

November 2, 2020

Request for Proposals **Nonprofit Capacity-Building Services**

The Historic ***Colored Musicians Club*** actively encourages historical research and presentation of Jazz in the City of Buffalo.

In its century-old history, the Club continues to serve as a catalyst for market-driven economic development. It is also a backdrop for on-going efforts to effectively revitalize the City's African American community using family-friendly, performance art and live concerts.

Overview:

Colored Musicians Club (CMC) seeks to engage a professional consultant in capacity-building work in the areas of board development, governance, and to build-out a staffing plan. The selected consultant will engage with CMC from approximately December 2020 to February 2021.

CMC is undertaking a \$2.2 million capital project in 2021 and looking for capacity-building support as it expands from a volunteer board-based model to a paid staff model with strengthened Board capacity. Consulting services are sought to help the *CMC* Board prepare for this important transition and to build on the strong volunteer-base that built and sustained the organization over the past 100+ years.

Scope of Work:

In this "Project" the consultant will lead *CMC* in working through key organizational areas:

1. Board-related areas of governance, including:
 - a. Review, assess, and facilitate implementation of Board-level "best practices" including the review of Bylaws and policies such as term limits
 - b. Advisement on building and tracking Board member/level support (financial contributions)
 - c. Review and assess the current *CMC* membership structure and assist the Board in the finalization and implementation of a new structure to better meet its current and future needs
2. Development of a "staffing plan" as the *CMC* transitions to having paid staff; priority needs include:
 - a. Assessment of and recommendation for who does what within the *CMC* organization moving forward
 - b. Development and adoption of new job descriptions that include staff job duties by position; to include who completes the duties around the execution of the upcoming \$2 million+ Empire State Development (ESD) funded capital project
 - c. Development and adoption of Board member responsibilities ("job description" for board members)
 - d. Establish and adopt a *CMC* "org chart" that articulates the new structure

The consultant will work with the *CMC* Board of Directors to determine the timeline, format, and milestones for completing the work above and achieving the goals for the project (i.e. frequency, format and duration of meetings, etc.). For example, some of the work may take place over the course of one or more weekends through retreats and some work may take place in a longer timeline through shorter meetings.

Skills Summary:

- CMC seeks a skilled facilitator with experience in nonprofit board governance, fundraising, consensus-building, and human resources. The consultant will work directly with the ten (10) CMC Board of Director members with a specific lead contact provided.
- Consultants with experience working with the African American community are strongly urged to submit to this RFP. Experience working with nonprofits in the arts is also desired.
- The consultant must be available to complete much of the group work on the weekends.

Proposal Submission Requirements:

To be considered, consultants should submit the following information in a PDF format by **November 16, 2020** to Allita Steward by email at CMCtheclub@gmail.com . The total submission should be no more than four (4) pages plus the resume(s) and shall include the following elements; please note suggested content length:

1. Resume or Bio of consultant(s)
2. Name, phone, and email address of two relevant references with a brief description of services provided to the reference (project name, date of work, engagement work summary, summary of results) (Half page)
3. Brief description of how consultant would approach this work, i.e. how he/she would proceed with conducting the services described (overall approach to project, engagement of Board in producing stated needs, implementation tactics) (One to two pages)
4. Consultant(s) rate per hour
5. Create a “project budget” and a draft outline/workplan to complete the scope of work/services outlined above; this will include a line indicating the total fees required by your firm/team for the Project. The project budget also should include an estimate of the time required to complete each topic area and the consultant(s) fee amount per hour for each element of work. (One page).

Example: Board development work around Bylaws:

- *Review of current Bylaws: 2 hours @\$50/hour = \$100;*
- *Meeting prep time: 3 hours @\$50/hour = \$150;*
- *Facilitate meetings: 2 meetings of 2 hours each = 4 hours @ \$50/hour=\$200;*
- *Preparation of revised Bylaws: 3 hours @\$50/hour = \$150; and so on*

Proposed Project Timeline:

RFP Released:	November 2, 2020
RFP Due Date:	November 16, 2020
Interviews with finalist consultants:	Week of November 23, 2020
Consultant selection:	December 1, 2020
Work Start Date:	December 15, 2020
Work End Date:	January 31, 2021

Project Deliverables:

Consultant will provide a Final Report that contains the following:

1. Org chart for CMC
2. Job descriptions for Board members and new employees
3. Board member and new recruitment and intake materials
4. Revised CMC Bylaws
5. Revised CMC membership structure

Project Budget:

The budget for consultant fees for this Project is \$10,000 to \$12,000.

Contact for Questions:

- Please email CMCtheclub@gmail.com with “Attention Allita” in the email’s subject line with any questions
- No phone calls please