

Request for Proposals Strategic Plan, 2022-2027

Issued October 18, 2021

Background

The National Grape Research Alliance (NGRA) is a nonprofit 501(c)(3) organization, created in 2005 as an industry-led coalition to prioritize and address the research needs of the grape and wine industry. Thus, we represent the research needs for wine grapes, juice grapes, table grapes and raisins, nationwide. NGRA works collaboratively to catalyze larger-scale, game-changing research that affects the entire industry and is of a scope that no one company or segment of the industry could impact as effectively alone. We also work to secure increased government, academic and private sector funding to accomplish our most important research needs, whether for individual projects or institutionalized scientific programs (as at USDA's Agricultural Research Service, for example). We strive to ensure research findings are made available to industry members through extension and outreach resources in the field. Ultimately, our vision is that the U.S. grape and wine industries lead the world in sustainability, value and quality. Our mission is to drive research to maximize the productivity, sustainability and competitiveness of the American grape industries. Visit graperesearch.org for more information.

Scope of Services

Due to changes in leadership and Board composition, NGRA has not renewed its strategic plan since 2013. We now seek to create a new strategic plan that will leverage opportunities and address issues that have emerged as our organization has matured and evolved, and that recognizes that the environment in which we operate has changed significantly in no small part due to the Covid-19 pandemic...and is unlikely to ever be quite the same.

We intend to develop a bold, thoughtful and dynamic plan with a horizon of at least five years (some goals may require a longer timeframe) that will enable us to confidently and uniquely meet and even anticipate industry research needs, and that will be rigorously renewed every five years to come. Plan will include the flexibility to respond to significant changes in the research or industry environments as needed. We seek a qualified consultant to facilitate the creation of this new plan, including:

- Oversee a strategic planning process informed by an understanding of the grape and wine industry (strongly preferred) or agriculture in general.
- Implement an effective method for gathering, analyzing and summarizing the environment in which NGRA operates, including internal, external and market impacts (based on assessments), and stakeholder opinions and perspectives.
- Identify strengths, weaknesses, opportunities and threats based on the assessment of operating environment described above.
- Guide all stages of the strategic planning process, including meetings with Board members, staff and external stakeholders, such as scientists, administrators at universities and federal research agencies, and prospective stakeholders (that is, industry and affiliate representatives that are not members of NGRA).
- Assist in evaluating and confirming (or amending) NGRA's vision, mission, goals and overall strategic priorities.
- Assist in developing criteria for evaluation of the execution of the plan (e.g., key performance indicators).
- Identify gaps between future needs and current organizational resources and the identified vision and strategic priorities generated through the process.

Project Budget

The budget available for development of the strategic plan is capped at \$30,000.

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 graperesearch.org

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Deliverables

- In-person facilitation of an all-Board strategic planning meeting in Spring 2022. (Location TBD)
- A set of clear-cut strategies (goals and objectives) with tactics to advance mission and vision, built on information gathered from all sources.
- Brief graphical summary of mission, vision and values; key performance indicators; strategies and tactics, designed using NGRA graphical standards.
- Up to two meetings with NGRA President after plan creation to assist in connecting strategies and tactics to an internal timeline and workplan for execution.

Evaluation of Proposal

NGRA seeks well-qualified candidates with expertise in the grape and wine industry (strongly preferred; agriculture in general is acceptable), and demonstrated strategic planning experience. Proposals should include:

- Cover letter with brief description of firm/individual strategic planning experience, key project personnel and relevant credentials.
- Up to three examples of similar projects.
- Summary of proposal, including process, outcomes and timeline.
- Project plan that includes methodology, tasks, timeline, deliverables and budget.

Authority

The strategic planning professional will work with NGRA as an independent contractor. The method and means of performing the services and the hours when work is performed will be entirely within his or her control. S/he need not be based in California, but will be available during standard Pacific Time office hours, if/as needed. All expenses must fall within the program budget and be pre-approved by NGRA.

Discrimination Clause

NGRA is an equal opportunity employer and does not discriminate based on race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation or marital/familial status. NGRA complies with all provisions of the U.S. government's Executive Order 11246 dated September 24, 1965, and the rules, regulations, and relevant orders of the Secretary of Labor.

Instructions for Submitting Proposals

Proposals must be submitted electronically to:

Donnell Brown, President

dbrown@graperesearch.org

916-446-3900

All proposals are due by 5 p.m. Pacific Time on Monday, November 8, 2021. Questions regarding this RFP should be directed to dbrown@graperesearch.org no later than 2 p.m. Pacific Time on Monday, November 1, 2021.

NGRA reserves the right not to award a contract if, in the opinion of the evaluators, no suitable proposal is received. NGRA is not liable for any costs associated with any company's response to this RFP.