



REQUEST FOR PROPOSAL

Strategic Planning Facilitator

RFP #2025-07-29-2

RFP Issued: July 25, 2025
Proposals Due: August 25, 2025

INTRODUCTION

Georgia Legal Services Program (GLSP) is seeking a qualified consultant to facilitate our Program's development of a three-year evolving strategic plan. As a firm dedicated to providing civil legal services and increasing access to justice, we recognize the importance of a clear, actionable strategy to navigate an evolving legal landscape while ensuring long-term sustainability and impact.

With shifting regulatory environments, emerging community needs, and evolving funding structures, our firm requires a strategic roadmap that aligns our mission, values, and Program priorities with innovative growth opportunities. Through this RFP, we seek to identify a partner who will build upon our needs assessment and collaborate with key stakeholders to deliver a strategic framework that empowers GLSP to enhance its reach and effectiveness.

This document outlines the expectations, scope, and timeline for the strategic planning process. We look forward to collaborating with a consultant who shares our commitment to justice and can help position our organization for sustained success in serving our community.

GLSP has issued a second RFP for preparation of a legal needs assessment. Organizations may apply for one or both components of this project.

ABOUT GLSP

GLSP provides free legal assistance in a wide variety of civil (non-criminal) legal matters to residents of Georgia, specifically those outside of the five-county Metro Atlanta region, whose household incomes fall below 200% of the Federal Poverty Level and who could not otherwise afford these crucial services. GLSP is a nonprofit 501(c)(3) corporation governed by a 21-person Board of Directors consisting of professionals from a variety of legal settings, client representatives, and others.

GLSP's primary funder is the Legal Services Corporation, established by the United States Congress to fund civil legal aid for Americans with low incomes. GLSP has a current budget of approximately \$26.9M, subject to adjustment depending on available grant funding and other fundraising activities. The organization's 200+ employees work from its nine regional offices, a central administration office located in Atlanta, and remote locations throughout our state.

Vision and Mission Statement:

Georgia Legal Services Program provides free civil legal services to individuals with low incomes and other eligible individuals in 154 of Georgia's 159 counties. In doing so, we create equal access to justice and opportunities out of poverty for those we serve.

GLSP provides high quality legal services throughout the state, helping ensure that no Georgian will be denied access to the justice system, administrative processes, and other avenues to secure their legal rights and critical needs. Through our work with individual clients, we will identify, call attention to, and address systemic issues that create and perpetuate poverty, societal injustice, and unequal access to the legal system.

Our work is client-focused and emphasizes client autonomy and high-quality representation. We are committed to providing an environment which is free of bigotry and bias and in which our employees, clients, and volunteers are treated with dignity and respect. We honor and adhere to the ethical duties of the legal profession, while also honoring the inherent value in each person we serve, as well as those we serve alongside.

PURPOSE OF STRATEGIC PLAN

The purpose of the strategic plan is to help the Program identify long and short-term goals, relevant metrics, and stakeholders to be engaged in the plan's enactment. The plan will draw upon the strengths and challenges identified in the previously completed needs assessment.

Results from the needs assessment will help identify:

- Long and Short-Term Goals
 - o Review the completed legal needs assessment, Program priorities, and other documents
 - o In collaboration with Program Leadership, assigned staff, and other relevant individuals/groups, recommend SMART goals (strategic, measurable, achievable, relevant, and timebound)
 - o Ensure that short-term goals are effective in supporting long-term goals
 - o Provide best practices and recommended resources to assist in modification of goals when change is needed.
- Success Metrics
 - o In collaboration with relevant staff, develop success metrics to support the monitoring of short and long-term goals
 - o Recommend a system for regular review and reporting of strategic plan monitoring
- Roles and Responsibilities
 - o Development of a chart indicating which internal or external individuals are/need to be Responsible, Accountable, Consulted, or Informed (RACI) regarding each set goal.
 - o Recommend best practices to support Responsible and Accountable individuals to ensure their success in meeting assigned goals

SCOPE OF WORK

The selected facilitator will be expected to work closely with the GLSP's executive management team, designated staff, and Board of Directors in:

1. Designing and executing the strategic planning process
2. Project management of strategic planning process
3. Reviewing GLSP's current delivery model and resources to guide development of the plan
4. Recommending strategic priorities
5. Identifying stakeholders to participate in the planning process
6. Facilitating interviews, surveys, and focus groups to receive sufficient input
7. Organizing one or more virtual Strategic Planning meeting(s) to include identified stakeholders
8. Engaging stakeholders in a review of GLSP's current mission statement, vision, and other public-facing statements related to the strategic plan
9. Drafting and presentation of an adaptable, responsive strategic plan to the Board of Directors, including resource requirements to equip staff to [better/best/more effectively] meet community needs
10. Developing, in coordination with the Board of Directors and staff, an accountability framework that will identify responsible persons, timelines, and regular reporting on progress toward achieving strategic plan goals.

PROPOSAL REQUIREMENTS

Your proposal should address the specific requirements stated in this RFP and explain how your organization would fulfill the desired Scope of Work. As GLSP has a large service area, proposals should anticipate that most, if not all, of the project will be conducted using remote/virtual resources.

Proposals must include:

1. Your full name, title, and the name of your company, address, telephone number, email, and website
 - a. If you are an independent consultant, your full name, address, telephone number, email, and years working as an independent consultant
2. Federal tax identification number or Uniform Business Identification Number and a description of your legal status, e.g. corporation, sole proprietor, etc.
3. A brief history and summary of your organization and expertise, including experience in the nonprofit sector and working with legal services organizations
4. Number of employees and qualifications of all facilitating staff assisting with the project, including their experience in the nonprofit sector and working with legal services organizations

5. A summary of your approach to strategic planning, planning tools and methodologies, and the planning experience
6. Your proposed project plan specific to the needs described in this RFP, including a timeline with major tasks and milestones
 - a. Include deliverables and benchmarks to measure success throughout the process
7. At least 1 sample of a previously completed strategic plan, including the description of the planning process. Portions may be redacted to protect confidential information as needed.
8. A list of at least three (3) references, including names, phone numbers, and email addresses
9. A description of the project cost, including your hourly rate, project billing rate, and/or any other information about your fee structure to provide the services contemplated in your proposal.
10. A statement that guarantees that the response constitutes a firm offer valid for sixty (60) days following receipt of proposal.

Vendors may be asked to make a presentation to the evaluation committee. Such requests shall be solely at GLSP's discretion. GLSP shall not be responsible for nor reimburse any costs expended by a vendor relating to a requested presentation.

BUDGET

The estimated budget for this project is \$40,000 - \$50,000, depending on final scope and deliverables.

SCHEDULE AND PROPOSAL SUBMISSION

Calendar of Events

RFP Issued	July 29, 2025
Final Day to Submit Questions	August 13, 2025, posted by 15th
Proposals Due	August 25, 2025
Award Announced	September 15, 2025
Contract Start Date	April 13, 2026 (If a single Vendor is selected to provide services under both this RFP and the complementary RFP for a legal needs assessment, services may be provided concurrently if both parties agree.)
Desired Completion Date	October 16, 2026

Questions and Inquiries

Questions regarding your proposal response should be submitted to Heidi Behnke at hbehnke@glsp.org . All responses to questions will be made via email.

Submission of Proposal

Proposals must be sent electronically in a PDF file to Tomieka Daniel, Deputy Director, at tdaniel@glsp.org, subject line: Strategic Planning Facilitator RFP#020. By submitting a proposal, the proposer authorizes GLSP to evaluate their qualifications for this project.

EVALUATION AND SELECTION

Evaluation Criteria

The evaluation committee will evaluate the proposals using the criteria below. This committee shall determine which proposals meet the basic requirements of the RFP and decide whether any deviation from the RFP's requirements is substantial. The committee may reject all proposals in whole or in part and waive minor irregularities. The Committee will recommend the vendor whose overall proposal provides the most advantageous offer to GLSP.

Proposals submitted in response to this RFP will be evaluated based on the following criteria:

1. Organizational Alignment (20%)
 - Clear understanding of GLSP's mission, vision, and strategic needs
 - Demonstrated ability and desire to work with nonprofits serving low-income communities
 - Ability to integrate equity, justice, and accessibility into strategic planning
2. Qualifications & Experience (25%)
 - Personnel have the requisite skill and experience to deliver the proposed services and the breadth of services described in this RFP
 - Proven success in leading strategic planning projects of similar scope and complexity
 - Experience working with legal aid organizations, community-based groups, or similar nonprofit entities
 - Experience in gathering and utilizing data to drive the strategic process
 - Strong references and sample plan
3. Methodology & Approach (20%)
 - Clear, well-structured strategic planning process and engagement methodology
 - Ability to incorporate stakeholder input and facilitate participatory planning
 - Innovative yet practical approach to goal-setting, implementation, and evaluation
 - Ability to support/train GLSP staff to assist in data collection process as needed

4. Project Timeline & Deliverables (15%)
 - Realistic timeline aligned with organizational needs
 - Defined milestones, deliverables, and reporting structure
 - Capacity to meet deadlines and adapt to organizational constraints
5. Cost & Budget Justification (10%)
 - Competitive pricing relative to the scope of services
 - Transparent budget breakdown and justification of costs
 - Demonstrated value-for-money approach
6. Overall Proposal Quality (10%)
 - Clear, concise, and well-organized proposal format
 - Professionalism in presentation and adherence to RFP guidelines
 - Thoughtful responses addressing all aspects of the RFP

Notification of Vendor

Once the selection process is final, notification of selection or non-selection will be emailed to all vendors who submit a proposal by the deadline. Any notification of the successful vendor(s) selection shall have no legal effect unless and until the parties negotiate a mutually acceptable contract.

GENERAL TERMS AND CONDITIONS

Any contract entered in connection with this solicitation shall be subject to these General Terms and Conditions except as otherwise modified herein. The vendor shall ensure compliance with all applicable federal, state, county, and city laws, rules, ordinances, statutes, etc., that may impact this contract. GLSP shall bear no responsibility for monitoring the vendor's compliance with said legal requirements. If the vendor fails to maintain legal compliance, GLSP may find the vendor in default.

This RFP is not a contract offer. Receipt of a proposal neither commits GLSP to award a contract to any vendor nor limits our rights to negotiate in our best interest. GLSP reserves the right to contract with a vendor for reasons other than price. Failure to answer any questions in this RFP may subject the proposal to disqualification. GLSP reserves the right to request additional information that is necessary and pertinent to the project or to assure that the vendor is capable of performing according to the bid specifications met. Products and services not explicitly requested in the RFP but necessary to provide the functional capabilities proposed by the vendor shall be included in the proposal.

Cost of Proposals

Expenses incurred in preparing proposals in response to this RFP are the vendor's sole responsibility.

Confidentiality

You acknowledge and agree that this RFP and additional documents you might receive in connection with this RFP contain confidential information regarding GLSP and that by receiving this RFP and participating in the competitive bidding process, you agree to hold the confidential information of GLSP in strict confidence and not to directly or indirectly publish, communicate, divulge, or disclose such confidential information to any person, entity, firm, partnership, association, or corporation; and unless with the prior written consent of GLSP, not to make use of any confidential information of GLSP other than as necessary to participate in this competitive bidding process.

Contract Term and Type

GLSP requests that the chosen vendor enter into a fixed-price contract/project-based contract. The contract will commence on a mutually agreed-upon date between GLSP and the chosen vendor.

Additional Information for Vendors

GLSP may, at any time:

1. amend, modify, or withdraw this RFP
2. revise the requirements of this RFP
3. require supplemental statements or information from any vendor
4. accept or reject any or all responses to this RFP
5. extend the deadline for submission of responses
6. negotiate or hold discussions with any vendor waive defects and allow corrections of deficient responses that do not entirely conform to the instructions contained herein
7. cancel this RFP, in whole or in part, if GLSP deems it in its best interest.

GLSP may exercise the foregoing rights at any time without notice and without liability to any vendor or any other party for their expenses incurred in the preparation of their responses to this RFP.

GLSP does not discriminate based on race, color, religion, sex, national origin, age, disability or any other characteristic protected by federal, state, or local laws and regulations.

RFP Revisions

Should it become necessary to revise any part of this RFP, the addenda will be posted on www.glsp.org. All addenda, amendments, or changes issued shall be deemed received by the vendor provided they are posted to GLSP's website.

Failure of any vendor to accept or acknowledge receipt of such addenda or interpretation shall not relieve any vendor from any obligations under this RFP as amended by all addenda. All addenda issued shall become part of the award.