

Latino Community Center

Request for Proposals



Capacity-Building Support for Strategic Planning, Business Development, and Operational Optimization

RFP Released:

October 24th, 2025

Responses Due:

December 19th, 2025

Latino Community Center
5750 Baum Blvd
Pittsburgh, PA 15206

I. Background

The Latino Community Center (LCC) is a nonprofit organization dedicated to strengthening Latino families across Allegheny County. Serving as a trusted anchor in Pittsburgh, our mission is to equip children, youth, and families with the tools and opportunities they need to thrive—through education, family support, and community connection.

LCC offers a wide array of free, essential services, including early childhood development, youth mentoring and academic support, bilingual case management, and community health outreach. We also foster family resilience and civic participation through parenting classes, workforce readiness programs, and a welcoming community hub.

II. Statement of Need

The LCC operates in a climate of increasing political volatility, policy rollbacks, and operational uncertainty that directly impacts the immigrant families we serve. These heightened threats, which include increased scrutiny and instability, demand a proactive defensive strategy to ensure LCC can remain a trusted, effective, and legally secure resource in the Pittsburgh community.

In response, the Latino Community Center is seeking proposals from qualified consultants or firms to support a time-sensitive capacity-building initiative, funded with the support of the Heinz Endowments. The outcome of this engagement will be an action-oriented Four-Year Strategic Plan and Implementation Guide to immediately strengthen LCC's leadership, legal readiness, and organizational resilience to current operational and political challenges while simultaneously being proactively positioned to quickly adapt and respond to a range of potential futures over the next four years.

Grounded in proactive planning and scenario-based thinking, this Strategic Plan will position the LCC to move beyond reacting to immediate challenges. Instead, it emphasizes anticipating and preparing for a range of possible futures over the next four years. To build a cohesive and adaptable strategy, the plan should fully integrate three core service areas: Scenario Planning, Social Enterprise Feasibility, and Operational Optimization. Together, these elements will form a living document enabling the LCC to remain responsive to the evolving needs of Latino families, ensuring the organization continues to be a trusted, effective, and legally sound resource, regardless of external conditions.

The Plan will be built upon deep engagement with community voices and informed by specialized legal counsel to proactively protect the organization and the people we serve. The LCC invites proposals in one or more of the following three strategic service areas, which form the core components of this initiative and the Strategic Plan and Guide.

- Scenario Planning & Strategic Facilitation: Developing and modeling (gaming out) adaptive strategies and protocols to navigate various levels of political and operational uncertainty.
- Social Enterprise Feasibility & Business Development: Exploring and documenting mission-aligned earned-income opportunities to diversify revenue and ensure long-term sustainability.
- Process Mapping & Operational Optimization: Assessing and improving internal systems, decision pathways, and resource utilization to increase organizational efficiency and impact.

Applicants may apply for one or multiple components, depending on expertise and capacity.

If multiple firms are selected, the LCC will designate one selected firm as the Project Lead to ensure overall project coordination and the seamless integration of all three service areas into a singular, cohesive 4-year Strategic Plan and Implementation Guide.

III. Scope of Work

The successful consultant(s) will be responsible for delivering one or more of the following scopes of work. The final Four-Year Strategic Plan must integrate the findings and deliverables from all selected service areas.

Scenario Planning & Strategic Facilitation

Developing and modeling (gaming out) at least three distinct, plausible future scenarios (e.g., Best Case, Moderate Case, Worst Case) over the four-year period, specifically focusing on key threats like increased ICE enforcement, significant funding volatility, and reputational risk. The scenario planning process should not only identify organizational risks and vulnerabilities but also surface opportunities where LCC's strengths and partnerships can be leveraged in each potential future scenario.

Tasks

- Initial Assessment: Conduct a rapid but deep assessment of internal strengths/vulnerabilities and external threats/opportunities (SWOT) to ensure clarity on guiding principles before scenario development.
- Scenario Development: Lead a structured process to define at least three high-risk scenarios (e.g., Best, Moderate, and Worst Case), focusing on key organizational threats, including ICE enforcement, funding volatility, and reputational risk.
- Action Planning & Triggers: For each developed scenario, facilitate the creation of corresponding, measurable action plans and the determination of clear trigger points that signal when to initiate flexible or large-scale strategic adjustments.
- Strategic Integration: Facilitate the development of a unified, action-oriented Four-Year Strategic Plan that is directly informed by scenario outcomes, specialized legal advice, and community priorities.

Deliverables

- Scenario Protocols and Decision Frameworks: Documented rapid-response protocols, clear decision-making pathways, and communication strategies for high-risk situations.
- Completed Strategic Plan: A final, action-oriented Four-Year Strategic Plan and Implementation Guide, including clearly defined roles and responsibilities for implementation.

Social Enterprise Feasibility & Business Development

Conduct a focused viability assessment of a small number of potential earned-income strategies to enhance the Latino Community Center's financial sustainability and mission delivery, thereby reducing reliance on unstable public funding. This work will prioritize identifying revenue streams that are mission-aligned, legally feasible and uphold the trust and relationships LCC has built with the community.

Tasks

- Assessment of Targeted Opportunities: Conduct a review of the market potential, mission alignment, and risk profile for 2-3 specific earned-income concepts such as fee-for-service

Spanish language classes, professional translation services, and community/space rental opportunities at the LCC facility.

- Preliminary Financial and Pricing Models: Develop high-level, preliminary financial projections for the most promising concept(s). This will include an estimated cost of delivery, a break-even analysis, and a proposed tiered pricing structure designed to balance revenue generation with accessibility for low-income families.
- Legal and Operational Feasibility Check: Identify the most critical operational shifts and necessary preliminary legal and tax compliance considerations (e.g., liability, Non-Profit/UBIT implications) required to launch the top recommended venture.
- Implementation Roadmap: Based on the assessment outline a phased, tactical roadmap for launching the most promising venture(s) within a 6-12 month window.

Deliverables

- Feasibility Summary and Recommendation: A concise report summarizing the market analysis, risk assessment, preliminary financial projections, and a final recommendation on which social enterprise model(s) to pursue.
- Foundational Next Steps: Essential documentation including the high-level financial models, a proposed pricing strategy, a summary of key legal/compliance considerations, and actionable next steps required for launch.

Process Mapping & Operational Optimization

The consultant will review LCC's current operations to improve efficiency, clarify roles, and enhance the clarity and speed of service delivery.

Tasks

- Conduct a comprehensive review of internal systems, workflows, and organizational decision pathways.
- Identify bottlenecks and inefficiencies to develop recommendations to clarify staff roles and strengthen accountability structures.

Deliverables

- Process Maps: Visual documentation of key organizational workflows and service delivery pathways.
- Service Optimization Recommendations: Detailed guidance on system improvements and implementation support for operational changes.

IV. Project Timeline

The LCC anticipates the following timeline for the Request for Proposals (RFP) process and the subsequent project initiation.

Milestone	Date
RFP release date	October 24, 2025
Individual inquiry calls (30 mins) with interest consultants	November 10 through 14, 2025
Proposal submission deadline	December 19, 2025
Notification to selected firm(s)	January 9, 2026

Contract(s) executed by	January 30, 2026
Project start date	February 2, 2026
Final plan delivered by	May 29, 2026

LCC is also interested in identifying actionable insights and early implementation steps during the planning process, rather than waiting until the project’s conclusion. Proposals should note how interim findings or frameworks can be shared with LCC staff to inform ongoing decision-making as the plan is developed.

V. Budget

The total budget available for this capacity-building initiative is \$30,000. Applicants must submit a detailed budget for the specific service area(s) for which they are applying, ensuring the proposed cost aligns with the following approximate funding allocation.

- Scenario Planning & Strategic Facilitation (Project Lead): Highest value, as this consultant guides the overall strategy, integrates findings from the other two areas, and produces the final Strategic Plan. *Estimated budget allocation is \$13,000-\$15,000.*
- Social Enterprise Feasibility & Business Development: Second-highest value, as this requires market analysis, detailed financial modeling, and an operational roadmap. *Estimated budget allocation is \$8,000-\$9,000.*
- Process Mapping & Operational Optimization: Third-highest value, focused on internal review and process documentation. *Estimated budget allocation is \$6,000-\$8,000.*

Strategic Service Area	Estimated Budget Allocation
1. Scenario Planning & Strategic Facilitation (Project Lead)	\$13,000 - \$15,000
2. Social Enterprise Feasibility & Business Development	\$8,000 - \$9,000
3. Process Mapping & Operational Optimization	\$6,000 - \$8,000
TOTAL AVAILABLE PROJECT BUDGET	\$30,000

The LCC recognizes that a highly specialized or comprehensive approach, particularly one that fully addresses the Four-Year Strategic Plan and foresight requirements, may exceed this funding limit. Therefore, we are open to considering well-justified proposals that may exceed the \$30,000 range.

Should your proposed budget exceed \$30,000, your submission must include a clear, detailed narrative justifying the additional costs and explaining the tangible added value, advanced deliverables, or enhanced capacity-building outcomes that the additional funding would enable.

VI. Consultant Collaboration & Integration

The LCC welcomes proposals from qualified consultants or firms applying for one or more of the three strategic service areas outlined in this Request for Proposals. However, the LCC has a priority focus on ensuring seamless project coordination and the development of a unified, cohesive Four-Year Strategic Plan that fully integrates all components: Scenario Planning, Social Enterprise Feasibility, and Operational Optimization.

Therefore, preference will be given to applicants who can demonstrate the capacity to address all three strategic service areas, either as a single firm or through a multi-disciplinary team approach. Such applicants must clearly articulate their plan for providing the necessary overall Project Leadership and coordination to produce the final, integrated Four-Year Strategic Plan and Implementation Guide.

If multiple firms are ultimately selected, the LCC will designate one selected firm as the Project Lead to ensure overall coordination and the seamless integration of all three service areas.

LCC recognizes that the integration of the three service areas—Scenario Planning, Social Enterprise Feasibility, and Operational Optimization—is an essential and substantive component of this initiative. Proposals should clearly outline the consultant’s approach to synthesizing findings across these areas, including how insights will be shared and incorporated throughout the project timeline rather than only at the end.

VII. Proposal Requirements

Please include the following in your proposal:

- Cover letter indicating which service area(s) you are applying for
- Description of relevant experience and qualifications
- Proposed approach and timeline
- Budget and fee structure (including all costs)
- References from similar projects
- Work samples (optional). Applicants are encouraged, but not required, to include up to three relevant work samples or case studies that demonstrate experience directly related to the service area(s) for which they are applying (e.g., strategic planning, financial modeling, or process mapping).

VIII. Evaluation Criteria

- Proposals will be evaluated based on:
- Demonstrated expertise and cultural competence
- Alignment with LCC’s mission and values
- Clarity and feasibility of proposed approach
- Cost-effectiveness
- Ability to meet the project timeline (completion by May 29th, 2026)
- Experience working with immigrant-serving or equity-focused organizations

IX. Submission Instructions

Please submit your proposal as a single PDF to rcristello@latinocommunitycenter.org by December 19th, 2025 with the subject line “**LCC RFP Submission – [Firm Name].**”

Questions may be directed to **Rosamaria Cristello** at rcristello@latinocommunitycenter.org by **November 14, 2025**.

LCC will acknowledge receipt of all submissions within two business days.

We look forward to partnering with consultants who share our commitment to building a stronger, more resilient future for Pittsburgh’s Latino community.