



## **Request for Proposal October 2019 Strategic Planning Process and Facilitation**

NOTICE IS HEREBY GIVEN that sealed proposals will be received at AVANCE-Houston, Inc., 4281 Dacoma, Houston, Texas 77092, **on or before Friday, November 8, 2019 on or before 12:00 PM CST** for the following:

**Consultant for Strategic Planning Process and Facilitation listed in within these specifications for:**

**AVANCE-Houston, Inc.**

**4281 Dacoma**

**Houston, TX 77092**

**Phone: (713) 812 0033**

The Board of Directors of AVANCE Houston, Inc. is launching a strategic planning process that will define its direction for the next five years. The successful consultant will design a process to solicit input from a diverse range of stakeholders. The process is expected to take six to eight months, starting in February 1, 2020 and ending in October 20, 2020.

### **Background**

Since 1973, AVANCE has believed that a young child's short- and long-term success is primarily dependent on the ability of their parents to support them in their most formative years. Therefore, we serve two generations by providing:

1. Quality, early childhood education to pregnant women, birth to 5 years of ages, for under-resourced families.
2. Parenting education focused on the importance of creating a loving, nurturing, stimulating home environment.
3. Wrap-around services for families, helping parents to achieve their own personal, educational and career goals.
4. Total participants served for fiscal year 2018 -2019 is 3,330.

Our mission is to Unlock America's Potential through innovative, two-generation education and support for families with young children.

### **Scope of Work**



Key areas of work we anticipate include:

- A strategic assessment of key program areas, including interviews with relevant stakeholders (staff, board members, partners, donors, program participants, and volunteers),
- The facilitation of an interactive and inclusive strategic planning retreat for the Board, Chief Leadership Team, and potentially key stakeholders to determine programmatic priorities and approaches to achieving AVANCE's mission. This may be 2 different retreats.
- A synthesis of the discussions into a five-year strategic planning document for review and approval by the Board of Directors.
- A scoreboard to document the five-year plan for Chief Leadership Team and Board of Directors.

*\*Note: The Scope of Work for this project does not include a review or revalidation of the organization's mission, vision, and values. These guiding elements of the organization have been recently explored, reviewed, and reconfirmed by the AVANCE network of Chapters and their respective Boards.*

## **Specific Objectives**

The objective of this project is to assist AVANCE in producing a comprehensive five-year strategic plan that will:

- Describe AVANCE's current conditions and operating environment (assessment of current program offerings and business model, stakeholder feedback, analysis of competitors, trend assessment, organizational strengths and challenges);
- Identify AVANCE's desired impact for the next five- years;
- Outline organizational objectives in all key program areas that will help to achieve the desired impact;
- Articulate AVANCE's strengths and how we can strategically apply them to achieve our objectives;
- Develop a logic model or theory of action to describe actions, objectives and impact,
- Define indicators of success to track progress via scoreboard;
- Identify strategic directions and partnerships, and tools that will assist in assessing future opportunities;
- Identify the organizational capacity (at both the Board and staff level) that is required to successfully implement the chosen strategies and objectives; and
- Identify strategic ways to generate the revenue needed to meet the new objectives and outcomes.



## Questions

All questions regarding background and details of described RFP must be submitted to [rarredondo@avancehouston.org](mailto:rarredondo@avancehouston.org) by October 28, 2019 12:00 PM CST.

All answers to all questions will be sent via email to Requestors on: October 31, 2019 no later than 5:00 PM CST

## Submission Details

**If interested, please submit (1) one original and (3) three copies in a sealed envelope to the following:**

**AVANCE-Houston, Inc.  
Attn: Rosanna Arredondo  
4281 Dacoma  
Houston, Texas 77092**

The proposal should include the following information:

- Name and contact information, and the names of any other participating consultants;
- Statement of qualifications to undertake this initiative;
- Summary of similar work conducted, highlighting specific accomplishments and also highlighting your experience evaluating, updating and revising strategic plans, as well as conducting the process from the ground-up;
- A narrative description of the proposed process, activities and approach, including two facilitated retreats;
- Timeline for the work;
- Fees & budget (identifying anticipated expenses in addition to fees);
- Relevant references; and
- Any other additional information you would like us to know.

## Process and Approximate Timelines:

Process	Due Date
RFP released	October 18, 2019
Questions	October 28, 2019 12:00 PM CST
Responses to Questions	October 31, 2019
Proposals due	November 8, 2019 at 12:00 P.M. CST



Finalists to interview with AVANCE's Executive Director and Strategic Planning Committee	Week of November 11, 2019
Consultant selected Board Approval	Week of November 18, 2019 November 23, 2019
Commencement of work	February 1, 2020
Final Product Due	October 20, 2020