

## **REQUEST FOR PROPOSAL FOR FISCAL MANAGEMENT SERVICES**

### **INTRODUCTION**

Capital Area Community Action Agency, Inc. (“COMMUNITY ACTION”) is a private, non-profit 501(c) (3) corporation headquartered in Tallahassee conducting business in Leon, Gadsden, Jefferson, Calhoun, Franklin, Gulf, Liberty and Wakulla counties. The agency administers federal, state and local government-funded programs.

The mission of the Capital Area Community Action Agency is to provide a comprehensive, seamless system of services and resources to reduce the detrimental impacts of poverty, empower low-income citizens with skills and motivation to become self-sufficient, and improve the overall quality of their lives and our community.

The Agency provides crisis services that help enable housing and utility financial assistance for families having trouble making ends meet, providing energy conservation measures through weatherization assistance, offering Head Start services to pre-kindergarten children and their parents, and providing the support and guidance to help residents work out of poverty. For an overview of COMMUNITY ACTION see <http://capitalareacommunityactionagency.com/>.

COMMUNITY ACTION is accepting proposals from firms to provide comprehensive fiscal management, accounting, accounts payable, and staffing for our organization for the calendar year ending December 31, 2026, with an option for two additional years.

### **AWARD OF CONTRACT**

Award of the contract resulting from this RFP will be based upon the most responsive vendor whose offer will be the most advantageous to COMMUNITY ACTION in terms of cost, functionality, experience, quality of past work, and other factors as specified elsewhere in this RFP.

COMMUNITY ACTION reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Vendor, when it is in the Agency’s best interest,
- Accept other than the lowest priced offer.

Proposals received shall be judged by COMMUNITY ACTION solely on the following selection criteria:

- Contractor's understanding of COMMUNITY ACTION's mission and the scope of this project
- Proposed price of the entire project
- Expected timeline for completing the project
- Contractor's demonstrated experience in similar projects for both corporate audiences and non-profit organizations.

## **SCOPE OF WORK**

The Scope of Work for the COMMUNITY ACTION fiscal management services entails the essential functions required of the Agency as outlined in **Attachment "A"** of this document. The vendor awarded the contract must ensure the following essential functions are addressed in their proposed work plan, and will be expected to have adequate staff to accomplish the duties as well as provide the appropriate segregation of duties and sound internal control.

## **CONTRACTOR REQUIREMENTS**

The firm awarded this contract must meet the following requirements:

1. The firm or individuals must have at least five (5) years of experience working with non-profits of sizes equivalent to that of our organization.
2. The firm or individuals must have experience working with federal, state or local grants and contracts, and other private funders of non-profit organizations.
3. The firm or individuals must maintain certain office hours within the COMMUNITY ACTION main office.
4. Consideration will be given to a firm or individuals with prior experience with in-house fiscal management of social service agencies or experience with organizations with large federal and state grants and contracts including single audit act requirements.

The contracted party (“Contractor”) will be expected to be in contact with COMMUNITY ACTION personnel through all phases of project execution, meeting as needed in person, and providing progress updates in person, by phone, or email as necessary.

Any assignment or subcontracting by the selected Contractor for the work to be performed, or goods and/or services to be provided, in whole or in part, and any other interest in conjunction with this request for proposal shall not be permitted without the express written consent of COMMUNITY ACTION.

The Contractor shall accept responsibility and liability for performance or non-performance by its sub-contractor(s).

## **PROPOSAL REQUIREMENTS**

Proposals must include the following information:

1. Detail of firm’s experience in providing in-house fiscal services to companies in the not-for-profit sector, as well as associations of a comparable size to COMMUNITY ACTION.
2. Provide information on whether you provide services to any related industry associations or groups.
3. Discuss commitments you will make to staff continuity, including your staff turnover experience in the last three years.
4. Identify the staff who will be assigned to COMMUNITY ACTION if you are successful in your bid, and provide resumes. A background check and drug screen will be required for all staff assigned to this contract if your firm is selected.
5. Describe how your firm will approach the fiscal management of the organization, including the firm’s use of technology. Describe your fiscal management process used with comparable clients including, but not limited to; budget planning, accounting services, general ledger and audit preparation.
6. Present your fee proposal, and provide for efficiencies for the initial start-up year and the next two years (if awarded). Include any adjustments in the fee schedule for the subsequent years following the initial start-up year.

7. Include your plans to transition the work from the firm of the predecessor if selected. Include any start-up costs associated with the transition your firm may be willing to absorb.
8. Provide at least three references from other, similarly sized clients; two references for the partner, and two for the manager that will be assigned to our organization. Reference information should include organization name and full address, the contact name, position within the organization, telephone number and email address.
9. Identify the Project Leader as the main point of contact – name, title, phone and email address must be included.
10. The proposal shall be submitted on letter size paper. Each page shall be numbered and have the name of the company on it.
11. (Six (6) copies of the proposal shall be submitted in a sealed package/envelope marked:

**“SEALED RESPONSE TO RFP - DELIVER TO: CHIEF OPERATING OFFICER”**

Capital Area Community Action Agency, Inc.  
309 Office Plaza Drive  
Tallahassee, FL 32301  
Phone: 850-222-2043; FAX 850-942-2090

***Failure to submit required number of copies in requested format will disqualify the proposal.***

## **EVALUATION OF PROPOSALS**

The proposals will be evaluated on a qualitative basis by a committee that includes the Executive Committee of the Agency’s Board of Directors, the CEO and the COO. This includes review of related materials, interviews with senior personnel to be assigned to our engagement, results of discussions with your referenced clients, and the firm’s completeness and timeliness in its response to us. Your ability to be concise would be greatly appreciated.

Requests for additional information, visits to our site, review of prior financial statements and tax returns, may be coordinated through Tim Center, CEO by phone at (850) 222-2043 x 105, or by email at [tim.center@cacaainc.org](mailto:tim.center@cacaainc.org)

## **ADMINISTRATIVE**

Technical Contact

Any questions concerning technical specifications or Statement of Work requirements must be directed to:

Tim Center, CEO  
Capital Area Community Action Agency, Inc.  
309 Office Plaza Drive  
Tallahassee, FL 32301  
(850) 222-2043

Contractual Contact

Any questions regarding contractual terms and conditions or proposal format must be directed to:

Nina Self, Chief Operating Officer  
Capital Area Community Action Agency, Inc.  
309 Office Plaza Drive.  
Tallahassee, FL 32301  
(850) 222-2043

**DEADLINE FOR SUBMISSION**

**All proposals are due by 5:00 p.m. on April 19, 2024.** Any proposal received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. Any late proposals will not be evaluated for award. Agency will communicate with the contact person if clarifications are needed.

# ATTACHMENT “A”

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## CHIEF FINANCIAL OFFICER

### POSITION SUMMARY

The Chief Financial Officer (CFO) is responsible for all financial matters of Capital Area Community Actions Agency (Community Action). The CFO will report to and work closely with the Chief Executive Officer (CEO). In addition, s/he will partner with the executive management team and the Board of Directors to develop and implement strategies across the organization. The CFO will oversee all compliance and financial reporting for government (federal, state and local) contracts as well as private grants. S/he must be able to adapt to a continually evolving environment and thrive in an autonomous and deadline-oriented workplace while managing and supervising the finance and grant administration team.

### POSITION RESPONSIBILITIES

#### FINANCE

- Managing cash flow planning and ensure availability of funds as needed
- Managing cash, investment, and asset management
- Manage financing strategies and activities, as well as banking relationships
- Develop and utilize forward-looking, predictive models and activity-based financial analyses to provide insight into the organization’s operations and business plans
- Prepares and/or reviews the financial statements, monthly/quarterly requests for funds and fiscal compliance reports
- Coordinate the development, monitoring and reporting of program and operational budgets
- Consistently analyze financial data and present financial reports in an accurate and timely manner; clearly communicate monthly, quarterly and annual financial statements; monitor progress and changes and keep executive leadership abreast of the agency’s financial status

- Monitors and prepares year-end program closing to ensure complete and allowable expenditure of all grants and contract funds
- Participate in corporate policy and procedures development as a member of the executive management team, ensuring integration of sound fiscal protocols in all agency policies and procedures
- Engage the finance committee of the board of directors to develop short-, medium-, and long-term financial plans and projections
- Represent the company to financial partners, including financial institutions, investors, foundation executives, auditors, and public officials
- Remain up to date on nonprofit audit best practices and state and federal law regarding nonprofit operations
- Manage vendor contract processes including invoices and accounts payables and vendor contract file management, including ongoing, vendor file review

#### **ACCOUNTING AND ADMINISTRATION**

- Oversee the accounting functions to ensure proper maintenance of all accounting systems; supervise COMMUNITY ACTION's finance and grant administration staff
- Provides training to staff either directly or through professional development seminars and attends training to keep abreast of all new changes in accounting techniques and procedures
- Ensure maintenance of appropriate internal controls and financial procedures
- Reviews and approves quarterly/annual payroll reporting
- Maintains and oversees the daily accounting software system. Administers the software for internal controls, upgrades and data security
- Oversee agency asset inventory processes, including records maintenance, annual inventory procedures and proper asset disposal processes
- Responsible for ensuring fiscal and administrative compliance with federal, state and local grants requirements. Approves disbursements and all general ledger transactions posted to the general ledger of the accounting system in accordance with GAAP
- Ensure timeliness, accuracy, and usefulness of financial and management reporting for federal and state funders, foundations, and COMMUNITY ACTION's board of

- directors; oversees the preparation and communication of monthly and annual financial statements
- Coordinates preparation for internal and external audits as well as proper filing of tax returns
  - Ensure legal and regulatory compliance regarding all financial functions
  - Preparation of special projects as assigned by the CEO.

## **QUALIFICATIONS**

The CFO will be a seasoned and mature leader with at least 10-15 years of broad finance experience, ideally beginning in audit, followed by experience gathering and evaluating financial information and making actionable recommendations to senior leadership. S/he will ideally have experience managing finance (accounting, budgeting, control, and reporting) for a complex nonprofit with multiple funding sources including government (federal and state) contracts and an affiliate structure with diverse program areas delivered nationally. The CFO will have the following experience and attributes

- A minimum of a BS; a CPA and/or MBA preferred
- At least five years' experience as CFO or equivalent, preferably in a nonprofit organization with a budget of at least \$10 million
- Experience in a senior financial-management role, partnering with executive staff, resulting in the development and implementation of creative financial management strategies
- Significant experience in or knowledge of nonprofit accounting, including sophisticated fund and grant accounting, compliance, and reporting
- Deep knowledge and understanding of the Office of Management and Budget Circular A133 audit
- Experience working with information technology staff to manage finance and accounting software packages
- Excellent written and oral communication skills
- Demonstrated leadership ability, team management, and interpersonal skills
- Excellent analytical and abstract reasoning skills, plus excellent organization skills



# **CONTROLLER**

## **POSITION SUMMARY**

Reporting to the Chief Financial Officer (CFO), the Controller will be responsible for oversight of all finance, accounting and reporting activities. The Controller will be involved in supporting presentations to the board finance and audit committee and will work closely with the executive leadership team. The Controller will manage all day-to-day finance operations including functional responsibility over accounting, accounts payable, accounts receivable, and payroll. The Controller will work closely with program directors, not only to educate them regarding finance and accounting procedures but also to explore how the finance function can support program operations. In addition, s/he will partner with the CFO, Grant Administrator, Human Resources Director and Information Technology (IT) staff to enhance and better integrate finance, HR, and IT functions.

## **POSITION RESPONSIBILITIES**

### **FINANCE**

- Oversee all accounts, ledgers, and reporting systems ensuring compliance with appropriate GAAP standards and regulatory requirement
- Maintain internal control and safeguards for receipt of revenue, costs, and program budgets and actual expenditures
- Assist preparation for the internal and external audits as well as grant performance and compliance reviews performed by local, state and federal funding agencies
- Consistently analyze financial data and present financial reports in an accurate and timely manner; clearly communicate monthly, quarterly, and annual financial statements; monitor progress and changes and keep executive management team abreast of the agency's financial status

- Assist CFO in the annual budgeting and planning process; administer and review all financial plans and compare to actual results with a view to identify, explain, and correct variances as appropriate
- Support the CFO in engaging the board's audit and finance committees around issues and trends in financial operating models and delivery

#### **ACCOUNTING AND ADMINISTRATION**

- Monitors and maintains the cash management system of the agency, including but not limited to:
  - Preparing bank reconciliation and resolving outstanding items
  - Monitors agency cash accounts, establishes new accounts, ensure signature cards are current and initiates transfers if needed
  - Directs and manages the weekly fund requests from the Head Start Payment Management System
- Prepares and/or reviews financial analysis of accounts in the general ledger, including but not limited to:
  - Reconciles subsidiary ledgers
  - Reconcile balance sheet accounts
  - Reconciles outstanding purchase orders
  - Review in-kind contributions for all grants to determine if values are allowable and properly valued. Inputs these contributions into the general ledger and in partnership with Grant Administrator, monitors grants budgets for compliance with match requirements and providing monthly reports specific to in-kind contributions receipt.
- Assists in preparation of monthly, quarterly or year-end reports/schedules for audit and payroll, including but not limited to:
  - Preparing all external report requirements (e.g. 941, unemployment, 269 report)
  - Prepares annual 1099 series to vendors
- Prepares and posts accounting entries into the accounting system both routine and non-routine, including but not limited to:

- Prepares bi-weekly payroll transfers and journal entries to include payroll taxes;
- Prepares all bank transactions entries to include interest income, fees and transfers;
- Records retirement ACH drafts from bi-weekly payroll;
- Prepares voided checks entries for general ledger and accounts payable;
- Prepares entries of posting corrections; and
- Implement agency asset inventory processes, including records maintenance, annual inventory procedures and proper asset disposal processes.

### **QUALIFICATIONS**

The Controller will be a mature leader with seven to ten years of accounting and finance experience, ideally beginning in accounting and audit, followed by experience gathering, evaluating, presenting and reporting financial information to executive teams and external stakeholders. S/he will ideally have experience in a complex nonprofit environment that has multiple local, state and federal grant funded programs.

- Minimum of a BA; CPA and/or MBA preferred
- Solid experience coordinating audit activities and managing reporting, budget development and analysis, accounts payable and receivable, general ledger, payroll, and accounting for investments
- A track record in grants management as it relates to compliance and reporting of government, corporate and foundation grants is essential
- Technology experience with selecting and overseeing software installations and managing relationships with software vendors; advanced knowledge of accounting and reporting software
- Significant experience in or knowledge of nonprofit accounting, including sophisticated fund and grant accounting, compliance, and reporting
- Thorough knowledge and understanding of the Office of Management and Budget Circular A133 audit
- Experience working with information technology staff to manage finance and accounting software packages
- Excellent written and oral communication skills

- Demonstrated leadership ability, team management, and interpersonal skills
- Excellent analytical and abstract reasoning skills, plus excellent organization skills

## **GRANTS ADMINISTRATOR**

### **POSITION SUMMARY**

Reporting to the Chief Financial Officer (CFO), the Grants Administrator will be responsible for maintaining and managing the overall grants administration process, including federal, state and local grants, to ensure a smooth, streamlined workflow from grant invitation through grant closure. Additionally, the Grants Administrator ensures adherence to grants administration policies, procedures and systems, and make recommendations for improvement. This administrator must work closely with program directors to develop and monitor grants' budget as well as ensuring fiscal, administrative and programmatic compliance with federal, state and local funding regulations. Additionally, the Grants Administrator is a member of the agency Executive Team, along with the CFO, and supports management and administrative processes and goals.

### **POSITION RESPONSIBILITIES**

#### **GRANT ADMINISTRATION**

- Coordinate the preparation and submission of federal, state and local grants applications, including budget preparation, completion of certifications, compiling of all materials, ensuring compliance with all requirements, communicating with federal, state and/or local grants officials regarding questions or problems
- Provide reports and assistance to program directors in grants planning, including facilitation of grants activity review meetings as needed
- Provide support and coordination of grant recommendation write-up and editing process, particularly the financial analysis. Draft select sections of grant recommendations, as needed
- Maintain all grant files, including the contract with original signatures as well as financial and programmatic reports

- Ensure compliance with all applicable state and federal accounting and financial reporting requirements
- Identify and develop strategies to optimize the grants administration process
- Perform relevant research to identify available grant opportunities and evaluate the results
- Oversee if the grants are implemented according to the operational and financial needs of the organization
- Keep the relevant staff informed about upcoming deadlines and deliverables, thereby ensuring smooth completion of work responsibilities
- In coordination with the CFO and Finance team, assist with the grant-related invoicing, accounting, reporting, and other administrative functions to ensure successful execution of grant process
- Assist the CFO with preparation of financial or budget plans and allocation in accordance with each grant's regulations and requirements
- Analyze the budget trends and make recommendations for cost control and reduction for various grants
- Monitor paperwork and other related documents connected with grant-funded programs
- Provide training to the new staff on grants management and reporting requirements
- Assist with the preparation for each funding agency's programmatic and funding monitoring and/or review, including pre-review assessments, accumulating all required documents and preparing any review reports or documents that may be required
- Assist with responding to the monitoring and/or review findings or deficiencies response as needed

#### **AGENCY ADMINISTRATION SUPPORT**

- Review and amend, as needed, agency finance and grant administrative policies and procedures to ensure compliance with Federal, State and Local funding regulations and requirements
- Maintain agency files as specified in the Finance Policies and Procedures, including but not limited to:
  - Legal Documents

- Audits and Financial Reports
- Grant and Contract Documents
- Business Contracts
- Requests for Bids and Requests for Proposals

#### **INTERNAL REGULATORY COMPLIANCE REVIEWS**

- In coordination with Executive Team, perform internal review of agency's compliance with federal, state and local regulations and requirements. Prepare report and recommendations for improvement to be presented to executive management team
- Review grant related purchase authorizations to ensure allowability, allocability, reasonableness as specified in each federal, state and local contract
- Review in-kind donations documents to ensure allowability, allocability, and reasonableness as specified in each federal, state and local contract and then submit to accounting for further processing
- On monthly basis, review each grant's revenues and expenses report to determine that the administrative limits are being met as directed by each specific grant

#### **QUALIFICATIONS**

- Bachelor's degree in related field preferred, plus four to five years of relevant grants management experience, or a combination of education and experience from which comparable knowledge and skills are acquired
- Good understanding of nonprofit business operations and federal/state grant and contracts funding mechanisms
- Strong planning, administrative, organizational, personnel and budget management skills
- Ability to deal effectively with and represent the agency to a wide range of state and federal agencies, consultants, and others, including good basic negotiating skills
- Ability to work effectively with other agency staff, Board members
- Excellent project management skills with experience in managing and supervising administrative projects
- Possess excellent organizational skills as well as strong command over written and verbal communication
- Excellent interpersonal and presentation skills

- Good understanding of the organization's overall business and its objectives

## **BOOKKEEPER**

### **POSITION SUMMARY**

Reporting to the Chief Financial Officer (CFO), the Bookkeeper keeps accurate records of accounts payable and receivable in accordance with agency policy and the guidelines of federal, state and local funding sources and to ensure that the fiscal integrity of the agency is maintained.

### **POSITION RESPONSIBILITIES**

#### **ACCOUNTING**

- Create and Manage Vendors and Customers in agency accounting system
- Manage financial status of contracts
- Process accounts payable and accounts receivables
- Perform Payroll Processing on bi-weekly basis in coordination with the Chief Operating Officer
- Track fixed assets and inventory, performing annual inventory review as required by federal, state and local funders and in preparation for annual audit
- Prepare purchase orders and purchase order requisitions
- Prepares invoices for payment. Ensures completeness exists, mathematical accuracy, signatures, discounts maximized, correct coding and fund classifications, unit pricing and appropriate supporting documentation
- Checks accounts for clerical accuracy of entries, postings, total and balances
- Prepare items for disbursements (checks), including obtaining required signatures
- Posts disbursements to the accounting systems
- Create vendor folder for each new vendor and request W-9 forms for those vendors requiring 1099 submission
- Filing, copying and typing as necessary
- Other projects as assigned by CFO and/or CEO

## **QUALIFICATIONS**

- Two or more years of accounting experience or training or a combination of both
- Ability to make accurate mathematical calculations
- Ability to maintain accurate records
- Three years' experience with a variety of accounting systems, including those developed for Non-profits.
- Computer savvy, including: Microsoft Office Applications, specifically Word and Excel
- Excellent organizational skills
- Excellent verbal and written communication skills
- Collaborative yet self-driven work style
- Comfortable managing multiple tasks and picking up new tasks as needed