedures in place to remove Board members with poor attendance?		
f	If meeting attendance is poor, has Board considered why? Are attempts made to increase attendance? Do Board members feel they have a reason for coming? Has Board considered attendance by speaker phone when		

	necessary?		
g	Are there job descriptions for Board members and officers? Are they reviewed regularly?		
h	Are by-laws reviewed at least once every three years?		

	Board Procedures, Continued	Meets Standard	Action Plan Needed
i	Is there a written Conflict of Interest Policy? Does it adequately define type of conflicts and describe procedure to be followed? Is a form disclosing conflicts of interest completed and signed annually? Is there a procedure and/or committee to review such transactions and determine if in best interest of CAA? Does the Policy comply with state and federal law, and grant requirements?		
j	Is there a record in the minutes of Board action on conflict matters?		
k	Is there a policy that addresses the need for confidentiality by Board members?		
l	Are the subcommittees established in the by-laws functioning?		
m	Are subcommittee agendas, minutes, and packets maintained by the agency?		
n	Is there an Executive Committee that is authorized to act for the full Board between meetings and report to the full Board at the next meeting?		
o	Is there an Audit Committee, or another committee that is responsible for such functions?		
p	Is there a Finance Committee, or another committee that is responsible for such functions?		
q	Does the Board regularly review the Committee structure?		
r	Are accurate minutes taken, accepted by Board at next meeting, and kept in a safe place in perpetuity? Do they include documents reviewed and/or voted on at the meeting?		
s	Do minutes accurately record the votes? Including any abstentions, objections, or dissenting votes?		
t	Does Board conduct annual financial, governance, and other training?		
u	Are new members given an orientation packet including by-laws, Articles of Incorporation, description of CAA programs, audit, etc.? Is an orientation session held?		
v	Are Board closed sessions used appropriately?		

3	Board Responsibilities	Meets Standard	Action Plan Needed
a	Does Board fully participate in development of CAA programs? How? Does Board participate in needs assessment?		
b	Does Board fully participate in planning of CAA programs? How?		
c	Does Board fully participate in implementation of CAA programs? How?		
d	Does Board fully participate in evaluation of CAA programs? How?		
e	Is there a Strategic Plan? Has it been updated in last three years? Is it followed?		
f	Has Board reviewed functions of Audit Committee (or other committee performing such functions) to determine if in compliance with current best practices? Does the Committee have at least one member with financial expertise? Are all members of the Committee "independent," i.e. receive no compensation from CAA? Does the Committee select the auditor, review audit process, meet with auditor without staff present, review audit and determine		

	necessary corrective actions? Does committee report to full Board and make recommendations as necessary?		
g	Are current, complete, and understandable financial statements regularly presented to Board? Does that include income and expenditures compared to budget, on both an agency-wide and program specific basis? Assets and liabilities? Cash flow position? Do the statements present enough detail to allow Board members to ask appropriate questions and recognize red flags?		
h	Has Board authorized those officers or staff members who may sign contracts, checks, etc.?		
i	Does Board review and vote on all major transactions, including loans, purchase and sale of significant assets? Does it vote on funding proposals?		

	Board Responsibilities, continued	Meets Standard	Action Plan Needed
j	Has Board considered a whistleblower protection policy?		
k	Does Board review Form 990s filed with IRS?		
l	Does Board review Personnel Policies?		
m	Has Board retained an attorney with appropriate expertise to review Personnel Policies and other policies requiring such expertise?		
n	Has Board considering conducting a Legal Liability Audit or review?		
o	Has Board instituted a risk management plan and ensured that insurance coverage is sufficient and appropriate?		
p	Is the Board/Executive relationship consistent with IM #82: Boards establish agency policy and goals, the executive Director implements policy and accomplishes goals; Board only has one employee, the Director?		
q	Has Board conducted an annual written evaluation of Executive Director/CEO? Reviewed compensation to determine if within comparability range?		
r	Has Board ensured that there is a written accounting policy and that appropriate internal financial controls to protect against fraud are in place?		
s	Has Board ensured, through legal counsel if necessary, that CAA is complying with requirements for retention of 501(c)(3) tax-exempt status, as well as state requirements for charities, such as fundraising and raffle laws? Is Board aware of what lobbying is conducted and whether it is conducted according to the law? Does Board understand prohibition on CAA political campaign activity?		
t	Does Board review all monitoring reports and ensure prompt corrective action is taken?		
u	Has Board considered succession plans if Executive Director is nearing retirement age?		
v	Has Board reviewed status of all subsidiaries and partnerships with for-profit businesses?		
w	Has Board ensured there is a procedure in place for timely filing of annual reports, such as Form 990, annual corporation reports, property tax exemption applications, etc. and timely payment of withholding taxes, wages, unemployment insurance, and other insurance premiums?		

**Las Vegas Urban League
Board Assessment RFP
Scoring Form**

Applicant: _____ **Date:** _____ **TOTAL SCORE:** _____

POINTS

1. Summary of Experience (20 points possible)

- | | | |
|--|-------|---|
| • Limited experience providing board training and assessment with CAAs. | 0-5 | <input style="width: 80px; height: 50px;" type="text"/> |
| • Significant experience providing either board training or assessment to CAAs. | 6-10 | |
| • Significant experience in proving both board training and assessment to CAAs. | 11-15 | |
| • Very extensive experience providing board training and assessment to CAAs, including experience providing assistance on technical areas. | 16-20 | |

2. Description of the Scope of Involvement of Urban League Staff and List of Requested Documents (5 points possible)

- | | | |
|---|-----|---|
| • Staff involvement not clearly addressed or not appropriate to the project; list of documents requested is incomplete. | 0-2 | <input style="width: 80px; height: 50px;" type="text"/> |
| • Staff involvement defined and generally appropriate; list of documents requested is mostly complete with some exceptions. | 3-4 | |
| • Staff involvement clearly defined; list of documents requested is complete with few or no exceptions. | 5 | |

3. Suggested Modifications/Additions to the Board Checklist (10 points possible)

- | | | |
|--|--------|---|
| • No or few suggestions of value. | 0 - 2 | <input style="width: 80px; height: 50px;" type="text"/> |
| • Some well reasoned suggestions provided to strengthen the assessment. | 3 - 5 | |
| • Several well reasoned suggestions, including risk factor suggestions. | 6 - 8 | |
| • A number of key suggestions provided, including risk factor suggestions. | 9 - 10 | |

Applicant (Cont):

4. Process for Interacting with the Board (20 points possible)

- Inadequate/ineffective plan for a) interacting with the Board during the assessment process, b) obtaining board consensus on findings, and c) working with Board on an action plan 0 - 5
- Effective plan provided for one of the three areas. 6 - 10
- Effective plan provided for two of the three areas. 11 - 15
- Effective plan provided for all three areas. 16 - 20

5. Identification of Board Strengths (5 points possible)

- No specific plan to identify Board strengths was provided. 0 - 2
- A plan was provided that will produce information that is of value to the Board 3 - 4
- A clear plan was provided to identify, and help the Board build on, specific areas of strength. 5

6. Review of Agency By-laws with the Board (10 points possible)

- Ineffective/unclear process for working with the Board on potential revisions. 0 - 2
- Process was provided, but does not provide sufficient detail. 3 - 5
- Process is clear and will help bring the Board into compliance with CSBG, reduce potential areas of risk, and adopt procedures to operate the Board more efficiently and effectively (if identified on the assessment). 6 - 8
- Process provides an excellent approach for fully accomplishing the objectives of the by-law review process. 9 - 10

Applicant (Cont):

7. Systems to Ensure that the Board “fully participates in the development, planning, and implementation, and evaluation” of agency programs (10 points possible)

- Proposal did not demonstrate an understanding of this core CSBG goal. 0 – 2
 - Proposal partially described the systems that are needed to meet this goal. 3 – 5
 - Proposal outlined the systems, described the Board’s role, and explained the importance of the systems to the success of the agency. 6 – 8
 - Proposal provided a thorough description of the systems the Board should consider adopting (if not already in place) to meet this goal. 9-10
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8. Proposed Timeline (20 points possible)

- Timeline is a) not clear or effective in completing the project in a timely manner, b) action steps do not make effective use of Board and staff time, c) timeline does not effectively meet the objectives of the project. 0 - 5
 - Effective timeline provided in one of these three areas. 6 – 10
 - Effective timeline provided in two areas. 11 – 15
 - Effective timeline provided in all three areas. 16 - 20
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Additional Comments:

