



**YWCA GREENWICH
REQUEST FOR PROPOSALS
STRATEGIC PLANNING CONSULTING
PROPOSALS ARE DUE BY SEPTEMBER 12, 2022
THE RFP IS ALSO AVAILABLE AT
WWW.YWCAGREENWICH.ORG**

PURPOSE

YWCA Greenwich seeks proposals from consultants experienced in strategic planning and knowledgeable about lower Fairfield County, Connecticut to work with both the Board of Directors and the Staff on a new strategic plan. The current strategic plan covered 2018-2021 and was extended due to Covid-19.

Organization: YWCA Greenwich
259 East Putnam Avenue Greenwich,
CT 06830
(203) 869-6501
www.ywcagreenwich.org

Contact: Mary Lee A. Kiernan, President and CEO
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(203) 869-6501 ext. 101

ABOUT YWCA GREENWICH

Established in 1919, YWCA Greenwich is an affiliate of YWCA USA. Around the globe, YWCA USA operates in 125 countries reaching 25 million women and girls through its work in 22,000 communities. It is the oldest and largest multicultural women's organization in the world. In the United States, YWCA USA, founded in 1855, has over 200 local associations that serve 2 million members. Since its beginning, YWCA USA has been a major force in this country's struggles for freedom, justice, and equality.

YWCA Greenwich's mission is to eliminate racism, empower women, and promote peace, justice, freedom, and dignity for all. Through leadership, innovative programs, services, and educational opportunities, YWCA Greenwich is a driving force for a healthier, safer, and more equitable community.

Sitting on a 6.5-acre campus in central Greenwich, YWCA Greenwich offers over 100 age-specific programs, events, and services in a facility that features a fully-equipped fitness center, pool, gymnasium, childhood education center, dance and yoga studio, tennis courts, domestic abuse center, art gallery, café, water playground, Kompan structures playground, sand play area, meeting rooms, and staff offices.

YWCA Greenwich is a member organization with programs that include Aquatics, Childhood Education programs, and fitness & recreation programs for children and adults, in addition to our free domestic abuse services, women's empowerment programming, and equity and justice initiatives. More specifically:

- YWCA Greenwich is the sole provider of comprehensive direct services to victims of domestic violence in the Town of Greenwich, offering 24-hour hotlines, crisis intervention, counseling, court advocacy, and emergency shelter. Recently we have added a Civil Legal Clinic, Financial Literacy Coaching and Housing Solutions to our array of free services to victims of domestic violence. In addition, YWCA Greenwich provides prevention education through extensive training of key members of the community and age-appropriate violence prevention programs through the Greenwich Public Schools.
- YWCA Greenwich has a nationally recognized swim team. The Dolphins, now entering its 50th season with well over 200 swimmers, can point with pride to their fourth consecutive USA Swimming recognition as a "Silver Medal" Club, placing the team in the top 4% nationally.
- YWCA Greenwich boasts a diverse NAEYC-accredited international preschool center, with children from a variety of racial, ethnic, and economic backgrounds representing not only the United States but also 25 other countries around the world, as well as large after-school and camp programs.
- YWCA Greenwich recently launched a new Center for Equity and Justice (CEJ) to serve as a community cornerstone dedicated to knowledge dissemination, capacity building, and collaboration to achieve our mission of eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all. The CEJ, established in 2020, is guided by four independent and intersecting pillars-- community education, direct programming, policy advocacy, and systemic change initiatives.

SCOPE OF WORK

YWCA Greenwich seeks to hire a consultant to guide in the development of a three-year strategic plan that will drive effective execution of our mission; optimization of operations and resources; and preparation for a sustainable future. The planning process should include, but not be limited to the following tasks:

- Project Management
- Comprehensive situational analysis, possibly leveraging some prior work.
- Gather stakeholder input from internal constituents, external partners, and community leaders. This may include the use of surveys, interviews, focus groups, or other appropriate means.
- Work with YWCA Greenwich to identify critical issues impacting mission, growth, financial operational success, reputation and philanthropy.
- Identify broader strategic issues and opportunities for longer-term consideration, including what more could or should be done to better support YWCA Greenwich's current and future focus on its mission, operations and resources.
- Identify progress tracking metrics and benchmarks.
- Quantify expected financial ramifications of the implementation of the new strategic plan.
- Facilitate a board retreat and periodic meetings with Strategic Planning Committee.

Not included in the scope is the development of a Theory of Change for the new Center for Equity and Justice, which is being developed through a separate process.

The final written strategic plan document must include the following deliverables in detail:

- Shared vision and values
- Key goals, strategies and outcomes.
- Executable and pragmatic action items to achieve strategic plan
- Agreed upon tracking metrics
- Financial impact analysis
- Process for ensuring that Strategic Plan stays fresh/ “living document”

Specific areas to be addressed include, but are not limited to:

- What are the current and likely external market dynamics/needs which should inform future positioning and offerings? (competition, demographic, etc.)
- What do we feel should be the future strategic intent/identity/reason for existing for YWCA Greenwich?
 - What will be our differentiation– programmatically and for raising capital?
 - What guideposts does that imply?
- What is the current snapshot of the YWCA, how has it been trending, and how should it evolve?
 - Mission/Impact
 - Programs
 - Membership
 - Governance
 - Fundraising (role, mix of sources) and other revenue strategies
 - Market reputation
- What are the 5-year financial implications?

PROJECT TIMELINE

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| • September 12, 2022 | Proposals due in PDF format to contact above |
| • September 26, 2022 | Approval of selection & notification of consultant |
| • October 1, 2022 | Kickoff of consultant’s work |
| • February 2023 | Facilitation of Board Retreat |
| • June 2023 | Final Presentation of Recommendations for vote by Board |

QUALIFICATIONS

Women-identifying, Black, Indigenous, Latinx, AAPI, and LGBTQIA+ - led or owned consulting firms are all encouraged to respond to this RFP.

- Demonstrated experience in leading Strategic Planning processes in the non-profit sector (10 years minimum).
- Knowledge of or experience with lower Fairfield County, Connecticut, human service organizations, member organizations, equity and justice work and/or theory of change consulting.
- Experience integrating financial forecasting into the strategic plan.
- Strong facilitation skills.
- Ability to constructively challenge stakeholders.
- Experience inspiring others to think innovatively

SELECTION PROCESS

The Strategic Planning Committee will review all proposals. The Committee may consider any factors it deems necessary and appropriate, including but not limited to price, quality of service, understanding of YWCA's mission and local market considerations, extent to which the proposal addressed the contents of this request, staffing capacity, and availability during the proposed timeline. The final decision rests with the Strategic Planning Committee.

Please provide a complete written response in PDF format to this request. In responding to this request, please provide the following:

- A brief summary of the proposal with suggested timeline and milestones.
- Specific plans or methodology to be used to perform the services
- List of project deliverables
- Qualifications and pertinent experience of each key person who will work on the project, including three (3) references from other strategic planning clients served
- Budget including expected hours to be worked, breakout of expenses and total cost

OWNERSHIP AND CONFIDENTIALITY

All intellectual property provided in connection with this engagement will become property of YWCA Greenwich. All original data remains the sole property of YWCA Greenwich. The consultant engaged by YWCA Greenwich shall further agree to keep the information related to all contracts with YWCA Greenwich in strict confidence, including, but not limited to, the terms of the contract and any confidential business information or proprietary information learned through its dealings with YWCA Greenwich.

CONFLICT OF INTEREST

Respondents must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the contract services. Except as otherwise disclosed in the proposal, each respondent should affirm that to the best of its knowledge there exists no actual or potential conflict between the respondent for consulting, the respondent's project manager(s) or its family's business or financial interest ("interests") and the services provided under the contract. In the event of any change in either interests or the services provided under the contract, the respondent will inform YWCA Greenwich regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to YWCA Greenwich's satisfaction or the respondent may be disqualified from consideration under this RFP. As used in this section "conflict of interest" shall include, but not be limited to, the following:

1. Giving or offering a gratuity, kickback, money, gift, or anything of value to a YWCA Greenwich official, officer, or employee with the intent of receiving a contract from YWCA Greenwich or favorable treatment under a contract.
2. Having or acquiring at any point during the RFP process or during the term of the contract, any contractual, financial, business or other interest, direct or indirect, that would conflict in any manner or degree with the respondent's performance of its duties and responsibilities to YWCA Greenwich under the contract or otherwise create the appearance of impropriety with respect to the award or performance of the contract; or
3. Currently in possession of or accepting during the RFP process or the term of the contract anything of value based on an understanding that the actions of the respondent or its affiliates or interests on behalf of YWCA Greenwich will be influenced.