

**REQUEST FOR PROPOSAL (RFP)  
EXECUTIVE SEARCH SERVICES**

**COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY**

**8800 HIGHWAY 7 SUITE 401  
SAINT LOUIS PARK, MN 55426**

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**RFP TIME FRAME:**

<b>WEDNESDAY, FEBRUARY 7, 2018</b>	<b>RFP ISSUED</b>
<b>TUESDAY, FEBRUARY 13, 2018</b>	<b>RESPONSES DUE</b>
<b>THURSDAY, FEBRUARY 15, 2018</b>	<b>CONTRACTOR INTERVIEWS (TBD)</b>
<b>FRIDAY, FEBRUARY 22</b>	<b>CONTRACTOR SELECTION</b>

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## **1. BACKGROUND INFORMATION:**

The intent of this Request for Proposal (RFP) is to solicit proposals to select an executive search firm to assist CAP-HC in recruiting for the position of Executive Director. One firm will be selected to perform the Executive Search Services listed below after careful review and evaluation of responses by the Board of Directors.

Community Action Partnership of Hennepin County (CAP-HC) is one of 24 Community Action Agencies in the State and serves nearly 30,000 residents annually throughout Hennepin County, Minnesota. In August 2016, the agency received the official designation from Governor Dayton's office to be the Community Action Agency for the City of Minneapolis. Since then, CAP-HC has implemented a plan to extend its programs and services to income eligible residents in Minneapolis, and provide services to the entire Hennepin County through a single unified community action agency. CAP-HC programs include Energy Assistance, Legal Services, Tax Assistance, Financial Counseling, Food Support, Homeownership Services, Veterans Program, Homeless Services, Tenant Rights and Responsibilities Workshops, Vehicle Repair Program, and MNSure Application Assistance.

In 2018 CAP-HC will commemorate 32 years of administering programs and services as part of the historic War on Poverty implemented under the Economic Opportunity Act of 1964. CAP-HC's vision is "Hennepin County without poverty," and its mission is "to ensure a life of dignity and opportunity for those in need throughout Hennepin County."

For additional general information, please visit our website at [www.caphennepin.org](http://www.caphennepin.org).

## **2. PROJECT SCOPE:**

CAP-HC has solicited feedback from the Board of Directors identifying the key qualifications, experience and characteristics needed for the position. A staff survey allowed employees to share their ideas regarding qualities for this position. CAP-HC has developed a preliminary Job Announcement & Job Description CAP-HC to expedite this search process (attached). RFP Deliverables include:

1. Source job candidates through a number of different channels including advertising in nationally recognized publications likely to attract qualified candidates, proactively reaching out to candidates in the marketplace that may not be actively seeking the position, accessing the firm's network of qualified candidates and other best practice recruitment strategies utilized in the industry.
2. Assess the qualifications of interested candidates against those required in the Job Description. Recommend and schedule candidate interviews. Support the Board in engaging in focused rigorous interviews, in-depth reference checking and final selection process.

### 3. PROJECT TIME FRAME:

Tuesday, February 13, 2018	RFP Responses Due
Friday, February 23, 2018	Contract awarded
March 1, 2018	Job Announcement Posted
March 01-May 15, 2018	Recruitment/interviews/references
May 9, 2018	Candidate selected/on-boarded

Responses must be submitted in .pdf format to: [ppullman@caphennepin.org](mailto:ppullman@caphennepin.org) by 4:00 pm CST Tuesday, February 13, 2018. Contract negotiations will begin upon notification of selection.

### 4. RFP GUIDELINES:

RFP responses should include the following items:

- Company background, including the date firm was founded, and the number of years in current structure. Include a description of experience in executive searches and examples of 3-5 successful executive search placements for Executive Directors that have continued in the position for a period of time longer than one year.
- Include company structure including board of directors, partners, trade affiliations, parent/subsidiary affiliations with other firms.
- Anticipated staff and/or other resources assigned to this project, including role, title and experience.
- Competitor & Target Research
- Key Deliverable Dates Explained
- Proposed Interview Questionnaires
- Project management methodology
- Proposed costs to complete the tasks described herein, with a proposed payment plan. All costs and fees must be clearly stated and defined.

## **5. PROPOSAL EVALUATION CRITERIA:**

To ensure consideration, your proposal should include all items listed in Section 3. RFP Guidelines. CAP-HC will evaluate all proposals based on the following criteria:

1. Qualifications, resources and experience of firm
2. Qualifications of personnel
3. Proposer's past performance
4. Sourcing approach
5. Value and cost

## **6. SELECTION PROCESS:**

Members of the CAP-HC Board of Directors will review compliant proposals that are submitted by the deadline based on: 1) soundness of the approach and quality of the proposer's work plans; 2) proposer's qualifications; 3) individual qualifications of the proposer's staff, and 4) proposer's price quotes.

## **ANNOUNCEMENT**

### **COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY**

#### **EXECUTIVE DIRECTOR JOB VACANCY**

#### **ORGANIZATIONAL OVERVIEW**

Community Action Partnership of Hennepin County (CAP-HC) is one of 24 Community Action Agencies in the State and serves nearly 25,000 residents annually throughout Hennepin County, Minnesota. It is CAP-HC's mission to work in partnership with communities to empower families and individuals to achieve self-sufficiency and improve their quality of life. As a community action agency, CAP-HC is part of a national network of over 1100 anti-poverty agencies across the United States, which offers solutions and strategies for helping people and changing lives of the most vulnerable population in our communities. CAP-HC strives to encourage collaborations, spark community discussions to identify needs, and stimulate new ideas for programs and services. CAP-HC operates from five (5) locations, with 70 full and part-time employees and a \$6.4 million annual budget, with numerous community partnerships and collaborations as part of its service delivery model.

CAP-HC started out offering its programs and services to suburban Hennepin County. In August 2016, the agency received the official designation from Governor Dayton's office to be the Community Action Agency for the City of Minneapolis. Since then, CAP-HC has implemented a plan to extend its programs and services to income eligible residents in Minneapolis, and provide services to the entire Hennepin County through a single unified community action agency. CAP-HC programs include Energy Assistance, Legal Services, Tax Assistance, Financial Counseling, Food Support, Homeownership Services, Veterans Program, Homeless Services, Tenant Rights and Responsibilities Workshops, Vehicle Repair Program, and MNSure Application Assistance. In 2018 CAP-HC will commemorate 32 years of administering programs and services as part of the historic War on Poverty implemented under the Economic Opportunity Act of 1964.

#### **THE COMMUNITY**

While there is economic development occurring in many of the diverse communities, there remain a large number of neighborhoods that experience chronic and staggering Poverty. Hennepin County is comprised of 45 communities, and spans a geographic area of approximately 607 square miles, which includes urban, suburban, exurban and rural communities. The 2016 population estimate for Hennepin County is 1,232,483. The U.S. Census Bureau estimates that 10.9% of Hennepin County residents are at or below the federal poverty guidelines; 22% are seniors (65 years and older); and 28% are children (under 18 years). Hennepin County has become very diverse. CAP-HC's communities have seen a very large increase in Spanish-speaking populations, along with large Somali, Liberian and Russian immigrant communities.

The collapse of the housing bubble along with the Great Recession left many trapped in low income jobs or unemployed. Many more suburban people are now homeless or are at risk of losing their homes and becoming homeless. Those who still have a roof over their heads are struggling to afford many of the basic necessities essential to healthy family living. Some have to choose between feeding their families and paying for utilities. Many are left with no money for unexpected emergencies and are only one illness, accident or car repair away from economic disaster. CAP-HC responds to the needs of its communities with bold and substantial initiatives to help ease the economic hardships low-income households are facing; help that will produce long term changes in their circumstances. CAP-HC's vision is "Hennepin County without poverty," and its mission is "to ensure a life of dignity and opportunity for those in need throughout Hennepin County."

## CAP-HC EXECUTIVE DIRECTOR JOB DESCRIPTION

Reporting to the Governing Board of Directors, the Executive Director is responsible for management and administration of CAP-HC's operations. The Executive Director also serves as the agency's representative to the general public and the community at large, and functions as the liaison between CAP-HC's grantors, governmental representatives, and community partners. The Executive Director also provides significant oversight and guidance to the agency's budgeting and financial management efforts. The Executive Director is responsible for ensuring that CAP-HC continues to find innovative approaches and funding sources for new programs which support the mission and complies with federal and state rules and regulations

CAP-HC seeks an experienced professional leader who brings a full set of executive abilities to the position. The ideal candidate will possess a demonstrated track record of effective personnel management including leading a team of staff professionals. The candidate must have experience with budgeting, financial management, and financial reporting for an organization with a multi-million dollar budget and diverse funding streams. The ideal candidate will exhibit the ability to work with a twenty-one member governing Board of Directors representing a cross section of the community, and he/she should possess significant experience with Board relations in a reporting relationship. CAP-HC is a highly visible organization in the community, and the Executive Director should be very skilled in public relations, community and media relations.

The successful candidate will be team-oriented, a visionary and genuinely passionate about making a difference in the lives of people in need. The Executive Director must set a tone for the agency as a highly ethical, honest, and fair individual whose integrity is beyond reproach. CAP-HC seeks a candidate who will be transparent but discreet with information-sharing, possess a systems oriented approach and be able to quickly absorb the operational details of a diverse and ever changing organization. This individual must demonstrate critical competencies in three broad categories: commitment to results, business savvy and leading change.

***Commitment to results:*** The ideal candidate is a systems thinker who is customer focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. The Executive Director is action oriented and innovative, and translates broad goals into achievable steps. The Executive Director anticipates and solves problems, is a self-starter and team player.

***Business Knowledge:*** As the Corporation's leader, he/she must have knowledge of and experience in management and administration, including human services finance and personnel, planning and evaluation, and governance. Some experience in the field of philanthropy, not-for-profit management and community relations is preferred. Some general knowledge of fund development is also preferred. A high level of personal and public speaking skills is required to make formal, persuasive presentations

to groups and to communicate effectively with people from all segments of the community. The individual must be comfortable with diversity and respectful of a wide range of faiths, beliefs and experiences.

**Leading change:** The Executive Director must possess the skills and abilities of a leader. He/she must be able to effectively address challenging situations, design and implement interventions, and manage change and transition.

#### **PRINCIPAL DUTIES AND RESPONSIBILITIES:**

- Serve as a spokesperson and be a visible leader of the agency by promoting and communicating clearly CAP-HC's mission and goals.
- In partnership with the board of directors, develop and implement the agency's Strategic Plan to support CAP-HC's mission and determine agency's short and long term strategic goals.
- Advise the Board of Directors regarding all financial, programmatic and management challenges facing CAP-HC. Maintain effective working relationships with the Board of Directors and standing committees by providing required information in a timely manner.
- Develop and maintain solid financial operations; work with the board finance committee and staff in budget preparation, ensuring the agency operates within approved budget in compliance with Organizational Standards.
- Responsible for day to day agency operations, supervision and guidance of the leadership team.
- Ensure compliance with the agency's policies and procedures as well as federal and state regulations.
- Increase CAP-HC's reputation and visibility in the Hennepin County communities it serves.
- Develop and implement a fundraising strategy/plan in partnership with the board of directors and staff.

#### **MINIMUM QUALIFICATIONS**

Candidates should have a four-year degree in an applicable field - business, financial management, public Administration; master's degree preferred, and 10+ years in a leadership capacity preferably in a nonprofit, business or a community action agency with financial and programmatic responsibilities. An understanding of the Community Action Agency's operations and services; proven record in overseeing nonprofit financial operations; systematic approach to program evaluation, budgeting and reporting Extensive related and validated work experience is necessary.

#### **APPLICATION PROCEDURE**

To be considered, the applicant must complete and submit the following:

1. A resume summarizing your professional and educational background, along with your day and evening contact information.
2. Include salary history and salary expectations.
3. Include a list of former references. Identify (5) five references who are prepared to serve as professional or personal references on your behalf. For each reference, provide the person's name, title, address, telephone and email address. Briefly describe the context in which you know the person. All other references will be contacted at our discretion. Information should be sent to:

Email address: **[insert search firm email]**

CAP-HC Executive Director Search Committee

**[insert search firm contact info]**