



**GROUND
ED
SOLUTIONS
NETWORK**

strong communities
from the ground up

Request for Proposals
Financial Sustainability Analysis and Business Planning
Proposal Due Date: February 24, 2017

Description of Project

Grounded Solutions Network seeks a consultant to conduct a financial sustainability analysis to help the staff and board determine how to position the organization for long-term stability and sustainability. The consultant will evaluate current grant and earned income streams and assess the feasibility of new potential donors and revenue generating activities. The consultant will evaluate activities and operations based on profitability and mission impact, as well as the interaction between these two dimensions, and conduct financial modeling that considers staffing, revenue, expenses, and mission outcomes. The consultant will work under the direction of the Grounded Solutions staff and upon staff direction, may engage with board members and other external audiences regarding the analysis.

Background

Grounded Solutions Network is the result of an intensive strategic process to join the energy, resources and expertise of Cornerstone Partnership (formerly a program of Capital Impact Partners) and the National Community Land Trust Network to create a new, national nonprofit organization focused on promoting equitable and inclusive communities. Grounded Solutions Network launched on January 1, 2016, and has an annual budget of approximately \$4 million. Over half of Grounded Solutions' revenue comes from grants from a few major foundations. Earned income comes from consulting technical assistance engagements, research partnerships, membership and conference fees, and service contracts for our HomeKeeper program management application.

Grounded Solutions wishes to diversify our grant funding and to analyze our revenue generating programmatic work (existing and potential) to assess demand, better understand and cover true costs, and set targets for future sustainability.

About Grounded Solutions Network

Grounded Solutions Network supports strong communities from the ground up. Our mission is to cultivate communities — equitable, inclusive and rich in opportunity — by advancing affordable housing solutions that last for generations. We connect national and local expertise; bringing together the networks, knowledge and support needed to build inclusive communities. We promote housing solutions that will stay affordable for generations so communities can stabilize and strengthen their foundation, for good. Backed by our members and significant support from the Ford Foundation, Grounded Solutions Network champions evidence-based policies and strategies that work. We help our members, partners and elected officials use

them to establish inclusive communities that have diverse housing options for a variety of incomes, offering choice and opportunity for all residents – both today and for future generations.

Timeframe

The consultant will start to work with Grounded Solutions Network by the end of March 2017 and will undertake the sustainability analysis, including any market research, and present final deliverables no later than the end of September 2017.

Key Tasks/Deliverables

We anticipate the consultant will complete the following:

- Understand and analyze the organization's current financial position and funding model
- Research potential donors with clear funding alignment
- Analyze the "true cost" of current consulting engagements
- Analyze competitors and our competitive advantage in our consulting line of business
- Assess potential consulting demand across programs
- Review other revenue generating activities across the organization
- Develop a strategy framework with scenarios for achieving financial sustainability in five years
- Develop financial modeling of scenarios that considers staffing, revenue, expenses, and mission outcomes
- Facilitate discussions of possible scenarios to identify preferred scenario for organization to pursue
- Describe clear next steps once the preferred scenario is identified

Expected deliverables include a professionally written report, supporting excel workbooks, and an executive summary or professional PPT presentation that we may share with external audiences (funders, members, etc.). Additional interim deliverables will be determined by the consultant and/or staff as we work together and determine needs and scope.

To Apply

Please provide the following items:

1. A narrative description of the approach you would take to this work and a description of the deliverables you anticipate will be produced.
2. A proposed scope of services, timeline, and cost estimate for this project. Please break down your proposed budget in a way that helps us analyze cost and prioritize our work expectations as needed.
3. A summary of your qualifications and experience with similar projects.
4. Resume or Bio.
5. Three similar project references with a contact name, phone number, and e-mail address.

We will evaluate responses as they are received and follow up with applicants.

Please respond by February 24, 2017.

For more information, please contact:

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Chief Operating Officer

Grounded Solutions Network

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