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Request for Proposals

Strategic Planning and Executive Director Recruitment Consultant

Issued by Our Nawakwa, Inc. **Issue date** December 22, 2025, Proposal **due** January 9, 2026, 11:59 PM Central Time **Project Duration** 4-8 months

Purpose

Our Nawakwa, Inc. (ON) seeks a qualified consultant or consulting team to manage a two-part engagement: (1) lead a strategic planning process that results in a clear, actionable three- to five-year strategic plan explicitly aligned with ON's mission, vision, values, and norms; and (2) develop an Executive Director job description, recruitment, and hiring process through finalist selection and offer. The consultant will work closely with ON's volunteer board, JEDI Committee, Business/Finance committee, and key stakeholders to ensure the plan and hire reflect the camp's mission, vision, values, norms, bylaws, and long-term sustainability.

Mission and Vision

Mission: Our mission is to preserve Camp Nawakwa where we will support our youth and community by fostering continuing appreciation for the outdoors.

Vision: We will strengthen our youth and community by developing leadership skills, providing environmental education, and promoting health and wellness through property rental, thereby ensuring Nawakwa's legacy now and for future generations.

All strategic recommendations, revenue strategies, and the Executive Director role must be explicitly aligned with this mission and vision.

Commitment to JEDI

Justice, Equity, Diversity, and Inclusion (JEDI) Our Nawakwa is committed to JEDI principles in governance, programming, hiring, partnerships, and all organizational practices. ON expects the consultant to design and implement processes that advance justice, equity, diversity, and inclusion throughout the strategic planning and recruitment engagement. This includes inclusive stakeholder outreach and engagement methods, equitable candidate sourcing and screening practices, and recommendations that reduce barriers to participation in ON programs and leadership. Proposers should describe how they will incorporate JEDI principles into their methodology and deliverables.

Background

Our Nawakwa, Inc. is a volunteer-run nonprofit that owns and operates Camp Nawakwa in Chippewa County, Wisconsin. ON was founded, in 2023, to preserve the camp's youth-serving legacy and purchased the property in January 2024. Camp Nawakwa sits on 75 acres and features a 26-acre lake surrounded by hilly, glacial terrain. On the north side of Picnic Lake there are three winterized lodges, a seasonal dining hall, 12 rustic sleeping units, a historic lodge, waterfront, an archery range, and ample space for outdoor programming. The south and east sides of Picnic Lake, totaling 21 acres, are protected by a conservation easement with the Ice Age Trail Alliance, and the Ice Age Trail runs along this area.

ON currently generates income through rental revenue and seeks to expand diversified income streams that are mission-aligned, such as program fees for environmental education, leadership development grants, donor cultivation, and partnerships that support programming.

Project Scope and Deliverables

Scope Overview Design and implement a strategic planning process and lead the Executive Director recruitment that centers ON's mission, vision, and values; prioritizes program and financial sustainability; aids the board's ability to operate as a unit, identifies mission-aligned revenue diversification opportunities, and embeds JEDI principles throughout.

Key Deliverables

1. **Project Plan and Timeline** — Detailed work plan, stakeholder map, engagement approach, and final timeline that explicitly ties each phase to mission, vision, and JEDI alignment.
2. **Stakeholder Engagement** — Facilitation of up to four stakeholder workshops (board, staff/volunteers/community partners, youth/program participants, and former board members), plus interviews or focus groups with a minimum of 15 stakeholders, using inclusive engagement techniques to surface diverse perspectives, with questions and synthesis framed to surface mission and vision priorities.

Key Deliverables (Cont'd)

3. **Environmental Scan** — Assessment of internal strengths and weaknesses and external opportunities and threats, including programs, facilities, finances, partnerships, and potential mission-aligned revenue streams.
4. **Strategic Plan** — Final written strategic plan (through 2030) including mission/vision reaffirmation or refinement if needed, strategic goals and objectives, measurable outcomes, prioritized action steps, responsibilities, and a one-page executive summary that highlights how each strategic priority advances the mission, vision, values, and JEDI commitments.
5. **Implementation Tools** — Annual workplan template, basic performance metrics dashboard tied to mission outcomes, and a one-year prioritized implementation schedule.
6. **Revenue Diversification Strategy** — Identification and evaluation of new income streams that align with mission and vision (examples: environmental education programming fees, leadership development workshops, targeted fundraising campaigns, grants, mission-aligned partnerships, and expanded rental models), with projected revenue, resource needs, and risk assessment.
7. **Executive Director Job Description** — Competency-based job description, salary range guidance, candidate profile emphasizing mission-driven and equity-centered leadership, and success metrics tied to strategic priorities.
3. **Recruitment Plan** — Outreach strategy, timeline, advertising language, application materials, and screening criteria that prioritize diverse candidate sourcing and equitable hiring practices; along with candidates with experience in nonprofit leadership, outdoor/youth programming, conservation partnerships, revenue diversification, and organizational/ financial stability. Plans must include expected pay details and guidance on competitive, mission-aligned compensation and benefits.
9. **Onboarding Plan** — 90-day onboarding plan, to start in June 2026, and suggested first-year performance goals for the new Executive Director that align with the strategic plan, revenue diversification priorities, and JEDI commitments.
10. **Candidate Management** — Collaborate with JEDI committee to manage application intake, screen candidates, present a short list to the board, coordinate interviews, assist with reference checks, and support offer negotiation. The consultant must be available to support the board during the finalist interview process in May 2026.
11. **Final Report and Presentation** — Present the strategic plan, revenue diversification recommendations, and hiring recommendations to the ON board and provide final deliverables in editable electronic formats.

Due Dates

Deliverables 1-9 by April 30, 2026

Deliverable 10 throughout May 2026

Deliverable 11 by end of May 2026

Mandatory Attendance At minimum the consultant must attend and participate in the following meetings:

- **Finalist Consultant interviews** on January 29th, 2026.
- **Board meeting** on February 19, 2026.
- **February 2026 board and committee lead work session** (date to be scheduled in February 2026). Ideally in person at Camp Nawakwa (Cornell, WI, U.S.A.)
- **Annual meeting and strategic planning session** on April 18, 2026, during which the consultant will either facilitate or co-facilitate the strategic planning session. In person at Camp Nawakwa (Cornell, WI, U.S.A.)

Optional Add-On

- Support for the first 60-90 days of the new Executive Director's onboarding at an hourly or retainer rate to be proposed separately.

Consultant Responsibilities

- Lead all aspects of the project and serve as a primary point of contact.
- Coordinate and collaborate closely with ON's JEDI committee and as needed with the Business/Finance committee and the Board of Directors as a whole.
- Ensure all deliverables explicitly reference how recommended actions support ON's mission, vision, and values.
- Provide experienced facilitators for workshops and interviews.
- Attend the mandatory meetings listed above.
- Deliver clear, timely communications and monthly progress updates.
- Provide all written deliverables in editable Word or Google Docs formats and printable PDF.
- Maintain confidentiality of sensitive candidates and organizational information.

Our Nawakwa Responsibilities

- Provide access to organizational documents, financial summaries, and relevant background materials.
- Identify and coordinate stakeholder participation.
- Provide a board liaison to support scheduling and communications.
- Make timely decisions and provide feedback to keep the project on schedule.

Consultant Qualifications

Proposals should demonstrate the consultant's or firm's experience and capacity, including:

- Minimum five years of nonprofit strategic planning and executive search experience.
- Demonstrated experience working with volunteer-led organizations and camps or outdoor youth-serving programs preferred.
- Experience designing revenue diversification strategies that are mission-aligned, including program-based income, grants, and donor development.
- Demonstrated experience integrating JEDI principles into planning and hiring processes.
- Track record of producing actionable strategic plans and successfully recruiting senior nonprofit leaders.
- Strong facilitation, stakeholder engagement, and written communication skills.
- References from at least three recent clients for whom similar work was completed.

Encouragement to Applicants from Marginalized Groups Our Nawakwa strongly encourages applications from people of all backgrounds, including those from historically marginalized and underrepresented communities. **If you care deeply about our mission and vision but do not meet every listed qualification, we still want to hear from you.**

Lived experience, community knowledge, demonstrated commitment to youth and/or outdoor education, and a willingness to learn are valuable qualifications that can complement formal credentials.

Proposal Content and Format

Proposals must be concise and include the following sections in this order:

1. **Cover Letter** — One page summarizing interest and fit.
2. **Understanding and Approach** — Description of how you will accomplish the scope, proposed methodology for strategic planning and recruitment, stakeholder engagement approach, and how you will ensure alignment with ON's mission/vision/values.
3. **Work Plan and Timeline** — Detailed schedule with milestones and deliverable dates, including confirmation of availability for the mandatory dates: January 29, 2026; February 19, 2026; February 2026 work session; and April 18, 2026.
4. **Team and Qualifications** — Names, roles, resumes or bios of key personnel, and relevant experience.
5. **Past Work Samples** — Two examples of similar strategic plans and one example of an Executive Director job description or search summary (redact confidential details).
6. **References** — Three client references with contact information.

Proposal Content and Format (Cont'd)

7. **Budget and Fees** — Detailed cost proposal including:
 - a. **Fixed fee** for the base scope.
 - b. **Expected pay**: hourly rates, daily rates, or retainer amounts for key personnel.
 - c. **Estimated total cost** for the engagement.
 - d. **Itemized expenses** (travel, materials, meeting facilitation costs).
 - e. **Optional pricing** for onboarding support.
 - f. **Proposed payment schedule**.
8. **JEDI Statement** — Brief description of how you or your firm operationalizes JEDI in practice and how you will apply those practices to this engagement.
9. **Conflicts and Insurance** — Statement of any conflicts of interest and confirmation of professional liability insurance.
10. **Signature** — Authorized signature and date.

Page Limit: 12 pages maximum for the main proposal (excluding resumes and work samples).

Budget Guidance

Proposers should submit a clear cost proposal. ON anticipates a competitive range for the base scope; proposers should provide a fixed-fee option and an itemized budget. Proposals must include expected pay details (hourly and/or daily rates and total expected compensation) and estimated expenses for required in-person attendance. ON will consider cost alongside qualifications, approach, demonstrated ability to identify mission-aligned revenue opportunities, and commitment to JEDI.

Evaluation Criteria and Selection Process

Proposals will be evaluated on a blind-screening basis (proposers personal identifying information removed) using the following criteria:

- **Approach and Methodology** 30% including explicit mission and vision alignment, JEDI integration, and revenue diversification strategy.
- **Relevant Experience and Qualifications** 25% including experience with outdoor and/or youth-serving organizations.
- **Quality of Work Samples and References** 20%
- **Cost and Value** 15% including clarity of expected pay and total cost.
- **Capacity and Timeline Feasibility** 10% including confirmed availability for mandatory dates.

ON reserves the right to interview finalists, request clarifications, and negotiate scope and fees prior to award. The board will interview final candidates on **January 29, 2026**. The board expects to select a consultant and begin work by mid-February 2026.

Proposed Project Timeline

- **RFP issued** December 22, 2025
- **Proposal due** January 9, 2026, 11:59 PM CT
- **Short list initial written interviews** mid-January 2026
- **Finalist interviews** January 29, 2026 (board interview day)
- **Selection and contract** by early-February 2026
- **Project start** mid-February 2026 (consultant must attend board meeting on February 19, 2026 and the February 2026 board and committee lead work session)
- **Annual meeting and strategic planning session** April 18, 2026 (consultant to facilitate or co-facilitate)
- **Strategic plan and job description delivered** by April 30, 2026
- **Executive Director recruitment completed and offer extended** by May 29, 2026 (target)

Contract Terms and Requirements

- Consultant will enter into a written agreement with ON outlining scope, deliverables, schedule, payment terms, confidentiality, and termination provisions.
- Consultant must carry professional liability insurance and provide proof upon contract execution.
- Consultants must comply with applicable nondiscrimination and privacy requirements.
- All work products produced under the contract will be the property of Our Nawakwa, Inc.

Submission Instructions

- Submit proposals by email to: jedi@ournawakwa.org with subject line: “RFP Response — Strategic Plan and ED Search.” Proposals must be received by the deadline above. Late proposals will not be considered.
- Questions about the RFP should be submitted in writing to: jedi@ournawakwa.org. Questions and answers of general interest will be shared with all proposers.

Confidentiality

- All proposal materials will be treated as confidential by ON to the extent permitted by law. Candidate information submitted during the recruitment phase will be handled with strict confidentiality.

Contact

- RFP Contact JEDI Chair Our Nawakwa, Inc. Email: jedi@ournawakwa.org

Additional Notes

- ON is a volunteer-led nonprofit committed to preserving Camp Nawakwa's youth-serving legacy and protecting its natural setting. The selected consultant should demonstrate sensitivity to the camp's conservation easement and the role of the Ice Age Trail in the camp's identity.
- ON welcomes proposals from small firms, women- and minority-owned consultants, and consultants with experience in rural and outdoor nonprofit settings.
- The consultant should explicitly show how recommended revenue streams and program expansions will support the mission and vision and avoid mission drift.
- The consultant must describe how JEDI principles will be operationalized in stakeholder engagement, planning outcomes, and hiring practices for this engagement.

Attachments Requested with Proposal

- Resumes or bios of key staff
- Two sample strategic plans and one sample job description or search summary
- Three references with contact information

We look forward to receiving your proposal and to partnering with a consultant who will help Our Nawakwa build a sustainable future, expand mission-aligned revenue, embed JEDI principles across its work, and recruit a leader who will steward Camp Nawakwa for the next generation. We are committed to Justice, Equity, Diversity, and Inclusion in every stage of this process and also recognize that we ourselves are continuing to learn and grow; if you need an accommodation to apply or participate in the interview process, or if you would like to discuss how your experience might fit this role, please contact: jedi@ournawakwa.org.