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Executive Director,  
Long Beach Forward

Long Beach Forward is a  
501(c)3 nonprofit organization.  
Tax ID# 87-4396256

## Long Beach Forward Strategic Plan 2024-2027

### Request for Proposals (RFP)

#### Project Overview

Long Beach Forward (LBF) seeks to contract with a values-aligned consultant to co-lead, co-design, and co-write our second organizational strategic plan that will reshape and redefine our organization's role within the movement building ecosystem in Long Beach over the next three to five years. The selected consultant will work closely with a committee of LBF staff and board members to help guide a process of data collection and analysis that will inform the final strategic plan.

#### Organizational Background and Overview

LBF focuses on strengthening the power of organizations and community members by providing them with the tools and training necessary to be heard, be influential, and drive real change in Long Beach. We are motivated by the belief that everyone in Long Beach should be able to influence the decisions that impact their lives and the knowledge that oftentimes low-income communities of color are left out of decision making. LBF provides leadership, strategy, communications, and convening support to multiple campaigns in order to advance shared goals.

The organization began in 2009 when The California Endowment (TCE) unveiled a 10-year, \$1 billion place-based initiative called "Building Healthy Communities" to advance statewide policy, change the narrative, and transform 14 of California's communities most devastated by health inequities into places where all people have an opportunity to thrive. Central and West Long Beach was one of the 14 sites selected by TCE, creating Building Healthy Communities: Long Beach (BHCLB) as the Hub Organization to support community organizing, coordinate

#### OUR VISION

Race and income do not determine one's future in Long Beach—  
it's a community where everyone is safe, connected, and healthy.

   @move1bforward

collaboration among the over 50 partner organizations, and organize strategic communications in Long Beach over the next 10 years. The first collaborative work groups as part of BHCLB were formed to focus on air quality and youth, beginning the hub organization's role in supporting cross-collaboration towards policy and systems change. Over the next two years, additional work groups were formed to focus on neighborhoods, schools, and community safety.

From 2012 to 2018, BHCLB supported a number of community-driven collaborative efforts and wins, including:

- Approval of the Language Access Policy
- Organizing the People's State of the City, organizing and power analysis trainings, and the Boards and Commissions Leadership Institute via Long Beach Rising
- Approval of a district-wide resolution and funding for restorative justice in LBUSD
- Passage of Measure N to raise the minimum wage and provide paid sick leave and tip protection for hotel workers in luxury hotels
- Passage of Propositions 47 and 57 (justice reform)
- The restructuring the Schools Workgroup to the Parent Organizing Workgroup and hiring a Parent Organizer
- The launch of the People's Planning School
- Approval of the Long Beach Values Act and Long Beach Justice Fund to protect immigrant communities
- Supporting and settling a historic Uniform Complaint Procedure (UCP) against LBUSD to win funds for high-needs students.

From 2010 to 2018, BHCLB was fiscally sponsored by other organizations to provide administrative support and infrastructure. In 2018, the BHCLB hub organization rebranded to Long Beach Forward (LBF) after a year-long rebranding process alongside community leaders and partners as part of a strategy to continue organizational and collaborative sustainability beyond the end of the BHC initiative in 2020. In addition to continuing to support the Building Healthy Communities initiative in Long Beach, LBF began new collaborative work in alignment with its mission and vision, including the Budget Advocacy Workgroup and People's Budget campaign, the safe and clean stormwater project (Measure W), the Best Start Central Long Beach network, the Los Angeles Regional Census Table/We Count Long Beach campaign, and the Long Beach Community Health Needs Assessment. Later that year, LBF relocated to the current office and community space at 425 Atlantic Avenue.



Despite the beginning of the COVID-19 global pandemic in 2020, LBF continued its work supporting collaborative organizing and resource sharing, pivoting the We Count Long Beach 2020 census campaign to digital and physically-distanced tactics, moving meetings to digital platforms, and working with funders and partners to resource and support direct relief efforts to families and communities in need. In the rest of 2020, the Best Start Central Long Beach network completed the first-ever Participatory Budgeting process to allocate \$450,000 to 9 projects that were created and developed by community members, LBF created the first organizational 3-year strategic plan and 18-month fund development plan, the Budget Advocacy Workgroup organized the People’s Recovery campaign to win millions in COVID-19 recovery dollars towards community priorities, and LBF began a leadership transition as the Interim Advisory Board selected James Suazo to be the next Executive Director starting January 2021.

Within the first few months of 2021, LBF transitioned to a Leadership Team with four Directors, reorganized into a team structure, and launched the Healthy Long Beach campaign to address vaccine equity and support direct relief efforts. In April 2022, LBF separated from its fiscal sponsor, Community Partners, and incorporated as an independent 501(c)3 non-profit organization, marking another milestone in the organization’s strategy towards long-term movement building and sustainability. By the end of 2022, LBF announced 9 community members selected to serve on the inaugural Board of Directors, tasked with legal and fiduciary responsibilities for the organization to continue its mission-driven work of building community knowledge, leadership, and power.

### **Mission, Vision, and Values**

- Vision: Race and income do not determine one’s future in Long Beach—it’s a community where everyone is safe, connected, and healthy.
- Mission: To create a healthy Long Beach with low-income communities of color by building community knowledge, leadership, and power.
- Values: Fairness, Collaboration, Connection, Change, and Integrity

### **Organizational Culture Principles and Commitments**

1. We stay grounded in our purpose and values.
2. People are at the center of our organizational culture.
3. We see each other’s humanity and embrace our authentic selves and the authenticity of others.
4. We build trust through transparent communication.



5. We cultivate a duty and culture of care in our organization and community through relationship building, regular team meetings and one-on-ones, regularly checking-in with each other, seeing each other as thought partners for support, and building a practice of reflection.
6. Expertise and lived experiences are valued contributions.
7. Growth is prioritized through leadership and skill development.
8. Asking and offering help when needed (when in doubt, broaden the circle) and extend gratitude to colleagues for asking for help.
9. The process is as important as the outcome.
10. We resist perfection and embrace the process
11. We normalize mistakes, struggle, and conflict.
12. Relationships are the foundation of our movement building.
13. We practice holding multiple truths at the same time.
14. Not being afraid to say no.
15. Accountability is held within ourselves, between one another, and among the community.
16. Committing to harm prevention to create brave and safe spaces.
17. Seeking common ground and identifying common goals and interests.
18. Committing to working with flexibility, creativity, and joy.
19. Leaning into conflict resolution and assuming good intentions.
20. We lift each other up to build together.
21. We commit to two all-team retreats a year to build organization culture.
22. Prioritizing team and org-wide bonding, bridging and learning.
23. Prioritizing ongoing healing, learning, rest and work/life balance.
24. Embracing rebirth by releasing the ghosts of the past and trying to move forward together.
25. Investing in opportunities for inclusion, shared leadership and collective decision making.

### **Organizational Culture of Philanthropy Principles**

1. Fundraising is grounded in equity and anti-racism.
2. Fundraising is collaborative and mutually supportive.
3. Individual organizational missions are not as important as the collective community and movement.
4. Everyone has a role and a voice in fundraising.
5. We treat donors as partners.
6. Time is valued equally as money.



7. We practice transparency and openness.
8. We foster a sense of belonging, not othering.

### **Digital Presence**

[www.lbforward.org](http://www.lbforward.org)

[www.youtube.com/@movebforward](http://www.youtube.com/@movebforward)

[www.facebook.com/movebforward](http://www.facebook.com/movebforward)

[www.instagram.com/movebforward](http://www.instagram.com/movebforward)

[www.twitter.com/movebforward](http://www.twitter.com/movebforward)

[www.tiktok.com/@movebforward](http://www.tiktok.com/@movebforward)

[www.linkedin.com/company/movebforward](http://www.linkedin.com/company/movebforward)

### **Current Situation**

LBF has seen tremendous growth, stabilization, and resilience since the onset of the COVID-19 pandemic. Since 2020, the organization has expanded and contracted while simultaneously making pivots and changes to adapt to the evolving landscape, ecosystem, and needs of the staff and the programs we support.

December 2022 marked the end of the organization's first strategic plan, which was focused on getting the organization ready for and successfully through incorporation and separation. As a result of the strategic plan and subsequent incorporation, LBF developed new decision-making matrices for programmatic work, hired new administrative and fundraising staff, expanded individual giving and earned income revenue streams, rewrote the employee handbook with new policies to prioritize people and culture, adopted a hybrid workplace model, and recruited a 9-member Board of Directors. In March 2023, LBF staff completed a facilitated process to rebuild our internal organizational culture. April 2023 marked the one-year anniversary of LBF's incorporation and separation and was celebrated with our annual Spring fundraiser that successfully raised over \$20,000 (LBF's most successful fundraiser to date).

With this new foundation and our internal culture building efforts, LBF aims to build a sustainable and regenerative culture that prioritizes people, invests up front in staff training and wellbeing, and helps influence other community organizations to adopt similar policies and frameworks. The 17 members of the LBF staff regularly play lead and supportive roles in diverse collaborative and coalition spaces that are multigenerational and multicultural. The LBF staff have been trained in and adopted many anti-racist policies and frameworks that reflect the needs of our team, which is majority BIPOC, majority relatively new to organizing (years of experience on staff range from 1-3 years to 9 years), and diverse in age and experiences.

With the public health landscape continuing to shift despite the social and economic hardships continuing to grow, LBF is now at a crossroads to define and shape the role we are playing within the movement building ecosystem in Long Beach, away from institutional funder driven priorities. Now that the organization has a staff of 17 FTE, a thriving and eager 9-member Board of Directors, a growing organizational budget of \$2,134,000, and longstanding collaborative relationships within the Long Beach community, we are in a prime position to lean into our values, principles, relationships and resources to explore what our support to movement building should look like for the next three to five years.

### **Potential Questions to be Explored**

These questions are included to help envision the starting point and potential process to arrive at a final strategic plan. This is not meant to be a final or exhaustive list of all possible questions to explore. This has been sourced from discussions with LBF staff, board members, and partners.

- What is our theory of change as an organization?
- What does base building look like for LBF? How can we scale base building work across the city?
- What does leadership development for community members look like within LBF?
- Where is LBF most needed in the movement building ecosystem? Effective? Impactful? Harmful?
- How does our internal infrastructure need to shift or adapt to new priorities and needs in the ecosystem?
- How can our organizational infrastructure facilitate sustainability for programs and coalitions?
- How can we quantify our successes within our scope of work beyond the numbers, either through contacts, relationships, or community outreach and engagement?
- What have been our most successful programs/campaigns in the community?
- What kind of community programs are needed?

### **Desired Scope and Deliverables**

- Collaboration with a strategic planning committee made up of LBF staff and board members to help guide and develop the process and final document
- A collaborative data collection process supported by the strategic planning committee made up of various methods including but not limited to:



- Digital surveys
- Stakeholder interviews conducted by consultant
- Focus groups conducted by either consultant or LBF staff
- Document and literature reviews
- Data review and analysis led by the consultant
- Collaboration with the strategic planning committee to develop a draft plan inclusive of infrastructure and programmatic strategies and/or goals to be presented at an in-person retreat.
- An in-person one or two day strategic planning retreat with LBF staff and board to help shape the final strategic plan.
- Collaboration with the strategic planning committee to incorporate feedback and finalize a strategic plan.
- A final strategic plan document that includes key infrastructure and programmatic goals and key actions for implementation over the next 3-5 years, including steps for annual reviews to measure progress and adjust as needed.

**Ideal Timeline**

The ideal timeline for the strategic planning process is below. All stages and dates are subject and open to change based on the selected consultant and the agreed upon scope of work.

Request for Proposals open	July - August 21, 2023
Consultant selection period	August 22 - September 15, 2023
Initial planning meetings	Mid-September - Mid-October
Data collection	Mid-October - End of January
Data analysis and plan drafting	February - March
Finalize strategic plan	April 2024

**Budget**

Proposal options should range from \$25,000 to \$40,000.

**Ideal Qualifications**





- Experience with community organizing, movement building and strategy, and coalition building.
- Experience with organizational development and infrastructure building for social change organizations.
- Experience facilitating groups of diverse individuals with differing experiences and perspectives (e.g. race/ethnicity, class, language, gender identity, sexual orientation, etc.).
- Experience with guiding inclusive processes towards strategic planning.
- Individuals and teams with lived experience as BIPOC, LGBTQ+, women, or formerly incarcerated individuals are highly encouraged to apply.

### **Proposal Submission Requirements**

Consultant proposals should include:

- An overview of your work and experience as it pertains to the Ideal qualifications listed previously, including evidence of experience working with organizations whose core work is in community organizing, movement building and strategy, and coalition building.
- Proposed project approach and structure or work plan for the project that includes the scope of work and deliverables previously listed.
- A summary and/or samples of similar projects you have worked on, including a minimum of two professional references.
- Brief biographies or background on key people working on the project.
- Proposed project fees and fee schedule.

### **Proposal Submission Information**

Proposals should be submitted via email to Ariel Halstead, Administration and Operations Director, at [ariel@lbforward.org](mailto:ariel@lbforward.org) no later than 11:59pm PST on Monday, August 21, 2023. Final selection is anticipated to be by September 15, 2023. For questions regarding this RFP and the organization, contact Ariel Halstead at [ariel@lbforward.org](mailto:ariel@lbforward.org).