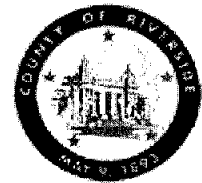


**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



241

FROM: Community Action Partnership of Riverside County

SUBMITTAL DATE:

August 19, 2010

SUBJECT: California/Nevada Community Action Partnership Contracts for Consulting Services

RECOMMENDED MOTION: That the Board of Supervisors ratify and

1. Authorize the Chairman, on behalf for the Board to sign the following Contracts for Consulting Services between California/Nevada Community Action Partnership (Cal/Neva) and Community Action Partnership of Riverside County (CAP Riverside).
 - A. Contract for Consulting Services – Culturally and Ethnically Diverse Service Approaches Statewide Technical Assistance and Training Face-to-Face or Webinar Options for the term August 2, 2010 through September 24, 2010, not to exceed \$5,000; and
 - B. Contract for Consulting Services – CSBG ARRA Project Evaluation Technical Assistance for the term August 2, 2010 through September 28, 2010, not to exceed \$7,500.
2. Instruct the Auditor Controller to adjust the budget as identified in the attached Schedule A.

Lois J. Carson
Lois J. Carson, CCAP, Executive Director

FINANCIAL DATA	Current F.Y. Total Cost:	\$ 12,500	In Current Year Budget:	No
	Current F.Y. Net County Cost:	\$ 0	Budget Adjustment:	Yes
	Annual Net County Cost:	\$ 0	For Fiscal Year:	10/11

SOURCE OF FUNDS: 100% Cal/Neva	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input checked="" type="checkbox"/>

C.E.O. RECOMMENDATION: APPROVE

County Executive Office Signature BY: *Debra Cournoyer*
Debra Cournoyer

FISCAL PROCEDURES APPROVED
 ROBERT E. BYRD, AUDITOR-CONTROLLER
 BY: *Samuel Wong*
 DEPUTY AUDITOR-CONTROLLER
 DATE: 9-15-10
 FORM APPROVED COUNTY COUNSEL
 BY: *M. Victor*
 MARSHAL VICTOR
 DATE: 9-15-10
 Dep't Recomm.: Consent
 Per Exec. Ofc.: Consent
 Policy
 Policy

FROM: Community Action Partnership
of Riverside County

DATE: August 19, 2010

SUBJECT: California/Nevada Community Action
Partnership Contracts for Consulting Services

PAGE: 2 of 3

BACKGROUND: Cal/Neva, the statewide association of Community Action Agencies, issued two (2) Requests for Proposals and has awarded CAP Riverside with contracts to provide consulting services for the following:

- A. Culturally and Ethnically Diverse Service Approaches Statewide Technical Assistance and Training Face-to-Face or Webinar Option: CAP Riverside will develop and conduct a training module to help Community Services Block Grant (CSBG) eligible entities empower communities and adapt service approaches to culturally and ethnically diverse populations.
- B. CSBG ARRA Project Evaluation: CAP Riverside will develop and conduct a training module to assist Cal/Neva improve technical assistance activities that build the capacity of CSBG eligible entities sustain American Recovery and Reinvestment Act of 2009 funded CSBG activities that serve low-income communities throughout the state.

FINANCIAL IMPACT: No County General Funds will be required.

LJC:MYJ:KS:jb

FROM: Community Action Partnership
of Riverside County

DATE: August 19, 2010

SUBJECT: California/Nevada Community Action
Partnership Contracts for Consulting Services

PAGE: 3 of 3

SCHEDULE A
Community Action Partnership of Riverside County
Budget Adjustment
Fiscal Year 2010/2010

INCREASE IN APPROPRIATIONS:		
CAARC-21050-5200300000-527780	Special Program Expense	\$12,500
INCREASE IN ESTIMATED REVENUE:		
CAARC-21050-5200300000-781360	Other Misc Revenue	\$12,500

California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816

Contract for Consulting Services

This Contract for Consulting Services is between the California/Nevada Community Action Partnership, hereinafter Cal/Neva and the Community Action Partnership of Riverside County, hereinafter Consultant.

Purpose of Contract: Consultant shall provide consulting services to Cal/Neva. The parties herein agree to comply with the terms and conditions of the following exhibits attached hereto and incorporated herein by reference: CSBG ARRA Project Evaluation Technical Assistance Request for Proposals (RFP) issued by Cal/Neva, and the approved response submitted by the Consultant.

Travel and Per Diem: Reimbursement shall not exceed the approved proposed budget submitted by the Consultant.

Services and deliverables to be provided by Consultant are outlined in the attached propo

Progress Reports by Consultant are to be provided to Cal/Neva as described by the Cons in the attached proposal.

Term of Contract: This Contract for Consulting Services shall commence on August 2, and end no later than September 28, 2010.

Agreed Rates: Cal/Neva shall compensate Consultant a total of \$7,500, in two equal pa: The first of which will be one-half payment upon submission of an acceptable invoice by 31, 2010. All compensation to be paid within 30 days of the completion of the scope of work as outlined herein.

Direct Reimbursable Costs: Cal/Neva shall reimburse consultant for time and costs in association with the completion of the scope of work that shall not exceed \$7,500. Any additional costs will need to be approved in advance, in writing or paid by another party.

Independent Contractor Status: In performing the services herein specified, Consultant shall act as an independent contractor and shall have control of the work and the manner in which it is performed. Other than performance of the services set forth herein, Consultant shall have no authority to act on behalf of Cal/Neva in any other capacity whatsoever.

Amendments to Contract: This Contract for Consulting Services may be amended if mutually agreed upon by Consultant and Cal/Neva in which case an Amendment shall be executed in writing and signed by both parties.

Severability: If any provision of this Contract for Consulting Services or any provision of any document attached to or incorporated herein by reference is waived or held to be invalid, this invalidity or waiver shall not affect other provisions of this Contract.

Termination: Either Cal/Neva or Consultant may terminate this Contract for Consulting Services with or without cause, at any time, by provision of 30 days written notice to the other party. Upon termination, Consultant will prepare a final invoice that includes all service costs and/or fees through the 30-day termination notice period. Cal/Neva agrees to pay Consultant's final invoice within 30 days of receipt

Assignment: Neither party shall assign this Contract nor the rights and duties under this Contract without the prior written consent of both parties.

Work Product: All work products produced by virtue of this Contract for Consulting Services shall be the sole property of Cal/Neva.

Supervision: Cal/Neva will supervise Consultant through the Executive Director who is authorized to act for the Board of Director's of Cal/Neva.

The individual signing this Contract for Consulting Services certifies by her/his signature that s/he is authorized to sign this Contract on behalf of self or the responsible governing board, official or agency.

Date: _____
~~Lois J. Carson, Executive Director~~
~~Community Action Partnership of Riverside County, Independent Contractor~~
MARION ASHLEY, CHAIRMAN, RIVERSIDE COUNTY BOARD OF SUPERVISORS
Social Security Number or Tax Id #: 95-6000930

Tim F. Reese _____ Date: 07 27 10
Tim F. Reese, Executive Director
California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816

Attachments:
Cal/Neva RFP
CAP Riverside Proposal



B

CALIFORNIA/NEVADA COMMUNITY ACTION PARTNERSHIP

225 30th Street, Suite 200
Sacramento, CA 95816
916.443.1721

REQUEST FOR PROPOSALS (RFP) CSBG ARRA Project Evaluation Technical Assistance

Purpose:

The California/Nevada Community Action Partnership (Cal/Neva) is seeking the services of a consultant to provide CSBG ARRA Project Evaluation technical assistance for the community action network state association in California. These activities are funded through a contract between Cal/Neva and the Agency for Children and Families, Office of Community Services Training and Technical Assistance Program: Capacity-Building of Ongoing CSBG Programs and Strategic Planning and Coordination Supported by the American Recovery and Reinvestment Act of 2009.

The evaluation training and technical assistance provided will be used to help Cal/Neva improve technical assistance activities that build the capacity of CSBG eligible entities sustain ARRA funded CSBG activities that serve low income communities throughout the state. In addition, baseline information gathered regarding effective capacity building technical assistance evaluation activities will be used to develop future grant proposals that would assist and complement services provided to our members.

Who We Are:

Cal/Neva is the statewide association of Community Action Agencies (CAA's) in California. CAA's are federally designated anti-poverty agencies, some of which are private non-profit organizations while others are public agencies. There are 52 CAA's in California and over 1,100 nationwide. In California, CAA's provide services to over 3 million low-income people, including Head Start, Job Training, Homeless Services, Youth Programs, Senior Services, Food Banks and other locally determined services, with the goal of helping low-income individuals and families achieve self-sufficiency. In addition to services, CAA's provide advocacy for the low-income communities they serve.

Cal/Neva is governed by a 12 member board of director's of representatives from throughout the CAA network in California. Cal/Neva services are provided through a small staff and various consultants. Services include, but are not limited to; capacity

Training and Technical Assistance RFP

building, training and technical assistance, education and advocacy and member services. Cal/Neva is funded through contracts with the federal and state government, private sources, membership dues and earned income.

Community Services Block Grant Funds:

CAA's receive their core funding from the federal Community Services Block Grant (CSBG), which is authorized by Congress pursuant to the Omnibus Budget Reconciliation Act of 1981 that created a block grant structure for poverty program funds. CAA's use CSBG funds to address locally identified needs in low-income communities and to leverage millions of dollars in other federal, state, local government, corporate and foundation funds.

In California, the California Department of Community Services & Development (CSD) distributes CSBG funds to CAA's and other eligible entities. Services provided under this RFP are funded through special OCS CSBG ARRA T&TA funds.

Evaluation Results and Benefits Expected: The successful applicant will be responsible for proposing and implementing the following:

- Proposing and implementing the design of the Cal/Neva training and technical assistance evaluation methods and components
- The proposed evaluation methods and components must be sufficient to measure the results and benefits expected from Cal/Neva technical assistance approaches
- The proposed evaluation methods and components must align with or reflect the capacity building technical assistance goals of OCS CSBG ARRA funded T&TA.
- Conduct the proposed evaluation training and technical assistance to Cal/Neva staff
- Work cooperatively with other Cal/Neva consultants as needed
- Evaluate the effectiveness of the CSBG ARRA capacity building technical assistance provided to the network by Cal/Neva
- Submitting interim reports and deliverables to Cal/Neva
- Shaping the technical assistance evaluation design according to interim discussions
- Developing a framework for implementing evaluation recommendations
- Submitting results and reports of the training and technical assistance provided

Additional individualized technical assistance needs may be identified and provided separately from this RFP.

These deliverables will be presented in draft form to Cal/Neva for discussion and possible amendment. The information and analysis provided by the consultant in the draft final report must be organized and presented in such a way that it provides Cal/Neva with an array of options to consider in improving ways of evaluating the training and technical assistance provided to the network.

Training and Technical Assistance RFP

The consultant will modify the Draft Report as directed and prepare and present a Final Report to Cal/Neva. The Final Report will then become the property of Cal/Neva. The Cal/Neva Executive Director will present the Final Report with recommendations to the Cal/Neva Executive Committee for consideration. The results of the work will be reported to the Agency for Children and Families, Office of Community Services.

Time Frame:

Cal/Neva must receive proposals no later than **5pm on Friday, July 16, 2010**. The proposed Work Plan must demonstrate the ability to begin this work no later than August 2, 2010 and to complete the work no later than September 24, 2010.

How to Apply:

Submit one original and one copy of your proposal to:

California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816
Attention: Lynn Grogan

NO FAX or emailed proposals will be accepted.

Deadline:

✓ Cal/Neva must receive all proposals by 5pm on July 16, 2010

Content of Proposals:

- ✓ • Proposal Cover Sheet
- ✓ • Table of Contents
- ✓ • Applicant's proposed T&TA design and methodologies
- ✓ • Work Plan: Proposed activities, time frames, deliverables, benchmark dates for results.
- ✓ • Proposed costs to complete the study. Include hourly billing rates for each proposed position along with estimated number of hours for each position. Include estimated travel costs. (Travel costs will be reimbursed at rates approved by the state of California.). Costs should not exceed \$7,500 total.
- ✓ • Applicant's capabilities and experience statement.
- ✓ • Names and experience of key personnel to be involved in the project.
- ✓ • Description of three previous studies conducted by applicant along with client references/contact information.
- ✓ • Attach Resume of Principal Researcher

Training and Technical Assistance RFP

Proposals should be on 8.5" X 11" paper, be stapled in top left corner. Please do not bind proposals, as we need to duplicate copies. Proposals should be no more than 15 pages excluding attachments. Please do not attach completed research projects or other items that we may request if you are selected as a finalist.

Selection Criteria:

1. Experience in successfully designing and completing similar studies	20 Points
2. T&TA design that both indicates a clear understanding of the project And is appropriate to the charge	30 Points
3. Work Plan: Clear and logical sequence, timely benchmarks for results	30 Points
5. Experience and capability of key personnel	10 Points
6. Costs appropriate to study needs	10 Points
Total:	<u>100</u> Points

100

Selection Process:

The Cal/Neva Executive Director will approve the selection of the consultant. Finalists may be required to meet with the Executive Director prior to final selection. The decision of the Cal/Neva Executive Director will be final with no appeal process for unsuccessful applicants. The Executive Director may negotiate any portion of the scope of the work plan.

Anticipated Time Frame:

Deadline for submission of proposals:	5 p.m., July 16, 2010
Selection of T&TA consultant by:	July 23, 2010
Contract awarded by:	July 30, 2010
Contract finalized and work begins:	August 2, 2010
T&TA Complete	September 28, 2010

Training and Technical Assistance RFP

Eligible Applicants:

Any experienced, qualified individual or organization is eligible to apply.

Note: The successful applicant will be asked to sign a statement that they will not change key personnel assigned to this project for its duration without prior written permission of the California/Nevada Community Action Partnership.

Conditions of contract:

The successful applicant will be asked to present proof of eligibility to drive in California and proof of adequate liability insurance.

Compliance with all federal regulations for sub-contracts issued under ARRA regulations.

Payment to the Consultant will be made as follows:

- One-half payment by August 31, 2010 upon submission of acceptable invoice
- One-half-payment upon receipt of all deliverables by Cal/Neva

For further information about Cal/Neva and this application you may go to our web site at: www.cal-neva.org.

For questions about this RFP you may contact Tim F. Reese, Executive Director of Cal/Neva at 916-443-1721 or treese@cal-neva.org

B-1

CALIFORNIA/NEVADA COMMUNITY ACTION PARTNERSHIP

**REQUEST FOR PROPOSALS (RFP)
CSBG ARRA Project Evaluation
Technical Assistance**

PROPOSAL COVER SHEET

Applicant:	Community Action Partnership of Riverside County (CAP Riverside)
Address:	2038 Iowa Avenue, Suite B-102 Riverside, CA 92507
Telephone:	951-955-4900
Fax:	951-955-6494
Primary Contact:	Lois J. Carson, CCAP
Title:	Executive Director
E-Mail:	lcarson@capriverside.org
Project Manager:	Debra P. Jackson, CCAP
Title:	Planning Division Manager
E-Mail:	dpjackso@capriverside.org
Award Amount Requested:	\$7,500.00

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Previous Studies and Reference	11
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1. Resume – Debra P. Jackson, CCAP	

Applicant's proposed T&TA design and methodologies

Proposing and implementing the design of the Cal/Neva training and technical assistance evaluation methods and components

There are various mechanisms that can be used for the collection and measurement of program progress and outcomes, including both internal and external reviews that lead to continuous quality improvement for a program. Subject areas to be covered for this proposal would include measures of evaluation for Cal-Neva's effectiveness, efficiency, and professionalism in providing the following services: capacity building; training and technical assistance (T&TA); education; advocacy; and member services. The evaluation process, including data collection, reporting, and evaluation of data, that CAP Riverside will use will be based upon both qualitative and quantitative data. Qualitative data will be collected as anecdotal feedback from Cal-Neva staff and Cal-Neva network members through surveys and interviews. Quantitative data will be collected from surveys and Workshop Participant Evaluations.

The proposed evaluation methods and components must be sufficient to measure the results and benefits expected from Cal/Neva technical assistance approaches

Evaluation tools focus on short-term modifications and monitoring trends over time; which allow agency staff to focus on community priorities and make changes that impact not only individual program strategies but impact the strategic planning that drives the agency toward its ultimate outcomes – to strengthen its community network. There are two (2) units of analysis for the evaluation: Customer Assessment – Primary Unit of Analysis; Cal-Neva Self-Assessment – Secondary Unit of Analysis.

Customer Assessment – Primary Unit of Analysis

For participating Cal-Neva network members, the primary outcome is obtaining meaningful skills that create “better practices” for increasing agency capacity, service delivery, and goal obtainment. Indicators of successful T&TA are:

- **Pre/Post Test Scores** Scores will be reviewed for evidence of increase in learning . A high increase would indicate acquisition of new knowledge that could lead to better practices.
- **Mean (Average) Scores for Workshop Participant Evaluations** Scores will be reviewed to determine the percentage of change in the level of satisfaction between the three workshops. This is especially critical if changes are made to subsequent workshops based on scores of previous workshops. An increase in satisfaction on the Likert scale (moving from 1 – not helpful to 5 – very helpful) could indicate an improvement in the format of the workshop.
- **Operationalization of New Skills** Surveys will be administered at the close of each workshop requesting that participant share how they will incorporate new knowledge into their workplace. The ability to identify new activities would indicate an increase in knowledge and buy-in to recommended strategies. These identified strategies will assist in the format of future training and technical assistance.

Cal-Neva Self-Assessment – Secondary Unit of Analysis

For Cal-Neva, the primary outcome is obtaining relevant feedback in order to structure the most effective, practice-changing training and technical assistance to Cal-Neva network members. Training and technical assistance focused on developing meaningful skills that create “better practices” will increase agency capacity, service delivery, and goal obtainment. Indicators of successful T&TA are:

- Staff / Consultants Assessment Scores of T&TA Scores and anecdotal information from staff and consultants will be reviewed for an assessment of the service provider's satisfaction with the assistance they provide. An increase in satisfaction on the Likert scale (moving from 1 – not helpful to 5 – very helpful) could indicate an improvement in the format of the workshop.
- Mean Scores for Workshop Participant Evaluations already collected Scores will be reviewed to determine the percentage of change in the level of satisfaction between the three workshops. This is especially critical if changes are made to subsequent workshops based on scores of previous workshops. An increase in satisfaction on the Likert scale (moving from 1 – not helpful to 5 – very helpful) could indicate an improvement in the format of the workshop.
- Operationalization of Participant Recommendation Cal-Neva's willingness and ability to incorporate feedback, recommendations, and new skills from a variety of outlets into their training and technical assistance is a good indicator that their services are customer-focused. When services arise out of the needs of the customer, the customer is more likely to accept and make changes necessary to improve their circumstances. A strategy for tracking change will be developed for Cal-Neva to adopt as a business practice.

Evaluate the effectiveness of the CSBG ARRA capacity building technical assistance provided to the network by Cal/Neva

Evaluation tools that CAP Riverside will utilize to most effectively meet the short time frame of this contract term while obtaining primary and secondary units of analysis include:

1. Annual Quality Assurance Participant Evaluation – use of a Likert scale and open-ended questions to measure level of satisfaction and usability of T&TA and knowledge provided within the past year by Cal-Neva. Participants would provide feedback on curriculum, relevance and usability of the information since receiving services, etc. A customized survey will be developed and administered through SurveyMonkey, an online survey website, to all 52 Cal-Neva network members. Besides measuring relevance to individual needs being met, the survey will establish a baseline for Cal-Neva staff to measure the types of services and training offered and how applicable each was to agency performance when participants implemented knowledge and skills learned at their own agency. This would include development of a data collection spreadsheet and recommended review procedures.

2. Review of Internal Records and Current Maintenance Techniques - conducted by CAP Riverside staff to assess Cal-Neva current monitoring and evaluation processes to measure individual program presentations, presenter effectiveness, content relevancy, etc. Development or modification of existing data collection tools / spreadsheets would ensure that data is collected easily and effectively and would fit into the staff workplace routine. Timelines for recording and analyzing data would be recommended. This would allow Cal-Neva to begin a trend analysis for future strategic planning for its T&TA. Also Letters, Cards , and E-mails, if not currently compiled from primary customers, should be recorded as each occurs and a process put in place to post comments on a staff bulletin board or on the Cal-Neva website for everyone to read.
3. Focus Group Discussion with Cal-Neva Staff – will enable CAP Riverside staff to glean strengths and weaknesses from an internal standpoint. Discussion about services provided, challenges encountered, and vision for the future of Cal-Neva programs would enhance the evaluation process and enrich the quality of questions to be asked of current and past program / service participants.
4. One-to-one Feedback From Primary Customers – can be an effective feedback mechanism for the project. This might include teleconference calls, online chats about the T&TA received from Cal-Neva or one of its consultants, and/or email. Perception of timely response, effectiveness of assistance, professionalism of staff, ratio of lecture to interactive learning, relevance to local experience, etc. would measure the quality of T&TA services provided on behalf of Cal-Neva. Questions would delve into why a particular response was elicited and what recommendations the participant might offer for improvement of a program or why to keep a process in place. A sampling of 3-5% of those who participated in one or more services would be contacted for their input; this would include a sampling of senior leaders, line staff, board member, etc.
5. Establish New Monitoring Tools - as deemed appropriate by Cal-Neva staff. CAP Riverside uses various tools developed by Results Oriented Management and Accountability training (ROMA). Upon review and evaluation of existing Cal-Neva evaluation processes some of these tools may be recommended for planning, monitoring, and evaluating existing and future programs. Such tools as the ROMA logic model may help in future planning processes, outcome scales might be relevant to assisting agencies in establishing self-assessment measures or providing Cal-Neva staff insight in determining gaps in service to its customers, The e-logic model might be introduced as a future software tool to be embraced for individual and collective reporting of outputs and outcomes to the state and other funders.

The proposed evaluation methods and components must align with or reflect the capacity building technical assistance goals of OCS CSBG ARRA funded T&TA.

CAP Riverside will conduct an initial on-site interview and focus group with Cal-Neva staff to ensure that evaluation methods accurately collect data that is relevant,

meaningful, helpful to Cal-Neva's goal of providing excellent and quality assistance to its membership.

Conduct the proposed evaluation training and technical assistance to Cal/Neva staff

Included in the final site visit will be a two-hour training session for Cal-Neva staff on the use of the evaluation tools and strategies they have selected. CAP Riverside will remain available to Cal-Neva to provide technical assistance.

Work cooperatively with other Cal/Neva consultants as needed

CAP Riverside recognizes that no project is conducted alone; collaboration and external feedback can be critical to the successful accomplishment of goals. CAP Riverside will include in their survey pool consultants who have provided training and technical assistance on behalf of Cal-Neva.

Submitting interim reports and deliverables to Cal/Neva

CAP Riverside has provided a timeline under the "Work Plan" section of this proposal that includes submission of reports and deliverables. CAP Riverside has an excellent reputation with its public and private sector funders of submitting timely reports and deliverables. Data is collected in real time and can be aggregated, analyzed, and report according to any report schedules changes required by Cal-Neva.

Shaping the technical assistance evaluation design according to interim discussions

CAP Riverside has included in its budget an initial trip to meet with Cal-Neva to review any changes Cal-Neva may have for the proposal's methodology and work plan. A subsequent trip to Cal-Neva is scheduled to address any concerns, issues, or revisions to the draft report / plan in preparation for final report / plan. This visit is scheduled to take place soon after the conclusion of the collection of all project data, but in enough time to make revisions to the plan, as directed and/or recommended by Cal-Neva, and return the revised plan by September 24, 2010, as mandated in the Request for Proposal guidelines.

Developing a framework for implementing evaluation recommendations

Included in the draft report / plan will be recommendations for replicating evaluation model on an ongoing basis.. CAP Riverside will be available to provide technical assistance to Cal-Neva staff as needed.

Submitting results and reports of the training and technical assistance provided

CAP Riverside will track, analyze, and report all data related to the project in adherence to the RFP guidelines and the proposal timeline. This includes the results of evaluations, interviews, focus groups, meetings with Cal-Neva, and any recommendations resulting from the analysis of the data.

CAP Riverside utilizes three (3) core oversight procedures to ensure comprehensive data integrity: 1) Application; 2) User; and 3) Data.

1. Application integrity: databases used to collate, aggregate and analyze data have been tested and approved by the County of Riverside Information and Technology Department to ensure information integrity, reliability, and confidentiality protocols;
2. User integrity: CAP Riverside and County policies are in place to protect consumers' data privacy and are incorporated in an orientation to system-use for all staff who access and enter data; and
3. Data integrity: procedures include generating coded reports showing only group data to ensure consumers' individual confidentiality.

These protocols will be used to maintain the confidentiality of Cal-Neva network members participating in the evaluation project.

Work Plan

✓ CAP Riverside has developed model evaluation, monitoring, and assessment tools that have been used by other community action agencies. CAP Riverside will use those strategies to assess Cal-Neva's training and technical assistance services. Since these tools, strategies, and practices are currently being used, the project can easily start effective August 2, 2010.

Proposed activities

- CAP Riverside will conduct an initial on-site meeting with Cal-Neva staff to assess their current practices and to conduct a focus group with staff.
- CAP Riverside will review any relevant internal records from the past twelve months for Cal-Neva.
- CAP Riverside will then develop a survey to be distributed to all Cal-Neva members via SurveyMonkey
- CAP Riverside will randomly select 3-5% of survey responders for a more in-depth telephone call
- Survey scores and anecdotal responses will be aggregated and analyzed.
- CAP Riverside will generate draft and final reports / plans for Cal-Neva that include recommendations for future evaluation of training and technical assistance.

Time Frames

Time Frame/ Benchmark Dates 2010	Activity	Deliverable
August 2	1. Contract begins	
August 10	1. Develop Focus Group Questions for Cal-Neva Staff 2. On-site meeting with Cal-Neva staff to review internal records of existing evaluation tools	1. Database of results from internal records 2. Focus Group Questions 3. Report No. 1 – Review of Internal Records
August 13	1. Develop Evaluation Tool(s) and Survey	1. Evaluation Tools 2. Survey
August 16	1. Administer Survey Monkey Survey	
August 19	1. Begin phone, email, personal interviews	
Aug 20 – Sept 13	1. Analyze survey data collected 2. Write Draft Report / Plan	1. Report No. 2 - Draft Report / Plan
Sept 14-20	1. On-site meeting with Cal-Neva to present survey results ,and draft report / plan to Cal-Neva staff 2. introduce new monitoring tools if needed 3. provide two hours of monitoring training	1. New monitoring tools 2. Two-hours T&TA for Cal-Neva staff
Sept 21-24	1. Revise draft report based on Cal-Neva feedback and present final report	1. Report No. 3 = Final Report / Plan
Sept 28	Contract ends	

Reports:

CAP Riverside will provide three reports to Cal-Neva. The first report will be generated shortly after a review of internal records. This report will include: 1) an analysis of the Cal-Neva members' participant evaluations; 2) common themes reflected in evaluations that may increase quality of service; and recommended improvements and/or enhancements for future services. The second report will be the draft report / plan which will include: analysis of data from surveys, focus groups discussions, phone interviews, and internal records; an analysis of the primary and secondary units of analysis; recommended improvements and/or enhancements for replicable T&TA evaluation model; and recommendations for rolling-out and assessing / evaluating T&TA over a twelve-month period. The third report is the final report / plan which will include revisions of the draft report / plan requested by Cal-Neva.

Deliverables

1. Database of results
2. Focus Group Questions
3. Report No. 1 – Review of Internal Data
4. Evaluation Tools
5. Survey
6. Draft Report / Plan
7. New Monitoring Tools
8. Two-Hour T&TA for Cal-Neva Staff
9. Report No. 3 Final Report / Plan

Proposed costs to complete the study

Description	Cost
Principal Researcher (Debra P. Jackson, CCAP) (183 hours @ \$32.00/hour)	\$5,856.00
Travel: Cal-Neva (for 1 Principal Researcher) – 2 trips (on-site meeting; draft report revision) Flight (\$340.00), Per Diem (\$25.00), Ground Transportation – Shuttle (\$35.00) = \$400/trip x 2 = \$800	\$ 800.00
Phone	\$ 200.00
Consumables: report publication, printing, stationery, postage	\$ 194.00
Administrative (6%)	\$ 450.00
Total Budget:	\$7,500.00

Applicant's capabilities and experience statement.

Community Action Partnership of Riverside County (CAP Riverside) has a 31- year history of addressing the root causes of poverty. CAP Riverside has provided training and technical assistance to numerous start-up projects and administers training workshops throughout Riverside County to build capacity of faith-based and non-profit organizations to assist in this war on poverty.

CAP Riverside was the proud recipient of the National CAP Award for Excellence in 2005. The award stresses that the agency strives above the level of agency compliance and exhibits best practices in all of its departments and systems including program evaluation, monitoring, and reporting processes. One standard of excellence in which CAP Riverside excels is 7.2 Organizational/Program Effectiveness Results where effective tools are used to ensure agency success at meeting goals. CAP Riverside teaches all of these successful best practices and strategies in their Community Action Academy and will bring them to the project.

A part of CAP Riverside's experience has been the realization that program monitoring and evaluation are key ingredients in creating sustainable and effective programs. CAP Riverside embraced Results Oriented Management and Accountability (ROMA) outcomes management when it sent its Planning Director to work with others in the CAP network at the national level to create the ROMA process in 1994. ROMA has been an integral part of CAP Riverside programs ever since. A great deal of the emphasis of

ROMA is upon measuring results / outcomes and monitoring and strengthening programs through the evaluation process. ROMA evaluation tools are a regular part of the agency arsenal to end poverty in Riverside County. CAP Riverside has a nationally certified ROMA trainer on staff. All managers have received ROMA training and incorporate the management process and evaluation tools in their programs. CAP Riverside also incorporates the use of National Performance Indicators (NPIs) into its program administration.

CAP Riverside maintains a systematic focus on performance and continuous improvement such as feedback from primary customers and other community stakeholders, as well as monitoring fiscal activity of all its programs. This important strategy incorporates the awareness that programs are fluid and feedback can generate positive modifications that can be implemented as short-time changes (immediate turnaround in doing business) or incorporated into more long-term strategies for program effectiveness.

CAP Riverside builds internal evaluation into all of its program strategies and maintains a systematic focus on performance and continuous outcome improvement. Evaluation and feedback comes from its primary customers, other community stakeholders, and is supported internally through staff self-assessments and evaluations. Feedback incorporates the awareness that programs are fluid and such feedback can generate positive modifications that can be implemented as short-time changes (immediate turnaround in doing business) or incorporated into more long-term strategies for overall program effectiveness.

CAP Riverside is a \$3 Million plus Community Services Block Grant American Recovery and Reinvestment Act (CSBG-ARRA) sub-contractor. The agency is in complete compliance with all federal regulations for sub-contracts issued under ARRA regulations: 1) has a DUN number; 2) has a current registration for The Civilian Contractor Registry (CCR); 3) has no records under the Excluded Parties List System (EPLS); has a "no findings" Risk Assessment; and has appropriate current insurances.

✓ **Names and experience of key personnel to be involved in the project.**

Debra P. Jackson, CCAP,

CAP Riverside Planning Division Manager

Program Position: Project Manager / Principal Researcher

Duties:

- Provide oversight of data collection, service delivery monitoring, and program progress reports.
- Develop project evaluation tools.
- Develop customized T&TA Evaluation Methodologies for Cal-Neva
- Review data collected and develop analytical reports
- Generate draft and final report / plan

Credentials

Education: Master's – Leadership and Management; **Experience:** (2000 to present) Evaluator for all CAP Riverside programs; developed evaluation tool for in-house program; served on 2 statewide data collection project for State of California Department of Community Services and Development; 9 years experience in program planning, monitoring, and evaluation; instructor for CAP Riverside's Community Action Academy for capacity building workshops for community and faith-based organizations. **Relevant Training:** Results-Oriented Management and Accountability (ROMA) and graduate level research statistics, development of evaluation tools, and research projects. **Certifications:** Certified Community Action Professional (CCAP); **Licenses:** valid California driver's license; Liability Insurance: covered through the County of Riverside's Program of Self-Insurance.

Description of three previous studies conducted by applicant along with client references/contact information.

1. Community Action Academy

The Community Action Academy is an in-house community training and technical assistance resource that provides training and technical assistance opportunities and workshops to community-based agencies seeking to improve the operations and fiscal soundness of their organization. In 2007, CAP Riverside Community Service Block Grant Discretionary funds from the State of California Department of Community Services and Development (CSD) to provide training and technical assistance to Riverside County community-based and faith-based organizations. Up until 2007, CAP Riverside conducted various training and technical assistance workshops in Riverside County for over 20 years. The new funding allowed staff to expand workshop levels from basic and intermediate to advanced capacity building. It also allow the agency to develop an accessible repository for poverty-related data and enabled the agency to promote social mapping through Geographic Information System Technology – helping agencies to support their programs and proposals with "pictures" of economic, cultural, social diversity, etc. found throughout the county. CAP Riverside's Academy conducts fifteen (15) courses designed to give organizations and community members an opportunity to learn how to build their agency's capacity in five (5) development areas: Leadership, organization, program, resources, and community engagement. In particular, the program development module trains programs how to research and develop appropriate programmatic evaluation and monitoring tools. These tools provide a self-assessment, periodic evaluations, and process for implementing changes. Participants receive group and one-on-one training and technical assistance as they develop their skills. During the twelve-month project, over 200 agencies (unduplicated) count participated in a self-assessment. The Academy has become a cornerstone of business support to partners and other agencies.

Contractor:

CSBG Discretionary Fund, CSD, State of California
State of California Department of Community Services and Development
Diamond Longjel

CSBG Field Representative
916-341-4261
DLongjel@CSD.CA.GOV

2. Earned Income Tax Credit (EITC) CASH Campaign

In 2004, CAP Riverside formed the California statewide Earned Income Tax Credit (EITC) partner network called the "Community Action Sharing Hope" (CASH) Campaign by successfully securing a three-year EITC grant from the U.S. Department of Health and Human Services. The network grew from six core members to over thirty at the end of the contract term. CAP Riverside supported the network through: oversight of member recruitment, training, and participation; presentation of EITC program development workshops at local, state and national conferences; oversight of the development of network handbooks on EITC program development and bridging EITC programs to other asset-building programs; provision of training and technical assistance to network staff and partners on procedures, policies, and outcome data/collecting and reporting; and development and implementation of a statewide electronic reporting system for member agencies. CAP Riverside was instrumental in developing standardized evaluation tools which network members used to assess their local programs.

Contractor:

California/Nevada Community Action Partnership (Cal-Neva)
Peer-to-Peer Mentoring Project
Tim Reese, Executive Director
22530th Street, Suite 200
916-443-1721 x201
Sacramento, CA 95816
treese@cal-neva.org

3. Board Development Training: Long Beach City, Tehama County, Los Angeles County

CAP Riverside staff has been recruited through the Peer-to-Peer of Cal-Neva to provide board training to various Cal-Neva network members. Training and technical assistance included the topics of: boardsmanship; by-laws; representation of the poor; strategic planning, governance, and ensuring the monitoring and evaluation of agency services, programs, and administrative duties (contract compliance, reporting, , outreach, etc.). This training has been critical because many boards are unaware of their responsibilities of ensuring programmatic success and goal achievement. They often do not have a plan that allows them to participate in program evaluations or to review the results. Though agencies that have been mentored, later can now easily put their hands on evaluation documents and can have conversations about measures of success, indicators, and outcomes.

Contractor:

California/Nevada Community Action Partnership (Cal-Neva)
Peer-to-Peer Mentoring Project

Tim Reese, Executive Director
22530th Street, Suite 200
916-443-1721 x201
Sacramento, CA 95816
treese@cal-neva.org

4. United States Department of Energy America Recovery and Reinvestment Act (DOE-ARRA) Evaluation Tools

CAP Riverside received an allocation of \$8 Million the DOE-ARRA funds to weatherization homes in Riverside County. CAP Riverside was the first DOE-ARRA funded agency in California to start production. Prior to production, CAP Riverside incorporated its comprehensive monitoring and evaluation tools and procedures into its ARRA monitoring practices. The State of California Department of Community Services and Development (CSD) utilized these tools for to provide training and technical assistance to other DOE-ARRA funded community action agencies. Many of the sub-contractors that participate in the recent ARRA funding were new to the degree of accountability and transparency required. As a result, CSD has referred numerous sub-contractors to CAP Riverside for extensive T&TA to bring them in compliance with the federal guidelines. Programmatic and client characteristic reports help agencies to better reflect upon their customers and the outputs and outcomes they are producing; it is a way to demonstrate their best practices; it is a way to tell their stories better to other community stakeholders as well as to the ARRA funders, but to many sub-contractors the requirements were a challenge. CAP Riverside staff has assisted organizations to set up data collection spread sheets for ease of tracking data, and has provided technical assistance to agency staff to help them to overcome challenges they encountered with the reporting processes.

Contractor:

The State of California Department of Community Services and Development (CSD)
Mercy Hernandez
Energy Field Representative
(916) 576-7142
mhernand@csd.ca.gov

ATTACHMENT 1 – RESUME OF DEBRA P. JACKSON CCAP

California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816

Contract for Consulting Services

This Contract for Consulting Services is between the California/Nevada Community Action Partnership, hereinafter Cal/Neva and the Community Action Partnership of Riverside County, hereinafter Consultant.

Purpose of Contract: Consultant shall provide consulting services to Cal/Neva. The parties herein agree to comply with the terms and conditions of the following exhibits attached hereto and incorporated herein by reference: Culturally and Ethnically diverse Services Approaches Statewide Technical Assistance and Training Request for Proposals (RFP) issued by Cal/Neva, and the approved response submitted by the Consultant.

Travel and Per Diem: Reimbursement shall not exceed the approved proposed budget submitted by the Consultant.

Services and deliverables to be provided by Consultant are outlined in the attached proposal.

Progress Reports by Consultant are to be provided to Cal/Neva as described by the Consultant in the attached proposal.

Term of Contract: This Contract for Consulting Services shall commence on August 2, 2010, and end no later than September 24, 2010.

Agreed Rates: Cal/Neva shall compensate Consultant a total of \$5,000, in two equal payments. The first of which will be one-half payment upon submission of an acceptable invoice by August 31, 2010. All compensation to be paid within 30 days of the completion of the scope of work as outlined herein.

Direct Reimbursable Costs: Cal/Neva shall reimburse consultant for time and costs in association with the completion of the scope of work that shall not exceed \$5,000. Any additional costs will need to be approved in advance, in writing or paid by another party.

Independent Contractor Status: In performing the services herein specified, Consultant shall act as an independent contractor and shall have control of the work and the manner in which it is performed. Other than performance of the services set forth herein, Consultant shall have no authority to act on behalf of Cal/Neva in any other capacity whatsoever.

Amendments to Contract: This Contract for Consulting Services may be amended if mutually agreed upon by Consultant and Cal/Neva in which case an Amendment shall be executed in writing and signed by both parties.

Severability: If any provision of this Contract for Consulting Services or any provision of any document attached to or incorporated herein by reference is waived or held to be invalid, this invalidity or waiver shall not affect other provisions of this Contract.

Termination: Either Cal/Neva or Consultant may terminate this Contract for Consulting Services with or without cause, at any time, by provision of 30 days written notice to the other party. Upon termination, Consultant will prepare a final invoice that includes all service costs and/or fees through the 30-day termination notice period. Cal/Neva agrees to pay Consultant's final invoice within 30 days of receipt

Assignment: Neither party shall assign this Contract nor the rights and duties under this Contract without the prior written consent of both parties.


Work Product: All work products produced by virtue of this Contract for Consulting Services shall be the sole property of Cal/Neva.

Supervision: Cal/Neva will supervise Consultant through the Executive Director who is authorized to act for the Board of Director's of Cal/Neva.

The individual signing this Contract for Consulting Services certifies by her/his signature that s/he is authorized to sign this Contract on behalf of self or the responsible governing board, official or agency.

Date: _____

~~Lois J. Carson, Executive Director~~
~~Community Action Partnership of Riverside County, Independent Contractor~~
MARION ASHLEY, CHAIRMAN, RIVERSIDE COUNTY BOARD OF SUPERVISORS
Social Security Number or Tax Id #: 95-6000930



Date: 07.27.10

Tim F. Reese, Executive Director
California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816

Attachments:

- Cal/Neva RFP
- CAP Riverside Proposal

A



CALIFORNIA/NEVADA COMMUNITY ACTION PARTNERSHIP

225 30th Street, Suite 200
Sacramento, CA 95816
916.443.1721

REQUEST FOR PROPOSALS (RFP) Culturally and Ethnically Diverse Service Approaches Statewide Technical Assistance and Training Face-to-face or Webinar Option

Purpose:

The California/Nevada Community Action Partnership (Cal/Neva) is seeking the services of a consultant to do a statewide culturally and ethnically diverse services approaches training and technical assistance for community action agencies in California. These activities are funded through a contract between Cal/Neva and the Agency for Children and Families, Office of Community Services Training and Technical Assistance Program: Capacity-Building of Ongoing CSBG Programs and Strategic Planning and Coordination Supported by the American Recovery and Reinvestment Act of 2009.

The training and technical assistance provided will be used to help CSBG eligible entities empower communities and adapt service approaches to culturally and ethnically diverse populations. In addition, baseline information gathered on individual agencies will be used to develop future grant proposals that would assist and complement the services our members provide to their culturally and ethnically diverse customers.

Who We Are:

Cal/Neva is the statewide association of Community Action Agencies (CAA's) in California. CAA's are federally designated anti-poverty agencies, some of which are private non-profit organizations while others are public agencies. There are 52 CAA's in California and over 1,100 nationwide. In California, CAA's provide services to over 3 million low-income people, including Head Start, Job Training, Homeless Services, Youth Programs, Senior Services, Food Banks and other locally determined services, with the goal of helping low-income individuals and families achieve self-sufficiency. In addition to services, CAA's provide advocacy for the low-income communities they serve.

Community Services Block Grant Funds:

CAA's receive their core funding from the federal Community Services Block Grant (CSBG), which is authorized by Congress pursuant to the Omnibus Budget

Training and Technical Assistance RFP

Reconciliation Act of 1981 that created a block grant structure for poverty program funds. CAA's use CSBG funds to address locally identified needs in low-income communities and to leverage millions of dollars in other federal, state, local government, corporate and foundation funds.

In California, the California Department of Community Services & Development (CSD) distributes CSBG funds to CAA's and other eligible entities. Services provided under this RFP are funded through special OCS CSBG ARRA T&TA funds.

The Cultural and Ethnic Diverse Services Approach T&TA: The successful applicant will be responsible for proposing and implementing the following:

- Proposing and implementing the design of the training and technical assistance
- Conduct the proposed training and technical assistance
- Submitting interim reports and deliverables to Cal/Neva
- Shaping the training and technical assistance design according to interim discussions
- Developing a framework for implementing recommendations
- Submitting results and reports of the training and technical assistance provided

At a minimum, the applicant will incorporate the training and technical assistance will include at a minimum the following:

Strategies to address essential knowledge, skills and attributes critical to helping eligible entities to build a framework for cultural competency and adapt service approaches for diverse populations. These efforts may include;

Agency and Personal Awareness – develop awareness of cultural biases that may affect agency operations and the behavior of individual staff;

Cultural Competence – acquire knowledge about diverse populations and develop culturally competent services that are apparent, available, and accessible to the diverse populations; and

Professional Development – develop culturally-specific staff trainings designed to improve cross-cultural outreach, customer service and communications skills.

Option One:

Webinar format may be used to provide the trainings. The webinar may take the form of a series of trainings on each of the above topics, or may be extended webinar “all-in-one” half day trainings.

Option Two:

A face-to-face meeting format may be utilized. It is anticipated that three half day trainings would be provided to the CSBG eligible network in California during the contract period; one in northern California (Sacramento) one in central California (Fresno) and one in southern California (LA location tbd).

Training and Technical Assistance RFP

The half day trainings, or webinar's, will encompass all topic areas chosen and will be in conjunction with a full day training (or webinar) that will include an orientation to "Structural Racism" by the Community Action Partnership of Riverside County. Additional individualized technical assistance needs may be identified and provided separately from this RFP.

These deliverables will be presented in draft form to Cal/Neva for discussion and possible amendment. The information and analysis provided by the consultant in the draft final report must be organized and presented in such a way that it provides Cal/Neva with an array of options to consider in recommending training and technical assistance needs. The consultant will modify the Draft Report as directed and prepare and present a Final Report to Cal/Neva. The Final Report will then become the property of Cal/Neva. The Cal/Neva Executive Director will present the Final Report with and recommendations to the Agency for Children and Families, Office of Community Services.

Time Frame:

Cal/Neva must receive proposals no later than **5pm on Friday, July 16, 2010**. The proposed Work Plan must demonstrate the ability to begin this work no later than August 2, 2010 and to complete the work no later than September 24, 2010.

How to Apply:

Submit one original and one copy of your proposal to:

California/Nevada Community Action Partnership
225 30th Street, Suite 200
Sacramento, CA 95816
Attention: Lynn Grogan

NO FAX or emailed proposals will be accepted.

Deadline:

Cal/Neva must receive all proposals by 5pm on July 16, 2010

Content of Proposals:

- ✓ • Proposal Cover Sheet
- ✓ • Table of Contents
- ✓ • Applicant's proposed T&TA design and methodologies
- ✓ • Work Plan: Proposed activities, time frames, deliverables, benchmark dates for results.
- ✓ • Proposed costs to complete the study. Include hourly billing rates for each proposed position along with estimated number of hours for each position.

Training and Technical Assistance RFP

Include estimated travel costs. (Travel costs will be reimbursed at rates approved by the state of California.). Costs should not exceed \$5,000 total.

- ✓ ✓ • Applicant's capabilities and experience statement.
- ✓ ✓ • Names and experience of key personnel to be involved in the project.
- ✓ ✓ • Description of three previous studies conducted by applicant along with client references/contact information.
- ✓ ✓ • Attach Resume of Principal Researcher

Proposals should be on 8.5" X 11" paper, be stapled in top left corner. Please do not bind proposals, as we need to duplicate copies. Proposals should be no more than 15 pages excluding attachments. Please do not attach completed research projects or other items that we may request if you are selected as a finalist.

Selection Criteria:

1. Experience in successfully designing and completing similar studies	20 Points
2. T&TA design that both indicates a clear understanding of the project And is appropriate to the charge	30 Points
3. Work Plan: Clear and logical sequence, timely benchmarks for results	30 Points
5. Experience and capability of key personnel	10 Points
6. Costs appropriate to study needs	10 Points
Total:	<u>100</u> Points

Selection Process:

The Cal/Neva Executive Director will approve the selection of the consultant. Finalists may be required to meet with the Executive Director prior to final selection. The decision of the Cal/Neva Executive Director will be final with no appeal process for unsuccessful applicants. The Executive Director may negotiate any portion of the scope of the work plan.

Anticipated Time Frame:

Deadline for submission of proposals: 5 p.m., **July 16, 2010**

Selection of T&TA consultant by: **July 23, 2010**

Training and Technical Assistance RFP

Contract awarded by:	July 30, 2010
Contract finalized and work begins:	August 2, 2010
T&TA and Report Complete	September 24, 2010

Eligible Applicants:

Any experienced, qualified individual or organization is eligible to apply.

Note: The successful applicant will be asked to sign a statement that they will not change key personnel assigned to this project for its duration without prior written permission of the California/Nevada Community Action Partnership.

Conditions of contract:

The successful applicant will be asked to present proof of eligibility to drive in California and proof of adequate liability insurance.

Compliance with all federal regulations for sub-contracts issued under ARRA regulations.

Payment to the Consultant will be made as follows:

One-half payment by August 31, 2010 upon submission of acceptable invoice
One-half-payment upon receipt of all deliverables by Cal/Neva at the end of the contract period upon submission of an acceptable invoice no later than September 28, 2010.

For further information about Cal/Neva and this application you may go to our web site at: www.cal-neva.org.

For questions about this RFP you may contact Tim F. Reese, Executive Director of Cal/Neva at 916-443-1721 or treese@cal-neva.org

A-1

CALIFORNIA/NEVADA COMMUNITY ACTION PARTNERSHIP

**REQUEST FOR PROPOSALS (RFP)
Culturally and Ethnically Diverse Service Approaches
Statewide Technical Assistance and Training
Face-to-face or Webinar Option**

PROPOSAL COVER SHEET

Applicant:	Community Action Partnership of Riverside County (CAP Riverside)
Address:	2038 Iowa Avenue, Suite B-102 Riverside, CA 92507
Telephone:	951-955-4900
Fax:	951-955-6494
Primary Contact:	Lois J. Carson, CCAP
Title:	Executive Director
E-Mail:	lcarson@capriverside.org
Project Manager:	Lanita Tademy
Title:	Program Manager, Project B.L.I.S.S. (Building Links to Impact Self-Sufficiency)
E-Mail:	ltademy@capriverside.org
Award Amount Requested:	\$5,000.00

✓
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APPLICANT'S PROPOSED T&TA DESIGN AND METHODOLOGIES

• Proposing and implementing the design of the training and technical assistance

Community Action Partnership of Riverside County (CAP Riverside) proposes to design, develop, and implement a replicable, four-hour, face-to-face "Train the Trainer" workshop model on the topic of "Culturally and Ethnically Diverse Service Approaches." The primary objective of the workshop is to train staff from community action agencies how to provide diversity awareness in the areas of agency and personal awareness, cultural competency, and professional development. The workshops will train staff how to:

- expose people to the key aspects of cultural competencies and gain an understanding of how to adapt service approaches to diverse populations;
- help people understand the impact of cultural and economic class differences on communication, interactions, and expectations; and.
- identify in-house diversity change agents

CAP Riverside will use the social class status of "poverty" as a framework from which to teach diversity. This is a class status that community action agencies deal with every day and with which they have familiarity. The instructor will use social class to create examples of approaches / activities that can be applied to culture, ethnicity, religion, sexual preference, age, - - any area of diversity to which inclusion or exclusion is applied.

A key tool that will be used in the workshops will be "mental models." A mental model is an internal picture, two-dimensional drawing, or representation of information that aids people in taking abstract information to a concrete level. Mental models are helpful when exploring the concrete experiences of people, for example, generational poverty. Mental models exist below one's awareness and can influence the way one behaves without knowing unless one consciously thinks about them. They help one to identify perceptions one holds about the people and the world around them. Most often, mental models are created from experiences, social exposures, and stereotypes one has about people outside of one's "group". A mental model can frame one's interactions and relationships with people outside of one's own socio-economic group; it motivates one to either include or exclude people who are "different". Using this workshop format will enable the workshop instructor to show how the mental models of class (poverty) cross over to mental models of culture and ethnicity. The format of the workshop also enables CAP Riverside ". . . to address essential knowledge, skills and attributes critical to helping eligible entities to build a framework for cultural competency and adapt service approaches for diverse populations."

The topic areas that will be addressed by the workshops include:

Agency and Personal Awareness – *develop awareness of cultural biases that may affect agency operations and the behavior of individual staff;*

- How to provide support at the workplace for cultural diversity.
- How to address the challenges of office protocol / hierarchy in regards to language when diversity creates a "Register of Language – formal and casual language"
- Best practices for addressing and observing cultural traditions in the workplace

Cultural Competence – acquire knowledge about diverse populations and develop culturally competent services that are apparent, available, and accessible to the diverse populations; and

- How to bridge trust between cultures, social classes, ethnicities, and races

Professional Development – *develop culturally-specific staff trainings designed to improve cross-cultural outreach, customer service and communications skills.*

- How to explore bonding capital - - developing relationships from mutual respect

After attending a workshop, participants will be able to:

1. define and understand what is cultural diversity (develop a common understanding)
2. understand the impact cultural diversity has on their organization and marketplace
3. understand their role - - what is in it for them as an employee as well as for the organization as a whole
4. identify and articulate their personal responsibilities regarding diversity;
5. promote and support a more inclusive work environment
6. create a draft agency diversity plan and identify and/or volunteer to be an in-house diversity change agent

The workshops are designed to maximize interactive learning exercises which have been shown to facilitate a deeper level of and ownership of learning. Lectures will be kept to a minimum (30% – 40% of time), while hands-on activities will be emphasized (60% – 70% of time). Training materials include a bound Train-the-Trainer Workbook, which will include templates of and instructions for small group and large group exercises.

The curriculum is designed to create a bridge to the four-hour Structural Racism workshop. The Structural Racism workshops are scheduled to be presented following the cultural and ethnic diversity workshops. CAP Riverside recommends that the cultural and ethnic diversity workshops be presented in the morning of the training day, followed by Structural Racism after lunch. This schedule best prepares participants to be open and receptive to concepts addressed in the Structural Racism session.

- Conduct the proposed training and technical assistance

CAP Riverside will conduct three (3) four-hour workshops for up to 75 participants (25 per workshop). A workshop will be presented in each of the three (3) locations: 1) northern California (Sacramento); 2) central California (Fresno); and 3) southern California (recommend CAP Riverside office). These workshops are face-to-face demonstrations of a cost-effective workshop model that can be readily incorporated into a training and technical assistance curriculum.

- Submitting interim reports and deliverables to Cal/Neva

CAP Riverside has provided a timeline under the “Work Plan” section of this proposal that includes submission of reports and deliverables. CAP Riverside has an excellent reputation with its public and private sector funders of submitting timely reports and deliverables. Data is collected in real time and can be aggregated, analyzed, and reported according to any report schedules changes required by Cal-Neva.

- Shaping the training and technical assistance design according to interim discussions

CAP Riverside has included in its budget an initial trip to meet with Cal-Neva to review any changes Cal-Neva may have for the proposal’s methodology and work plan. A subsequent trip to Cal-Neva is scheduled to: 1) review results of workshop participants’ pre/post tests; review results of workshop participant evaluations; and, address any concerns, issues, or revisions to the draft report / plan in

preparation for final report / plan. This visit is scheduled to take place soon after the conclusion of the third workshop, but in enough time to make revisions to the plan, as directed and/or recommended by Cal-Neva, and return the revised plan by September 24, 2010, as mandated in the Request for Proposal guidelines. Additionally, a teleconference call will be made to Cal-Neva shortly after the first workshop to review results from pre/post tests and workshop evaluations and discuss improvements and/or enhancements for the remaining two (2) workshops.

- *Developing a framework for implementing recommendations*
Included in the draft report / plan will be recommendations for replicating this workshop model with other community action agencies. CAP Riverside will be available to provide diversity technical assistance of up to one (1) hour at no cost to community action agencies. Extended technical assistance is available through Cal-Neva's Peer-to-Peer program. The Peer-to-Peer support could include assisting other community action agencies implement the workshop on a local basis.
- *Submitting results and reports of the training and technical assistance provided*
CAP Riverside will track, analyze, and report all data related to the project in adherence to the RFP guidelines and the proposal timeline. This includes the results of workshop evaluations and pre/post tests from the workshop participants, meetings with Cal-Neva, and any recommendations resulting from the analysis of the data.

WORK PLAN

✓ CAP Riverside has provided agency capacity building workshops as a structured service for more than 20 years. In 2007, CAP Riverside formally developed the Community Action Academy which formatted workshop structures, established faculty qualifications and recruitment, and standardized training materials and presentations. This existing structure enables CAP Riverside to quickly develop new workshops, curriculums, and materials in accordance to quality control standards established by the Academy. This current training ability will allow CAP Riverside to start the project on August 2, 2010 and quickly provide deliverables.

Proposed activities

- CAP Riverside conduct three (3) face-to-face workshops throughout California for up to 75 participants (maximum 25 participants per workshop)
- CAP Riverside will develop and publish a Train-the-Trainer Workbook for the workshop
- Training Activities include:
 - Small group interactive exercises and discussions
 - Large group report-outs and discussions
 - Role-playing exercises
 - Agency Diversity Plan exercise
- CAP Riverside to provide up to one (1) hour of technical assistance to diversity change agents to implement their Diversity Plan at their agency

Draft Workshop Agenda

- Introductions
- Review Objectives, Ground Rules, and Expectations
- What is a mental model – how it builds inclusion or exclusion
- What is Register of Language – formal and casual
- Small group discussion
- How do we bridge trust between cultures/classes/ethnicities/races
- How to explore bonding capital: developing relations from mutual respect

- Role Play
- Developing an Agency Diversity Plan - - Diversity Change Agents
- Next Steps

Time Frames

Time Period	Activity	Deliverable
August 2, 2010 to August 31, 2010	<ol style="list-style-type: none"> 1. Contract Starts 2. Meet on-site with Cal-Neva to review and revise, if necessary, proposal 3. Develop training materials 4. Develop evaluation tools 5. Present one 4-hour face-to-face workshop (Northern California) 6. Write Report No. 1 – Assessment of first workshop 	<ol style="list-style-type: none"> 1. Train-the-Trainer Workbook with training materials 2. Agency Diversity Plan Template <ul style="list-style-type: none"> • Training Evaluation Tools (pre/post test, workshop participant evaluation tool) 3. Agency Diversity Plan template 4. Report No. 1: Assessment of first workshop
September 1, 2010 to September 16, 2010	<ol style="list-style-type: none"> 1. Present two 4-hour face-to-face workshops (Central and Southern California) 2. Collect and analyze data (pre/post tests, workshop participant evaluations, Agency Diversity Plans) 3. Write Report No. 2 – Draft Report/Plan 	<ol style="list-style-type: none"> 1. Report No. 2 - Draft Report / Plan
September 20, 2010 to September 24, 2010	<ol style="list-style-type: none"> 7. Meet on-site with Cal-Neva to review and revise, if necessary, Draft Report / Plan 1. Write Report No. 3 - Final Report/Plan 	<ol style="list-style-type: none"> 1. Report No. 3 - Final Report / Plan
September 28, 2010	<ol style="list-style-type: none"> 1. Contract Ends 	

Reports:

CAP Riverside will provide three reports to Cal-Neva. The first report will be generated shortly after the first workshop. This report will include: 1) an analysis of the workshop participant evaluations; 2) learning increases demonstrated in pre/post tests; 3) commonalities reflected in Agency Diversity Plans; and 4) recommended improvements and/or enhancements for future two (2) workshops. The second report will be the draft report / plan which will include: analysis of data from all three (3) workshops (workshop participant evaluations, pre/post tests, and Agency Diversity Plans); recommended improvements and/or enhancements for replicable workshop model; and recommendations for rolling-out and assessing / evaluating training over a twelve-month period. The third report is the final report / plan which will include revisions of the draft report / plan requested by Cal-Neva. Replicable model options will include: a half-day workshop; and expanded full-day workshop; a low-cost workshop; and a webinar model.

Deliverables

- Train-the-Trainer Workbook with training materials
- Agency Diversity Plan template

- Training Evaluation Tools (pre/post test, workshop participant evaluation tool)
- Report No. 1: Assessment of first workshop
- Report No. 2 - Draft Report / Plan: includes results of workshops, options for replicating the workshop and workshop topics, recommendations for rolling-out and assessing/evaluating training over a twelve-month period (see "Reports" for details)
- Report No. 3 - Final Report / Plan: incorporates changes requested by Cal-Neva

Benchmark Dates (the majority of these deliverables need to be scheduled with sites, therefore, specific dates are difficult to project at this time)

1. Week 8/2/10: on-site interview with Cal-Neva completed
2. Week of 8/16/10: Conduct first workshop (Northern California)
3. Week of 8/23/10: Submit Report No. 1 to Cal-Neva
4. Week of 8/23/10: Modify workshop, if required
5. Week of 9/6/10: Conduct second workshop (Central California)
6. Week of 9/6/10: Conduct third workshop (Southern California)
7. Week of 9/13: Submit Report No. 2 to Cal-Neva
8. Week of 9/13: on-site meeting with Cal-Neva to review results and draft report / plan
9. 9/24/10: Submit Report No. 3 to Cal-Neva

PROPOSED COSTS TO COMPLETE THE STUDY

Description	Cost
Principal Researcher (Debra P. Jackson, CCAP) (24 hours @ \$32.00/hour) Develop evaluation instruments and surveys; aggregate data; assist in analysis of data	\$ 768.00
Program Manager / Trainer (Lanita Tademy) (70 hours @ \$32.00/hour) Analyze data; conduct on-site and phone interviews; write draft and final reports	\$2,240.00
Travel: On-site meetings with Cal-Neva (2) Flight (\$340.00), Per Diem (\$25.00), Ground Transportation – Shuttle (\$35.00)= \$400/trip x 2 trips	\$ 800.00
Travel: Training Northern California - Sacramento (Lanita Tademy) Flight (\$340.00), Per Diem (\$25.00), Ground Transportation – Shuttle (\$35.00)	\$ 400.00
Travel: Training Central California – Fresno (Lanita Tademy) Flight (\$340.00), Per Diem (\$25.00), Ground Transportation – Shuttle (\$35.00)	\$ 400.00
Travel: Training Southern California (Lanita Tademy)	\$ 0.00
Training Materials: Post-It Easel Pads, flip-chart markers, binding supplies	\$ 200.00
Consumables: refreshments for training, printing, certificates	\$ 192.00
Sites (CAP Riverside will negotiate with local community action agencies to use their site as in-kind donations (e.g., CSD for Sacramento; Fresno County Economic Opportunities Commission for Fresno; and CAP Riverside for Southern California)	\$ 0.00
Total Budget:	\$5,000.00

APPLICANT'S CAPABILITIES AND EXPERIENCE STATEMENT

CAP Riverside, a public community action agency, has been Riverside County's official anti-poverty agency since 1979. CAP Riverside has 31 years of planning, designing, implementing, supervising, maintaining, and evaluating community-based programs that assist the poor. CAP Riverside, a recipient of the national Award for Excellence in Community Action, excels in addressing issues of diversity within the community and the workplace. This area of excellence enabled CAP Riverside to be selected as one of seven out of 1,100 community action agencies nationwide to participate in the Structural Racism project coordinated by the National Community Action Partnership. The Structural Racism project seeks to educate and poll the public on the issue of structural racism. CAP Riverside's expertise

has also led to CAP Riverside being selected by the State of California Victim Compensation Department to serve as the lead agency to coordinate a local task force to address the aftermath of September 11, particularly in the areas of repairing trusts between community members. This resulted in CAP Riverside convening five community dialogues and get diverse members of community talking and developing a plan of healing.

Commissioners for CAP Riverside are also extensively involved in diversity issues. Each city in the county that has a Human Relations Commission has a seat on the Commission. The Commission has a Human Relations Sub-committee who works on projects such as Structural Racism and community diversity training. The Human Relations Sub-committee has assisted in marketing "Big View" meetings where residents and community leaders meet to discuss the nature of Structural Racism and potential remedies.

Another standard of excellence in which CAP Riverside excels in that of cultural competency and employment of staff and recruitment of volunteers that are reflective of the county's diverse cultures, languages, races, and faiths. Staff and volunteer development is provided in cultural awareness and customer service. Program Managers are trained to develop multi-lingual and culturally sensitive program materials. CAP Riverside hires bi-lingual staff to assist customers with limited English language skills. Staff translators for Spanish and Southeast Asian languages (Laotian, Vietnamese, Hmong, Cambodian and Chinese) are readily available through CAP Riverside. Having a diverse staff allows CAP Riverside to learn first-hand challenges such diversity brings and an environment in which to test strategies geared toward buiding a harmonic workplace.

CAP Riverside is a longtime supporter of programs and services that bridge trust between communities. This is demonstrated with securing partnerships with agencies such as Community Access Center and Blindness Support, two partners who provide assistance to disabled customers countywide, the College of the Deaf, the Office on Aging, the Veterans Administration, and local American Indian Tribes. These partnerships increase the agency's awareness that diversity is not just limited to culture and ethnicity. The Dispute Resolution Center of CAP Riverside has partnered with a national youth violence non-profit to address the issues of race-based school violence. This has led to a countywide program of peer mediation where middle and high school students are taught how to help their peers resolve conflict using non-violent strategies. Diversity training is a required training component for volunteers of CAP Riverside's after school mentoring/tutoring program.

Both project staff have graduate degrees which include research and statistics. Both staff members are certified trainers for the national Circles™ program. The Principal Researcher is a Certified Community Action Professionals (CCAP), a national credential awarded by the National Community Action Partnership (NCAP) to community action agency personnel recognized as leaders on anti-poverty issues and programs in the United States. The Principal Researcher was the lead staff for the Post-911 taskforce and manages the Community Action Academy. Both staff members have designed and presented workshops at Cal-Neva annual conferences and Annual National Community Action Partnership conventions.

CAP Riverside is a \$3 Million plus Community Services Block Grant American Recovery and Reinvestment Act (CSBG-ARRA) sub-contractor. The agency is in complete compliance with all federal regulations for sub-contracts issued under ARRA regulations: 1) has a DUN number; 2) has a current registration for The Civilian Contractor Registry (CCR); 3) has no records under the Excluded Parties List System (EPLS); has a "no findings" Risk Assessment; and has appropriate current insurances.

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NAMES AND EXPERIENCE OF KEY PERSONNEL TO BE INVOLVED IN THE PROJECT

All project staff are: permanent staff members of CAP Riverside; have a valid California driver's license; and, are covered through the County of Riverside's Program of Self-Insurance.

Lanita Tademey

CAP Riverside Project B.L.I.S.S. Program Manager

Program Position: Project Manager / Trainer

Duties:

- Develop workshop curriculum, Train-the-Trainer Workbook, and training materials
- Conduct workshops
- Assist Principal Researcher data.
- Review data collected and develop reports
- Develop options for replicable workshop model
- Provide technical assistance to other community action agencies

Credentials

Education: Master's – Leadership and Management; **Experience:** (2007 to present) Project B.L.I.S.S. (Building Links to Impact Self-Sufficiency) Program Manager for three (3) years expanding program from four (4) families to 70 families with eighteen families graduating as self-sufficient families; faculty member for Community Action Academy; conducted and facilitated workshops throughout Southern California for faith-based organizations on topics of community and economic development, poverty, homelessness, asset/wealth building; conduct 9-week curriculum to low-income families to help them understand economic, social class, and cultural/ethnic diversity issues as well as develop a plan to improve their resources. **Relevant Training:** Certified "Bridges" Trainer, Aha Process: Certified Trainers provide community leaders and other participants with a framework for understanding poverty; Certified Train the Trainer, Move the Mountain Leadership Center: Certified Trainers provide organizations with training, technical assistance, and guidance on starting a Circles Campaign at their organization to end poverty. **Certifications:** applying for 2011 certification as a Certified Community Action Professional (CCAP)

Debra P. Jackson, CCAP,

CAP Riverside Planning Division Manager

Program Position: Principal Researcher

Duties:

- Provides technical assistance to Program Manager on data collection, service delivery monitoring, and program progress reports.
- Develop project evaluation tools.
- Assist Program Manager with development of the Train-the Trainer workshop and workshop materials
- Review data collected and develop analytical reports
- Assist Program Manager with preparing draft and final report / plan

Credentials

Education: Master's – Leadership and Management; **Experience:** (2000 to present) Evaluator for all CAP Riverside programs; developed evaluation tool for in-house program; served on 2 statewide data collection project for State of California Department of Community Services and Development; 9 years experience in program planning, monitoring, and evaluation; instructor for CAP Riverside's Community Action Academy for capacity building workshops for community and faith-based organizations. **Relevant Training:** Results-Oriented Management and Accountability (ROMA) and graduate level research statistics; Certified Train the Trainer, Move the Mountain Leadership Center: Certified Trainers provide organizations with training, technical assistance, and guidance on starting a Circles Campaign at their organization to end poverty. **Certifications:** Certified Community Action Professional (CCAP)

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Description of three previous studies conducted by applicant along with client references/contact information

1. **Project B.L.I.S.S. (Building Links to Impact Self-Sufficiency)**

Project B.L.I.S.S. is a nationally structured program called Circles™ that has a proven track record to move families out of poverty. Enrollment in the "Getting Ahead" Curriculum provides thirty (30) hours of training that teaches participants how to establish realistic goals, raises their level of knowledge about the dynamics of poverty, provides leadership skills, and identifies how to build financial, emotional, and social skills as they move out of poverty. Each family is matched with a circle of 3 to 5 allies (volunteers) who form a trusting relationship, and personal support network. The family and the allies meet on a regular basis to provide encouragement, advice, and accountability as the family sets goals and implements strategies to become self-sufficient. CAP Riverside participated in five (5) training workshops, each one (1) week in length, to become a certified national Circles™ Training Center. Both Lanita Tademy and Debra Jackson are certified Circles™ trainers for CAP Riverside's training center.

Contractor:

Scott C. Miller

CEO

Move the Mountain Leadership Center

1908 Tierra Vida Pl. NW

Albuquerque, NM 87107

505-345-1669

Scott@movethemountain.org

2. **Racial Equity and Economic Stability (REES)**

The CAP Riverside was contracted by the National Community Action Partnership to pilot the REES project on the west coast. The REES project stems from the Ford and Aspen Institutes roundtable on Community Change study on Structural Racism and Community Building. In essence, they discovered that structural racism - racism relating to legislation, the judicial system, employment, education, homeownership, child care, and healthcare continue to exist despite history's attempt to eliminate the gap between Americans of color and White Americans.

Two local councils were formed, under the leadership of CAP Riverside, to address the issues of structural racism and racial disparity: the Policy Advisory Council (PAC), and the Technical Advisory Council (TAC). The goal of the PAC is to eliminate racial disparity in all sectors of community life. The goal of the TAC is to eliminate racial disparity in the provision of and access to quality child care.

The REES project has two components for which CAP Riverside is directly responsible: "Big View" meetings and Family Child Care Providers. These components focus on racial equity and recognizing how structural racism has impacted the community. CAP Riverside facilitates "Big View" meetings throughout communities to educate and poll the public and private sectors on the issue of structural racism. Big View meetings focus on the enormity of the racial inequity issue and solicit methods to end structural racism in Riverside County. Participants are asked to complete a Declaration to End Poverty -- an advocacy piece that promotes ending poverty in Riverside County -- and a structural racism survey. To date, CAP Riverside and its partners have collected over 3,000 surveys based. Findings and recommendations will be published in September 2010. CAP Riverside and the TAC conduct activities to increase the public's awareness of and to generate resources for minority home-based family child care providers.

Funder / Contractor
National Community Action Partnership
Donald Mathis, Executive Director
1140 Connecticut Avenue, NW, Suite 1210
Washington, DC 20036
202-265-7546

3. California Senate Bill 551 Post-911 Community Dialogues

Due to CAP Riverside's reputation of quick response to addressing community needs and its expertise in diversity, the agency was selected by the State of California Victim Compensation Department in 2003 to serve as the lead agency to coordinate a local task force to address the aftermath of September 11th. CAP Riverside convene a local task force of 32 thirty-two (32) partners countywide from both the public and private sectors. CAP Riverside recruited representation of the three human relations councils. Through the councils, community dialogues in held in each of the five (5) Supervisorial District. The dialogues were chaired by the director of the Center on Hate and Extremism, California State University, San Bernardino. Focus group discussions were held and data collected from community about strategies for improving relations. CAP Riverside successfully met all its goals, published a full-page ad in local daily newspapers reporting results of the dialogues, produced a video of the dialogues which was distributed to local libraries, educational institutions, and elected officials, published and distributed a resource directory on disaster preparedness and cultural sensitivity resources, and compiled timely statistical and anecdotal reports for the State.

Contractor:
Victim Compensation Program
P.O. Box 3036
Sacramento, CA 95812
800-777-9229
info@vxgb.ca.gov

4. Community Action Academy

The Community Action Academy is an in-house community training and technical assistance resource that provides training and technical assistance opportunities and workshops to community-based agencies seeking to improve the operations and fiscal soundness of their organization. In 2007, CAP Riverside Community Service Block Grant Discretionary funds from the State of California Department of Community Services and Development (CSD) to provide training and technical assistance to Riverside County community-based and faith-based organizations. Up until 2007, CAP Riverside conducted various training and technical assistance workshops in Riverside County for over 20 years. The new funding allowed staff to expand workshop levels from basic and intermediate to advanced capacity building. CAP Riverside's Academy conducts fifteen (15) courses designed to give organizations and community members an opportunity to learn how to build their agency's capacity in five (5) development areas: Leadership, organization, program, resources, and community engagement. Academy has become a cornerstone of business support to partners and other agencies.

Contractor:
CSBG Discretionary Fund, CSD, State of California
State of California Department of Community Services and Development
Diamond Longiel
CSBG Field Representative
916-341-4261
DLongiel@CSD.CA.GOV

ATTACHMENT 2 – RESUME OF DEBRA P. JACKSON CCAP

ATTACHMENT 1 – RESUME OF LANITA TADEMY