

ADDENDUM #1

Request for Qualifications / Proposals (RFQ/P) Non-Profit Development Strategy and Fundraising Consultant Services Pittsburgh Public Schools – Food Service Department

Issue Date of Addendum: December 10, 2025

This Addendum modifies the RFQ/P issued November 17, 2025.

All other terms and conditions remain unchanged.

This Addendum provides formal written responses to questions submitted in accordance with Section 8 of the RFQ/P. The following content is reproduced exactly as written by PPS Food Service and shall be considered fully incorporated into, and legally binding as part of, the RFQ/P.

Programs, Services, Partners, and Opportunities

Pittsburgh Public Schools Food Service operates the National School Lunch Program (NSLP), National School Breakfast Program (NSB), Child and Adult Care Food Program (CACFP)—including supper and afterschool snacks—and the Summer Food Service Program (SFSP). The department collaborates with local producers, vendors, community organizations, and district administrative offices.

Key community partners include the Pittsburgh Food Policy Council, Adagio Health, Children’s Hospital of UPMC, Greater Pittsburgh Community Food Bank, American Dairy Association–North East, and Grow Pittsburgh.

The department is eager to advance several emerging opportunities that align with its long-term vision. One key area of focus is to find ways to partner with local growers to capture a larger portion of summer harvest for further in-house processing and flash freezing which will allow us to extend the availability of local produce well into the school year for the benefit of our students.

In addition, PPS Food Service has set an ambitious goal of reaching 80 percent scratch cooking by 2031, a milestone that will require thoughtful planning, investment, and capacity building. These efforts are complemented by a continued commitment to strengthening community partnerships, expanding workforce development opportunities,

improving facilities, and establishing a sustainable development framework to support the department's growth for years to come.

Board Governance & Procurement Protocol

PPS Food Service operates within the governance structure of the Board of Public Education for the School District of Pittsburgh and does not maintain its own independent board. As a result, all contract awards connected to this engagement require formal approval from the PPS School Board. Within this structure, the Food Service Department reports to the Chief Operations Officer, alongside Plant Operations, Facilities, Maintenance, and Custodial Services

In accordance with federal regulations, Pittsburgh Public Schools' food service department must function as self-funded enterprise account, separate from the district's general operating budget. The School Board does not participate in fundraising activities for the department, nor do its members contribute personally to Food Service development efforts.

Because the solicitation is currently active, the food service department must follow procurement regulations specific to food service operations participating in the National School Meal Program as interpreted and enforced by the Bureau of Health and Nutrition of the Pennsylvania Department of Education, that restrict direct individual communication with vendors at this stage as doing so could create the appearance of unequal access or favoritism. However, we strongly encourage firms to submit proposals with the understanding that a more robust, two-way conversation will occur during the evaluation period.

Shortlisted firms will be invited to a presentation and interview during the evaluation stage. Following that presentation, consultants may submit clarifications or refinements to their proposal in an addendum-style format if needed. Please note that a change has been made in the scope of the RFQ/P in that on-site presence is highly encouraged due to some of the dynamic logistics of our department and district but is not mandatory. This ensures that project funds are spent on substantive, budget-focused work rather than on nonessential ancillary activities. Any proposals submitted should be costed at a rate that will cover voluntary travel.

Fundraising Landscape, Revenue Goals, and Strategic Priorities

PPS Food Service does not currently operate a formal development program and does not have recurring fundraisers, donors, corporate sponsors, or an established

philanthropic revenue base. Past external support has consisted largely of small-scale competitive grants. This approach to building a structured development strategy is relatively uncommon in K-12 Food Service; Boulder Valley School District in Boulder, Colorado and the Academy for Global Citizenship in Chicago, IL offer the closest examples of a more diversified funding ecosystem for K-12 food services. However, both are connected in some way to non-profit organizations - the Chef Ann Foundation and Cultivate Collective respectfully.

No formal revenue targets have been established for the 18-month engagement. The key purpose of the awarded contract is for the consultant to help define realistic fundraising goals based on prospect research, internal capacity, and strategic alignment. The department's major thematic priorities—such as scratch-cooking expansion, workforce development, facility modernization, and community engagement—do not yet have defined dollar targets.

Budget, Fee Structure, and Cost Expectations

A phased fixed-fee structure or straight fixed-fee approach is acceptable. All travel and in-person costs must be incorporated into the total fee. As an enterprise business in a declining-enrollment district; the potential revenue ceiling from what is currently our primary revenue source (federal reimbursement) has a finite limit. Proposals should be both realistic and fiscally sensitive.

Research has been done and we have an idea of the range of proposed budgets we will see and we are prepared to consider all and make decisions on the matrix of scoring criteria and not just price alone.

Stakeholder Engagement & Data Collection

Primary engagement will focus on internal PPS Food Service stakeholders. Key internal stakeholders include members of the Food Service Department and the Chief Operations Officer. External stakeholder input is not expected to drive the strategy of this project. Our focus is on increasing budgetary capacity to enact the changes external stakeholders wish to see.

PPS does not expect the consultant to conduct interviews or focus groups. If recommended, Food Service staff can implement and execute these engagement activities independently or with help from our community partners.

Internal Capacity, Systems, and Staffing Structure

The main point of contact will be Chef Malik Hamilton, Director of Food Service. Additional involvement may include the Health & Nutrition Specialist, Food Service Accountant, and the Chief Operations Officer.

Internal development capacity is limited. While the district maintains a small central grant-writing team, Food Service has not historically utilized that resource effectively due to possible perceived differences in workflows, goals, and capacity. Strengthening internal alignment and systems is therefore a pursuable objective of the engagement.

PPS Food Service does not currently use a CRM or grants management system, and budget constraints prevent acquiring one currently. A successful fundraising program may inform future consideration of such tools and set up the department with “guerilla” tracking options using available software technology provided by the district.

The staffing structure—though in transition—includes:

- Food Service Director
- Program Operations Officer
- Health & Wellness Coordinator
- Food Service Accountant
- Production Chef
- School Supervisors
- Functional Coordinators (Site, Safety, Operations, Auxiliary, Health & Wellness, Warehouse/Purchasing)
- AP and Payroll Clerks
- Site Managers, Food Service Managers, and Food Service Workers
- Food Service Center staff and Maintenance personnel

Advisory Board Structure and Consultant’s Role

There is currently no Advisory Board for PPS Food Service. Establishing one is a core component of this engagement. The consultant will help identify and engage members, articulate a purpose and charge, draft an operating framework, and recommend meeting cadence and membership criteria. Training or onboarding may be proposed if beneficial.

Grant & Funding Calendar Expectations

The grant calendar should include all relevant funding opportunities across departmental priorities. PPS welcomes consultant recommendations on whether an annual or rolling structure is most effective.

Success Measures & Reporting

Success for this engagement will be measured by the creation of durable internal systems that can be sustainably used and maintained by staff. This includes the launch of a clear, actionable development strategy that aligns with departmental priorities and the establishment of a realistic and sustainable grant pipeline that positions PPS Food Service for long-term growth. Strengthening internal capacity—so that staff can confidently manage, track, and pursue funding opportunities beyond the contract period—is a core expectation of this work. While the primary emphasis is on building infrastructure rather than achieving large immediate returns, we do expect to see meaningful early movement in revenue generation and measurable progress toward securing external support. Monthly progress reports will document achievements, challenges, and next steps, and additional check-ins may be scheduled to ensure momentum and accountability throughout the engagement.

Consultants may also propose a preferred cadence for communication.

Implementation Support Expectations

The 18-month contract includes a six-month sustainability phase. PPS expects mentoring, capacity-building, and refinement of internal processes. Staff participation will vary; primary involvement will come from the Director and the executive leadership team.

Relevant Project Examples Requirements

The RFQ/P does not specify length, structure, or formatting for Relevant Project Examples. K-12 food service projects such as this, we realize, may be limited. However, we believe that this is at the benefit of all parties. We do not wish to be benchmarked against the K12 food service industry specifically but against the entirety of the food service space. We do not strive to be a great K12 food provider, we wish to become an industry leading food service company whose external revenue generating efforts provides the necessary capital to focus on our passion of feeding children.

Firms should submit examples from the past five years that they feel best demonstrate their capacity to deliver the work described. These may be brief summaries, case studies, or other formats that clearly convey relevance and impact.

In-Person Meeting Frequency

PPS Food Service does not mandate a fixed frequency of in-person meetings during the contract term. Collaboration may occur virtually including the evaluation presentation and interview. This ensures that project funds are spent on substantive, budget-focused work rather than on nonessential ancillary activities. Consultants may recommend a meeting structure that balances effectiveness with cost and efficiency.

Standardized Pricing Sheet Expectations

The RFQ/P requires the use of the provided fee structure, which includes estimated hours, fixed costs, and notes for each service area. Within this structure, consultants may propose additional deliverables such as workshops, trainings, facilitated sessions, or supplemental documents if they support the methodology and remain within a clear fixed-fee model.

Submissions

Submissions must be provided electronically. Should a firm desire to submit a hard copy proposal as well that may be done at their discretion and cost. Submissions may be sent as an email attachment or a cloud link within an email. The subject line for all submissions should be formatted in the following manner:

Submission - RFQ/P Non-Profit Consultant - [Company name]

Thank you for your attention to this Addendum and for your interest in partnering with Pittsburgh Public Schools Food Service.