

DENVER SHARED SPACE PROJECT
Request for Proposal: Process Consultant

Introduction:

This a Request for Proposal (RFP) to organizations/companies (Companies) to be chosen as a Process Consultant to work with one of the cohorts of the Denver Shared Spaces Project (DSS or Project). Your Company is requested to apply yourself if you have all the requisite qualifications necessary for a Process Consultant, or if not, to form a team with other complementary Companies and apply together in one application. Depending on the depth of available consultants, DSS reserves the right to team up Companies to meet the full requisite skill-set for Process Consulting.

Local and national companies may apply to this RFP, however, national applicants must have a local partner significantly participating in the entire Project.

Project Description:

The Denver Shared Space Project is collaboration between the Denver Office of Strategic Partnerships, Urban Land Conservancy, and Piton Foundation.

This Project works to support nonprofit organizations in creating multi-tenant nonprofit centers, where nonprofits office together and share back-office functions in an effort to maximize resources and work more efficiently. The Project's core values are affordability, stability, intentional collaboration, and energy efficiency.

The Denver Shared Space Project's goals are:

1. Actively create five multi-tenant nonprofit centers by 2015
2. Develop general resources to help support nonprofits in creating shared space
3. Streamline City and community resources to realize strategic efficiencies around investment in nonprofit facilities
4. Create a formal network of Denver-based multi-tenant nonprofit centers

Job Description Overview:

Process Consultants (Consultants) are needed to help facilitate the analysis, relationship building, and partnership design for cohorts of nonprofits participating in creating a multi-tenant nonprofit center through the Denver Shared Space Project. During the first stage of the Project, Consultant will be responsible for analysis of needs and opportunities around shared space, shared service, program collaboration, and financial capability of nonprofits within the cohorts and development of a strategy to reconcile conflicting needs and build on opportunities.

During the second stage of the contract, the consultant will be responsible for developing a plan of action and facilitating the creation of a Memorandum of Understanding (MOU) between cohort partners, including shared space, shared services, program collaboration, decision making and conflict resolution, and ongoing engagement. Consultant also will work with cohorts to interface with the Urban Land Conservancy and other contractors as real estate possibilities are being explored and selected. Consultants may apply individually or in teams to meet all necessary skillsets.*

Cohort Descriptions

Family Services Cohort:

Members: Denver Early Childhood Council, FACES, Project PAVE, Sense of Security

With a focus youth and families, members of the Family Services cohort provide a unique mix of family support, counseling, and engagement. Co-locating creates an opportunity for increased visibility for these partners and allows them to act as a resource hub for education, prevention, and support services for families.

The broad range of services encompassed in this group – from violence prevention to family counseling to coordination and support of early childhood efforts to providing financial support for people with breast cancer and their families – enable these organizations find unique intersections in the way that their programs intersect and interact to serve the community.

This cohort lists their priorities as cost effectiveness of shared workspace, equipment, and services and ability to network and collaborate with similar organizations.

Cohort 2: Nonprofit Support Cohort:

Members: Metro Volunteers, Colorado Nonprofit Association, Colorado Nonprofit Development Center, Community Resource Center, Community Shares of Colorado

Contributing to the success and sustainability of individual nonprofits and Denver's nonprofit sector as a whole, each of these organizations provides capacity building training programs, resources and tailored advice. While they often coordinate in providing these services, each organization possesses unique expertise.

These agencies working together means that nonprofits will get the real supports they need for their organizations, staff, and volunteers in a coherent, complementary, and integrated way. It will also create a central place for building the sector's infrastructure, incubating new efforts, engaging in advocacy, and enhancing philanthropy.

This cohort lists their priorities as finding a stable home, reducing operating expenses, and enhancing collaboration for a more effective and coordinated approach to nonprofit capacity building.

Contractor Work:

Pre-Contract

Attend orientation session about the Denver Shared Space Project and Project expectations

Stage I:

Expected Deliverable: Five hours of interviews and review with each organization in the cohort; Written report with individual organization and full cohort findings and recommendations; 2 hour session with DSSP Steering Committee to present and discuss implications of finding; 3 hour session with cohort to present and discuss implications and findings

Analysis of Individual Organizations:

- Develop organizational assessment, including analysis of financial capacity, office and non-office space needs, back-office shared service needs, any organization specific needs (security, ADA accessibility, etc.), review of programming for possible collaboration opportunities, and organizational decision-making culture and structures to plan for process involvement.

Analysis for Cohorts:

- Consolidate into an overlapping analysis the individual organizational assessments for cohort needs including financial capacity, office and non-office space needs and opportunities, back office shared service needs and opportunities, specific organizational needs, and areas for possible collaboration. Identify the opportunities to build upon and the potential issues or conflicts to resolve.

Stage I ends with a presentation to the Denver Shared Space Steering Committee and a presentation to the cohort group about findings. The DSSP Steering Committee and organizations in the cohorts will then make the final determination and recommendations at that point about how to move forward.

Stage II

Expected Deliverable: Written plan, with defined timelines, activities, and points of responsibility for creating MOU. Written MOU/Agreement between organizations in cohort and between cohort and ULC which defines rules of engagement around shared space, shared services, program collaboration, and ongoing interaction within the future multi-tenant facility.

With Cohort:

- Facilitate cohort in mapping out plan and process for discussion/decision making around areas of complement and conflict for shared space, shared service, and program collaboration. Include specific identification of timeline and who is involved in input and decision making around each item.
- Facilitate development of organizational cultures overlay, including review of individual organizational culture and values, identification of overlaps and conflicts, defining process for decision making and resolving future/current conflict, and developing agreement for group function and incorporate these process decisions into MOU.
- Facilitate cohort development of plan for shared services, including identification of which services might be shared (e.g. copier, IT, staff, etc.) and incorporate how services will be shared into MOU.
- Facilitate cohort development of plan for shared space (e.g. conference rooms, etc.) once potential space has been identified and incorporate how shared space will be shared into MOU.
- Facilitate cohort development of program/strategic plan overlay, including review of individual organizations' programs, services, and products, identification of where programs or other goals might complement or overlap each other, and help cohort create a plan for capitalizing on complement/overlap.
- Facilitate cohort and ULC development of plan for ongoing engagement, including role for tenant input, continued efforts around collaboration and sharing for economics of scale, expectations in landlord/tenant relationship and responsibilities, conflict resolution mechanisms, and exit resolution.

As Liaison:

- Work with ULC and cohort to develop overall budget for the project, including input into a realistic range of rent, tenant finish, and other cohort expenses to inform pro forma and individual organizational planning and budgeting.
- As requested, participate in conversations with cohort and space planner or architect to provide input on initial space drawings for organizations and collective building.
- As requested, participate in conversations with cohort and the Urban Land Conservancy and their subcontractors to provide input on appropriate real estate opportunities.
- Incorporate ULC into shared space and services discussions and MOU development with cohorts as appropriate.

Contractor Qualifications:

- Minimum five years experience working in or consulting for nonprofit organizations
- Experience working with multiple organizations to collectively create a collaborative project
- Experience leading and coordinating teams of disparate individuals in working toward a common and concrete goal
- Expertise in small group facilitation resulting in creation of concrete plans and agreements
- Experience in analysis of nonprofit space and back office needs
- Expertise in strategic planning
- Expertise in analysis of nonprofit financials and pro-forma projections
- Expertise in organizational growth projecting
- Understanding of nonprofit governance
- Ability to interact with wide variety of stakeholders
- Strong negotiation and conflict resolution skills
- Strong written and verbal communication skills
- Experience working on creation of shared space or shared service opportunities a plus
- Experience with real estate and/or real estate financing

Project Timing:

- RFP Applications due: **August 18** (see below RFP Instructions)
- Notification of Final Candidates: **September 1**
- Potential for in-person interviews of Final Candidates: afternoon of **September 7**
- Notification of winning Process Consultant(s): **September 10**
- Orientation Session: afternoon of **September 15**
- Stage I: start **September 16**, Completed by **November 5**
- Report Stage I Results: **November 15**
- Stage II: start **January 4**, Pace varies dependent on cohort needs and real estate opportunities

Total Contract Amount:

- Stage I: Up to \$6,000 (depending on number of organizations and level of consultant experience)
- Stage II: Up to \$20,000 (depending on level of experience and defined consultant tasks laid out in individual cohort plan)

Contractor Reports To:

Denver Shared Space Steering Committee

**Please note that if you have skill-sets for some of these areas and are interested in future opportunities to be connected with a team for the Denver Shared Space Project, you may fill out the application. We will keep it on file and contact you as opportunities arise.*

RFP Instructions:

Please answer the following questions as thoroughly but succinctly as possible. Where appropriate, please provide specific examples of past work or applicable projects. If more than one Company is applying together, please be specific about which Company would be responsible for which function. Likewise, please be honest where you lack specific skills and would be willing to be paired up with another Company(ies) to fill voids.

Deadline:

Applications are due in either hard copy, fax, or electronic transmission by close of business on **August 18, 2010** to:

Josh Burdick
Urban Land Conservancy
370 17th St., Suite 5300
Denver, CO 80202

Office: (303) 454-5369 x0304#

Cell: (781) 910-3599

Fax: (303) 454-5373

Email: jburdick@urbanlandc.org

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Company #1: _____

Address: _____

Contact Info: _____

Website: _____

Company #2: _____

Address: _____

Contact Info: _____

Website: _____

Company #3: _____

Address: _____

Contact Info: _____

Website: _____

Company #4: _____

Address: _____

Contact Info: _____

Website: _____



1) For which Cohort are you applying to be a Process Consultant?

___ Cohort 1 – Youth and Family Services

___ Cohort 2 – Nonprofit Support Services

___ Both

___ Either

2) Are you interested in being paired up with other complimentary companies/organizations to work together?

____ Yes ____ Maybe ____ No

3) Please describe why you would be a good fit for the above Cohorts you have selected.

4) Please describe any prior experience you have working with the Cohort(s) for which you are applying. Do you have any overt or perceived potential conflicts of interest with the Cohort for which you are applying that we should be aware?

5) If more than one company is applying, what is your past experience working together. Which Company will be the lead? How would you structure your working relationship between these companies, and between your team and the cohort(s)?—please provide an organizational chart.

6) Please describe key staff qualifications and provide resumes of each.

7) Please provide an overview of your company(ies) history and where you are located, as well as your experience and relevant background.

8) Please address your experience in the following areas. Provide specific examples where relevant.

- Working and/or consulting with nonprofit organizations
- Project management
- Nonprofit facilities and real estate
- Organizational capacity assessment, including financial analysis. If you have a specific assessment tool you use, please name and describe the tool. You may also include the tool as an attachment
- Organizational growth projection
- Building formally structured collaborations or partnerships between nonprofit agencies
- Development of memorandums of understanding or partnership agreements
- Development or negotiation around lease arrangements
- Shared space and/or shared services
- Space planning/design

- 9) What is your experience working as the lead of a team? What is your experience working with other consultants on a team in which you are not the lead?

- 10) Please describe your facilitation style —specifically working with collaborative/partnerships and assembling partnership agreements?

- 11) What is your experience negotiating between disparate groups, mediating, and conflict resolution?

- 12) Do you work best with a particular type of organization—size of organization, life cycle, culture, social mission, etc.?

- 14) How would you describe your communications and report writing abilities? Written, graphic, verbal communications?

- 15) What do you consider to be the most exciting thing about this Project? The most challenging?

- 16) How would you define success in this process?

Along with your application, please supply three (3) relevant examples of past work. These may include:

- MOU/Partnership Agreements you have helped draft
- Collaboration Plans
- Strategic Plans
- Organizational Assessments
- Other relevant reports

Please also provide us with three (3) references (name, organization, telephone number, email address) and the nature of your relationship to those references.

Thank you for your interest in this Project and for completing this application.