



Virginia Chapter

Statement of Work For Strategic Planning (RFP No. FCAA-VA 2016)

Deadline for Submission: December 8, 2016

1 INTRODUCTION

The FCAA Virginia is a Chapter of Foster Care Alumni of America – The FCAA Virginia Chapter has been operating since its approval by the FCAA National Board of Directors in 2008. Since inception, the chapter has organized many activities and events to help meet the mission of FCAA. Some of these include, Foster Walks, Alumni family reunions, legislative and advocacy days, Foster Care Month Activities, Community events (Heart galleries and foster care film discussions), trainings and workshops (Flux and Strategic Sharing) and Youth mentoring to name a few.

However, the Chapter struggles to maintain officers, an engaged membership, internal operating policies and procedures manual, organizational structure among many other items. The volunteer officers consist of the President, Vice President, Secretary, Treasurer, Chapter Advisor, and a member-at-large. Currently, the first two aforementioned positions have been elected by no more than seven voters in March of 2016. For more information, visit <http://www.fostercarealumni.org/> for general information about the organization and <http://www.taxexemptworld.com> for information related to the financial position of FCAA.

As a Chapter, our primary focus as we re-establish the chapter is to:

- a) Convene, partner, and develop a coalition of organizations that provide services to alumni
- b) Offer supportive services to alumni of care and opportunities to connect, support, and train
- c) Advocate for improvements in the foster care system

2 SCOPE OF WORK OVERVIEW

The Chapter is at an interesting point in its organizational development having started drafting its strategic plan around 2009. This is when the Chapter engaged in its first strategic planning process, the Chapter was just starting out and thus was focused on mission and programmatic development and the concerns of a new “start-up” Chapter. We found that strategic planning process, and the roadmap it created, to be a productive way to focus the officers on the tangible needs of the organization at that time. Our 2009 planning involved a two-month process with around 20 stakeholders. The process explored deep questions about what the mission, role, and work of this new Chapter would be. Now that we are about to celebrate our 9th anniversary, we look to a plan to articulate the clear business, financial, and programmatic strategies which the Chapter will pursue over the next 5 years. We also expect that this

process will mainly involve the officers of the Chapter and that the process will last no longer than three months to complete.

The challenge is how to create a Chapter which would be meaningful and relevant to Virginia and develop a sustainable financial, programmatic, staffing, and operating model to ensure that this Chapter achieve sustainable success next year and into the future. Also, this plan will be focused more on the business plan that will support the Chapter's mission.

2 CHAPTER DELIVERABLES

This consultant will lead the Virginia Chapter of the Foster Care Alumni of America (FCAA) Volunteer Leadership Team through a long-range strategic planning process.

The consultant will provide the following services:

- a) Work with a Strategic Planning Team, comprised of a leadership team, up to 10 Chapter members, and others as needed to articulate a clear strategic plan for the Chapter for 2017-2021. This plan should identify specific fundraising, grantmaking, communication, and programming objectives for the organization to pursue over the next 5 years in pursuit of its the FCAA mission (<http://www.fostercarealumni.org/mission/>).
- b) Review the of our Mission, Vision and goals;
- c) Development of recruitment and retention plan and development of organizational strategic plan to include goals and tasks;
- d) Sustainability and organizational review of current and projected outcomes.
- e) Conduct a small scope internal and external survey to evaluate the Chapter's success in achieving its goals outlined in the National FCAA strategic plan and conduct a general analysis using either Strength, Weaknesses, Opportunity and Threat (SWOT) matrix, Gap Analysis or other effective tools to analyze the chapter inability to meets its stated mission or areas that the chapter must improve on to meet future goals. In the absence of written goals, work with the Chapter to develop written goals.
- f) Develop a timetable of implementation with specific measurable benchmarks, objectives and tasks to be accomplished to achieve goals. Identify clear, measurable outcomes for how to measure Chapter and strategic effectiveness, impact, and success.
- g) Establish a framework and process for the Chapter's leadership to effectively implement the strategic plan and monitor progress toward achievement of goals and objectives. · Facilitate all meetings and provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan, including successful implementation.
- h) Deliverable should be a clear, easily consumed, strategic planning roadmap, accompanied by a strategic planning timeline, implementation, and evaluation methodology.

3 GLOBAL PROJECT REQUIREMENTS & TIMELINE:

- a) The Chapter is seeking proposals from applicants who can address all of the above stated management issues and who can provide additional expertise to help the Chapter and the community it serves achieve a successful project outcome.
- b) While the Chapter understands that completing this project requires significant and active involvement of Chapter officers, 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). The Chapter officers will not be expected to be involved in writing work project products or final project deliverables.
- c) Applicants are to propose which aspects of the project will require officer involvement and include the expected time requirements for all activities involving their participation.
- d) Proposals must include a clear description of the applicant's plan to complete all of the project components (e.g., in what order will the projects be completed, how long each component will take to complete)
- e) Applicants must include in their project timelines "check-in" points for Chapter 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 the officers these materials 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.
- f) In addition to the check-in meetings and/or conference calls, the applicant will be expected to present a status update on her/his preliminary findings and recommendations prior to writing the final project deliverables and strategic plan.
- g) The Chapter will be responsible for implementing the recommendations from all final deliverables; however, it is expected that the consultant selected will provide the Chapter with ongoing coaching and implementation support as needed, per letter of agreement.

4 PROPOSAL PRICING:

- a) **Total cost of this project shall not exceed \$2000. Any proposal exceeding this amount shall be deemed non-compliant and will not be eligible for award.**

5 EVALUATION CRITERIA:

In awarding a contract for consulting services to develop a long-range strategic plan for the organization, the Chapter officers will examine several factors and criteria will include:

1. The extent to which the proposal addresses the stated management issues and clearly describes the scope of work.
2. Specific plans or methodology to be used to perform the services
3. Qualifications and experience of consultant in providing strategic planning development
4. Availability for work to be conducted from date of award through January 2017 with a strategic plan draft presented to the Chapter officers no later than February 28, 2017.