



REQUEST FOR PROPOSALS

For Conducting

Financial Management Assessment and Plan

Garrett County Community Action Committee, Inc.

October 23, 2020

Overview

GCCAC is seeking proposals from qualified entities or individuals to provide a review of and facilitate the development a long term strategic and operational plan for GCCAC's financial management. It will assess current financial practices and policies and anticipate future needs and opportunities. GCCAC is seeking to implement a financial management plan that aligns and supports it strategic goals and that produces efficient and timely outcomes useful to stakeholders.

Purpose

GCCAC is seeking proposals that will result in a plan to optimize existing staff and current or new technology for the most effective and efficient financial management and reporting of the present and future GCCAC operations and financial position that include imminent growth and the Agency's related entities. The plan should respond to the needs of management, funders, investors, and governance. The plan should map out how financial management can best support the Agency's strategic objectives and mission.

GCCAC will be conducting a 5-7 year strategic planning process in close proximity to the financial management review. There is a close relationship between the GCCAC strategic plan and its financial management capacity and practice. GCCAC is seeking ideas and recommendations on how best to coordinate the two processes including timelines and a blueprint for how the recommendations of each

can support mutual implementation and practice. GCCAC will accept proposals for facilitating both the financial management and strategic planning process from the same consultant in either a separate or combined proposal. The strategic planning scope of work is described in a separate RFP. Whether done by the same firm or by separate entities, the two processes should specifically describe how they can best complement each other

Description of GCCAC

Established in 1965, GCCAC is a non-profit community benefit corporation organized under section 501 c 3 of the internal revenue code. It is a designated community action agency with a mission *to improve the quality of life for people in need by empowering them to become more self-sufficient and by providing essential services in collaboration and cooperation with partners.* Its primary service area is Garrett County Maryland located in rural Appalachia.

The corporation is governed by a Board of Directors comprised of 15 members who represent various sectors and constituencies within Garrett County. Over the past 50 plus years, GCCAC has emerged into a respected and capable community leader who has expanded the capacity to deliver needed services such as housing, community development, aging and nutrition, lifelong learning, family economic security and transportation. The agency is a respected voice and advocate on issues of policy on local, state, and federal levels as well as with the policy interests of private funders and foundations. More recently GCCAC has become an acknowledged leader of the 2-Generation Approach for disrupting generational poverty cycles and has developed a proprietary client tracking software platform marketed nationwide. The software captures fundamental client data, tracks client assessments, case notes, and related client outcomes. The agency offers a broad and deep array of over 40 programs and services to assist those in need. It is a developer, owner and manager of residential and commercial rental properties. GCCAC receives funding from the federal Community Services Block Grant which trigger standards on tracking and reporting outcome data and best practices unique to community action agencies. It has multiple sources of revenue that include federal, state and local governments, private foundations, earned income and private investments and donations. GCCAC is owner or part owner of several business enterprises and is general partner and in many case the limited partner in partnerships created to develop and operate affordable rental housing. Agency operating revenues were approximately \$18 million in 2019 and the consolidated gross income \$26 million. Its service area is rural Garrett County, Maryland. GCCAC employs approximately 190 persons.

All financial resources are directed to support the Agency's mission of improving the quality of life for persons in need by empowering persons to become more self-sufficient and providing essential services in collaboration with partners. The three expected outcomes are families and individuals are stable, households and individuals build assets and that the community creates economic opportunities.

COVID Issues

GCCAC recognizes that COVID-19 has high potential to impact the logistics on how to approach the proposed work. Proposals must include options for conducting planning activities within an environment that addresses COVID needs and practices. Specifically, the proposal should include technology and options that will be offered for reviewing existing practices and engaging personnel and other stakeholders in the assessment and decision making process for completing the review and engaging staff and other stakeholders,

Proposal Submission Information

1. Closing Date: 4:30 PM, December 15, 2020
2. Inquiries: Duane Yoder dyoder@garrettcac.org
3. Submission instruction: Proposals should be addressed to;
Garrett County Community Action
Attention: Financial Management Proposal
104 E. Center St
Oakland MD 21550
Or via email to: mbender@garrettcac.org.

Right to Reject

GCCAC has the right to reject any and all proposals received in response to this RFP

Women and/or Minority-Owned and Small Business.

Efforts will be made by GCCAC to utilize small businesses, women and minority owned businesses with the consideration that the primary responsibility of GCCAC is to select the proposal deemed most favorable with regard to the achievement of the scope of work. A bidder qualifies as a small business firm if it meets the definition of *small business* as established by the Small Business Administration (13 CFR 121.3-8), by having average annual receipts for the past three fiscal years of less than four million dollars

Background

GCCAC has a diverse income base that includes grants, contracts, charitable donations and earned income engendered by federal, state, local public sources, foundations, private donors and investors, enterprises and service contracts. GCCAC is partner and owner of a number of related entities including limited partnerships created to develop and operate affordable rental housing. The revenue diversity creates financial management challenges that can be attributed to varying fiscal years and funding cycles, reporting needs, changing or unpredictable operational requirements, maintaining staff capabilities; all imposed on GAAP accounting rules. GCCAC has consistently received unqualified opinions on its consolidated single audits but is deemed high risk related to timeliness of its audits and financial reports.

GCCAC is using ACCU Fund accounting software for its central fiscal operations but depends on migrating some financial data from other software applications in some of its development and related entity operations.

Scope of Work

1. System Assessment: The consultant will review and assess GCCAC's entire financial management system including but not limited to the following;
 - a. Policy Review: a review of existing documentation including fiscal policies and procedures, outcome reporting, audits, compliance policies and uses of financial data.
 - b. Uses by board, management, and operating staff of financial data

- c. Access to information by stakeholders, funders and managers
 - d. Review of work flows and staff responsibilities
 - e. Current use of technology
 - f. Review of accounting practice including purchasing, accounts payable and receivable, assets and inventory, payroll, general ledger, reconciliations, account closeouts, cost allocations.
 - g. Practice used to consolidate related entities financial information
2. Engage stakeholders and facilitate processes to gain input on needs, priorities, and goals for GCCAC's financial management.
 - a. Existing and desired uses by stakeholders of financial data
 - b. Anticipate future and strategic trends that impact
 - c. Incorporating financial management into strategic, operating and outcome planning.
 - d. Sustaining financial viability of GCCAC
 - e. Insights and advice of CPA firms conducting single audit (Turnbull, Hoover and Kahl) and engaged to complete financial statements of related entities (Rodeheaver Group)
 3. Create a written report that addresses:
 - a. Overall assessment
 - b. Recommendations
 - c. Anticipate future needs/opportunities (strategic)
 - d. Long term organizational sustainability
 4. Develop an implementation plan
 - a. Goals and priorities
 - b. Action steps with timelines
 - c. Suggested means for executing actions and achieving goals

Qualifications

1. Demonstrated knowledge of and experience with financial management and audit requirements related to 501 (c) (3) corporations and community action agencies.
2. Specific knowledge/experience linked to any distinctive characteristics as reflected by GCCAC
3. Capacity to complete project within time proposed

Content

1. Firm/consultant background and history
2. Identification, qualifications and role of key personnel who will be assigned to the project.
3. Description of approach and strategic thinking for the project
4. Work plan and schedule to complete scope of work
5. References
6. Fee

Selection

The reward be made to the vendor submitting the best responsive proposal satisfying GCCAC requirements as determined by GCCAC. Pricing is an important consideration but not the determining

criteria and GCCAC reserves the right to negotiate with the invited vendor. GCCAC anticipates notifying the selected vendor by January 21, 2021 but may experience delays resulting from COVID and/or inclement weather because of the need to involve its Board of Directors in the selection decision. GCCAC may at its discretion request presentation with any or all vendors.

Authorization

The undersigned hereby asserts that he/she is duly authorized to submit this proposal and to enter into a contract with Garrett County Community Action Committee, Inc.

Name of Firm/Consultant

Name of Principal/CEO/Owner

Signature

Title

Phone

Address

City/State/Zip

Date

License (if applicable)