

# REQUEST FOR QUALIFICATIONS

## Core Intermediary Support For Ferguson Commission Signature Priorities

**Purpose:** To select a Core Intermediary (one organization or a partnership of organizations with a designated lead) that will provide infrastructure and support to advance the work of the Ferguson Commission. The Core Intermediary will be responsible for coordinating a transparent public process to organize institutions, organizations, leaders, and resources across sectors. These coordinated sectors (hereafter described as Leadership) will ultimately lead call to action implementation efforts with ongoing support from the Core Intermediary.

### TIMELINE:

Date	Activity
September 21, 2015	Organizations invited to respond to Request for Qualifications for Core Intermediary support
September 24 5:00-6:00 p.m. And September 25 Noon – 1:00 p.m.	Q&A webinar for potential applicants. Webinar: Email <a href="mailto:contact@stlpositivechange.org">contact@stlpositivechange.org</a> to register for the webinar.  Webinar topics will include an overview of the plan to build sustainable infrastructure for the Ferguson Commission’s work, the role of the Core Intermediary, tips for forming partnerships for organizations interested in submitting joint applicants, and the RFQ scoring and selection process that will be used to assess applications. Webinar participants will be able to ask questions during the webinar.
<b>October 16, 2015</b>	<b>Proposals due</b>
October 28, 2015	Finalists notified and invited to submit public presentation material
November 5, 2015	Public presentations due
November 9, 2015	Public presentation at Ferguson Commission meeting Core Intermediary selected  Finalists will be required to conduct a public presentation at the Ferguson Commission meeting to discuss their strategy for supporting implementation of the calls to action

**Questions** – Potential applicants can participate in the Question and Answer webinar on September 21, 2015 to ask questions about the Request for Qualifications process. Questions posed during the webinar will be compiled and made publicly available on our website, [stlpositivechange.org](http://stlpositivechange.org).

Potential applicants must submit all other questions by email to [contact@stlpositivechange.org](mailto:contact@stlpositivechange.org) from September 22, 2015 – October 14, 2015. Questions and responses will be made publicly available for all potential applicants.

## Overview of Plan to Build Sustainable Infrastructure for the Ferguson Commission's Work

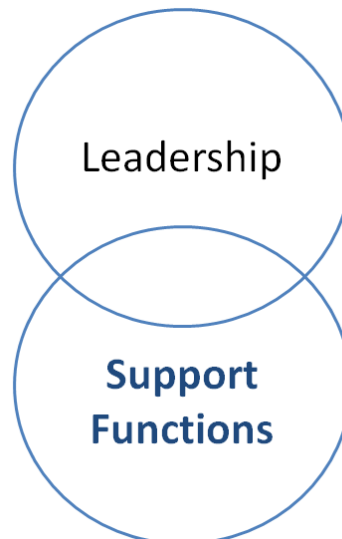
### **Background**

The Ferguson Commission is a group of diverse community leaders charged with helping to chart a new path toward healing and positive change for the residents of the St. Louis region. Since being appointed by the Governor on November 18th, the Ferguson Commission has regularly convened over 100 regional leaders, subject matter experts and community for over 20,000 volunteer hours to produce **189 calls to action** outlining policy changes to better our region.

In an effort to continue the momentum of the Ferguson Commission and implement the calls to action, the Commission is implementing a two-phase selection process to identify a Core Intermediary and an Evaluation Partner to sustain the work and transition the infrastructure of the Commission. This RFQ seeks proposals from a Core Intermediary.

### **Ferguson Commission Calls to Action**

The success of the Ferguson Commission can be attributed to the ongoing engagement of the public, volunteers, institutions and civic leaders dedicated to advancing the important work of addressing urgent issues within our region. While the Commissioners themselves will conclude their leadership role in December 2015, a complete transition of the Ferguson Commission work must address the need for continued leadership as well as infrastructure and support. To that end, the key responsibilities for succession planning can be described as two linked and interdependent functions - Leadership and Support.



1. Build public will
2. Guide vision and strategy
3. Advance policy
4. **Support aligned activities**
5. **Establish shared measurement**
6. **Mobilize funding**

### **Leadership**

Like the Ferguson Commission itself, the Leadership function required to implement the calls to action will be driven by an ecosystem of institutional and individual leaders across sectors who work together to build public will, guide vision and strategy, and advance a comprehensive policy agenda. This will require multiple sectors to self-organize so that they can identify leaders to advance the work in each Signature Call to Action. Signature Leadership must come from the institutions and individuals that will be responsible for actually doing the work. In order to strengthen the Leadership ecosystem, the Core Intermediary will be expected to work with stakeholders in all three Signature Call to Action areas: Justice for All, Youth at the Center, and Opportunities to Thrive, to facilitate a process of self-organizing and aligning for the purpose of implementing the calls to action. Through this process Leaders will emerge for each Signature Call to Action area to form a sustainable Leadership Body that will take ownership of and advance the calls to action. **The success of the Leadership will be inextricably linked to the competency and skill of the Core Intermediary.**

## **Support: Role of Core Intermediary**

The role of the Core Intermediary is to serve as the new coordinating body for the work of the Commission, **replacing the support function current staff and volunteers serve**. The Core Intermediary will be a neutral convener that has

- dedicated staff with planning expertise
- cross sector relationships to engage leadership organizations and other community members in the implementation of the calls to action **with a racial equity lens**
- expertise to effectively communicate progress to the community in order to maintain accountability
- ability to work with the Evaluation Partner to collect and report data
- expertise to develop funding opportunities to sustain the work

The Evaluation Partner will be selected through a separate Request for Proposal process later this fall. The Core Intermediary will have a role in the selection of the Evaluation Partner.

Prospective applicants are encouraged to consider the Core Intermediary roles and responsibilities carefully before deciding to apply. It is important to note that this work requires leveraging the skills and resources of multiple partners. As such, the key activities listed are not the sole responsibility of the Core Intermediary; rather **the Intermediary's primary responsibility is to ensure completion of key tasks which can be accomplished through subcontracts and strategic partnerships as appropriate**. Joint applications for Core Intermediary are permitted as needed.

### **CORE INTERMEDIARY SUPPORT FUNCTIONS:**

The following responsibilities will be important to sustain the momentum of the Ferguson Commission.

#### **1. Support aligned activities**

- a) **Dedicated Staff** - Maintain a **full-time focus on the Ferguson Commission calls to action**. This will initially require dedicating existing staff or hiring FTE staff member(s), **with functional skills in leadership, facilitation, strategic communication, and stakeholder engagement**. Staff will need to create and maintain a sense of urgency for change among participants, policymakers, funders, and the public.
- b) **Neutral Convener** – Support **authentic community engagement** and build key stakeholder relationships. The Core Intermediary is the gatekeeper of a transparent public process and should serve as a trusted and neutral convener across sectors to facilitate effective dialogues while mediating any conflict among stakeholders. A key quality will be **the ability to manage relationships and be inclusive**. In order to build and maintain trust among partners and with community, the Core Intermediary should adopt the [Ferguson Commission Values](#) that have guided the work to date.
- c) **Planning Expertise** – Coordinate virtual and in-person planning processes that result in measurable action. The Core Intermediary will be immediately tasked with helping to organize key stakeholders that will lead call to action implementation.
- d) **Cross-sector Relationships** - Have an existing network of partners and the ability to broker new relationships to establish new partnerships across sectors. This will require a **deep working knowledge of key influencers, initiatives, and organizations in multiple sectors** that can advance the calls to action. The Core Intermediary must have a [Network Mindset](#) and **be seen as an honest broker working on behalf of the group**, rather than promoting a single viewpoint.

## 2. Establish shared measurement

- a) **Data Analysis and Reporting Capabilities** – Work with the Evaluation Partner to use data and information to establish shared measurements to monitor successful implementation of the calls to action. The Core Intermediary should have a firm grasp on evidence based practice related to supporting regional planning efforts and demonstrate an ability to use performance measurement as a tool for ongoing learning. A key quality will be the ability to effectively communicate internally and externally how the calls to action are progressing in order to keep the broader community engaged and mobilized.
- b) **Third Party Accountability – Work with** an Evaluation Partner to establish performance management protocols. The core intermediary will help to articulate what success looks like for the calls to action by establishing measurable goals and objectives in partnership with key stakeholders and the evaluation partner for the purpose of maintaining strong public accountability.

## 3. Mobilize funding

- a) **Public and Private Funding Relationships** – Be able to fundraise to support Core Intermediary functions as well as call to action implementation. The Core Intermediary should have the ability to fundraise to support implementation of the calls to action without risking internal organizational conflicts of interest.
- b) **Fund Growth and Management** – Manage and grow multiple income streams. The Core Intermediary should have the accounting sophistication and fiscal controls to manage multiple grants, donations, and income streams while meeting the reporting requirements and use of funds policies of each. The Core Intermediary will be responsible for managing the transition of accounting functions from the existing fiscal agency with support from Ferguson Commission staff.

### Application Cover Sheet

Application Date:		Org Website:	
Applicant's Legal Name: (as shown on IRS Letter of Determination)			
Doing Business As: (if different from legal name)			
EIN #:			
Address:			
City:	State:	Zip code:	
Telephone #:	Fax #:		
Executive Director: (or Top Executive)	(Please include prefix and title)	Phone #:	
		Email Address:	
Main Contact(s) for this Proposal:	(Please include prefix and title)	Phone #:	
		Email Address:	
Board President/ Chairman:		Phone #:	
		Email Address:	

Budget Request		Is this a Joint Application?	<input type="checkbox"/> Yes – Complete Cover Sheet 2 <input type="checkbox"/> No
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Is the Organization's Board of Directors Aware of this Application?	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, include Board Minutes or Letter of Intent from Board Chair indicating organizational commitment.	If no, include a short memo describing when and how the Board of Directors will be informed of the application.

Organization Fiscal Year:	/ / through / /
Geographic Area(s) Served: (include specific counties)	

**Agreement**  
*I certify to the best of my knowledge, that all information included in this proposal is correct.*

\_\_\_\_\_  
 Signature, Executive Director  
 (or authorizing official on behalf of the organization)

\_\_\_\_\_  
 Date

**Application Cover Sheet 2 – For Joint Applicants**  
*(replicate this page if there is more than 1 joint applicant)*

Joint Applicant's Legal Name: (as shown on IRS Letter of Determination)			
Doing Business As: (if different from legal name)			
EIN #		Website	
Address City, State, Zip			
Telephone #		Fax #	
Executive Director: (or Top Executive)	(Please include prefix and title)	Phone #:	
		Email Address:	
Board President/ Chairman:	(Please include prefix and title)	Phone #:	
		Email Address:	

<b>Indicate and Describe Role of Applicant and Joint Applicant:</b> [Only one entity should be indicated as primary in each category]		
Core Intermediary Role	Applicant Primary Responsibility	Joint Applicant Primary Responsibility
<b>Support Aligned Activities</b>	<input type="checkbox"/> Primary	<input type="checkbox"/> Primary
Briefly Describe Role:		
<b>Establish Shared Measurement</b>	<input type="checkbox"/> Primary	<input type="checkbox"/> Primary
Briefly Describe Role:		
<b>Mobilize Funding</b>	<input type="checkbox"/> Primary	<input type="checkbox"/> Primary
Briefly Describe Role:		
<b>Other:</b>	<input type="checkbox"/> Primary	<input type="checkbox"/> Primary
Briefly Describe Role:		

<b>Is the Joint Applicant's Board of Directors Aware of this Application?</b>	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, include Board Minutes or Letter of Intent from Board Chair indicating organizational commitment.	If no, include a short memo describing when and how the Board of Directors will be informed of the application.

**Agreement: I certify to the best of my knowledge, that all information included in this proposal is correct.**

\_\_\_\_\_  
 Signature, Executive Director  
 (or authorizing official on behalf of the organization)

\_\_\_\_\_  
 Date

## **Description of Qualifications**

Please respond to the questions and statements below in no more than 15 pages.

### **I. Support Aligned Activities – 30 Points**

- a. Why does your organization want to serve as the Core Intermediary for this effort? How does this fit with your existing work, mission, organizational values, or organizational culture? How will you navigate differences that could exist between your organizational priorities/philosophy and those community-driven priorities identified as calls to action?
- b. Describe how Core Intermediary responsibilities fit into the existing structure and decision making practices of your organization in relation to staffing, management, and shared governance/ decision making. Include an organizational chart to illustrate internal decision making authority and how staff or departments will support shared governance/decision making with external partnerships that implement calls to action.
- c. Provide an example of initiatives or projects led by your organization that focused on advancing a racial equity agenda. How would that work inform your strategy for maintaining racial equity as a focal point for advancing the calls to action?
- d. Provide two examples of collaborative work among multiple organizations that your organization has been involved with over the last five years; what were the results, and what was learned?
- e. Provide a list of and/or describe the activities in which your organization has played a leadership or facilitative role in the following key areas: strategic planning, group facilitation, data analysis, community organizing, and public awareness/communication.
- f. Describe your natural network or sphere of influence. Identify important sectors related to the Ferguson Commission calls to action in which you do not have existing relationships and describe what steps you would take to establish those relationships.
- g. Provide a workplan/timeline that outlines the key milestones that you expect to achieve in a three year period, including stages and levels of board involvement to demonstrate long-term, board-driven, organizational commitment. Provide resumes for existing staff or job descriptions for staff to be hired for key positions that will be assigned to perform Core Intermediary support.

[Submit organizational chart, workplan/timeline, and resumes or job descriptions as separate attachments. These documents do not count against your page limit]

### **II. Establish Shared Measurement and Accountability Practices – 15 Points**

- a. Describe your experience using data for quality improvement.
- b. Describe how you would engage an external Evaluation Partner to help establish a performance management process for this work.
- c. Describe how you would create planning and public engagement structures and processes that maintain public accountability.

### **III. Mobilize Funding – 25 Points**

- a. Provide an example of a regional fundraising campaign led by your organization. What do you think would be different in fundraising for a collaborative versus a single program or agency?
- b. Describe how your organization would develop a board authorized fundraising strategy to support your role as core intermediary.
- c. Describe your accounting and fiscal controls.

#### **IV. Call to Action Implementation – 30 Points**

- a. Briefly describe how you would organize virtual meetings and in-person meetings to support key stakeholders to self-organize for the purpose of leading call to action implementation. Finalists will be asked to submit a detailed plan for engaging stakeholders to be presented publicly at the November 9, 2015 Ferguson Commission meeting.

#### **Cost Proposal**

Submit a budget spreadsheet and budget narrative that details the estimated cost for three years of Core Intermediary support. The budget should be submitted in 12 month budget periods for three consecutive years. The budget request should range from \$200,000 - \$350,000 per year. The budget should indicate the amount of revenue that is cash match from the applicant or other sources, in-kind, and the amount requested from the Ferguson Commission. Include a fundraising plan for how the cash match will be secured.

#### **Financial Documents**

- **Tax determination letter.** Provide a copy of the letter issued by the Internal Revenue Service that states that the organization is tax exempt as determined by the IRS.
- **IRS Form 990.** Provide the most recent IRS Form 990 tax return (without supporting schedules).
- **Annual budget.** Provide the current fiscal year's approved expense budget. The budget must show detailed annual expense by type of expenses.
- **Current income statement, unaudited.** The income statement must have been issued fewer than 75 days prior to the date the proposal is submitted.
- **Current balance sheet, unaudited.** The balance sheet must have been issued fewer than 75 days prior to the date proposal is submitted.