



REQUEST FOR PROPOSALS
The Yukon Foundation: Administration Modernization Initiative
February 20, 2020

1. Background/Introduction

The Yukon Foundation administers an endowment of ~\$7.4M, awarding ~\$180,000 annually in grants and scholarships to Yukoners and Yukon charitable organizations from over 140 different funds. The funds have been donated by Yukoners, former Yukoners, and others. The Foundation operates solely off of the support of its patrons and returns from the endowment — the majority of which can only be used for the purposes specified by the donors (i.e. grants and scholarships). Wanting to direct as much of the returns to grant and scholarship awards as possible, the Foundation tries to keep its administrative expenses as low as it can.

In 2017, the Yukon Foundation recognized a need to modernize and improve the efficiency of its administrative systems. In 2018, the Yukon Foundation researched and deployed a self-managed, online application system (formsite.com), which eliminated the ~1,800 paper applications the Foundation received and processed every year. While successful, additional work is required to improve the online application process and other administrative systems.

The Yukon Foundation would like to make additional improvements. With the support of a Yukon Community Development Fund grant, the Yukon Foundation is now looking for an individual or team to review and modernize its administrative systems. Specifically, the Foundation wants to:

1. *Review and improve the application review and disbursement process;*
2. *Digitize appropriate records and use an online records management system;*
3. *Implement the new Communications Strategy;*
4. *Review and improve the applicant and donor notification system, including the administration of payments; and*
5. *Review and modernize the Fund Policy.*

2. Project Goals and Scope of Services

The Yukon Foundation is seeking the services of an individual or team to review and modernize the Yukon Foundation's administrative systems.

The modernization process will take place over the course of a full business cycle (i.e. one year). It must be emphasized that the contractor will *not* be working for the Yukon Foundation full-time. Rather, the contractor will be working *with* the Foundation over the course of a full-year's business cycle on this initiative. This approach is required for the contractor to have an appreciation of the processes to be modernized, and for the Foundation to test and revise improvements to its administrative systems.

Over the course of a full business cycle, the contractor will:

- 1) Identify and evaluate all existing administrative processes, research alternatives, and develop new processes that improve efficiency while maintaining or improving a high standard of service for applicants, donors, and directors.
Existing processes include:
 - a) Financial systems, including: the processing of awards, donations, fund administration/Fund Administration Policy, and annual audit
 - b) Application receipt, review, and notification systems
 - c) Board governance, including the Annual General Meeting
 - d) Communications
- 2) Digitize records and develop an online records management system that complies with privacy legislation and CRA requirements.
- 3) Implement the Communications Strategy, which includes:
 - a) Reviewing and improving the Yukon Foundation website, including developing and adding online forms and the online donation options.
 - b) Developing and posting social media news and notifications, including the "Lasting Legacies" series, which will recognize the Yukoners in whose names various funds have been established.
 - c) Ensuring that all e-mail addresses are converted to the yukonfoundation.com domain
 - d) Creating and administering mail lists categorized by type (future applicant, past recipient, director, donor, potential donor, etc.)
 - e) Creating form responses to inquiries, applications, donations, etc., and
 - f) Training the Executive Director in the use of the new communications systems.
- 4) Document the new systems and processes.

The Board Executive and Executive Director will be participating in and monitoring the progress of the project throughout, providing feedback on new systems as they are proposed, developed, and trialed.

For additional context, the work will involve:

- 1) *Reviewing and improving the application review and disbursement process.* While applications are now digitized and distributed to reviewers electronically, the review and recommendation process requires additional streamlining through the use of automated processes, including the distribution of completed applications to reviewers, the reviewer recommendation process, the Awards Committee review process, the applicant notification process, and the process used to distribute awards. All processes must be documented and be consistent with the YF Privacy Policy.
- 2) *Digitizing appropriate records and transitioning the Yukon Foundation to an online records management system.* The Yukon Foundation is required by CRA to keep seven years of records but allows records to be kept in digital format. In paper form, these documents take up a great deal of space. Freeing up this storage space will allow the Foundation to move to a virtual office, reducing overhead costs. An estimated 10,000 pages will need to be digitized. The successful proponent will work with the Executive Director to identify which documents need to be digitized, but the proponent will be responsible for digitizing the records and setting up the online records management system.
- 3) *Implementing the new Communications Strategy.* The Yukon Foundation, through its Communications Committee, has developed a communications strategy that replaces the largely newspaper-based notifications that were used by the Foundation since the 1980s. A Facebook account and website management system (wix.com) are already in place. Social media, website management, updating e-mail addresses to use the yukonfoundation.com domain name, and other elements of the strategy will require training and support for the Executive Director. Support will also include website improvements, developing a schedule of annual postings and notifications for social media, and on/off support to ensure that the Executive Director is comfortable using the new systems.
- 4) *Review and improve the applicant and donor notification system, including the administration of payments.* Increasingly, our patrons and other donors are asking for the ability to establish new funds and donate online. We have the technology to create online forms (formsite.com) and accept online donations (PayPal for Foundations) but deploying this technology properly will require training and support, particularly with the integration of online payments. Some forms have already been developed by board volunteers, but these need improvement and integration. Training and supporting the Executive Director will allow the management of these tools to be brought under the purview of the Executive Director and will help the Yukon Foundation move away from paper-based forms.

A review of the awards notification process, processing of payments, and other financial and administrative duties will be required, including a transition to e-notifications and payments, if possible. All processes must be documented.

- 5) *Review and modernize the Fund Policy.* Policies regarding the management and administration of funds have not been updated to reflect current operational realities. With over 140 different funds to manage (and growing), criteria must be developed for the establishment of new funds, and changes must be made to the administration of older, smaller funds. Furthermore, the ways that funds are invested warrants research, as many community foundations are moving to an impact investment model. Ultimately, the Board will be responsible for developing the new Fund Policy, however, the contractor will help to coordinate and facilitate these conversations and will provide insights on how the new processes will shape the Fund Policies and how the new Fund Policies will shape the administrative processes in return. Additional support may be provided by the Community Foundations of Canada.

All project activities will take place in Whitehorse. Proponents must have a team member able to meet regularly with the Yukon Foundation Executive Director at the Foundation's office of record. Travel-related expenses are the proponent's responsibility.

3. Project Schedule

RFP Issued: February 26, 2020

Deadline for bidders to submit questions: March 2, 2020 by 16:40

Proposals due: March 4, 2020 by midnight

Notification to shortlisted bidders/Notification to unsuccessful bidders: March 6, 2020

Interviews with shortlisted bidders: March 8, 2020

Contract award/Notification to unsuccessful shortlisted bidders: March 9, 2020

4. Time and Place of Submission of Proposals

The RFP will be posted on our website, www.yukonfoundation.com, and can be downloaded from there directly as of 1500 on February 26, 2020.

Respondents to this RFP must submit their proposals in PDF format by e-mail to Sophie Partridge, Executive Director at: yukonfoundation@klondiker.com. Proposals must be received no later than midnight, March 4, 2020. Responses should be clearly marked "RFP: Yukon Foundation Modernization Initiative".

5. Timeline

The modernization process will take place over the course of a full business cycle (i.e. one year). This project will conclude by January 15, 2021.

6. Elements of Proposal

A submission must, at a minimum, include the following elements:

- A description of the individual or team that includes a general overview, a profile or summary of similar, relevant experience;
- An overview of the approach the individual or team will take to achieve the Project Goals and the components of the project each team member will be responsible for;
- Two references; and
- A fixed price for the delivery of services.

7. Evaluation Criteria

The award will be made to a responsive and responsible individual or team based on the best value, best fit, and professional capability.

The successful respondent will demonstrate:

- A clear understanding of the project and how to achieve the Project goals;
- The education, experience, knowledge, skills, and qualifications of the individual/team who will be providing these services, including a track record of providing similar services to other satisfied clients; and
- A fixed price for the delivery of services.

8. Budget

Please note that this is a value-driven project. Fixed-price proposal budgets must not exceed \$40,000.

9. Primary Contact for Questions regarding this RFP:

Michael Pealow, Chair

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