



BALTIMORE  
CHILDREN &  
YOUTH FUND

# STRATEGIC PLANNING CONSULTANT

REQUEST FOR **PROPOSALS**



**MONTHS**

*Baltimore Children & Youth Fund*



**YEARS**



## **Strategic Planning Request for Proposals**

### **OVERVIEW**

The Baltimore Children and Youth Fund (“BCYF”) is a 501(c)(3) nonprofit organization that was created as a dedicated fund to support programs for Baltimore’s young people. The concept of the Baltimore Children and Youth Fund (“the Fund”) was launched in 2015 by then-City Council President Bernard “Jack” C. Young. It was created as a response to the unrest in Baltimore following the death of Freddie Gray while in police custody, an event that sharply illuminated longstanding inequities in public funding in Black communities.

In 2016, the Baltimore City Council and voters approved the Fund to receive an annual appropriation of the assessed value of all property in Baltimore City. Baltimore Children and Youth Fund was named the permanent intermediary of the Fund. BCYF is committed to ensuring that our children and youth are healthy, ready to succeed in school and live in stable, safe, supportive families and communities.

We do more than grantmaking.

We collaborate with grassroots organizations and community leaders to create new opportunities for the city’s young people to learn, thrive and succeed. BCYF awards grants to organizations that provide programs to thousands of Baltimore's young people -- from academic support and science exploration to dance and photography. Unlike traditional philanthropic efforts in Baltimore, BCYF is committed to authentic community engagement. Our strategy and grant decisions are shaped and led by Baltimore community members and youth leaders.

Our core values of Racial Equity, Intergenerational Leadership, Community Ownership, and Collective Decision-Making direct our partnerships with organizations that share our Black liberation worldview. Through our strategic investments, we strive to resource a future where children and youth throughout the city enjoy access to high-caliber enrichment and learning opportunities, and children and youth programs have the resources they need to serve all our young people equitably.

## **MISSION, VISION & VALUES**

### **Mission**

BCYF is a nonprofit organization stewarding public funds to ensure our children and youth are healthy, ready to succeed in school, and live in stable, safe, and supportive families and communities.

### **Vision**

Our vision is that children and youth throughout the city enjoy access to high-caliber enrichment and learning opportunities, and children and youth programs have the resources they need to serve all our young people equitably.

### **Values**

**Racial Equity:** The Baltimore Children and Youth Fund must be built on racial equity. The evaluation of the Baltimore Children and Youth Fund's work should include a basic understanding and appreciation of the cultural resources and assets within each community. We should identify and address how society's power structures show up in the organization's operations, including how assumptions about race may influence decision-making processes. Specifically, white people should not dominate or drive the conversation.

**Intergenerational Leadership:** The Baltimore Children and Youth Fund must include youth leaders and adults in all aspects of its work. Having different generations work together will reflect how our entire community must work together to improve the quality of life for our young people. In the West, we often greet each other by saying, "How are you doing?" The Maasai people of East Africa greet each other by asking, "How are the children?" This greeting

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represents the idea that the children's well-being defines the community's well-being.

The purpose of the Baltimore Children and Youth Fund is to help the whole city of Baltimore to embrace and live out the worldview embodied in this Maasai greeting. Specifically, the well-being of our children is everyone's responsibility.

**Community Ownership:** The purpose of the Baltimore Children and Youth Fund is to provide the communities typically seen as mere recipients of services with equal, authentic decision-making power to disperse the Baltimore Children and Youth Fund Inc.'s resources.

This means that the organization should reflect the totality of our community. Specifically, the Baltimore Children and Youth Fund must include a variety of people who are highly committed to the communities they serve.

**Collective Decision-Making:** The Baltimore Children and Youth Fund will strive to have collective decision-making processes. "Gatekeeping," when one person has too much power in a decision-making process, marginalizes the people and communities most hurt by structural racism. Gatekeepers can use their power to circumvent community accountability and limit access to resources.

## **Scope of Work**

BCYF seeks an external Strategic Planning Consultant/s to work for six (6) months with our Board of Directors, Executive Leadership Team, staff, and stakeholders in a community-based process that leads to a written strategic plan for the next three (3) years.

The consultant will work with the staff and Board to develop and facilitate a process for strategic planning that aligns with the mission, vision, and values of BCYF. The plan will build on current and prior work and be consistent with the current and potential capacity of BCYF.

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While the process still needs to be defined, it is anticipated the consultant's **activities and deliverables** will include the following:

- Work with BCYF staff to gather information and create a **strategic planning process plan and timeline document** with all notes from the planning meetings.
- Organize and moderate staff, Board, and community **roundtables and conversations** in virtual and in-person settings.
- Conduct **research** to inform the process, focusing on exemplars from the philanthropy and youth development fields alongside social justice movements.
- Present a **key-findings report with recommendations**.
- Refine key findings and consult with staff to facilitate the **creation of a strategic plan** for the next three (years), including methods for tracking progress. The strategic plan will include the following:
  - An executive summary
  - A comprehensive plan for strategy, implementation, and evaluation that includes
    - Mission, Vision, and Values
    - Objectives
    - Strategies
    - Tactics
    - Listing of responsible parties & roles
    - Results
    - Measurables
    - Resource Development strategies
    - Communication strategies
- Complete the **bulk of the writing of the actual plan**, including revisions based on feedback from BCYF.

## Submitting a Proposal

BCYF seeks proposals from experienced consultants specializing in strategic planning for non-profit organizations.

Submitted responses to this Request for Proposals should include the following:

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- **Narrative Proposal** (Maximum of five (5) pages)
  - Name and contact information
  - A description of qualifications and capacity to do this project, including:
    - Work activities, expertise, knowledge, and experience in strategic planning and organizational development.
    - Demonstration of alignment with the values and mission of BCYF.
    - Track record of work grounded in Black liberation, racial justice, intersectionality, and/or accessibility.
    - Experience working with youth development, nonprofit, and/or philanthropic sectors.
    - Knowledge and understanding of Baltimore City's historical and current landscape.
    - Strong facilitation skills and experience convening community groups for input.
  - A description of the process/approach and how the consultant intends to accomplish this assignment within the six (6) months timeframe, including any ideas for enhancing or improving the Fund's efforts to undertake this process.
  - A draft of the six (6) month timeline from the initial planning until delivery of a completed written plan that also includes an estimate of needed staff, Board, committee, and other stakeholder time.
- **Resumes or brief biographical summaries** of all personnel who will work on this project.
- At least two **professional references** with a short description of the work performed and the time required to complete past projects. BCYF will contact these references to discuss their experience with a strategic planning process. Ideally, one of these references will be able to speak to how the plan turned out with implementation.
- **Sample a previously completed strategic plan** (1-3 samples). Portions may be redacted to protect private information as needed.
- **Conflict of Interest Statement:** The consultant must disclose any possible conflicts of interest that may result from the award of this contract or services provided under this contract.

- **Cost** (We expect a budget of \$15,000 - \$25,000, although we will accept and review other cost proposals.)

## Criteria for Selection

BCYF will select the proposal we believe will deliver the highest quality deliverable at the best value. Proposals will be reviewed by a selection committee designated by the President.

Additional Considerations:

- This project will require that the consultant/s have insurance coverage and background checks before the commencement of any work.
- All proposals are potentially public records. Please be advised that documents in BCYF's possession are considered public records and subject to disclosure under the Maryland Public Information Act, meaning that people can ask to see these records, and BCYF must release them.

## Proposal Submission

The deadline for submission is **December 16, 2022 at 5:00 PM EST.**

Please submit proposals and any direct questions to:

Alysia Lee, President  
 Baltimore Children & Youth Fund  
[strategicplan@bcyfund.org](mailto:strategicplan@bcyfund.org)

### Proposal Timeline

Announcement Released	November 16, 2022
Q&A Period	November 16-21, 2022
Proposal Submission Deadline	December 16, 2022
Interview Finalists and Select Consultant/s	January 2023
Launch project	February 2023