



Request for Proposal Strategic Planning

Purpose

The purpose of this Request for Proposal (RFP) is to solicit proposals from consultants experienced in strategic planning to lead Volunteers for Outdoor Colorado's Board of Directors and staff through a long-range strategic planning process.

Organizational Background

VOC's mission is to motivate and enable people to become active stewards of Colorado's natural resources. Over one-third of Colorado is public land and the state is home to over 39,000 miles of trails. Funding for land management agencies has been declining for decades while the population, outdoor recreation, and tourism have been increasing. This has led to a major capacity gap and left land managers with a growing backlog of maintenance needs and an increased dependency on nonprofits and volunteer groups.

VOC has been leading the effort to address this problem since 1984, and has contributed a total donated labor value of \$26 million by engaging more than 128,000 people in over 1,300 outdoor volunteer projects on public lands – including trail construction and maintenance, ecological restoration, park and facility improvements, and more. As such, VOC is the state's largest and oldest nonprofit organization dedicated to motivating and enabling people to become active stewards of Colorado's natural resources.

VOC's Current Status

VOC is in the process of transitioning to a new CEO after the last CEO retired in 2021 after providing 14 years of leadership to the organization. During this transition, VOC was hit with many challenges including the pandemic, the loss of some senior staff, and a reduction in organizational funding and capacity.

With the addition of a new CEO and some diversity and equity efforts made by staff and board, VOC would like to re-energize its mission and address some of the new challenges that have presented themselves before and during the pandemic. In line with this goal, we have brought together the VOC Staff and Board to create a new vision statement to help us move into a new strategic plan. Below is our new vision statement to guide us into this next planning phase:

"A Colorado where all people connect to nature and care for our outdoor spaces."

There are many challenges that VOC will face in the coming years that should be considered through this strategic planning process. These include, but are not limited to:

1. Building back organizational capacity and creating strategies to be more resilient to future changes in staff and environmental conditions.
2. Diversifying board, staff and program participants along with operationalizing DEI values that we have been identified over the past year.
3. Increasing pressure to take a stance on social/political issues, which includes revisiting long standing funding sources
4. Increasing impacts on our outdoors spaces and public lands
5. Climate change
6. Lack of access to outdoor spaces in some of our communities



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Scope of Work

In developing this plan, the applicant selected for this project will be expected to: guide the organization in implementing a sound strategic planning process, establishing its Strategic Planning Team, conducting interviews and facilitating all working sessions with the Team and other key board members and staff members. Based on the process and any data collected, specific goals will be identified and, ultimately, the consultant will develop a final strategic plan that provides VOC with clear objectives and action steps that lead to achieving organizational goals, including, where possible, a timeline. The strategic plan will also include information on effectively monitoring progress and how and when VOC should reassess goals, objectives and action steps to make sure that they are still relevant and reflect environmental changes that may impact VOC's ability to implement the plan and recommendations.

Requirements

1. Work with a Strategic Planning Team, composed of Board Members, consultants, as well as key leadership staff, to articulate a clear strategic plan for VOC in 2022 and the next 3 years. This plan should assess current fundraising, grantmaking, communication, infrastructure, technology, human capital and programming as well as potential improvements in these areas.
2. Facilitate all meetings and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan.
3. Collect, document, and use data that examines internal and external opportunities, as well as perceptions that may impact VOC's ability to achieve its mission. This will include using pro bono research provided by PricewaterhouseCoopers LLP on a stakeholder analysis that will be completed in the spring of 2022.
4. Develop an Action Plan that includes a timetable for strategic plan of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals. Identify clear, measurable outcomes for how to measure organizational and strategic effectiveness, impact, and success.

Expectations

1. While VOC understands that completing this project requires significant and active Board and staff involvement, it is important to note that the applicant selected will be responsible for completing all project work products and final deliverables (e.g. writing organizational assessments, writing the actual strategic plan, etc.). The staff will not be expected to be involved in writing work project products or final project deliverables.
2. Applicants must include in their project timelines "check-in" points for VOC and funder(s) to be provided with project status updates. As work products/deliverables are completed prior to the established check-in points, applicants will be required to send these materials to staff and board to facilitate the status update meetings and/or conference calls. The successful applicant will be responsible for setting up the check-in meetings/calls, preparing an agenda for each meeting/call, sending out meeting invites and writing meeting minutes.



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3. In addition to the check-in meetings and/or conference calls, the applicant will be expected to present a status update of preliminary findings and recommendations prior to writing the final project deliverables and strategic plan.
4. VOC will be responsible for implementing the recommendations from all final deliverables in 2023 and beyond.

Deliverables

1. The final deliverable should be a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation, and evaluation methodology completed by no later than December 2022.

Application Process and Procedures

Please respond to the following questions to help us find the right partnership match.

1. A brief Executive Summary
2. A description of the applicant's general approach to strategic planning consultation, including methodology, perspective, or philosophy that guides your work with organizations in this undertaking
3. A clear explanation of how the consultant will address our specific organization and the challenges we face.
4. A list of project deliverables to be created with a detailed timeline for each deliverable and overall project completion
5. Applicants are to propose which aspects of the project will require Board and/or staff involvement and include the expected time requirements for all activities involving their participation.
6. A detailed budget that breaks out expenses
7. Credentials and qualifications of key personnel who will take responsibility for working directly on this project.
8. Example(s) of similar strategic plans that your company has led.
9. Two references from similar projects.

It is expected that the total cost for this project will not exceed \$15,000.

There will be an online Q+A hosted by VOC staff and board members at 9am on Friday March 11th for potential applicants to ask questions about this RFP and the requested work duties.

Please e-mail chris@voc.org for a Zoom link to this meeting.

Please submit proposals electronically to Chris Nessel at chris@voc.org by COB Friday March 18th.

Selection Criteria

1. Ability to meet stated goals for project
2. Experience with stated deliverable goals
3. References and customer feedback
4. Demonstrated understanding of VOC's current organizational structure and mission and its goals for incorporating areas of growth and change into its new strategic vision
5. Creativity – Ability to create a process that is engaging and unique to VOC yet still have a clear and concise "road map" to guide us forward and evaluate our progress.