

## **MT. VERNON MANOR COMMUNITY DEVELOPMENT CORPORATION REQUEST FOR PROPOSAL**

### **OBJECTIVE**

Mt. Vernon Manor Community Development Corporation (MVM CDC) is seeking consultant services to design and facilitate a participatory engagement process that will result in a 3-year strategic plan for the nonprofit organization. **The deadline to receive proposals is January 27, 2017 (4PM).** Questions should be sent no later than January 13, 2017 (4PM). Proposals and questions should be directed to Michael Thorpe, Executive Director, by email at [Michael@mvmcdc.org](mailto:Michael@mvmcdc.org) with subject line: “Strategic Planning Proposal”.

### **ORGANIZATION BACKGROUND**

Established in 1977 to address the need for quality, affordable housing in the Mantua neighborhood of West Philadelphia, Mt. Vernon Manor, Inc. DBA Mt. Vernon Manor Community Development Corporation additionally serves as a hub for ongoing neighborhood revitalization and critical services that meet the needs of residents.

In 2010, Mt. Vernon Manor CDC received a HUD Choice Neighborhoods Initiative Planning Grant to lead the creation of a community-driven neighborhood plan for Mantua. The planning process, dubbed “We Are Mantua! (WAM)”, was completed in June 2013 and identified seven (7) key neighborhood priorities that have since guided the efforts of MVM and community stakeholders. Since 2013, Mt. Vernon Manor CDC has:

- Rehabilitated 75 MVM affordable apartment units and is currently renovating an additional 48 affordable units.
- Spearheaded the creation of the Mantua Greenway, a WAM physical development priority intended to beautify Mantua’s northern boundary, connect residents and visitors to city amenities, encourage health and wellness activities, and serve as a workforce development tool for youth and young adults.
- Established multiple community engagement and resident leadership initiatives, including the Mantua Civic Association.
- Successfully addressed neighborhood public safety concerns by organizing residents and cross-sector stakeholders, supported by a Department of Justice Byrne Criminal Justice Innovation (BCJI) Grant.
- Expanded community engagement efforts to mobilize residents in real estate development issues, provided valuable service referrals, monitored neighborhood conditions, and promoted homeownership, as a DHCD-designated Neighborhood Advisory Committee agency.

Mt. Vernon Manor CDC’s recent growth and success parallels the ongoing transformation of Mantua and conveys the power of authentic collaboration, community engagement, and empowerment. MVM continues to lead and support multiple partners to move forward the priorities identified in the We Are Mantua! Neighborhood Plan – a vision by the community, for the community.

### **SCOPE OF WORK**

- Design and conduct facilitated planning meeting(s) and/or strategic interviews for the board, staff, and key external stakeholders to discuss key questions, develop new ideas for strategic directions, and foster community investment and ownership of Mt. Vernon Manor’s strategic plan.
- Assess current status and key issues facing the organization.
- Identify strategic partners and steps to prevent duplication of services in order to maximize

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- efficient use of community-targeted funding.
- Develop a 3-year strategic plan with identified priorities, action items, and accountability.
  - Create a diversified fund development strategy and action plan for implementation by the Board and Executive Director.
  - Develop a board and staff recruitment strategy.
  - Determine organizational, programmatic, and staffing growth objectives.
  - Develop an annual evaluation tool for the Executive Director to inform future annual action plans co-developed by the Board and Executive Director.
  - Synthesize the discussions into a three-year strategic plan document for review and approval by the Board of Directors.

## **DESIRED STRATEGIC PLANNING OUTCOMES**

By the conclusion of the strategic planning process, Mt. Vernon Manor CDC will:

- Have clear organizational vision, mission, priorities, goals, and outcome measures.
- Have clarity on our identity, purpose, and what outcomes we are trying to achieve. We need to have a long-term perspective, and be positioned to respond quickly to opportunities.
- Be positioned for effective engagement with external partners (local, state and federal government and private entities) and the public. This includes establishment of tools for communicating MVM's role, purpose, and organizational goals.
- Have a well-defined action plan for executive management and the MVM Board of Directors.
- Have tools to evaluate whether we are making progress toward achieving organizational goals.
- Identify and prioritize opportunities to improve operating efficiencies.
- Identify and prioritize internal staff development opportunities and quality workplace improvements to improve organizational culture and ensure MVM is well positioned to serve the needs of the community.
- Identify strategic partnerships and sources of revenue to achieve desired impacts and objectives.

## **PROPOSAL REQUIREMENTS**

Please submit a proposal no longer than four (4) pages in length, plus a summary of similar work conducted, highlighting specific accomplishments.

**Proposals must be received via e-mail before 4:00 PM on Friday, January 27, 2017.** Please address your proposal to: Michael Thorpe, Executive Director, Mt. Vernon Manor CDC. Submit by email to [Michael@mvmcdc.org](mailto:Michael@mvmcdc.org) with subject line: "Strategic Planning Proposal".

An email confirming receipt of the proposal will be sent to all proposers. A proposal will not be considered officially received until a confirmation email has been sent.

## **GUIDELINES FOR PROPOSAL CONTENT**

Please provide a brief proposal outlining your approach and concept for the 6-month project, including your use of the funds budgeted for this project and how you would utilize staff and engage our executive staff and board of directors in the planning process.

The proposed statement of work should be presented in a conceptual, high-level format, with the understanding that the actual scope of work may be refined after consultant selection.

Specific proposal contents:

- Name of firm
- Name and contact information of the consultant(s)
- Description of experience and qualifications
- Indication of availability during project period
- A narrative description of the proposed process, activities, and approach
- Fee & budget (including number of estimated hours for each activity, billing rate, and estimated out-of-pocket costs)
- On a separate addendum (which will not count toward the 4-page limit), please provide a copy of current resume(s), and the names and contact information for up to three references – preferably, from organizations for whom you have recently provided similar services

## **EVALUATION CRITERIA**

In awarding a contract for consulting services to develop a 3-year strategic plan for the organization, MVM will examine a number of factors, including:

- The extent to which the proposal addresses the scope of work.
- Specific plans to be used to conduct the strategic planning process.
- Qualifications and experience of consultant in providing strategic planning development, especially with non-profit boards.
- Availability for work to be completed between March 1, 2017 – September 30, 2017.
- Project cost including: number of estimated hours for each activity, billing rate, and estimated out-of-pocket expenses. **Budget:** up to \$30,000.

## **APPLICATION PROCESS**

In responding to this proposal, please use the following format. **Response to RFP should be double-spaced and no more than 4 pages in length, plus attachments.**

- A brief Executive Summary
- A description of the applicant's general approach to strategic planning, including methodology, perspective, or philosophy that guides your work.
- A clear explanation of how the consultant will approach the strategic planning process with a proposed work plan.
- List of project deliverables with a detailed timeline for each deliverable and project completion.
- A detailed budget that breaks out expenses.

## **PROPOSAL REVIEW AND ASSESSMENT**

In awarding a contract, consultants will be evaluated on the following criteria:

- Quality of proposed statement of work
- Relevant experience and qualifications
- Availability during project period
- Competitiveness of cost proposal/hourly rate

## **PROPOSAL SUBMISSION**

Please submit completed proposals by January 27, 2017 (4PM), to Michael Thorpe, MVMCDC Executive Director at [Michael@mvmcdc.org](mailto:Michael@mvmcdc.org).