



**REQUEST FOR PROPOSALS**  
**CURRICULUM DEVELOPMENT & DELIVERY CONSULTANT(S)**  
**Training 4 Trainers**  
**February 2024**

**INTRODUCTION**

LISC Houston is issuing this Request for Proposals (RFP) seeking to build a team of (at minimum) two consultants or one company with a team, to assist with the development and delivery of curriculum/training of a flagship program, Training 4 Trainers, focused on building resident/civic leadership.

**DISTRIBUTION & SELECTION TIMELINE**

This RFP will be posted on LISC Houston's website (<https://www.lisc.org/houston/>) from **February 21, 2024 through 12p CST on March 11, 2024**, when responses to the RFP are due. The consultant(s) selected for the work will be notified by close of business no later than March 29, 2024.

**BACKGROUND**

Since 1989, LISC Houston has been at the forefront of leading community development initiatives in the Greater Houston Area. As one of the country's largest community development support organizations, we collaborate with residents and partners to close systemic gaps in health, wealth, and opportunity so that people and places can thrive. For 35 years, LISC has invested more than \$563 million in Houston communities, leveraging an additional \$1.5 billion. This investment has created more than 10,000 affordable homes and apartments and 2 million square feet of commercial, community and educational space, as well as helped thousands of people improve their financial health and strengthen their neighborhoods. For more information, visit [www.lisc.org/houston](http://www.lisc.org/houston).

**ABOUT THE PROJECT**

LISC and our partners know that community development is most impactful through engagement and collaboration alongside the people and organizations we serve. We recognize that communities possess critical experience, insights and knowledge for addressing systems failures – and that local residents and organizations have essential relationships and expertise required to transform their communities.

Launched in 2016, LISC Houston's "Training 4 Trainers" (T4T) is a dynamic and inclusive program designed to empower individuals with the knowledge, skills, and confidence to become effective civic leaders and trainers within their communities. Rooted in the belief that strong leadership is fundamental to societal progress, this initiative aims to cultivate strong community advocates, organizers, and changemakers. Participants in T4T engage in an immersive learning experience that blends theoretical frameworks with hands-on application and coaching. Participants delve into various aspects of leadership theory, community organizing, advocacy strategies, effective communication techniques, ethical

**Local Initiatives Support Corporation**

602 Sawyer Street, Suite 205, Houston, TX 77007 • T 713.334.5700 • [lisc.org/houston](http://lisc.org/houston)

*A United Way partner*

decision-making, grassroots mobilization, grass top collaboration, public speaking, and diversity, equity, and inclusion. Participants learn to harness their strengths, articulate their values, and inspire others to take action for positive social change. Central to the program's philosophy is the cultivation of a supportive learning environment where participants can share experiences, collaborate with peers, and build meaningful connections. Experienced trainers, mentors, and subject matter experts provide guidance, feedback, and support throughout the program, nurturing participants' growth and development as leaders and trainers.

By equipping emerging leaders with the tools and resources they need to train others, the program aims to create a ripple effect of empowerment and transformation within communities, catalyzing sustainable change and fostering a more just and equitable society.

Current Curriculum Outline: [Copy of Training for Trainers \(T4T\) 2020 Curriculum Outline \(go-neighborhoods.org\)](https://go-neighborhoods.org)

**Location:** Houston, TX

*(Must be based in Houston, TX and have a strong understanding of Houston's neighborhoods)*

## **SCOPE OF WORK**

Consultant(s) will work in collaboration with LISC Houston to develop a customized civic leadership curriculum and deliver the curriculum through in person and/or remote training for resident/civic leaders in support of the mission of T4T. The curriculum must be grounded in best practices in adult basic education, use clear and well-designed structures for organizing topics, lessons, and overviews. Additionally, the curriculum must be contextualized and rooted in the current environment/respond to current community needs.

The consultant(s) shall be asked to perform any of the following tasks, with the final scope of work to be determined contingent on the consultant's proposed pricing and LISC's budget. LISC reserves the right to select more than one consultant and assign the tasks between the two selected consultants.

### A. Deliverables

- Developing specified curricula and delivering training. Create content based on the needs of the organization, feedback from other stakeholders, assessment of other similar programs in the Greater Houston Area, and industry best-practices in content /standards
- Curriculum Design will include any combination of the following artifacts:
  - Course outline and learning objectives
  - Participants worksheets / project planning guides
  - Identification of the learner's needs and the expected learning outcomes
  - Facilitator guide and instructional materials

**Local Initiatives Support Corporation**

1111 North Loop West, Suite 740, Houston, TX 77008 • T 713.334.5700 • [lisc.org](https://lisc.org) • 2 of 8

- Facilitator presentation slides
- Priming and reinforcing activities
- Synchronous and asynchronous activities
- Course resources
- Writing content
- Course timeline for goals and objectives
- Course audio, video, visual, and interactive media aids
- Course and curriculum assessment
- One hour prep for pre-planning and post-wrapping
- Branding and graphic design
- Evaluation
- Training Delivery will include any combination of the following services:
  - Effective adult education techniques
  - Routine administrative tasks including attendance, evaluations, providing course materials and information
  - Office hours
  - Course is delivered according to a scheduled and agreed upon frequency and sessions, followed by a previously agreed upon monitoring consisting of a mix of assignments and other tasks that participants complete over the specified time period
  - Course culminates with the delivery of a Capstone and the award of an online certificate
- Submitting materials to LISC on time to review and working in partnership to brand content under LISC's branding guidelines
- Co-creating the delivery format, frequency, and learning management system (LMS)
- Consultant(s) shall not subcontract any segment or services covered herein, without prior approval of LISC Houston. All subcontracted services shall be warranted by and shall be the responsibility of the consultant(s)
- Insufficient resources resulting in poor performance may be grounds for termination

### B. Training Format(s)

Training formats shall be any of the following:

- Classroom / Instructor-Led – Offered in a short course format
- Blended learning – Combining face-to-face classroom with e-learning activities to form an integrated instructional -approach
- Webinar – interactive, web-based video conference, with interactive tools/approaches to engage learners and enhance -learning

### C. Training Duration

The current training schedule sequence is delivered over the course of six months. Participants meet once per month (typically Saturday mornings from 9a – 12p) virtually or in person to discuss their learning, application, hear from guest speakers, network, and work

on their Capstones. In between the monthly meetings, participants are completing the online learning modules, signing up for one-on-one coaching (optional) with consultant(s), meeting with their Capstone team and consultant/coach to work on their project. Part of this contract will be reviewing the current training duration/structure and determine the best structure/delivery.

#### D. Training Size

The current average cohort size has ranged from 20 – 31 participants. Part of this contract will be the assessment of leading a cohort with a maximum size of 30-50 participants and building curriculum to fit.

#### E. Training Schedule

Consultants shall be available to provide training during regular and non-regular business hours (including nights and weekends).

#### F. Training Location(s)

In person training shall ideally take place at LISC Houston's offices. However, location can be adjusted based on recommendations from consultant(s).

The delivery of online trainings will be co-determined with LISC and consultant(s).

Consultant(s) shall provide recommendations to LISC on best fit Learning Management System and, once LISC has procured the LMS, set up the training in the LMS.

#### G. Roles and Responsibilities Trainer Knowledge, Skills and Abilities

- This project will be a good fit for consultant(s) with a background in adult basic education, curriculum development and design, experience building leadership development curricula, or designing sector specific training programs
- Consultant(s) must be highly qualified individuals with experience and/or expertise in the subject matter, as well as experience applying the subject matter in the public sector arena
- Consultant(s) shall have knowledge of and experience with audio/visual equipment and technology
- Consultant(s) shall demonstrate active listening and facilitation skills, communicate effectively both orally and in writing, and speak effectively before large and small groups. In addition, consultant(s) shall perform the role of facilitator, and effectively utilize group dynamic skills and techniques
- Consultant(s) shall
  - Engage in conversations with LISC to discuss key elements of the current program
  - Establish regular check ins with LISC's point person throughout the contract term
  - Delivery, in a timely manner, draft documents for feedback from LISC

#### **Local Initiatives Support Corporation**

- Provide clear and effective communication about the project via email or phone
- Have the ability to travel to domestic locations and deliver a training

#### H. Produce and Provide all Training Materials

Consultant(s) shall prepare and provide all course materials. This includes preparing all participant materials (i.e. guides, handouts, exercises, books, job aides, etc.) The cost of materials shall be included in the total consultant fee. Consultant(s) shall maintain and update each training syllabus, introduce, and follow objectives for each class, complete training as described, and utilize training aids.

#### I. Performance Expectations

Consultant(s) shall be responsible for the following:

- *Review and Evaluation* - Following each course, all training providers shall provide attendees with a training evaluation
- *Continuous Improvement* - Based on the feedback in the evaluation, and the requirement posited in this RFP, the consultant(s) shall be willing to modify content without charging fees for curriculum design and/or modification.
- *References* - The consultant(s) must provide a minimum of three (3) references for training previously offered and/or developed

#### J. Project Timeline

Work shall begin once this project is awarded or as mutually agreed by the consultant(s) and LISC Houston. All work shall be completed by December 31, 2024.

##### **I. Curriculum Development Planning Timeline: April 1, 2024 – May 30, 2024**

###### **a. Discovery Phase: April.**

- Review current curriculum content, training structure, and conduct a comprehensive analysis of existing curriculum. In addition, evaluate the relevance, accuracy, and effectiveness of the current curriculum. Based on the review and assessment findings, propose specific recommendations for redesigning the curriculum content and training structure
- Assess current training against other similar training programs offered in Greater Houston (ex. Center for Houston’s Future, City of Houston Complete Communities University, American Leadership Forum, etc.). Glean relevancy, unique factors and recommendations for content and structure as well as partnership opportunities
- Develop a Houston landscape analysis that portrays a strong profile of Houston’s diverse communities, populations, and socioeconomic needs

- Review external industry leading practices and content in civic leadership development (including training programs in other LISC markets). Provide recommendations
  - b. **Development Phase:** May 2024 – June 2024
    - In partnership with LISC Houston and other consultant(s) (if any) lead the development of curriculum and training structure
    - Curriculum will adhere to LISC Houston’s branding guidelines
    - Assist LISC Houston in assessing best fit Learning Management System (LMS). LISC will procure (barring availability of funding)
    - Consultant(s) will set up and deliver the training in the LMS
    - Provide guidance (as needed) to LISC Houston on the application design and recruitment
- II. **Curriculum Delivery Period:** June 2024 – September 2024 (dates & frequency to be determined)
- a. **Delivery Phase:** June - September
    - Deliver the training
    - Provide office hours for participants
    - Support participants with their Capstones
    - Facilitate the evaluation. Develop & deliver, at most, six (6) subject matter specific supporting webinars. Duration of webinars can vary from 15min pre-recorded tutorials to 30min or 60min virtual live webinars. Topics will vary and will be determined in response to participant needs
- III. **Evaluation and Reporting:** September 2024 – December 2024
- Prepare a comprehensive evaluation report summarizing key insights and recommendations supported by data, evidence, and examples to support findings.

**K. (Optional) Value-Added Products/Services**

Consultant(s) may propose optional/value-added products and/or services. Consultant(s) must identify the use, functionality, and purpose of the optional/value-added item(s), and how LISC Houston would benefit from electing to procure those item(s). Pricing for proposed item(s) shall be clearly labeled as optional/value- added. Information regarding these products should be included in your proposal.

**L. Pricing**

Due to the complexity of this project LISC Houston understands that consultant(s) must have the flexibility to customize pricing. Consultant(s) are encouraged to submit an itemized Fee Schedule for all scope of work items where the consultant(s) possesses the capabilities to perform and deliver. Pricing must be all inclusive. At a minimum, Fee Schedule shall clearly identify the following:

- Total cost and all fees associated with the Discovery, Development, and Delivery Phase. An itemized pricing structure for payments by milestones or deliverables.

**Local Initiatives Support Corporation**

- Any travel expenses will be absorbed in total cost per phase and not billed separately.
- All fees for (Optional) Value-Added Products/Services (if applicable).

**RENEWAL OPTIONS**

LISC Houston may consider annual renewal options, renewable one (1) year at a time, based upon updated terms, conditions and pricing as well as grant funding prohibiting. Renewal is subject to approval by LISC Houston. LISC Houston reserves the right to rebid at any time as is in its best interest and is not automatically bound to renew.

**RFP RESPONSE INSTRUCTIONS**

Consultants must submit a complete response package that includes the following items in

1. **[5 pts]** Proposal cover page with the following information: Name, Company Name (if applicable), Address, Phone, Email, Website, EIN
2. **[40 pts]** A narrative that describes how the consultant(s) meets the required qualifications, and a proposed methodology of executing against each of the scope of work elements: discovery, development, and delivery. Sample work product.
3. **[30 pts]** Bio(s) of principal consultant(s), company profile (if applicable), and a list of clients worked with and project description that demonstrates your relevant and most recent experience. Minimum of three (3) references for training previously offered and/or developed (LISC reserves the right, during the proposal review stage, to request letters of reference from up to three clients with whom the consultant has worked in the past three years; however, the consultant is not required to submit reference letters with their response to this RFP.)
4. **[25 pts]** Consultant’s Fee Schedule, using the following table structure below. Consultant may choose to bid for all or some of the task areas.

Phase	Key Activities	Cost Structure	Total Cost	Timeline
Discovery				
Development				
Delivery				
(Optional) Value-Added Products/ Services				
<b>Total Cost</b>				

**SUBMISSION**

**Local Initiatives Support Corporation**

Proposals should be submitted in PDF format and not exceed 25MB. Please submit your proposal via email with “*Leadership Development - ‘insert company name’*” in the subject line to Carolyn Andrews at [CAndrews@lisc.org](mailto:CAndrews@lisc.org) by **12p CST on March 11, 2024**. Incomplete or late proposals will not be considered.

### **EVALUATION REVIEW AND SELECTION PROCESS**

LISC Houston will establish a review committee to evaluate proposals based upon responsiveness to the criteria described above, completion of experience, rate/price, and availability. Selected consultants will be invited for a **30-minute interview**, tentatively on **March 21, 2023, between 9:30am - 12:00pm CST**, before a determination is made. Selected consultants may be asked to revise their proposal based on the interview discussion. In such case, revisions will be **due 12:00pm CST, March 26, 2024**.

LISC is committed to working with SBEs, MBEs, and WBEs, and encourages proposals from SBEs, MBEs, and WBEs. LISC IS AN EQUAL OPPORTUNITY EMPLOYER COMMITTED TO DIVERSITY & INCLUSION.