



REQUEST FOR PROPOSAL

STRATEGIC PLANNING

LIGHTHOUSE FOR THE BLIND AND VISUALLY IMPAIRED (SAN FRANCISCO, CA)

LightHouse for the Blind and Visually Impaired (headquartered in San Francisco, CA – <http://www.lighthouse-sf.org/>) is seeking a consultant to advise the Board and Management in the process of producing a new 3 and 5 year **strategic plan**.

Organization: LightHouse for the Blind

Proposal sought: 3 and 5 Year Organizational Strategic Plan

Date RFP issued: July 8, 2016

Proposals due: July 30, 2016 at 12:00 p.m. PDT

Selection announced: No later than August 19, 2016 by 5:00 p.m. PDT

Primary Contact: Charles Godwin, Assistant to the CEO cgodwin@lighthouse-sf.org, (415) 694-7348

ORGANIZATIONAL MISSION:

LightHouse's mission is to promote the equality and self-reliance of people who are blind or visually impaired through rehabilitation training, employment placement, Enchanted Hills Camp and other relevant services.

HOW WE HAVE ACHIEVED OUR MISSION:

LightHouse provides training in basic blindness skills such as braille reading, independent travel, career planning, and technology training. We offer a wide range of community service programs designed to facilitate mentorships, community formation and full social integration of the blind. We also offer robust programs at our Napa camp, three satellite training centers, and a direct-employment light manufacturing facility. Increasingly, the LightHouse also is a center for blind civil rights advocacy and awareness, consultant for tech product accessibility, and trusted advisor to organizations and blind leaders to effect social, technological and legal change.



CRUCIAL CONTEXT:

LightHouse traces its roots back to 1902. Over twelve decades, we have grown, merged, and changed in efforts to provide blind and visually impaired Californians with training and services that matter *today*. Like all older organizations, however, we need to assess the relevance and market penetration of what we've been doing and continue to refine our course in order to be most influential to the community and people we serve.

A profound game-changer has been the LightHouse's receipt in 2015 of the largest single bequest in the history of American blindness philanthropy, a bequest that necessarily demands we examine where the LightHouse can make the biggest difference in blindness well into the 21st century. The scale of the bequest prompts us to ask big questions, such as what geographic area should we serve, how can we determine what services are most needed and desired by the community, how can we avoid duplicative services, and how to ensure that we are a leader in operations that affect blind people directly through services and indirectly through design, professional training, and collaboration with those sectors not yet connected with the aspirations and needs of blind people. In addition, the LightHouse must ensure that its organizational and operational structures best support its mission and goals.

Our desire to begin a strategic planning process to conclude at the end of 2016 is timely. Our recent financial good fortune in 2015 came just as the LightHouse had embarked on the construction of a new headquarters in downtown San Francisco, a headquarters with triple the space and many enhanced capabilities compared to our old offices. As we open the headquarters to the public in June 2016, it's a particularly apt time to assess how best to use our new facilities and finances in a way that will be transformative to the blindness experience of those we serve today and those we will be serving in the future.

It's a magic moment in the LightHouse's 114 year history. LightHouse has the leadership, the financial capacity, and the physical space to effect greater change than we have ever dreamed. In order to make the most of these resources, our organization requires a smart, understandable, and actionable strategic plan.

We seek a strategy that sets updated goals, balances practicality with ambition, and will attract buy-in from board, staff, and stakeholders.

PROPOSALS:

A. In your proposal, please include the following basic information:

1. Scope of Work for completing the strategic plan.

2. Biographies and relevant experience for persons who will work on the project, especially any disability or blindness experience.
3. Cover letter with contact information.
4. Budget.
5. References (2).

To facilitate distribution and review by blind Lighthouse Board and staff, we request that all documents associated with your application should be accessible (e.g., Word, accessible PDF, or HTML documents using styles such as headings and lists, with no images of text or un-described images).

B. In the Scope of Work section of your proposal, please provide responses to the following questions. Please limit this section to a maximum of 10 pages.

1. Describe the overall arc of your team's proposed approach to the strategic plan, from Day One to completion. What phases and structure do you suggest?
2. How will your team approach the research and development phase of the project? What do you need to know to advise the LightHouse on the strategic plan?
3. How will your team manage board, staff, and stakeholder buy-in and participation?
4. How will your team work with the LightHouse leadership team? What is the estimated number of hours required of senior staff, Board members and others during your proposed process?
5. What visual tools are you accustomed to using in your process? How will you adapt your technique to work with a large number of participants who are blind or have low vision?
6. What are the steps to a successful conclusion of the strategic planning process?
7. What is your best timeline for start date, ending date?
8. What form will your final product take – e.g., format, length, narrative and delivery?
9. What will a successful outcome in this project look like?
10. What questions should we be asking in the RFP phase that we have not, and what are the answers to those questions?

C. Please attach any other information that you believe would be helpful to the LightHouse's assessment of your proposal. Please limit attachments to 12 pages of text, adhering to the document-accessibility requirements above.