

# BREAKTHROUGHMIAMI

## **Breakthrough Miami.**

### **Scope of Services: Strategic Planning Consultant**

#### **Purpose.**

Breakthrough Miami has initiated a Request for Proposal (RFP) process to identify qualified consultants to guide and execute a strategic planning process with our stakeholder community to inform a five year strategic Plan.

#### **Breakthrough Miami.**

Breakthrough Miami uses a unique “students-teaching-students” model to create a rigorous, vibrant learning community, where highly motivated, traditionally underrepresented 5th-12th grade students are supported to achieve post-secondary success and emerging leaders are inspired to become the next generation of educators and advocates.

Our work is informed and fueled by persistent structural inequities and systemic racism, addressing the experiences, rigor, access and networks that quietly but powerfully advance White and high-income youth disproportionately, ultimately resulting in disparate high school and graduation completion rates and unrealized potential among traditionally marginalized students. Committed to leveling the playing field, Breakthrough is closing the opportunity gap, generating social mobility, nurturing self-actualization and promoting an inclusive and engaged community. Breakthrough Miami’s eight-year continuous program provides an unparalleled rigorous academic curriculum, complemented by social emotional learning, that progresses and scaffolds to engage and meet students’ developmental needs based at each grade level.

#### **Request for Proposal Summary.**

Entering our fourth decade of service as Miami’s Opportunity Generator, Breakthrough Miami is at an inflection point, poised to maximize and scale our impact and potential. Informed by a recent external program evaluation, which demonstrated positive experiences and impact on Scholars and youth leadership development, while providing recommendations for growth. Building upon the program evaluation, through a comprehensive and inclusive strategic planning process we seek to:

- Understand the landscape for youth and family education and services, and our unique position
- Identify organizational strengths and areas for growth
- Articulate vision and define a path and infrastructure to achieve vision
- Set measures of organizational success
- Actively engage and reflect stakeholder voice
- Create a plan for sustainability to include:
  - Program expansion
  - Program quality
  - Financial sustainability

#### **Experience & Eligibility.**

Breakthrough Miami seeks consultants who demonstrate a strong overall understanding of the structure and purpose of nonprofit organizations, have strong facilitation skills and have proven experience with nonprofit strategic planning with a Diversity, Equity and Inclusion lens.

Experience in working with, and demonstrated support for, education equity and youth development organizations preferred. Diverse businesses owned by people of color, women, persons with disabilities, LGBTQ+, veterans and other underrepresented businesses are encouraged to apply.

## **Project Description**

### **Scope**

Breakthrough envisions the work to be completed in three broad stages. Each stage will be summarized in report to the Strategic Planning Task Force, Board of Directors and Stakeholders.

1. *Pre-Planning/Research* - Lead research and report in preparation for strategic planning sessions. Items to be considered:
  - a. Review of organization's history and overall assessment through gap or SWOT analysis of the organization to evaluate opportunities or concern
  - b. Benchmarking against other educational organizations with a similar focus
  - c. Gap analysis to evaluate opportunities and/or challenges.
  - d. Stakeholder Analysis (Interviews, surveys & focus group polling to receive stakeholder, partner & community input)
  - e. Leadership and Staff Challenges
2. *Strategic Planning Creation* - Guide Breakthrough in identifying strategic goals and creating an actionable strategic plan which addresses all areas of the organization including operations, programming, marketing, development, financial, and risk management. The plan will include:
  - a. An executive summary
  - b. The comprehensive plan identifies
    - i. Measurable goals/objectives
    - ii. Responsible parties and roles
    - iii. Resource development
    - iv. Communication strategies
    - v. Recommendations for enhancement
3. *Implementation and Evaluation* - Creation and development of a recommendation of a support structure for the implementation and evaluation of the strategic plan. The process should include:
  - a. Follow-up sessions with leadership to gauge the progress of the implementation
  - b. Plan for gathering of any measurables that would give indication of successful implementation

### **Stakeholders**

- Board of Directors
- Staff
- Youth Voice - Alumni, Scholars, Teaching Fellows, Volunteers
- Funders, Donors and Supporters
- Host School Leadership
- College Partners
- School District
- Partner Community-Based Organizations

### **Deliverables**

We expect the project to include:

1. Project Management and Facilitation
2. Design & execution of a strategic planning process that meets the criteria outlined in this RFP
3. Development of a five-year strategic plan (FY23-FY27)
4. Development and recommendation of a support structure for plan implementation and evaluation.

Selected firm should anticipate an approximate an *eight - ten month* timeframe for the scope of work and should include a schedule that shows which details the process over the course of those eight to ten months. If a different period of time is being proposed, the proposing firm should explicitly show why more or less time is needed. Notably, Breakthrough Summer Institute runs June 22 - July 28, 2022.

### **Response Guidelines.**

The proposal should include:

- Philosophical approach to strategic planning
- Summary of strategic planning experience
- Client References
- Sample project timeline with major tasks and milestones
- Detailed project budget
- Sample project plan
- Consultant Qualifications & Roles
  - Key qualifications that will be considered:*
    - Education (degree(s) and/or certificate(s))
    - Experience in successfully developing strategic plans
    - Strong facilitation skills
    - Experience in creating a neutral environment for obtaining input
    - Experience in gathering and utilizing data to drive the strategic process
    - Deep understanding of structural inequities and racism, which contextualizes the work of education nonprofits in Miami
    - Ability to constructively challenge key stakeholders
    - Experience in inspiring others to thinking innovatively
    - Project management experience
- Work Plan: detailed description of activities to be conducted to complete the work.
  - Specific activities to be conducted at each stage
  - Sample timeline
  - List of milestones and deliverables
  - Proposed payment schedule
- References
- Previous work sample

### **Submission Guidelines**

1. Closing Submission Date: Proposals are due by 11:59pm on May 25, 2022
2. Inquiries: Inquiries concerning this RFP should be submitted [RFP@breakthroughmiami.org](mailto:RFP@breakthroughmiami.org)
3. Conditions of Proposal: All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by Breakthrough Miami.
4. Submission Instructions • All submissions must be submitted electronically to [RFP@breakthroughmiami.org](mailto:RFP@breakthroughmiami.org) by 11:59pm on May 25, 2022.

Late or incomplete applications will not be accepted for review and rating. Any proposal may be disqualified if it deviates from the submission instructions in the RFP.

**Notification of Selection:**

The selection process will include evaluation and rating of each proposal, followed by Task Force discussion and ranking of proposals. After preliminary rating and ranking of proposals, interviews may be scheduled with finalists, particularly if two or more proposals are closely rated and/or more information is needed. References will be contacted for all finalists.

The final recommendation of the Strategic Planning Task Force will be submitted for approval by the CEO and Board of Directors. All applicants will receive written notification regarding their proposal. Additional information may be required from the selected applicant prior to the awarding of the project. Any information withheld or omitted, or failure to disclose any history of deficiencies or client abuse shall disqualify the applicant from award of the project and/or contract. Breakthrough Miami reserves the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need. In the event that no proposal is selected, Breakthrough may elect to either not develop the service pending further analysis of alternatives to meet the expressed need, or to issue a new RFP to attempt to expand the pool of potential respondents.

**RFP Timeline:**

<b>Date(s)</b>	<b>Key Activities</b>
May 11, 2022	RFP Released
May 18, 2022	Deadline to submit questions
May 25, 2022	Proposals Due
May 26 - June 2, 2022	Review Period
May 31-June 1, 2022	Interview Period, if needed
June 3, 2022	Selection Announcement
June 15, 2022	Start Up Contract Signed

**APPENDIX A**

Celebrating 30 years, Breakthrough Miami is an out-of-school academic enrichment program which consistently prepares under-resourced students to enter and succeed in college. The largest of 25 national affiliates of the Breakthrough Collaborative, Breakthrough Miami provides an eight-year, tuition-free program that uses a students-teaching-students model designed to:

- Increase academic opportunity for highly motivated, underserved students and propel them on the trajectory of a successful college path
- Inspire and develop the next generation of teachers and educational leaders

Breakthrough Miami currently serves 1,300 middle and high school students at six community campus locations. Acceptance into the program is based on a competitive application and interview process, in which we identify students who are academically motivated and meet at least two of the following five risk factors associated with failure to enter/complete college:

- Ethnic/racial minorities (94% of our students)
- Family income qualifies for free/reduced lunch (83%)
- First generation in their families to attend college in the U.S. (36%)
- Single-parent household (47%)
- Primary language other than English (44%)

Recruited in the 4<sup>th</sup> grade, Breakthrough Scholars begin the program in the summer before 5<sup>th</sup> grade and remain in Breakthrough until graduation from high school. Scholars benefit from:

- **Year-round academic programming** (including our signature six-week Summer Institute and school-year Saturday programs)
- **Enrichment activities** (e.g. community service, field trips and other experiential learning)
- **Tutoring, mentoring and other academic support** throughout the year
- **College access and readiness** programs designed to prepare students for the challenges of college and career, including advanced academic support, free P/SAT test prep, campus tours, financial aid assistance, and internships. Our “College Bound” high school program builds on the foundation of academic rigor and self-discipline established by Breakthrough Scholars in middle school, focusing on new competencies for post-secondary life and reinforcing results through summer and school year enrichment programs. Launched in 2014 in partnership with the University of Miami, our College Bound summer program on the UM campus incorporates academics, electives, athletics, and extensive tours of UM facilities.
- Networking and professional development through the **Breakthrough Miami Alumni Networking**, created to provide social and career connections that facilitate the continued engagement of alumni at the university, industry and professional levels. Since 2016, we have engaged 150+ alumni from ages 18 to 35 in foundational planning for the Collaborative, launched in December 2017.

### **The Opportunity Gap**

Approximately 94% of Breakthrough Scholars attend Miami-Dade County Public Schools, the nation’s fourth largest school district. Miami-Dade County is a region of dramatic economic inequality, where a majority of residents are foreign born and more than half of all children live in households with family incomes at or below 150% of the U.S. poverty level. While the five-year graduation rate for MDCPS students shows an upward trend, 29.6% of Black students, 20.8% of

Latino students, and 21.9% of low-income students fail to graduate from high school (Florida Department of Education, 2016). Further evidence indicates specific gaps in opportunity relating to learning time beyond the classroom. Students from affluent families reach middle school with up to 6,000 more hours of learning, by virtue of athletics, extracurricular activities, clubs, cultural experiences, summer camp, travel and other programs not available to families without resources (Afterschool Alliance, 2009). Additionally, skill loss that occurs during the summer (summer slide, summer learning loss, or the summer setback), is more prevalent in lower-resourced communities, and its effect is cumulative, resulting in wider gaps as time goes on (Quinn and Polikoff, 2017). Miami-Dade County Public Schools reports the summer slide is the single most important factor in the achievement gap between economically disadvantaged students and others (Blazer, 2011). Breakthrough Miami is positioned in our community as an opportunity generator to address this inequality.

### **The Opportunity Generator**

Breakthrough Miami opens doors of opportunity for our Scholars through evidence-based programming that positions students for success in college, beginning in the 5<sup>th</sup> grade. The following statistics demonstrate the positive impact of the Breakthrough Miami model:

- For the 2020 class of graduating seniors, 100% graduated on time from high school, and 84% enrolled in four-year colleges, (including the Florida International University, Miami Dade Honors College, MIT, University of Florida, Davidson College, Spelman College, Florida State and others). Scholars have received nationally competitive awards including three Posse Scholars, three Gates Millennium Scholars and two Questbridge Scholars.

Data collected by the National Student Clearinghouse reveals the long-term impact of the Breakthrough Miami model on college persistence. We are now in the sixth year of reliably tracking persistence and six-year degree attainment at the individual student level:

- The average immediate enrollment in four-year institutions by our Scholars exceeded 75%, compared with 60% of all students nationally, regardless of socio-economic background.
- More than 80% of Breakthrough Miami alumni with the opportunity to persist to the second year of college are doing so, as compared with 70% of college students nationwide, and 52% of Pell Grant recipients.
- Our six-year graduation rate at 60% (only two classes in this analysis to date) is on par with national averages for all students, regardless of socio-economic background. Early data for subsequent cohorts appears on track to surpass this benchmark.

Breakthrough Miami continues to gain local and national recognition as an unparalleled program with evidence-based models proven to support low-income, minority students traditionally at risk for high school and college completion. Select recent accomplishments include:

- Breakthrough Miami was awarded Best Summer Learning Program in the Country with the 2018 New York Life Excellence in Summer Learning Award from the National Summer Learning Association. This award recognizes programs that demonstrate excellence in accelerating academic achievement, and the promotion of healthy development for students in underserved communities.
- In 2017 the Miami Foundation selected Breakthrough Miami to receive a 50th Anniversary Signature Grant, one of just five organizations recognized in South Florida for providing extraordinary opportunities to our community's most vulnerable populations.

- In 2020 Breakthrough Miami was awarded an Innovation is Distance Learning