



Request for Proposals (RFP) for Organizational Development Consultant

Release Date: April 28, 2022

Due Date: May 23, 2022

Riverkeeper seeks to retain an Organizational Development consultant, firm or organization to assist the President and staff in building a more collaborative and effective work culture, centered on trust and integrity, that prioritizes diversity, equity, inclusion and justice (DEIJ) principles. We are seeking to learn and implement best practices in project management, teamwork and team leadership that are appropriate for a fast-paced non-profit work culture that brings together a diverse range of skills, experience and expertise.

This RFP outlines the expectations and timeline for the scope of work. The selected consultant will possess capacity and competencies on a full range of services, including experience helping nonprofit organizations cultivate their internal culture, establishing project management best practices, training management teams, as well as specific DEIJ expertise. We look forward to working with the consultant to help us continue to improve Riverkeeper's organizational culture and mission-driven program work.

Background on [Riverkeeper](#):

For more than 50 years, Riverkeeper has sought to protect and restore the Hudson River from source to sea and safeguard drinking water supplies, through advocacy rooted in community partnerships, science and law.

Riverkeeper's goal is to ensure Hudson River, its tributaries and watershed, and the New York City drinking watershed are restored to ecological health and balance; free-flowing, resilient, and teeming with life; reliable sources of safe, clean drinking water; recovered from historic and inequitable environmental harms; safe and accessible for swimming, fishing, boating and other recreational activities; and valued and protected by all. We are a 28-person organization with an annual operating budget around \$4 million.

RFP Selection Process Timeline:

Proposals are due May 23, 2022 at 5pm EST, with a preferred start date of June 27, 2022.

April 28, 2022: RFP Released

May 23, 2022: Applications Due

May 24-31, 2022: First Review

June 2 - June 10, 2022: Interviews

June 13-17, 2022: Final firm selected and awarded

June 27, 2022: Proposed start date

Scope of Work

The selected consultant will:

- Collaborate with Riverkeeper's President, as well as the Human Resources team and DEIJ committee (together, the Working Group) who are supporting this work;
- Identify appropriate best practices related to project management, team leadership, roles and responsibilities that are appropriate for the work we do and the size of our organization;
- Help Riverkeeper cultivate a more respectful and collaborative internal organizational culture, including a process for setting and reporting on organizational and team goals and outcomes that is transparent, supportive and motivating;
- Provide management training to Riverkeeper's seven-person Executive Team;
- Provide conflict resolution training and meeting facilitation training to interested staff;
- Review Riverkeeper's DEIJ Plan and provide recommendations on how to update and/or advance those goals;
- Develop a plan that Riverkeeper can follow after the engagement to ensure that we have clear collaborative processes and healthy feedback loops that provide ongoing opportunities to learn, improve and evolve as an organization.

Qualifications

- Experience helping nonprofit organizations cultivate and improve internal culture;
- Management training expertise;
- Expertise in assessing and implementing project management, team-building and goal-setting best practices appropriate for mid-size nonprofits;
- Knowledge of organizational decision making systems and governance structures that foster inclusivity and/or shared leadership;
- Experience in implementing DEIJ strategies, trainings, etc;
- Skilled in collaborative facilitation, especially for sensitive topics;
- Experience working in the conservation/environmental advocacy field strongly preferred.

Org. Development Consultant Working Group

Search Process: Human Resources team and DEIJ Committee (together, the Working Group), Riverkeeper's President, and Riverkeeper's Executive Staff Team will provide support to the search process. The Working Group and the Executive Team will make a recommendation of hire to the President, who will then make the final hiring decision.

Working relationship: The consultant will report to the President and will work in close coordination with the Working Group. The consultant, the President and the Working Group will work collaboratively to develop an inclusive process that includes regular and consistent communication with staff members and other key stakeholders.

RFP Submission Requirements

Proposals should be no more than fifteen (15) pages, not including references, and cover the following:

1. Organization Description: Brief history and summary of you/your firm and expertise.
2. Approach to Organizational Change: Please tell us about the process and methodology you would go through to help Riverkeeper improve our organizational culture. Detail how you

will accomplish the above scope of work, including a clear delineation of what we should expect you to be responsible for and what you expect from Riverkeeper. Include how you plan to engage and include staff and other stakeholders not in the Working Group as part of this process.

3. Deliverables: How will we measure success throughout the process?
4. Proposed Timeline: Estimate the start and end dates for the process.
5. Budget: Proposed cost along with narrative description of what is included in this cost. All costs from conception to completion should be included. Ideally, there would be a scaled approach to budget, with various options.
6. Experience and Unique Qualifications: Describe your experience for similar requirements and the value that you brought to those assignments. This should include an overview of prior similar engagements, your work with nonprofits, average length of engagement, and what would make you a unique partner for Riverkeeper.
7. References: Provide at least three references

Proposals must be sent electronically in a single PDF file to: humanresources@riverkeeper.org, Subject Line: Organizational Culture RFP, by May 23, 2022, at 5:00pm EST. By submitting a proposal, you authorize Riverkeeper to contact references to evaluate the firm's qualifications for this project. Riverkeeper will be available to answer questions during the proposal writing process by email and/or phone calls.

Evaluation Criteria

All proposals will be evaluated based on the following key criteria:

- Performance capability—the extent to which the proposal demonstrates the consultant's ability to provide the depth and breadth of experience, skills, knowledge and creativity generally required by this project.
- Understanding of and commitment to Riverkeeper's mission, values, programs, [DEIJ plan](#) and [strategic objectives](#).
- Demonstrated experience with similar-sized nonprofit organizations.
- Demonstrated experience with nonprofit organizations working in the conservation/environmental advocacy space.
- Completeness and quality of response, including clear deliverables and reasonable approach.
- Proposed cost and timeline.
- References.

Top-rated candidates will be invited to interview with the President, Working Group, and Executive Team. The selected consultant and Riverkeeper will then mutually discuss and refine the scope of work for the project and shall negotiate final conditions, compensation, and performance schedule for the subsequent contract to be executed.