



## **LOI/RFQ – Strategic Planning Consultant**

### **Request Specifics**

The Minnesota Elder Justice Center (MEJC) is seeking a consultant or consulting team to help us create a new Strategic Plan. The selected consultant will work directly with the Strategic Plan subcommittee, including the executive director, as well as all staff, board, and constituents to create a new Strategic Plan that emphasizes diversity, equity and inclusion; reflects recent years' changes in our organization, field, and communities; and provides direction in the next phase of work.

### **Background to Request**

Incorporated in 2014, the MEJC joined two highly-regarded initiatives – the Vulnerable Adult Justice Project (VAJP) and MN S.A.F.E. Elders Initiative. The Minnesota Elder Justice Center was created by the leaders of both groups (including the current executive director and six current board members) to form a nonprofit that could serve as a statewide resource center to address elder abuse. The MEJC has grown exponentially since 2014, developing necessary services to address elder and vulnerable adult abuse in Minnesota. The work of MEJC is viewed by many as a model, as research tells us that to combat elder and vulnerable adult abuse, we must build awareness, connect networks and systems, improve responses, and support victims.

The mission of the Minnesota Elder Justice Center (MEJC) is to mobilize communities to prevent and alleviate abuse, neglect, and financial exploitation of older and vulnerable adults. The MEJC is the only statewide organization that engages in comprehensive work and action to prevent and address elder abuse by: training professionals, educating the public and at-risk individuals, advancing policy and systems changes related to older and vulnerable adults, and providing direct services to victims of elder abuse, neglect, and financial exploitation.

This work is critical, because there are gaps in services to older victims and at-risk older adults. We have 9 staff, with backgrounds in elder law, victim advocacy, counseling, aging services, disability law and nonprofit management.

### **Organization Transition - Board and Staff Makeup**

MEJC currently has a 16-member board, with six of those board members beginning their service in April 2022. Six of our board members will complete their board service in March 2023, and all six of those board members joined the board in 2014 when the organization was created. The executive director has served in that role since the organization opened its doors in October 2014, and served as part of the original committee, along with some board members, to establish MEJC. Our associate director began work with MECJ in 2015, as was also part of the original strategic planning work. The remaining staff have joined the team between

2016 to 2021. We are also in the process of hiring a 10<sup>th</sup> staff person. This Strategic Plan is meant to offer an opportunity for long-time board members and newer board members to work along with staff to frame the direction of the organization to guide past this transition time.

### **Diversity, Equity and Inclusion Work**

Starting in 2019, board members and staff of the Minnesota Elder Justice Center have been working to highlight racial and educational discrimination within our conversations and practices at MEJC, engaging in collective reflection and discussion to deepen our understanding of how our actions may be impeding MEJC from achieving the organization's vision of becoming a trusted resource for all persons needing its services in Minnesota. MEJC created a Diversity, Equity, and Inclusion Committee in February 2020 and began deepening our discussions and actions in May 2020. MEJC hired Aurora Consulting to facilitate a 16-month process of completing the Intercultural Development Inventory (IDI) and understanding individual and group profiles, identifying the broad components of work the MEJC team would take on in the next few years, and engaging in education and learning sessions as well as completing focused projects to make equity and inclusion more concrete in our work.

MEJC team members completed the IDI and participated in group and individual profile discussions in January and February 2021. These conversations set the stage for group discussions to identify the work team members felt important to prioritize and committed to that work. Through full group and DEI Committee discussions between March and May 2021, MEJC board members and staff developed an overarching DEI plan to frame and focus our efforts to achieve more equitable outcomes and develop more inclusive practices.

In Fall 2021 and into early 2022, MEJC created a DEI Action Plan. Highlighted in this plan, the organization committed to ongoing training and education work, as well as creating an updated Strategic Plan.

### **Prior Strategic Planning Process**

The Minnesota Elder Justice Center completed our first 3-year Strategic Plan in 2015. This plan included an update to our initial mission (developed in 2014 during our incorporation), and the creation of vision, values and guiding principles. Our core work directions were also set out in this plan, and an external environmental scan process was included in this work. Our two staff members, and full board, participated in this planning process with the external consulting team. This plan was updated, using internal board and staff resources, in 2019.

### **LOI Interest**

Minnesota Elder Justice Center is sending out this Letter of Interest (LOI) to identify a consultant or consulting team to lead MEJC through a strategic planning process in 2022 and 2023. We envision this process that includes the use of a DEI lens to include an environmental scan, engaging a range of relevant communities we serve or should serve; revisiting our mission, vision, values, and guiding principles; and reviewing and/or creating new or updated strategic directions, all resulting in a new Strategic Plan.

The purpose of this LOI is to identify consultants or a consulting team that may be interested in working with MEJC's Strategic Planning committee, as well as all staff and board, to create a new Strategic Plan.

**Anticipated Deliverables for Prospective Consultants**

- Meet with Committee Members in Fall 2022 to discuss process and timeline
- Develop and guide process in coordination with the Committee, for the remainder of 2022 and 2023
- Work with Committee to prepare and deliver environmental scan
- Work with Committee to identify communities to engage and engage those communities
- Facilitate in-person (if possible) all staff/board training/sessions as part of the process
- Provide budget for training and facilitation activities

**MEJC will:**

- Provide space and/or technology to facilitate trainings
- Provide support for in-person logistics
- Provide input and planning support through our Strategic Planning Committee

**Timeline, Budget, Payment & Contract Term**

- Strategic Planning completion date is April 30, 2023
- The LOI must provide an hourly rate for services and an anticipated budget based on the scope of the work.
- Work is expected to begin upon execution of the contract

**INSTRUCTIONS FOR RESPONDING TO THE LETTER OF INTEREST**

Requirements: Letters of Interest (LOI), one original electronic copy, are due by 4:00 P.M. (CDT), **Monday, August 29.**

**Letter of Interest Components:** (Please include the following elements for reference)

1. Describe the consultant or consulting team's background and experience in Strategic Planning work, and experience with DEI and/or cultural awareness work.
2. Describe your experience working with Social Service, Crime Victim, or Aging Services agencies, and diverse communities – in particular BIPOC and LGBTQIA+ communities.
3. Describe your collaborative experience working with Committees to develop activities.
4. Describe personal or professional experiences and frameworks and/or your organization would bring to this project.
5. Describe your experience with diversity, equity and inclusion work as part of strategic planning and culture change.
6. Please include your proposed budget and hourly fee.

For Questions or General Information Contact: Amanda Vickstrom, Executive Director, Minnesota Elder Justice Center at [Amanda.vickstrom@elderjusticemn.org](mailto:Amanda.vickstrom@elderjusticemn.org). Initial responses will

be provided to the inquirer as soon as they are available, and posted on our website at <https://elderjusticemn.org/loi-rfq-strategic-planning-consultant/>.

**Informational Meeting**

MEJC will hold a meeting for all interested providers, should you wish to participate. This is not required.

***Date: Wednesday, August 17th from 10am-11am Central Time***

***Join Zoom Meeting***

<https://us02web.zoom.us/j/89847592453?pwd=aURrdmxGUfFSE5OMkk2THdzY3RmZz09>

Meeting ID: 898 4759 2453

Passcode: 947866

Additional Information: All questions and written responses will be posted on the MEJC website at <https://elderjusticemn.org/loi-rfq-strategic-planning-consultant/>.

MEJC will not be liable for any expenses incurred by the potential provider in connection with the preparation or submission of the LOI.

Responders may be contacted by MEJC to request additional information or to meet with staff or board for further discussion. MEJC's Strategic Planning Committee will evaluate the responses it receives from interested organizations.