



Austin-based Todos Juntos Learning Center helps strengthen immigrant families so they can create their own opportunities. Our community is culturally relevant and based on kindness and compassion.

Request for Proposal (RFP)
Todos Juntos Learning Center
December 18, 2018

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Request for Proposal – Vision & Strategic Planning

Deadline for Submission: February 1, 2019

PURPOSE:

The purpose of this Request for Proposal (RFP) is to solicit proposals from consultants experienced in strategic planning to design and facilitate a participatory planning process that will create a vision and five-year strategic plan for the Todos Juntos Learning Center (hereinafter “Todos Juntos”, the “Center”, or “TJ”).

Recently awarded a capacity-building grant from a local foundation, Todos Juntos now has the opportunity to proactively explore and define the Center’s future goals. By leveraging our past learnings, best practices from other dual generation programs and engaging critical stakeholders in our community, we seek to envision and design a plan for maximizing impact on the students and families we serve.

SUMMARY, BACKGROUND:

TJ is a family learning center on a mission to build a community of dignity for families to realize their own success. We believe in building community and in building strong relationships that sustain our community. Since our founding in 2009, Todos Juntos Learning Center has reached more than 1,200 families in Austin through a dual-generation approach. By bringing culturally appropriate programming to Latino children and their mothers, TJ lays the groundwork for families’ educational success, making a key step toward families’ economic success, stability, self-sufficiency, and growth in social capital. The approach combines quality Early Childhood Education (ECE) programming, intensive adult English as a Second Language (ESL) instruction, and culturally appropriate parenting and life skills education. By providing concurrent programming to adults and children four days a week, for nine months out of the year, Todos Juntos provides parents and children the opportunity to learn together, to value education, and to gain control over their family’s future.

Todos Juntos is a strong proponent of collaborative community and volunteer partnerships. Since inception, community and volunteer partnerships have been invaluable to accomplishing the Center’s mission. TJ partners with more than twenty local organizations to offer wraparound services in technology, nutrition, parenting, literacy, finance, mental health, and more. Currently, TJ operates all its programming at a local church in downtown Austin. Program enrollment has consistently hit capacity for both our ECE and ESL classes with a waiting list year after year. Additionally, TJ enlists the help of 3-5 ECE volunteers to assist in various capacities, including one-on-one reading, serve and return interactions, and classroom support. TJ is also supported with pro-bono marketing services and bookkeeping services.

Operationally, the Center’s staff includes 2 full-time administrative staff (Executive Director and Early Childhood Education Coordinator) and 6 part-time employees (1 Development and Communications Coordinator and 5 programmatic staff). Staff retention is a strength with an average tenure of 5.6 years, allowing the TJ team to develop their skills and build trusting long-term relationships with our students and families.

In addition to staff, the board of directors is the governing body for the Center and, in collaboration with the staff, is responsible for the ultimate direction of the management of the organization. Currently there are 12 board members with two task force committees active: fundraising and facilities. Annual revenues have grown from approximately \$75,000 in 2009 to a projected \$530,000 in 2018/19, with expenses for those years at \$75,000 and \$464,000, respectively. The majority of the revenue are from philanthropic grants. It is only in the recent years that an individual giving campaign has been implemented to grow the base of donors and supporters.

SCOPE OF WORK – KEY DELIVERABLES:

We are seeking an experienced facilitator and planner to work with our board, staff and other stakeholders **to surface and clarify a strategic plan including review of mission and vision, development of strategic goal(s), operational structure, timeline, key partners, and revenue plan. Ideally, the five-year strategic plan will capture organizational milestones set for the 1st, 3rd and 5th years of the plan.**

The strategic plan, when completed, should address critical questions including, but not limited to the following:

- What are the benefits of Todos Juntos Learning Center to families, to children, to the Austin community?
- What are Austin's unique social/demographic needs today and in the future?
- What is the best core strategy to address organizational/community needs through providing educational opportunities to immigrant families?
- What interventions are proven most effective for educating immigrant students and families?
- What does a market analysis tell us about the current and future demand for Todos Juntos services in the Austin area?
- What obstacles may present themselves to pursuing and expanding upon Todos Juntos' services and how might we address these obstacles?
- What other organizations, partners, and key stakeholders – private, non-profit, governmental, higher-education, philanthropic, employer, etc. – need to be involved?
- Which funders might support this? What is a sustainable funding strategy considering private and public resources, earned income streams, and strategic partnerships?
- Where should Todos Juntos be physically housed? What type(s) of facility would best meet the needs of our students and organization?
- What are the talent needs to staff and sustain the future goals of TJ?
- What local, state and national implications/impact/opportunities need to be considered?
- What can we learn from other dual generation-focused programs?
- What organizational milestones should be reached at one and three years in order to support the five-year plan for the organization?

In summary, by the end of this process, we expect to have a fully developed strategic plan that offers a clear vision Todos Juntos' core purpose and a path forward including the best strategies, infrastructure and activities/tactics to allow the vision to be realized.

SCOPE OF WORK – PROCESS & PRIMARY ACTIVITIES:

Specifically, Todos Juntos is seeking a consultant(s) to provide the following services:

- Work with the present Board Members, key administrative staff and community partners (i.e. funders, program partners, volunteers, program clients, etc.) to articulate a clear strategic plan for TJ to commence in August 2019 (start of fiscal year). This plan should identify specific fundraising, communication, and programming objectives for the organization to pursue over the next five-years in pursuit of its mission.
- Conduct a general SWOT analysis of internal and external perceptions of the organization and identifying the most valued characteristics of the organization. Conduct research to identify best practices for supporting and educating immigrant communities (“landscape review”).
- Identify major economic, political, social, or technological trends that might impact Todos Juntos and/or its students and families.
- Identify organizational goals that will serve as a ‘north star’ to the efforts and resources of Todos Juntos and help evaluate any future opportunities.
- Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to accomplish to achieve these goals. Identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success. Key one- and three-year milestones should be identified that support the execution of the longer five-year strategic plan.
- Establish a framework and process for TJ’s leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives.
- Facilitate all meetings and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- Deliverable should be a clear, easily consumed, strategic planning roadmap accompanied by a strategic planning timeline, implementation, evaluation methodology, and communication plan. Communication plan should provide guidance for sharing the plan with key stakeholders including, but not limited to, staff, board, partners, and donors.

PROJECT TIMELINE & REQUIREMENTS:

This RFP represents the requirements for an open and competitive process. Proposals will be accepted until 5pm CST on February 1st, 2019. Evaluation of proposals will be considered from February 4th-February 15th, 2019. If additional information or discussions are needed with any bidder(s), the bidder(s) will be notified. We will work toward selecting

a contractor no later than March 1st, 2019 so that work can begin on a facilitated planning process to be completed no later than July 31st, 2019. Proposals may be submitted to Megan Olshavsky, Board President: meolshavsky@gmail.com.

The following requirements are to be addressed in the proposal for consideration:

- Todos Juntos is seeking proposals from applicants who are capable of addressing all of the above stated needs and who can provide additional expertise to help TJ and the community it serves achieve a successful project outcome.
- While TJ leadership understands that completing this project requires significant and active Board, staff and member involvement, it is important to note that the applicant selected will be responsible for completing all project work products and final deliverables (e.g. writing organizational assessments, writing the actual strategic plan, etc.).
- Applicants are to propose which aspects of the project will require Board and/or staff involvement and include the expected time requirements for all activities involving their participation.
- Proposals must include a clear description of the applicant's plan to complete all of the project components (i.e. in what order the projects will be completed, how long each component will take to complete, etc.).
- Applicants must include in their project timelines "check-in" points for TJ to be provided with project status updates. As work products/deliverables are completed prior to the established check-in points, applicants will be required to send TJ these materials to facilitate the status update meetings and/or conference calls. The successful applicant will be responsible for setting up the check-in meetings/calls, preparing an agenda for each meeting/call, sending out meeting invites and writing meeting minutes.
- In addition to the check-in meetings and/or conference calls, the applicant will be expected to present a status update on her/his preliminary findings and recommendations prior to writing the final project deliverables and strategic plan.
- Todos Juntos will be responsible for implementing the recommendations from all final deliverables; however, the consultant selected will provide TJ with ongoing coaching and implementation support as needed, per letter of agreement.
- The budget for this project shall not exceed \$15,000. Todos Juntos invites applicants to provide all or part of the service as an In-Kind Donation to the Center. We will offer appropriate recognition of the gift based on current sponsorship benefits.

EVALUATION CRITERIA:

In awarding a contract for consulting services to develop a five-year strategic plan for Todos Juntos, we will examine a number of factors and criteria will include:

1. The extent to which the proposal addresses the stated needs and clearly describes the scope of work;
2. Specific plans or methodology to be used to perform the services;
3. Qualifications and experience of consultant(s) in providing strategic planning development;
4. Availability for work to be conducted between March and July 2019 with strategic plan draft presented to the board no later than the August 2019 board meeting; and
5. Project cost and project-relevant, client references.