



Innovative  
**NonProfit**

*Your partner in*  
**Fundraising • Growth • Action**

## **Crosslake Community School**

*36974 County Road 66  
Crosslake, MN 56442*

*January 30, 2023*

## Background

Innovative NonProfit LLC (INP), based out of Mitchell SD, provides a wide range of services for nonprofits across the Midwest. Our products and services are designed to support nonprofits in 8 foundational pillars of nonprofit infrastructure and success.

### The eight areas are:

- |                              |                                 |
|------------------------------|---------------------------------|
| 1. Board Development         | 5. Strategic Planning           |
| 2. Human Resources           | 6. Programs and Services        |
| 3. Fund and Donor Management | 7. Outreach and Marketing       |
| 4. Financial Management      | 8. Growth and Change Management |

INP appreciates that not all organizations are alike, so neither should we expect every strategic planning process to be the same. Despite the variations, our process is intentionally built to advance both the infrastructure and the vision of the organization. Our support has been transformative for other nonprofit organizations, and we look forward to working with you to support your mission.

## Strategic Planning Process

### Phase 1 – Discovery (2 weeks)

It is important to INP that we familiarize ourselves with your past and present before we begin working with you towards your future. This initial meeting produces the insight needed to create a customized plan for your strategic planning process. We will work with you to best match the methodology to your desired outcomes so the work that follows is intentional and productive.

### Activities & Deliverables:

- Conduct virtual meeting (2 hours) with organizational leadership to:
  - Debrief prior strategic action plan, progress, and implications.
  - Create understanding of organizational structure, needs, and priorities.
  - Develop a customized project plan and survey approach.
  - Identify key constituent groups to be involved in the process.
- Provide written Strategic Planning Project Plan with outline of process and timelines.

### Phase 2 – Assessment (3 weeks)

To form a baseline for the plan, INP facilitates a self-assessment with leadership to evaluate organizational health and infrastructure. Our “Nonprofit Health Check” uses the eight foundational pillars of nonprofit success to gauge and guide priorities in organizational development.

### Activities & Deliverables:

- Coordinate a collective self-assessment using INP’s Nonprofit Health Check.
- Conduct virtual leadership meeting (1-2 hours) to review the Nonprofit Health Check results.
- Provide written summary of the Nonprofit Health Check results for reference.

### Phase 3 – Community Input (4 weeks)

Since an organization functions in the context of its community, it is essential that we collectively learn about it through the lens of those who know it best. We will help you to identify and gather perspectives beyond your own to incorporate into planning. This can be accomplished through stakeholder surveys and by convening partners in a community forum.

INP will travel to your location for a half-day workshop (4 hours), providing 2 experienced facilitators to host the community forum. The forum includes a community “mapping and gapping” exercise to further understand the spectrum of care and listening sessions to capture reflections and opportunities.

#### Activities & Deliverables:

- Design of customized surveys for collection of input from each key stakeholder.
- Provide written summary of survey input with identified themes for reference.
- Conduct an in-person community forum, convening select community partners for input.
- Provide written summary of forum input, conclusions, and recommendations.

### Phase 4 – Workshop (4 weeks)

INP believes that this is where the chemistry happens; a time when experience, perspective, ideation, and opportunity intersect in a way that creates excitement, alignment and hope for the future. With insight from the discovery, assessment, and community input phases, the agenda and activities will be tailored to your specific priorities and preferences. The result is a focused workshop that creates alignment around a shared vision.

INP will travel to your location for a workshop (4-6 hours), providing 2 experienced facilitators to manage your group and interactive breakouts to ensure that all voices are heard. Participants are chosen by the organization and the workshop agenda is created in advance in collaboration with the leadership team.

#### Activities & Deliverables:

- Conduct virtual leadership meeting (1-2 hours) to synthesize input and develop workshop agenda.
- Design of custom materials, tools, and models for workshop activities.
- Conduct best practice/innovation research in focus areas to stimulate ideation.
- Facilitated in-person workshop with interactive breakouts and activities within areas of focus.
- Provide written workshop summary with discussion and outcomes reflected.

### Phase 5 – Strategic Plan and Action Plan (4 weeks)

Although your strategic direction has been identified through the collaborative thought process thus far, it is not yet actionable. The next step is to prioritize the identified strategies and break them down into actionable steps with performance objectives and measurable goals. From there, responsibility and timelines can be established. When combined, these details will drive the Action Plan and lead the organization from a place of concept into implementation.

#### Activities & Deliverables:

- Conduct two (2) virtual leadership meetings (1-2 hours) following the workshop for prioritization and action planning.
- Provision of the Strategic Plan in a publishable document that you will have all rights to print, publish, and distribute.
- Provision of a working Action Plan document formatted for use by staff to drive implementation of tasks and ensure forward movement.
- Provision of a templated board meeting agenda, customized to your strategic initiatives, to keep in front of leadership as a shared compass for decisions and celebration.

### Phase 6 – Review

Many firms will consider their part in strategic planning completed at this point. However, INP understands how difficult it can be for an organization to focus on day-to-day activities while staying accountable to new strategic initiatives. That is why we commit to checking in with you after six months to review progress, challenges and adaptations to remain on track.

- Monthly virtual check-ins (1 hour) with leadership for six months post planning to offer feedback and support.
- Conduct a virtual check-in at a board meeting at six months post-planning.
- Conduct a virtual check-in at a board meeting twelve months post-planning.

### Strategic Planning Timeline



## Budget & Fees

• Phase 1: Discovery	\$1,000
• Phase 2: Assessment	\$2,000
• Phase 3: Community Input	\$5,000
• Phase 4: Workshop	\$5,000
• Phase 5: Action Plan	\$4,000
• Phase 6: Review	\$1,500
• <b>Services Total:</b>	<b>\$18,500</b>
• Expenses Estimate	\$3,000

## Comments:

- Expenses include mileage, hotel, and meals for two on-site visits with 2 facilitators.
- Proposal is valid for 60 days following the RFP deadline.
- Payment terms are 50% of the fee at the start of the process and 50% upon completion of Phase 5.
- INP will not be responsible for arrangements or expenses incurred for meeting space and participant hospitality throughout the process.

We look forward to working with Crosslake Community School. The organization plays a vital role in the community, and we will be proud to support that role. Please reach out with questions.

## Contact:

**Emma DeVos | CEO**

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## Experience

In addition to contracted work with individual nonprofits across the Midwest, INP is involved in community impact projects in South Dakota.

INP has sub-contracted with the White House Community Violence Intervention Collaborative (CVIC), a cohort of 16 jurisdictions committed to strengthening their infrastructure to prevent and respond to community violence. INP directly contributed by coaching 3 local, native-led organizations in Rapid City who are providing innovative services to those experiencing homelessness, substance use, correctional issues, and food insecurity.

INP is working with the City of Rapid City to provide technical assistance and coaching to local nonprofit partners involved in a grant through the Office of Juvenile Justice and Delinquency. The 3-year project will enhance community violence prevention, diversion and intervention amongst youth. This support includes the completion of a nonprofit health check and action plan support to build organizational capacity.

INP hosts free educational workshops in partnership with the Black Hills Area Community Foundation. Participants include representatives from nonprofits supporting the arts and history, human services, recreation and education.

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## Facilitators

The team at Innovative NonProfit includes project managers, fundraisers, communications professionals, nonprofit program delivery experts, grant writers, graphic designers, and software developers. The lead team members for this proposal are Emma DeVos and Tara Wilcox.

Emma is a native of the UK and owner/CEO of Innovative NonProfit LLC. Her work is an opportunity to have impact at multiple levels, advancing the individual, the organization and the community alike. She shares her knowledge in topics ranging from fundraising strategy to board development and strategic planning to marketing. She is a graduate of George Washington University and currently serves as a board member for the South Dakota chapter of the Association of Fundraising Professionals. Emma takes pride in her personalized approach, seeking to build trust and rapport each organization to customize their services and maximize their outcomes.

Tara Wilcox has an established career in human services and nonprofit leadership. Motivated by a strong belief in the power of collaboration, she is able to build, coordinate, and inspire teams through a strength-based perspective. She is a graduate of Black Hills State University and holds a PMP certification from the Project Management Institute. Her background encompasses board development, program design, systems mapping, outreach, and growth management. She has used these skills to support collective groups to move from a place of concept to implementation.

*View full bios at: [www.innovnp.com/about](http://www.innovnp.com/about)*

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## References

**Safe Place of Eastern South Dakota**  
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**Black Hills Area Community Foundation**  
**Carrie Robley | Programs Manager**  
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