

Cleveland  
Neighborhood  
Progress



Request for Qualifications (RFQ)

Community Development Corporations  
Maturity Model Assessment

Date of Issue	September 23 <sup>rd</sup> , 2022
Closing Date	October 10 <sup>th</sup> , 2022 at 5:00pm

## Background

Cleveland Neighborhood Progress (CNP) was founded in 1988 to serve a unique role as the community development intermediary for community development corporations (CDCs), reflected in its mission to foster equitable revitalization throughout Cleveland's neighborhoods by strengthening the community development ecosystem. The first goal of our strategic plan to ensure that CDCs have access to the financial resources, talent, industry expertise and technical assistance they need to effectively serve their neighborhoods, continuously improve, and sustain operations over time. CNP supports the ecosystem through grants, technical assistance, access to resources, capital and trainings and advocacy at local, state, and national governments and partners. CNP catalyzes impact in Cleveland neighborhoods through a direct working relationship with CDCs as an advocate, convener, and facilitator, as well as through its own programming and projects.

Central to the new strategic plan is the work of the CDC Advancement and Resilience team who are tasked with developing resource-based solutions to ensure the CDC network can respond to the needs of Cleveland's communities today while producing long term results for growth and quality of life. The development of new shared services, access to capital, and the provision of technical resources must be designed to support the development of "model" CDCs capable of advancing the needs of their respective communities. To this end CNP will be developing a CDC Maturity Model to provide a comprehensive guide for assessing CDCs and a roadmap for development each nonprofit at any level of proficiency into the next progressive stage.

### **I. Program Outcomes**

At the conclusion of this project Cleveland Neighborhood Progress will have a completed Community Development Corporation Maturity Model, co-created by the network of Cleveland CDCs, as well as numerous partners from government, nonprofit, for profit and resident groups across the city. Deliverables will include the final model as well as a report from the findings of interviews, meetings and data collection.

### **II. Scope of Work**

- I. Review data from CDC interviews and survey assessments, developed and administered by CNP, and provide analysis and a report, including graphical representation and presentation of materials.
- II. Work with CNP staff to design series of meetings dedicated to the development of a CDC Maturity Model.

- a. Facilitate meetings with CDC leadership and staff to engage on the following topics (examples) (1) current CDC missions and operations, (2) definition and visualization of ideal CDC model and services, (3) partnership and programs necessary to accomplish “model CDC” operations, (4) vision of “complete community” as supported by proficient CDC, and (5) financing and resource needs to support idea CDC model staffing (capacity) and programs (capital).
  - b. Work with CNP to invite CDC ecosystem partners (City of Cleveland, housing, economic development, County (and Land Bank), real estate developers, additional partners) to meeting. Facilitate conversations around (1) current CDC system partnerships strengths and weaknesses, (2) model CDC from perspective of partnership, and (3) areas for growth or reduction in CDC activity.
- III. Catalogue and assess results from series of meetings. Develop short report and present findings to CDC leadership to refine answers and solicit feedback.
- IV. Review existing environmental scan of nonprofit place-based organizations in other cities, and as needed supplement with additional research. Provide perspective on various organizations’ scale, mission and roles within system.
- V. Facilitate working group meeting of staff and partners to develop draft maturity model for CDC ecosystem; work with CNP staff to revise and finalize CDC Maturity Model.

### III. Evaluation criteria and Expected Qualifications

- A. Experience and history of facilitating medium sized group conversations specifically for the purposes of developing a collective product or agreed upon deliverable.
- B. Ability to distill information (quantitative and qualitative) into reports and share findings in clear and visually compelling ways. Can be performed by subcontract recipient or partnership within application.
- C. Experience with nonprofit development or government ecosystem a plus.

### IV. Important Dates

- A. Cleveland Neighborhood Progress must receive all submissions by **5:00pm on October 10th, 2022**. Any submissions received after stated deadline will not be reviewed.
- B. Potential consultants should be prepared for interviews with CNP staff on October 17th and October 18th.

- C. Selection of Consultant will be made on/around October 19, 2022
- D. November 18 CDC Working Group Meeting

**V. Submission of Proposal**

Proposals will be accepted no later than October 10th, 2022 at 5:00pm. Proposals must be submitted to Melinda Gigante at [mgigante@clevelandnp.org](mailto:mgigante@clevelandnp.org).

A complete submission must include the following:

- A. Consultant Qualifications - Provide overview of qualifications and resumes of key technical staff
- B. Evidence of the Consultant/firm's qualifications to provide the above services
- C. Review or feedback on the scope of work in this RFQ with any adjustments, supplemental concepts or best practices.
- D. Overview of the firm's background and experience with the successful development and implementation of the services requested
- E. State proposed fee structure for the services in the RFQ