



**THE HUB**  
West Virginia  
Community Development Hub

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**Request for Proposals  
WV Community Development Hub  
5 Year Strategic Planning Process**

**Deadline for Submission: September 23, 2020**

**PURPOSE:**

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

Specifically, the WV Community Development Hub (The Hub) is seeking a consultant to provide the following services:

- Work with a Strategic Planning Team to articulate a clear strategic plan for The Hub for 2021-2026. This plan should identify specific organizational growth, programming, fundraising, and communications objectives for The Hub to pursue in the next 5 years in pursuit of its mission.
- Conduct a small scope internal and external survey to evaluate The Hub's success in achieving the strategic goals set out in the 2017 strategic plan and conduct a general SWOT analysis of internal and external perceptions of the organization.
- Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals.
- Establish a framework and process for the organization's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives during the 5-year period.
- Plan and facilitate all meetings related to the project, and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- Deliverables must include:
  - A clear, easily comprehensible strategic planning roadmap accompanied by a strategic planning timeline, implementation and evaluation methodology;
  - Completed multi-month planning process with board and staff;
  - A comprehensive written strategic plan document.

## **BACKGROUND + EXPECTATIONS**

The Hub is moving into its second decade of work, and has had sustained growth in its work and impact over the past decade and in particular in the last five years. Detailed information about our work and impact is available in the annual impact report [[www.wvhub.org/impact](http://www.wvhub.org/impact)]. In 2016-2017, the staff and board completed a strategic planning process that refined the organization's mission, values and purpose and set out clear internal and external strategic goals for the coming three years.

As we look toward the coming five years, we expect that significant shifts will happen within the economy, the nonprofit field, and the community development field. A process to set out organizational strategic goals and strategies for the coming five years will help us move through the turbulent times we are in and emerge as a stronger, focused organization.

In developing the 2021-2026 plan, the applicant selected for this project will be expected to: guide the organization in establishing its Strategic Planning team, conduct interviews and facilitate all working sessions with the Team and other key Board and staff members, and perform a SWOT analysis. Based on the analysis developed through these sessions, interviews and SWOT, specific goals will be identified and the consultant will develop a final strategic plan that provides The Hub with clear objectives and action steps that lead to achieving organizational goals.

Specific areas that need to be addressed in the creation of a 5-year strategic plan include but may not be limited to:

- A thorough assessment of infrastructure needs including, but not limited to, space, technology, human capital and financial resources.
- Analysis of current operating programs effectiveness and impact, and direction on strategic growth and consolidation/streamlining benefits.
- Examination of organizational management and staffing structures and strategies for restructuring and scaling.
- The development of a sustainable financial and programmatic model to achieve goals.

The proposal will include an executive summary of the work that will be performed by the consultant and a detailed work breakdown structure of the steps that will be taken to develop a strategic plan, with timeframes and Hub staff/board expectations.

## **PROJECT REQUIREMENTS:**

1. The Hub is seeking proposals from applicants who are capable of addressing all of the above state organizational needs and who can provide additional expertise to help the organization and the communities it serves achieve success.
2. While The Hub 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, developing and executing planning meeting agendas, etc.). The staff will not be expected to be involved in writing work project products or final project deliverables.

3. Applicants are to propose which aspects of the project will require Board and/or staff involved and include the expected time requirements for all activities involving their participation.
4. Proposal must include a clear description of the applicant's plan to complete all of the project components (including the order of elements of the project, and timetables for how long each element will take).
5. Applicants must include in their project timelines "check-in" points for The Hub to be provided with status updates. As work products/deliverables are completed prior to the established check-in points, applicants will be required to send The Hub these materials to facilitate the status update meetings. The successful applicant will be responsible for setting up the check-in meetings, preparing an agenda for each meeting, and writing up meeting minutes.
6. The applicant will be expected to present a status update on preliminary findings and recommendations prior to writing the final project deliverables and strategic plan.
7. It is expected that the total cost for this project will not exceed \$25,000.

## **PROJECT TIMELINE**

Proposal applications will be accepted until September 23, 2020. A hiring decision will be made within 3 weeks of the application period ending.

The strategic planning process will launch in October/November 2020 and will conclude in November 2021. Preliminary recommendations will be made to the Hub Board at its annual retreat in July 2021 and a final written strategic plan will be presented to and approved by the Board in November 2021, with implementation of the plan expected to start immediately thereafter.

## **APPLICATION PROCESS:**

Please submit proposals via email with the complete proposal included as a PDF attachment. Proposals should be emailed to Erin McGrath at [e.mcgrath@wvhub.org](mailto:e.mcgrath@wvhub.org). Please include within the title of your email "Strategic Planning Proposal Submission".

Proposals should include:

1. A description of the applicant's general approach to strategic planning consultation, including methodology and the philosophy that guides your work with organizations in strategic planning processes;
2. A clear explanation of how the applicant will address the expectations and expected areas to be addressed;
3. A list of project deliverables to be created with a detailed timeline for each deliverable and overall project completion;
4. A detailed budget for the project;

5. Credentials and qualifications of personnel who will work on the project;
6. Example(s). of a finished strategic plan completed by your company;
7. Two references.