



YONKERS COMMUNITY ACTION PROGRAM (YCAP)

Request for Proposal

Issue date: 2/16/2021

Due Date: 3/5/2021

I. GOAL

Yonkers Community Action Program, Inc. (YCAP or the Agency) is soliciting proposals from qualified individuals interested in providing, Interim Deputy Director services for a contract not to exceed six (6) months with the option to transition into a permanent full-time position. The Interim Deputy Director should have extensive experience in working with large at-risk communities. In addition, this person must have a strong background in contract management and finance operations.

II. WHO IS ELIGIBLE TO RESPOND

YCAP seeks consultants who demonstrate a strong overall understanding of the Community Action Program structure and purpose and mission of nonprofit organizations, have strong facilitation skills and have proven experience with nonprofit strategic planning. Knowledge of the Community Services Block Grant program is preferred, but not required.

III. YCAP PROFILE

Yonkers Community Action Program is a private non-profit corporation designated as an anti-poverty agency under the Economic Opportunity Act of 1964. YCAP's mission is to engage and empower the residents of Yonkers by providing resources and services that improve health, education, and employment outcomes as well as support economic self-sufficiency and poverty reduction. YCAP was founded in 1965 as the community action agency in Yonkers, New York. Yonkers is the largest city in Westchester (5th largest city in New York State) and is suffering from years of disinvestment, crime, high concentrations of poverty/unemployment, and drug use. According to the 2018 New York State Annual Poverty Report, the city poverty rate in Yonkers 17%, almost double the rate for Westchester County (9.8%). According to data compiled by the

Westchester Children's Association (2018 Community Snapshot), Yonkers has the highest concentration of low-income children in all of Westchester County. YCAP's role is to work with residents and partners to address the needs of low-income individuals, families and neighborhoods. The basic approach to accomplishing this broad objective is through community empowerment.

IV. PROJECT OVERVIEW

YCAP is a recipient of multiple grants and is looking for a Deputy Director, vendor or person, who can assist and support the Agency in designing, implementing and executing programming in the Yonkers Community. The Deputy Director, with coordination with the Executive Director, will handle the grant funds and ensure that the Agency is within its stated goals of the grant. Programming may include, but not limited to, rental assistance, educational assistance for youth, food insecurity, mental health services, workforce development, etc.

The work for this project requires in-person office time at the YCAP office located at 20 South Broadway, Yonkers, NY 10701. This work also involves working directly with the community partners, volunteers, Agency staff and Yonkers residents. New York State social distancing regulations and guidelines will be strictly followed to ensure safety of the PMC.

The Deputy Director will be responsible for monitoring activities, organization, and costs of any events and projects. The Deputy Director will also need to be analytical about events and programs, and they need excellent communication and interpersonal skills to communicate problems and potential solutions.

V. SCOPE OF WORK & DELIVERABLES

We expect the project to include:

1. Project Management that includes fiscal and compliance reporting to the Department of State.
2. Design & execution of a strategic planning process that meets the criteria outlined by grant funders.
3. Development of a strategic plan that includes an implementation budget i
4. Development and execution of processes for plan implementation

The proposal should include:

1. A project plan that demonstrates a clear understanding of the work to be performed, estimated hours and rate per hour, and other information relevant to the project.
2. Qualifications of all consulting staff who will be assisting with the project such as: education, position within consulting firm/ organization, years & type of experience. Attaching resumes would suffice.
3. Time and Cost projections

VI. PROJECT GOALS AND TARGET AUDIENCE

YCAP wants the scope of work to be completed in three stages. Work completed in each of the stages will be summarized in a report to YCAP.

1. Stage 1-Pre-planning

- This stage requires the Deputy Director to research and report the following in preparation for the strategic planning session. Items to be considered: review of organization's history, interviews of current leadership team & staff and overall assessment through gap or SWOT analysis of the organization to evaluate opportunities or concern.
- Research the level of need for the Agency's services in the community and an analysis of any areas where services provided overlap with those provided by other organizations.
- Benchmarking the Agency with other similar sized nonprofits with a similar focus
- Interviews, surveys & focus group polling to receive partner & community input
- Reviewing the Agency's need assessment document and incorporate these needs into the planning for the potential services to the Yonkers community.

2. Stage 2- Strategic Planning Creation

At this stage, the Deputy Director helps the Agency identify strategic goals and create an actionable strategic plan. The plan will include:

- An executive summary
- A comprehensive plan that identifies:

Shared Mission and Vision

SMART (specific, measurable, achievable, realistic, and time-limited) Goals > Objectives > Strategies > Tactics > Listing of responsible parties & roles > Outcomes > Measurable

- Optional items to the plan would include > Resource Development strategies > Communication strategies

3. Stage 3- Implementation & Evaluation follow-up

This stage requires the Deputy Director to assist the Agency by providing oversight of the implementation, reporting & evaluation process of the programming set forth by the grant funders. This process should include:

- Follow-up sessions with nonprofit leadership to gauge the progress of the implementation throughout the plan delivery
- Gathering of any measurables that would give indication of successful implementation
- Completion of standard reports required by the Department of State and other funders to account for the required activities and deliverables.

VII. OWNERSHIP AND CONFIDENTIALITY

All intellectual property will become the property of the Agency receiving services. All data remains the sole property of the Agency. The consultant shall agree to keep information related to this process in strict confidence, including, but not limited to, the terms of the contract and any confidential business information or proprietary information that has been gathered on this project.

VIII. PROPOSAL FORMAT

Please include the following information in your proposal:

- Your approach to strategic planning and community engagement
- A summary of your strategic planning experience and client tracking
- Identify specific nonprofit sectors in which you have conducted strategic planning and serving the community
- Three client references
- Sample project timeline with major tasks and milestones
- Detailed project budget which will consist of rate per hour for the various professional level expected to serve on this project.
- Sample project plan
- Identification of those on your team who will be involved with the project which should include their role and experience

The proposal must also include the following specific information:

- ✓ General information- The proposal should provide the name of the consultant, title, address, phone number, email address, and website, if one exists. The name and email address for any team members assisting in the project should also be included.

- ✓ Consultant Qualifications & Roles- The proposal must describe the consultant's qualifications such as work activities, expertise, knowledge, and experience. Experience should include examples of similar related nonprofit work.

Some key qualifications that will be considered:

- ✓ Education (degree(s) and/or certificate(s))
- ✓ Experience in successfully developing strategic plans
- ✓ Specifically:
 - Knowledge of Community Services Block Grant (CSBG) programming.
 - Knowledge of Results Oriented Management Accountability (ROMA).
 - Proposal and Grant Writing. Oversee tracking and collection of data and required grant reports for programs managed under CSBG (CAP60 system used by the Agency).
 - Knowledge of collective impact or collaborative strategic initiatives
 - Strong facilitation skills
 - Experience in creating a neutral environment for obtaining input
 - Experience in gathering and utilizing data to drive the strategic process
 - Ability to constructively challenge key stakeholders
 - Experience in inspiring others to thinking innovatively
 - Project management experience

Work Plan- The proposal should include a detailed description of the activities to be conducted by the consultant to complete the work.

- Specific activities to be conducted at each stage
- Sample timeline for the activity at each stage
- List of milestones & deliverables tied to the activities
- Proposed payment schedule tied to project milestones & deliverables

References- Information regarding each reference should include the individual's name, address, phone number and email address.

Previous Work Product- The proposal should include at least 1 sample of a previously completed strategic plan. Portions may be redacted to protect private information as needed.

IX. SCORING

Proposals will be reviewed and evaluated on the following criteria:

1. Qualifications (55%)

2. Scope of Proposal (25%)

3. Work Plan (10%)

4. Budget (10%)

X. PROCESS FOR PROPOSAL SUBMISSION AND EVALUATION

Instructions for submission

1. Closing Submission Date

Proposals are due by on March 05, 2021

2. Inquiries

Inquiries concerning this RFP should be directed to Don Brown at: dbrown@yonkerscap.org

3. Conditions of Proposal

All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by YCAP.

4. Submission Instructions

Proposals should be submitted in PDF format via email to: donbrown@yonkerscap.org before the closing submission date. Late or incomplete submissions will not be accepted. It is the responsibility of the bidder to ensure that the response is received by YCAP by the closing date and time. A response may be judged and excluded from further consideration if it is not received by the deadline or does not follow the format outlined above.

5. Right to Reject

YCAP has the right to reject any and all responses received in response to this RFP.

6. Confidentiality

If the bidder deems any material submitted to be proprietary or confidential, the bidder must indicate this in the relevant sections of the response.

7. Notification of Selection and Timeline

It is expected that a bidder will be selected within 2 to 3 weeks of the closing submission date, although this timeline is subject to change. YCAP reserves the right to cancel the RFP at any time.

8. Criteria for Selection

YCAP will select the proposal based upon which one it feels will deliver the highest quality deliverable at the best value. Proposals will be initially reviewed by the Executive Director and select members of the Board of Directors. Recommendation will be made to the YCAP's executive board for final approval.

9. Conflict of Interest

The bidder must disclose any possible conflicts of interest that may result from the award of this contract or services provided under this contract. Except as otherwise disclosed in the proposal, the bidder affirms that to the best of their knowledge there is no actual or potential conflict between the bidder, a bidder's team member working on the project or its family's business or financial interests and the services provided under this contract. In the event there is a change in either interest or the services provided under the contract, the bidder will inform YCAP regarding the possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to the YCAP's satisfaction or the bidder may be disqualified from consideration of this RFP.