



**Request for Proposals
January 2021**

Organization: Leadership Rhode Island
Address: 1570 Westminster St., Providence, Rhode Island 02909
Website: www.leadershipri.org

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Submission Deadline: February 8, 2021- End of Day
Submit PDF Electronically: Michelle Carr, Deputy Director at mcarr@leadershipri.org

Summary:

Leadership Rhode Island (LRI) seeks proposals from dynamic and experienced consultants or consulting firms to develop, facilitate and guide a process resulting in a Strategic Plan that creates a compelling vision for the short term (2-3 years) and long term (5+ years) future. The plan will be made public in Fall 2021 for LRI's 40th Anniversary.

Organizational Background:

LRI's mission is to engage and connect people through shared experiences that positively transform individuals, organizations and communities. We envision a Rhode Island that is flourishing — economically, civically, culturally — built on a foundation of ever-improving human capital whose strengths and potential we spend each day revealing and igniting. And we see the lessons of this lively leadership experiment being shared and amplified around the country and the world to nurture the kind of fully-engaged societies that create lasting, positive change.

Founded in 1981, LRI began under the guidance of former Rhode Island Governor Bruce Sundlun as part of a community leadership movement around the country to address the growing need for a well-informed cadre of committed leaders to foster a sense of unity, commonality and dialogue among diverse constituencies. Our momentum is the strongest it's ever been. LRI has inspired emerging and established leaders to create change in their communities and measured results through cohort-based programming and individual enrichment programs/events.

Our organizational competencies fall into five categories: Leadership Development, Alumni Engagement, Civic & Community Engagement, Social Enterprise & Innovation, and Advancing the Field. The common denominator in our efforts is leveraging our convener status to bring people of varied backgrounds and viewpoints together through engagement and shared experiences. We continue to believe we are planting the seeds of positive change through our programs, trainings, and community building efforts across sectors, industries, cultural and racial divides, cities and towns, faiths, political positions and generations.

In the past ten years, LRI has evolved and grown by collaborating with and mobilizing local citizenry in new transformational ways and launching a social enterprise which has enabled thousands of individuals to discover and apply their unique innate talents in their careers and communities. We've turned around a bankrupt city, staged the first statewide strengths-based convening, and moved workforce engagement rates statewide from the worst to the best in the country. During the COVID pandemic we added a new consulting business service based on market demand and launched a national leadership network. And, as we approach LRI's 40th anniversary (2021), we're excited to celebrate four decades of leadership legacy and for the potential to expand the scale and scope of our work substantially over the coming years.

Today, the LRI alumni community includes over 2,600 intergenerational, cross-sector leaders from diverse backgrounds, positions and interests who connect for social interaction, dialogue and creative problem-solving. Our staff is passionate about nurturing transformational relationships for the betterment of our communities. We live a Strengths-based culture, one that energetically embraces and leverages our individual and collective strengths to achieve our vision. We're known for our quality, agility, thoughtfulness, and mission adherence. We transform lives.

To learn more about LRI, visit www.leadershipri.org.

Project Scope & Specifications:

LRI seeks a dynamic consultant who will develop, facilitate and guide a process resulting in a Strategic Plan that creates a compelling vision for the short term (2-3 years) and long term (5+ years) future. The Strategic Plan should be a working "living" document to inform operational planning and which can evolve and be updated periodically as needs and circumstances change. The plan should address LRI's future at both the local and national levels and identify realistic, high value and measurable desired outcomes. Important to this effort will be an assessment of LRI's financial picture, including its ability to fund raise from alumni, donors, sponsors, affiliates, and foundations. Due to COVID restrictions, we anticipate this process to be mostly, if not exclusively, virtual. The consultant(s) will be responsible for:

- Leading, designing and facilitating a strategic discovery and comprehensive planning process including, but not limited to, the following:
 - Review relevant internal work that has been done to date including previous surveys and prior stakeholder recommendations
 - Visioning and strategic planning sessions with staff and board

- Liaison with and coach the Executive Director/Deputy Director throughout process
- Provide mechanisms to identify and drive major growth initiatives
- Analyze financial status
- Producing a Strategic Plan which includes the following deliverables, at a minimum:
 - Articulation of ambitious (and achievable) strategic goals and objectives that are actionable and measurable
 - Operational Plan for deploying resources (time, talent and treasure) to ensure effective and seamless implementation of goals
 - Metrics/Milestones/Benchmarks for measuring progress
 - Resource Development strategies
 - Future Visioning & Succession Planning
 - A system of monitoring, reviewing and adjusting the strategic plan as needed
 - An executive summary of the Strategic Plan.
- Presentation of preliminary Strategic Plan to the Board of Governors and staff

Timeline/Milestone Dates:

The final plan should be ready for public release at the time of LRI's 40th anniversary in the fall of 2021 (4th quarter). The preliminary plan should be available by the summer of 2021 for internal review, discussion, adoption/editing (3rd quarter), Facilitation sessions and analysis should take place during the first and second quarters of 2021.

Expectations:

The Board of Governors expects that whoever is chosen to be an experienced facilitator(s) who utilizes creative methods to inspire innovative thinking towards ambitious goals. The Board recognizes the need for consultant(s) skilled in the area of strategic planning and who needs to understand LRI within the nonprofit sector, but is not wedded to having a facilitator exclusively from the non profit sector, nor having LRI look like a traditional non profit. LRI is an organization that prides itself on offering high quality experiences using engaging, fun, cutting edge (and oftentimes trendy) methodologies to achieve its goals. Therefore, this process should mirror that approach. The Board of Governors expects a process and plan that:

- Builds on our successes, strengths and experiences to date
- Provides clarity on what LRI is doing/could be doing and should/shouldn't be doing to ensure future growth
- Provides clarity on the differences and value of several emerging paths of growth potential, in particular the increasing attention being given to the National Leadership Network and fee for service trainings being offered
- Identifies how to measure and show progress
- Demonstrates clear value to donors, sponsors, alumni and to those just learning about LRI
- Ensures sustaining long term support from its stakeholders
- Engages the board members and staff as the primary participants in the planning process but also includes community partners at key parts of the planning process.

Criteria for Selection:

The Board of Governors in conjunction with LRI staff will review proposals based on the following:

- The qualifications, skills and talents of the consultant(s) related to strategic planning.
 - Experience inspiring others to think creatively and innovatively
 - Experience at gathering and utilizing data to inform the strategic planning process
- The consultant(s) experience with similar projects and performance history/track record of success
 - Years of experience, types of organizations, etc.
 - Testimonials from prior clients
- The proposed approach to the scope of work.
- The proposal adequately details project activities, milestones and deliverables associated with each stage of the scope of work.
- Strong project management experience - ability to deliver on time and on budget
- Cost effectiveness

Funding Available: Proposal not to exceed \$15,000.

Proposal Format:

All submissions are requested electronically (PDF) to the attention of Michelle Carr, Deputy Director (mcarr@leadershipri.org), by end of day February 8, 2021. The proposal should be no more than 10 pages long and should include a one page summary along with a detailed budget.

The proposal should include the following:

- Name of Organization/Individual
- Contact Information
- Consultant(s), including role and relevant experience
- Consultant's approach to strategic planning
- Summary of strategic planning experience
- History/examples of similar projects
- Track record of proven success
- Proposed scope of work including services provided/project plan
- Suggested project timeline with major tasks and milestones
- Previous clientele / three client references
- Cost summary with itemized breakdown, including any travel related costs
- Examples of similar projects ie. a finished strategic plan developed by the consultant(s)

Questions? Please email office@leadershipri.org.