

## RFP for Selection of a Strategic Planning Consultant

### Summary:

The CAMP Rehoboth Community Center's Board of Directors is seeking the services of a strategic planning consultant to assist in reviewing and updating a strategic plan completed in 2019 following the death of its founding Executive Director. This comprehensive strategic plan was completed by engaging a wide variety of stakeholders, conducting a landscape assessment to identify what organizations, if any, provided similar service offerings, and benchmarked CAMP Rehoboth against leading practices for LGBTQ community centers.

The findings helped define the skills and expertise required for CAMP Rehoboth's next Executive Director to be able to achieve the organization's strategic objectives. That Executive Director assumed the role in October of 2019 and soon after the onset of COVID, paused the implementation process. That Executive Director resigned in May 2022, and CAMP is currently under the guidance of an Interim Director.

Given much has changed since 2019, including operational changes in the wake of the COVID epidemic, shifting community demographics, and upheavals in the legal landscape, CAMP Rehoboth feels it prudent to embark on updating the strategic plan. CAMP wishes to remain a relevant and nimble resource as we continue our mission to "Create A More Positive (CAMP) Rehoboth."

CAMP Rehoboth recognizes there are advantages to having an incoming Executive Director participate in the strategic planning process. At the same time, some key and vocal stakeholders are frustrated by the slow progress implementing the 2019 strategic plan due in part to COVID and the recent departure of the then Executive Director in May of this year.

CAMP Rehoboth's board would therefore like to begin gathering needs assessment data and conducting community outreach to provide the foundational data for strategic planning. On a parallel track, the Board anticipates commencing a search for the next Executive Director, with the idea that together, the Board, the strategic planning consultant that is the subject of this RFP, and the new Executive Director could move forward with the planning process together. The Board anticipates that the new Executive Director will be on board by late December.

### CAMP's Mission Statement:

CAMP Rehoboth is a 501(c)(3) nonprofit community service organization dedicated to creating a positive environment inclusive of all sexual orientations and gender identities in Rehoboth Beach and its related communities. We seek to promote cooperation and understanding among all people, as we work to build a safer community with room for all.

## **CAMP Rehoboth Commitment to Diversity, Equity, and Inclusion:**

CAMP Rehoboth is passionate about and committed to building and sustaining an inclusive, diverse, and equitable environment for all staff, volunteers, board members, and the community at large.

We seek to be representative of the diversity found in our communities and are dedicated to ensuring our programs, events, media presence, and vendors are respectful, relevant, and welcoming of all individuals regardless of race, ethnicity, color, gender, gender identity or expression, age, disability, religion, national origin, marital status, sexual orientation, ancestry, genetic characteristics, political belief or activity or any other characteristic.

CAMP Rehoboth recognizes the value diversity, equity, and inclusion brings to our employees, clients and communities we serve. CAMP Rehoboth is committed to developing mutually beneficial relationships with small, minority-owned, women-owned, LGBTQ-owned, disadvantaged, veteran-owned, service-disabled veteran-owned businesses, and local business enterprises.

### **Scope of Work:**

- Review of CAMP Rehoboth’s existing strategic plan and determine whether and how it should be updated, including whether and how to update the needs assessment.
- Recommend project scope and approach.
- Identify what stakeholders should be included in outreach and engagement (i.e., membership, donors, sponsors, staff, CAMP Rehoboth affiliates, community and state partners,, and any other recommended stakeholders).
- Collect and analyze relevant data, including but not limited to:
  - Demographic and socioeconomic data about the communities CAMP Rehoboth currently serves;
  - How this compares to 2019 when the previous strategic plan was completed;
  - Projected shifts in population demographics over the next five years in Sussex County;
  - Current landscape assessment identifying state, local, non-profit and private sector providers of services similar to CAMP Rehoboth (i.e., LGBTQ health and wellness, HIV testing, mental health, senior services, youth, and and would like to/is ideally positioned to serve in the future.
- Help Board think creatively and imaginatively by helping its members identify existing assumptions and priorities that should remain in place and those that should be challenged.
- Help Board crystalize the specifics of what the organization wants to accomplish, and provide metrics by which to measure those accomplishments.
- Provide a final written strategic plan report that the Board can use as a resource and reference.
- Construct a “dashboard” that can be updated in real time as metrics are accomplished.
- Help Board write the job description for the Executive Director based on the data gathered.

## Key Contacts:

Lisa Evans – Interim Director

Wes Combs - Board President and Chair of the Executive Committee

Leslie Ledogar – Board Vice President and Chair of the search committee

## Proposal Content:

Please provide the following information with your proposal:

- Experience in working with nonprofit strategic planning.
- Strategic planning philosophy.
- Examples of how you have leveraged community volunteers to collect data .
- Experience in collecting and analyzing data behind strategic planning and setting budget and staffing priorities based on the strategic plan.
- Timeline, beginning August 1, 2022 and ending December 31, 2022 of relevant tasks and deliverables.
- Proposed fee.
- Five nonprofit references with whom you or your firm have provided strategic planning services.

## Proposal Evaluation Timeline:

- RFP posted Thursday, July 28, 2022.
- Questions from prospective bidders due Wednesday August 10, 2022 to [lesliel@camprehoboth.com](mailto:lesliel@camprehoboth.com)
- Responses to prospective bidders' questions due Wednesday, August 17, 2022
- Proposals due by Wednesday, August 24, 2022, 4:00pm EST to [lesliel@camprehoboth.com](mailto:lesliel@camprehoboth.com)
- Search Committee interviews the week of August 28, 2022
- Candidate recommendation at a special Board Meeting to be scheduled the week of September 4 23, 2022.
- Finalist notified by Friday, September 9, 2022.
- Work begins Monday, September 12, 2022.