

## **Scope of Work**

### Mayor's Office of Community Safety Capacity Building Consultant

#### **I. Overview**

The Los Angeles Mayor's Office of Community Safety (MOCS) was established by Mayor Karen Bass in 2023 to prevent crime and violence through community-based strategies that impact the social and economic conditions that drive community harm. The office supports non-punitive safety strategies, including civilian first responders, violence intervention, re-entry services, youth diversion programs, and capacity-building programs for non-profit organizations working to address community safety. Through these measures, the Office works in partnership with the community to positively impact the lives of the people we serve to keep communities safe.

MOCS is seeking a qualified contractor to provide capacity building support to 10 - 15 community-based organizations that partner with the City to deliver violence prevention, intervention and healing services. Through this initiative, MOCS intends to invest in strengthening the organizational capacity of nonprofit partners to ensure they are well positioned to effectively administer public funding and deliver high-quality services to community members. Selected providers will deliver technical assistance and organizational development support to nonprofit organizations in areas such as financial management, governance, compliance, human resources, program operations, data management, and strategic planning.

The goal of this initiative is to promote organizational health, strengthen operational sustainability, and enhance the ability of community-based organizations to deliver impactful services that advance the City's community safety strategy.

#### **Key Program Objectives**

##### **1. Develop Core Competencies**

Provide organizational effectiveness training to MOCS partner agencies to strengthen operational capacity, governance and sustainability.

##### **.2. Maintain Accessible Reference Materials**

Develop comprehensive resource and reference materials that participating agencies may access and utilize on an ongoing basis to sustain organizational effectiveness efforts beyond the training period.

#### **II. Scope of Services and Deliverables**

##### **1. Training Curriculum**

A detailed and structured curriculum outlining current tools, methodologies, and mechanisms aligned with industry standards and designed to improve organizations effectiveness among participating non-profit organizations.

## **2. Assessment Tools**

Pre-and post-training assessments to establish baseline of pertinent knowledge, attitudes and practice and to measure changes, improvements and increase among MOCS partner agencies participants.

## **3. Training Workshops**

Facilitate group training sessions on key operational topics for 10-15 non-profit organizations.

## **4. Resource Development**

Development and distribution of training materials, including but not limited to presentation slides, participant handouts, worksheets, and case studies. Develop toolkits, templates and guides for non-profit partners.

## **5. One-on-One Technical Assistance**

Provide tailored one-on-one coaching to nonprofit organizations to strengthen organizational capacity, improve internal systems and leadership practices, and support long-term sustainability. Coaching will be customized based on each organization's needs.

## **6. Peer Learning Opportunities**

Facilitate peer learning sessions across participating organizations.

## **7. Reporting**

A comprehensive final report summarizing training activities, participants engagement, challenges encountered, outcomes achieved, and recommendations for future implementation.

### **III. Training Structure**

The consultant shall design and deliver a minimum of twenty (20) total hours of training, covering the following functional areas:

#### **1. Board Governance and Engagement**

- A. Building effective boards
- B. Basics of board governance
- C. How to be a good board member
- D. Finding, recruiting and activating great board members
- E. Engaging your board in fund development

#### **2. Staffing and Leadership**

- A. Connective leadership – understanding your achieving style

- B. Team building and group dynamics
- C. Emotional intelligence
- D. Values drive leadership
- E. Facilitative leadership and authenticity
- F. Leadership during crisis and change

**3. Financial Operations and Management**

- A. Financial management and literacy
- B. Financial systems, grants and program management
- C. Fund development planning
- D. Individual donors and grant writing
- E. Fund development laws

**4. Client and Constituent Engagement**

- A. Marketing strategy and planning
- B. Branding and messaging
- C. Storytelling
- D. Social media platforms and strategy
- E. Content design and creation
- F. Effective and mindful communications
- G. Facilitation

**5. Organizational Strategy and Adaptability**

- A. Strategic and organizational planning
- B. Networking, partnerships and collaboration
- C. Organization and program evaluation
- D. Advocacy and campaigns
- E. Volunteer, time and project management
- F. Cultural competence

**V. Qualifications**

The selected consultant must meet the following minimum qualifications:

1. Be an established training provider, academic institution, or professional consulting firm with at least 5/7 years of demonstrated expertise in organizational effectiveness, nonprofit management and capacity building. This experience should include a demonstrated track record of working with nonprofit organizations, public sector entities, or mission-driven institutions to strengthen operational performance, governance structures, and program outcomes.
2. Possess proven expertise in effective, nonprofit-focused training pedagogy, with the ability to tailor content to diverse learning styles and organizational needs. The consultant must demonstrate the ability to tailor curriculum, materials, and facilitation approaches to accommodate diverse learning styles, varying levels of

staff experience, and the unique needs of nonprofit organizations. Experience with interactive, participatory, and culturally responsive training techniques is strongly preferred.

- 3.** Demonstrate the ability to collaborate closely with MOCS staff, including participating in regular planning meetings, incorporating feedback, and aligning deliverables with MOCS strategic goals.

The proposer must demonstrate the ability to design and implement customized capacity-building initiatives that are responsive to the specific needs and context of the organization. This includes developing detailed work plans, implementation strategies, and measurable outcomes, as well as adapting approaches based on ongoing evaluation and stakeholder input.