

## Lemington Residential Corporation Board Development Request for Proposals

### Background:

The Lemington Residential Corporation (LRC) is a non-profit organization that owns and oversees the operations of the Eva P. Mitchell Residences located in the city's Lincoln-Lemington-Belmar neighborhood. The Eva P. Mitchell Residence provides safe, affordable, and support services for elderly, low income, predominately African-American residents. The Residence is managed by Allegheny Housing Rehabilitation Corporation (AHRCO) and offers 81 studio and one-bedroom apartments, 80 of which are Section 8 apartments. The LRC is composed of a Board of Directors that is dedicated to providing a high quality of life for residents and passionate about creating positive change in the neighborhood. The community has one of the city's highest rates of homeownership, a significant number of college educated residents and is in close proximity to communities experiencing positive momentum like Larimer, Homewood, East Liberty, and Highland Park. However, as a low-income community with a history of disinvestment, the community is grappling with issues of crime, blight, and abandonment. The Board of Directors is now at a critical stage in development to expand its capacity to better serve the residents of Eva P. Mitchell and deepen its connection to the larger community. Specifically, the Board aims to identify and claim their shared vision, role, values, and priorities, better understand their role as a board and as individuals on the board within the neighborhood and among residents, increase their responsiveness and partnership with residents, and develop and implement bylaws for decision-making, communication, and feedback.

We are looking to engage a project team to build the capacity of LRC 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, management, 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, the Lincoln Lemington community are considered for this proposal.

### Project Scope (Four Parts):

- 1. 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 management company and residents. The team of consultants should work side-by-side with the board in developing the organization's strategic plan and should include management and residents in the development of the plan. Additionally, the team of consultants should work with the board to develop shared 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.
- 2. 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.
- 3. 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 LRC. 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.
- 4. Strong Communication and Feedback Process with Management and Residents:** The LRC board's effectiveness is based on the increased quality of life of residents of Eva P. Mitchell. The team of consultants will assist in creating spaces for open and honest communication and feedback between residents, management, and the Board and will ensure that the feedback is structured and organized to demonstrate progress toward the vision and goals developed from part 1 of the scope.

**Budget:**

Neighborhood Allies has allocated \$12,000 - \$15,000 for the capacity building contract. 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?
Demonstrated value for racial and economic equity in marginalized communities	To what extent does the project team value racial and economic equity in communities that have been historically disadvantaged? Specifically, how have the members of the project team effectively promoted racial and economic equity in their past work?
Reflection of the diversity of the community being served	To what extent does your project team reflect the diversity (racial, thought, age, experience, and gender) of the community served? If it currently does not reflect the community, who will you include in your project team to better reflect the diversity?

**Guidelines and Requirements:**

This is an open and competitive process that follows City of Pittsburgh’s procedures for procurement for a qualified professional service firms and freelance consultants. Submissions will be accepted till **Thursday, May 25<sup>th</sup> 2017**. If the execution of work to be performed by your company requires the hiring of subcontractors you must clearly state this in your proposal. Subcontractors 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 subcontractors; however we retain the right to refuse the subcontractors you have selected.

The proposal should include the following information:

- A description of how the skills, past projects, and experience of your project team fit with the elements of the Project Scope.
- An elaboration of how past projects and efforts by members of your team help advance racial and economic equity and how your project team reflects the diversity of the community being served.
- A budget breakdown that clearly shares the hourly cost of your services, the total hours for each aspect of the scope, and the total cost from adding up the individual costs of the pieces of the scope.

All proposals should be submitted via email to [info@neighborhoodallies.org](mailto:info@neighborhoodallies.org) with “LRC Board Development” in the subject line. Following your submission, firms that submit qualifying proposals will be interviewed during the time period May 25<sup>th</sup> – June 7<sup>th</sup>. Final decisions will be made on/or before June 15<sup>th</sup>.

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