

NEIGHBORHOOD ALLIES

KCC and CCC Organizational Development

Background:

The Brownsville Road corridor, located in southern Pittsburgh, encompasses the city neighborhoods of Knoxville and Carrick. The road stretches for approximately 3 miles and has a variety of zoning typologies. Approximately 3,800 individuals live in Knoxville and 10,000 in Carrick. Both of these communities have all volunteer citizen organizations, the Knoxville Community Council (KCC) and the Carrick Community Council (CCC). Recently Knoxville and Carrick have begun to see early stage revitalization in their communities. The community councils will have a greater role to play in these efforts as more investment flows into these neighborhoods.

The KCC is an all-volunteer community organization whose membership is made up of community residents and stakeholders. The organization does not have an official 501c3 status or organizational documents. The mission is to ensure all residents of Knoxville are afforded optimum opportunities to thrive in all aspects of their lives while residing in the Knoxville community.

The CCC is a 501c3 non-profit organization whose board of directors is comprised of unpaid neighborhood volunteers from all walks of life. The CCC's role involves gathering feedback about the needs and concerns of the residents and visitors to Carrick. They rely on experts, government officials, and others to help the CCC and Carrick in achieving projects and goals set by the council. As Carrick has become more diverse and economic investment is starting to occur, the board realizes the need to evolve and create a new vision for the council.

We are looking to engage a professional services firm to work with a project team to build the capacity of KCC and CCC respectively by defining board roles and responsibilities, facilitating the development of goals, vision and strategy, determining the appropriate board organizational structure through updating and developing bylaws, and fostering strong relationships between residents, businesses, and board through creating processes for feedback and seamless communication. Throughout, the team will work closely with the board to develop their skills, knowledge, and experience to most effectively support the improvement of the quality of life of residents. A team of consultants who have a strong understanding of the community development system, board development, affordable housing, and the Knoxville and Carrick communities will be considered for this proposal.

Project Scope:

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1. Development of Organizational Structure:

One key area of growth cited by board members is the grave need to develop bylaws and a stronger, clearer operational structure. Currently, many structural components are unclear: structure and content for decision-making, format and frequency of meetings, terms of board members and others. These areas develop the board's structure and writing them into the bylaws of the respective organizations. The team of consultants will assist the board in the development of its own bylaws and structure as well as educate board members about the key decisions that impact these pieces.

2. Development of Strategy, Vision, and Goals:

One of the board's primary responsibilities is to set direction for the organization through strategic planning. The strategic plan should serve as a roadmap and as a tool for assessing progress. In developing the strategic plan, it is important that the Board must also include the business owners and residents. The team of consultants should work side-by-side with the board in developing the organization's strategic plan and should include businesses and residents in the development of the plan. Additionally, the team of consultants should work with the board to develop shared

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vision and goals that demonstrate accomplishment of the strategic plan. The end result is to help the Board create a robust strategic plan with clear metrics and timelines as well as a shared vision, and goals.

3. Definition of Board Roles and Responsibilities:

Though there are many assets of board members, they are not being organized in a way that maximizes their benefits fully. The roles for each board member are not clearly defined to a) leverage the assets of board members b) use time/energy efficiently in how decisions are made. For example, creating committees based on interest and expertise of particular board members can help create more efficient and expert processes that make the most of meeting time and create the best results. Overall, the structure of roles and responsibilities of board members must work to maximize the strengths, interests, time commitment of board members.

4. Strong Communication and Feedback Process with Management and Residents:

The KCC and CCC board's effectiveness is based on the increased quality of life of residents of Knoxville and Carrick. The team of consultants will assist in creating spaces for open and honest communication and feedback between residents, stakeholders, and the Board and will ensure that the feedback is structured and organized to demonstrate progress toward the vision and goals developed from parts 1 and 2 of the scope.

Budget:

Neighborhood Allies has allocated \$17,000 - \$20,000 for the production of this project. Additional design work/production beyond those items outlined above is subject to additional negotiations/compensation.

Criteria for Selection:

In review of proposals, the Neighborhood Allies team will be assessing the following criteria:

Proposed Approach:

Technical Appropriateness	To what extent does the bidder have the appropriate skills and knowledge to carry out the work required?
Innovation	To what extent does the bidder demonstrate a creative and thoughtful approach to the work?
Cost-Efficiency	To what extent is the value of the bidder's work equal to or greater value to the amount of money spent?
Matching Criteria of Project Scope	To what extent does the bidder's proposal match the criteria in the project scope?
Realistic schedule for Project Scope	To what extent Bidder stick to the timeline required to complete the project? And to what extent timeline they presented show a realistic schedule for work completion?

Qualifications:

Experience/Education of personnel	To what extent does the bidder possess the experience and education required to carry out this project? Be sure not to evaluate bidders primarily on length of work experience for this category.
Experience & expertise working with marginalized communities	To what extent does the bidder have experience and expertise working in marginalized communities? In other words, does the bidder have experience working towards equity and inclusion in predominately low-income historically disadvantaged communities?
Value for racial and economic equity in marginalized communities	To what extent does the bidder demonstrate a value for racial and economic equity in communities that have been historically disadvantaged and are low-income?

Guidelines and Requirements:

This is an open and competitive process for a qualified professional service firms and freelance consultants. Submissions will be accepted till Friday, **November 22nd 2017 at 5pm.**

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If the execution of work to be performed by your company requires the hiring of sub-contractors you must clearly state this in your proposal. Sub-contractors must be identified and the work they will perform must be defined. In your proposal please provide the name, address, and EIN of the sub-contractor. We will not refuse a proposal based upon the use of sub-contractors; however we retain the right to refuse the sub-contractors you have selected.

The proposal should include the following information:

- A detailed and clear project plan for accomplishing the components of the project scope
- Proof of qualifications (resume, client recommendations, etc.)
- All staff/subcontractors that will likely be part of the development team
- Budget breakdown (demonstration of how time/budget will be spent on various aspects of scope - design, production and consultation)

All proposals should be submitted via email to info@neighborhoodallies.org with “**KCC and CCC Organizational Development**” in the subject line. Following your submission, firms that submit qualifying proposals will be interviewed by Neighborhood Allies team and **KCC and CCC** members during the time period **November 22nd - December 9th**. Final decisions will be made on/or before December 15th 2017.

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