

**REQUEST FOR PROPOSALS
DEVELOPMENT OF NEW BUSINESS MODEL FOR NON-PROFIT
IN PITTSBURGH'S EAST END**

Objective

The Bloomfield-Garfield Corporation, a nonprofit community development corporation in Pittsburgh's East End, ("BGC") is seeking the submittal of written proposals (hereinafter "Proposals") from firms or individuals qualified to provide expert consulting services to the BGC to assist it in revamping its current business model. These services will include a review of the BGC's present system of funding its core administrative operations, research into other opportunities to bolster operating income, and preparation of a final report to the Board of Directors on how best to sustain the BGC's core operations moving forward. The consultant will correspond and hold discussions with senior employees, Board members, constituents, and key funders throughout this process.

The BGC will work with the consultant as he/she compares the diversity of its revenue base for operations with that of other organizations with similar missions, tying each revenue source to expenditures, and then presenting his/her findings to the Board and staff on where the BGC may be missing opportunities to sustain its operations through more extensive grant-seeking or revenue generation. The consultant will also analyze how the BGC's current staffing structure and the skills of its employees can be better tapped to meet future funding challenges, and where changes may be needed in that staffing structure, or in the training of key employees, in order to help the BGC sustain its comprehensive approach to community revitalization and the development of the full economic potential of residents of Garfield and the surrounding neighborhoods. Finally, the consultant will inform decision-making, as may be needed, by Board and staff on where reductions in staffing and other overhead costs should occur, if tangible opportunities for new funding are not identified, in order to better fit the BGC's operations to existing funding streams.

Project Context

The Bloomfield-Garfield Corporation was formed in 1976 to launch a grass-roots effort aimed at reversing several decades of physical, economic and social decline in Garfield and adjoining geographical areas within the city of Pittsburgh. It has fought steadily to improve the quality of life for all who live or work in these neighborhoods by engaging in projects, guiding planning, and offering programs that support this overall objective. The BGC relies on residents, business and property owners, and those who head major institutions in the community and across the city to help direct and support its work.

With a 17-member board of directors, the BGC prizes the involvement of those who feel a vested interest in its future, or are seeking to open the doors to economic opportunity for themselves, their families, or their neighbors. It engages in contracts with the city, the Three Rivers Workforce Investment Board, and the Neighborhood Learning Alliance for education and employment initiatives that help children and adults find a solid footing for their future. It develops new, or renovated, rental and for-sale housing to eliminate blight and preserve the neighborhood's history as a working-class enclave. The BGC also endeavors to attract new business investment and enterprise to the Penn Avenue commercial corridor to facilitate its transition from an obsolescent retail district to a revived arts, dining and neighborhood shopping center. It has collaborated with city and county agencies to build a safe environment for all, to replace aging infrastructure, to create dedicated open space, and to limit the impact of nuisance-type behaviors. It publishes a monthly newspaper for distribution to over 18,000 households or businesses.

For years, the BGC enjoyed substantial support from local foundations to help underwrite its costs of administering a comprehensive program as described above. But that support has waned in recent years, not just for the BGC but also for many of its fellow CDC's. Efforts to derive larger fees from its real estate development program have met with unpredictability, as earned income often must be left in the project to make it feasible or sustainable (in the case of affordable housing) for the long term. And revenue from administration of contracts with the public or private sectors is generally capped at percentages that cannot pay the true costs of implementing the programs in question.

Accordingly, the BGC invites firms to submit a proposal, either electronically or via US postal mail, that would describe the services to be rendered to the BGC that result in a revised business model to sustain its core operations, now budgeted at just over \$600,000 annually. Included in this submittal would be documentation of previous commissions undertaken for nonprofits that are approximately the size of the BGC, and what qualifications and expertise the firm brought to the performance of the services requested by those clients.

Final selection of a firm will rest with the Executive Director and the Board of Directors of the Bloomfield-Garfield Corporation. Agreement as to the precise scope of services, fee schedule, and timetable for project completion will be negotiated following the selection of the firm.

Scope of Services

The purpose of this Request for Proposals is to select a firm to provide business consulting services to the BGC in support of the goals and objectives outlined above. Once hired, the firm in question will be expected to designate a person or persons to perform these services, including, but not limited to:

- 1) An analysis of the BGC's core budget for operations that examines and tests the assumptions and rationale undergirding the numbers in that budget;
- 2) Interviews with senior staff and Board members whom the BGC will designate to be the interface with the consultant and to provide all necessary background or perspectives on the BGC's programs or operations to better inform the consultant's work;
- 3) An environmental scan of comparable nonprofits in the Pittsburgh region, or elsewhere, that reveals to the staff and Board how other groups are meeting similar challenges or adjusting to changes in their industry;
- 4) Development of a set of initial recommendations for review by the BGC that can help to solidify its core operations under a new business model, whether that involves a) tapping into new revenue sources or expanding existing ones, or b) reorganizing how existing staff discharge their duties, or the streamlining of the staffing structure to better fit revenue models created by the consultant for 2017 and beyond, or c) modifications to program capacity and/or scope to bring expenses in line with those same revenue models, or d) some combination of all three approaches;
- 5) At least one, and no more than two, meetings with a working group of senior staff and Board members to hone and adjust the recommendations to align with any new information about core operations that may come to light over the course of the consultant's engagement that may not have been known at the outset;
- 6) Preparation of a final report containing the recommendations of the consultant, to be shared with the Board as a whole;

Submittal of Proposals

All proposals must be received at the BGC's offices at 5149 Penn Avenue, Pittsburgh, PA 15224 by no later than 5 PM on Tuesday, January 17, 2017. E-mail submittals are welcomed, but must have a date and time stamp on them to ensure that they have met the stated deadline. Any proposals received after the deadline will be returned to those who authored them. E-mail submittals should be directed to RickS@bloomfield-garfield.org.

Questions related to the RFP itself may be directed to Rick Swartz, executive director of the Bloomfield-Garfield Corporation, either by phone (412-441-6950, ext. 11) or at the e-mail address in the preceding paragraph. Mr. Swartz can make available copies of the organization's strategic plan for 2015-2020 upon request.

Requirements of All Proposals

All proposals delivered to the BGC should observe the following format:

- 1) Letter of transmittal, to include the legal name of the firm, its address, and manner of organization, with the names and addresses of the principals with authority to bind the firm from a legal standpoint; Name, phone number and e-mail address for the person who will serve as the principal contact for the consultant on the project;
- 2) Overview of the firm or sole practitioner, to include a description of the history of the consultant's work in this field, length of time in business as such, office location, and the number of personnel at the firm, if relevant; Evidence of experience working within the nonprofit field, whether as an employee of an agency or agencies, or as an independent contractor;
- 3) A description of the staff or subcontractors who will be working on the project, their qualifications for the roles they will be assuming, and a list of references from past clients;
- 4) An estimate of the costs entailed in providing the services the BGC is seeking, with as much specificity as possible regarding the cost categories involved;
- 5) A timetable to indicate the length of time needed to complete each phase of the consulting project, including the submittal of a final set of recommendations to the Board of Directors;