About The Denver Foundation:
The mission of The Denver Foundation (TDF) is to inspire people and mobilize resources to strengthen our community. Since 1925, The Denver Foundation has helped generous people be catalysts for good by building charitable legacies. As Colorado’s largest and most experienced community foundation, we help people give back to Metro Denver in ways that are meaningful—to them and to the community. The Denver Foundation is a 501(c)3 nonprofit organization.

Background and Structure:
Knowing that planning takes time and careful attention, The Denver Foundation will begin the process of building our next strategic framework in January 2020, with preparatory activities taking place through the last quarter of 2019. Our goal is to launch its new strategic framework, including an evaluation and operational plan, by the end of Q1 2021.

The Denver Foundation is currently guided by values of equity, inclusiveness, accountability, and leadership. In recent years, the Foundation has elevated racial equity as a primary value. The Foundation’s current strategic plan focuses heavily on its programs and discretionary grantmaking in the areas of Basic Human Needs, Economic Opportunity, Education, and Leadership & Equity. The plan also addresses expansion of philanthropic work with donors and enhancing internal operational excellence. The Foundation’s strategic plan and community grants program guidelines can be found at www.denverfoundation.org.

The Denver Foundation is a $940 million organization with 52 staff members. The Foundation comprises four departments including:
• Finance and Administration: responsible for accounting, financial management, and technology services
• Philanthropic Services Group: responsible for fundraising, scholarships, management donor-advised funds, and over $70 million of annual donor-directed grantmaking
• Programs: responsible for community grantmaking, field of interest funds, technical assistance and capacity building, special programs, and over $10 million of foundation-directed grantmaking each year
• Strategic Services: responsible for human resources, communications, facilities, and operations

These departments are overseen by four vice presidents who, along with two deputy vice presidents and the Foundation’s President and CEO, form the executive leadership team. The Foundation is governed by a 20-member Board of Trustees and also has multiple committees composed of volunteer community members.

Requested Services:
The Denver Foundation seeks a consultant to guide the development of our new strategic framework and separate evaluation and implementation plans to be developed after approval of the strategic framework. The strategic framework should be informed by extensive stakeholder engagement, regional data, and feedback from staff and board.
Specific Responsibilities Include:
- Supporting extensive stakeholder listening with community members, nonprofits, donors, and others
- Synthesis of data from stakeholders, as well as quantitative research about the region
- Input and idea generation by both board and staff
- Review and refinement of vision, mission, and values
- Facilitation of board retreat to create the framework (late April/early May 2020)
- Refinement of draft framework based on stakeholder and staff feedback
- Approval of strategic framework by Board of Trustees (July 2020)
- Guidance and support for creation of evaluation plan
- Guidance and support for creation of implementation plan
- Recommend organizational adjustments based on implementation plan
- Support activities for roll-out (Q1 2021)

The Denver Foundation is open to modifications to this scope based on consultant recommendations and expertise. Final deliverables will be negotiated with the selected applicant or applicants. The Denver Foundation reserves the right to split this scope of work among more than one consultant/firm if it determines that different consultants are best suited to different bodies of work.

Compensation and Timing:
The bid for this work should include planning, execution of services, and follow up and documentation, as well as travel and overhead expenses.

Timeline
RFP Responses Due: December 31, 2019
Interviews: January 22 - 24, 2020
Dates for Sessions Solidified With Successful Candidate: January 31, 2020
Contract Executed: February 2020
Contract Period: February 2020 – April 2021

Please direct all questions regarding this RFP to Dace West, Vice President of Community Impact, at dwest@denverfoundation.org or 303.865.4609.
Please Respond to the Following Questions

1. Provide an overview of your organization’s expertise and background.
   a. Include specific reference to your philosophy and experience developing strategic frameworks and evaluation and operational plans.

2. Describe your work on similar projects, particularly those that involve philanthropy and community foundations.
   a. Include your experience in aggregating and synthesizing large amounts of stakeholder input and roles you put into place for board and staff over the course of the project.

3. Describe your approach to the work suggested in this scope of work and any modifications you would suggest.
   a. Include whether you use a pre-existing methodology or an individualized approach for organizations.

4. Describe what you like about The Denver Foundation’s current strategic plan and what would you improve.

5. Provide biographies for key staff who will work on the project, including the role that you would expect each to play.

6. Describe your availability to undertake this project and any possible conflicts of which we should be aware.

7. Provide a proposed budget, with a breakout for strategic framework, evaluation plan, and operational plan.

8. Provide three references.

RFP responses are due by 5 p.m. on December 31, 2019

It is preferred that proposals are submitted electronically to dwest@denverfoundation.org. Please use the subject: “TDF Strat Framework Proposal, [Consultant/Firm Name].”

Proposals submitted by mail should be sent to:
The Denver Foundation
Attention: Dace West
55 Madison Street, 8th Floor
Denver, Colorado 80206