



**Request for Proposal
Consulting Services for Creation of Business Plan
Issued January 4, 2016**

OneWest (www.onewest.org) is a nonprofit organization working to partner with community residents to establish new pathways to private and public capital, in an effort to generate sustainable economic development and neighborhood revitalization in west Louisville. The organization seeks a consultant or consultant team to develop its long-term business plan, select and prioritize projects, and identify sources of capital and revenue.

About OneWest

As a newly-created organization, the goal of OneWest is to serve as a catalyst for an economically vibrant west Louisville. By focusing on land use, infrastructure needs, urban design and an overall improved “sense of place,” OneWest’s mission is bringing a shared prosperity back to the neighborhoods and people of west Louisville.

OneWest was created in 2014 by a group of professionals who took part in Leadership Louisville’s Bingham Fellows Program, a year-long think tank focused on “Investing in West Louisville’s Path to Prosperity.” Several members of the Bingham Fellows class committed to supporting OneWest until the organization is fully staffed and funded. This project team secured 501 (c) (3) status and recruited a prestigious Board of Directors that includes representatives of financial institutions, corporations, foundations, faith-based organizations, non-profits, institutions of higher education, and west Louisville residents and business owners.

Modeled in part after the Catalytic Fund of Northern Kentucky, Cincinnati Center City Development Corporation (3CDC) and similar organizations across the United States, OneWest is purposely set up as a not-for-profit, non-government organization, to allow the organization to plan and execute projects outside of any political election cycle, to operate in a more nimble fashion than a governmental entity could, and to access diverse sources of capital.

OneWest has acquired approximately \$475,000 in startup funding from the UPS Foundation, the James Graham Brown Foundation, the Gheens Foundation, the Community Foundation of Louisville, Metro Louisville, and individual donors.

About West Louisville

West Louisville possesses a unique blend of assets and challenges. While home to more than 60,000 of the city’s residents and encompassing nine historical neighborhoods, west Louisville

lags behind the rest of the city in median household income, education attainment and home ownership.

Numerous resources are available to provide a full understanding of west Louisville's assets and challenges, including:

- Louisville Metro Government's "West Louisville Strategies for Success":
https://louisvilleky.gov/sites/default/files/mayors_office/pdf_files/9-1-15-west-louisville-strategies.pdf
- *Louisville Magazine*, March 2013 - in-depth series of articles highlighting west Louisville's history and neighborhoods, community activists, and statistical data:
<http://loumag.epubxp.com/i/111400-mar-2013/44>
- Louisville Metro Human Relations Commission – Making Louisville Home for Us All: A 20-Year Action Plan for Fair Housing:
https://louisvilleky.gov/sites/default/files/human_relations/reports_publications/louisville_metro_20-year_action_plan.pdf
- Progress Louisville 2014 Annual Report: <https://louisvilleky.gov/government/mayor-greg-fischer/annual-progress-louisville-report-2014>
- Louisville Metro Government Vacant and Abandoned Property Neighborhood Revitalization Study:
https://louisvilleky.gov/sites/default/files/mayors_office/pdf_files/louisvillevapstudy_2013.pdf
- Louisville Central Community Center's Vision West of Ninth Street:
<https://sites.google.com/site/westofninth/>
- Louisville Metro Housing Authority Russell CHOICE Neighborhood Initiative:
http://www.lmha1.org/hope_vi/choice_neighborhoods/index.php
- *Business First*, July 3, 2015: Can West Louisville Pull Off a Resurgence?
<http://www.bizjournals.com/louisville/print-edition/2015/07/03/can-west-louisville-pull-off-a-resurgence.html>

Goals and Objectives:

- Clearly articulate OneWest's goals and plans for the next five years.
- Define strategies and tactics for developing and/or supporting the development of physical assets that tap into the full economic development potential of west Louisville.
- Encourage new partnerships, new models, and new structures for securing capital and developing physical assets in west Louisville.
- Increase the positive visibility of west Louisville and its strengths, assets, and opportunities, at the local , state and national levels to attract additional investment.

Scope of Services

- Working in collaboration with the Board of Directors, create and implement a OneWest business plan including identification of projects, access to capital, and long term financial and organizational sustainability.
- Develop and implement an inclusive and engaging strategy for board, stakeholder, and community involvement in the business plan process.
- Provide expert guidance on the plan process and product.
- Work closely with OneWest board and project team members, as well as other key stakeholders, to develop the plan.

Deliverables

- A five-year business plan for OneWest and 20-year vision that includes goals, objectives, and metrics. This plan should include a near- and long-term financial strategy to ensure the organization's self-sustainability and provide ongoing capital investment, as well as staffing, budgetary, and operating guidance.
- Communication plan and materials that thoroughly communicate the goals of OneWest and its intentions via the business plan.
- Collaterals and other supplemental materials needed for communication and ongoing implementation.

Schedule

Deliverables to be delivered within six months from start of contract, with potential for continued consultative services.

Submission Requirements

- A profile of the consultant or consultant team— those who will work directly and indirectly on the project. List names and titles, as well as experience as it relates to this work. Please fully explain the team's and/or individuals' experience with the following:
 - Assisting community development corporations or other NGOs with similar projects
 - Developing and assisting start up organizations
 - Developing action plans with community and board involvement
 - Identifying and incorporating programs/studies/initiatives already in place
 - Identifying revenue streams and sources of capital for community development corporations or other NGOs with similar projects
- Samples of deliverables created by the consultant or consultant team on project similar to that outlined in this work.
- A letter outlining the consultant's proposed services and approach to the project based on the information provided in this document and consultant's previous experience.

Include a general timeline and key activities that will result in the completion of project deliverables.

- Project fees. Include a detailed project description of expected project fees, including expenses.
- Contact information, including address, e-mail, and telephone numbers, for five references for whom the consultant has performed similar work in the past three years.
- Supplemental material that will help the selection team understand the consultant's or teams approach, previous outcomes, or expected deliverables.
- Submit proposal via e-mail by midnight on Tuesday, February 2, 2016 to:

Jenny Recktenwald

Interim Director, OneWest

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502.994.9167

Evaluation and Selection

A sub-committee of the OneWest Executive Committee will evaluate submissions and select a consultant or consultant team. Interviews and presentations with finalist candidates will be required and finalists will be responsible for costs associated with this activity.