



Request for Proposal Strategic Planning Consultant

Proposals will be received until August 15, 2016

This RFP is also available on our website: www.ntngreenwich.org

1. General Information

Purpose: The purpose of this Request for Proposal (RFP) is to solicit proposals from consultants experienced in strategic planning and knowledgeable about the nonprofit landscape in lower Fairfield County to lead Neighbor to Neighbor's board of directors and staff through a long-range strategic planning process.

Organization: Neighbor to Neighbor
248 East Putnam Avenue
Greenwich, CT 07830
Phone: (203) 622-9208
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Contact: Nancy Coughlin, Executive Director
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(203) 622-9208 ext. 11

Deadline for submission: August 15, 2016

2. Background

Formed in 1975, Neighbor to Neighbor is a volunteer-driven nonprofit organization dedicated to improving lives by providing for the exchange of food, clothing and basic living essential in an atmosphere of kindness and respect. Through its "client choice" food pantry, Neighbor offers access to nutritious food on a weekly basis to 1,900 individuals from over 660 families throughout the year. This equates with enough

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groceries to provide over 325,000 meals, which includes 13,500 summer lunches to 350 children. Through its clothing room, Neighbor provides 17,000 shopping bags each year of in-season clothing, linens, blankets, household items, books and diapers to 2,800 residents of Greenwich, Stamford and Port Chester. Additional programs include a Thanksgiving turkey distribution, the Prom Project, which distributes gently used prom dresses to high school girls, and the Undies Project, which distributes new bras and underwear to men, women and children.

Approximately 5% of Greenwich's 62,000 residents live in poverty. An additional 12% are working yet still unable to afford basic necessities. Our clients are seniors, working families, those with physical or emotional challenges, facing a life crisis or simply trying to make ends meet on a limited income. Neighbor's food and clothing programs are designed to alleviate the negative effects of poverty for local residents while promoting dignity.

Neighbor is staffed by one full time Executive Director, four staff who each work 30 – 33 hours per week, one part time "Saturday Supervisor" who works 4 hours per week, and 250 volunteers. The Board of Directors consists of up to 18 community members who provide financial and governance oversight of the organization. Funding comes from a broad base of individuals, foundations, and religious organizations with less than 1% of its budget received from government grants and the United Way. Over \$1.2MM worth of clothing, household items and food is donated each year.

Neighbor is in the planning stages of moving its operations out of its current donated basement space into a new facility. The new building is being constructed by Neighbor to Neighbor on property leased from Christ Church Greenwich. The new facility brings new challenges, both operationally and financially, as well as new opportunities. Given the myriad changes facing the organization, the board of directors has identified the need to conduct a new long-range strategic plan.

3. Scope of Work

Neighbor seeks to hire a consultant to assist in the development of a 3 – 5 year strategic plan to help ensure the organization is well-positioned to continue meeting an ever-growing need in an increasingly complex nonprofit landscape. The planning process should include, but not be limited to, the following tasks:

- Conduct a situational analysis;
- Gather stakeholder input through the use of surveys, focus groups or other appropriate means;
- Work with Neighbor's team to identify critical issues for the next 1 – 3 years
- Identify broader, strategic issues and opportunities for longer-term consideration (4 – 5 years);
- Identify progress tracking metrics and benchmarks;
- Incorporate a board retreat at the conclusion of the process.

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

- Identified areas of strategic focus for the next 1 - 3 years and aspirational goals for years 4 – 5;
- Strongly articulated executable action items;
- Agreed upon tracking metrics;
- Financial impact analysis.

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

1. Operations/transition into the new facility:

- How will the organization manage the physical transition into the new facility?
- How will the move into the new facility effect:
 - volunteers' experiences? How can the organization assist in making this transition smooth?
 - delivery of existing programs and programmatic opportunities?
 - the arrangement of paid staff responsibilities?
 - donor experiences
- What communications/public relations and public education opportunities will be presented by the move into the new facility? How might the organization prepare itself to meet the needs effectively?
- What must the organization do to meet the increased financial responsibility associated with this new asset?
- What can the organization be doing in advance of the move to better prepare for the move?

2. Governance:

- How can the organization strengthen its corporate governance structure to promote sustainable long term health and growth?
- What improvements to the division of board and staff roles must occur to meet current and future needs of the organization?

3. Programs:

- How can the organization build on its existing strengths to broaden and deepen its impact? Are there opportunities for new areas of programming that should be considered, within any limits imposed by zoning or lease agreements? What is the most effective use of the organization's resources?
- How can the organization improve community awareness of our work?
- What opportunities exist to broaden our base of support?

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4. Project Timeline

August 15, 2016:	Proposals due
September 12, 2016	Board of Directors approval of selection & notification of consultant
September 2016 – March 2017	Execution of activities
April 2017	Plan delivered

5. Selection Process

The Strategic Planning Committee will review all proposals. The Committee may consider any factors it deems necessary and proper, including but not limited to: price, quality of service, understanding of Neighbor mission, extent to which the proposal addresses the contents of this request, qualifications, reputation and experience of the consultant, staffing capacity, and availability during the proposed timeline. The final decision rests with the Neighbor to Neighbor board of directors.

6. Information required from Respondents

Please provide a complete written response to this request no longer than 5 pages in length. In responding to this request, please provide the following:

- A brief summary of the proposal;
- Specific plans or methodology to be used to perform the services;
- List of project deliverables;
- Qualifications and experience of consultant and each key person who will work on the project, including three (3) references;
- Budget including expected hours to be worked, breakout of expenses and total cost

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