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Strategic and Implementation Plan for I-House Davis Request for Information

International House Davis (I-House) seeks to engage a qualified professional consultant to facilitate a planning process that results in refreshed mission and vision statements and a strategic plan to operationalize the vision. I-House is a long-standing 501c3 nonprofit organization that has been building community, international understanding and cultural connections since 1981. The current overarching vision is that I-House strives to be a “thriving community hub of global engagement” in the greater Davis community.

Current Mission:

International House Davis (I-House) connects people, experiences, and perspectives within a global framework. Our programs, classes, services, and events provide opportunities to learn about and experience cultures from around the world, while building connections within our diverse local community.

Background:

Since 1981, I-House has served the greater Davis community as a place to welcome international visitors, exchange international culture and ideas, and host internationally focused events. I-House Davis has been in a perpetual state of transition since 2018 with leadership transitions followed by the global pandemic.

I-House is both a convening organization and a programmatic organization. As a convening organization, I-House brings people together for meetings, gatherings, celebrations, and events, and supports various groups on event production and planning. We produce events at I-House and in the community. Our signature event is I-Fest, a one-day festival in Central Park Davis featuring music, dance, crafts, workshops and food from all over the world. We offer our space as a rental venue. We rent office space to symbiotic enterprises that contribute to the I-House community (UC Davis Global Affairs, Davis Coworking). I-House programming aims to offer opportunities to explore global issues, celebrate culture and language, build community and learn. I-House currently has programming that serves three groups of stakeholders and participants:

- **Local Davis residents and regional constituencies:** lectures, concerts and cultural events, world language conversation groups and other international affinity groups.
- **University of California, Davis:** I-House has a long history of engagement with UCD Global Affairs and other departments and programs. We rent office space to the UC

Davis Humphrey Scholars, and provide enrichment programs for Humphrey, Mandela and Fulbright scholars and their families.

- **International Visitors and recent arrivals:** I-House also serves English learners, new arrivals and recent immigrants through our English Language Learning groups and services to integrate international people into our community.

A constant theme of I-House, since its inception, has been to promote understanding between peoples of the world by providing Davis residents with opportunities for international engagement in the arts, music, culture and with ideas while also providing international visitors and newcomers with a safe environment to learn about American society, to integrate into the community, and understand how to have needs met during their stays in the United States in general and Davis in particular.

I-House Property:

I-House owns 10 College Park in central Davis, immediately across the street from the University of California. The house was given to the organization to be a meeting place for global visitors and locals to interact with each other. I-House activities and programs are rooted in our distinctive space and mostly take place in the building and in the adjoining outdoor spaces. I-House also owns a residence at 235 Russell, immediately adjacent to the main building that was purchased in 1997 with the intention of creating a residential component to I-House. It is currently being used as a student rental for UC Davis undergraduates. I-House shares the back half of the parking lot with the UC Davis Chancellor's residence through a licensing agreement. One of the major outcomes of the strategic planning process should be a framework to enable the board of directors to decide on how the real estate assets can best support the I-House mission and vision. Considerations include maintenance appropriate for use, improvement and /or renovations, sale or other options that surface through this process.

Need:

While I-House has a strong history, the organization has struggled with a sustainable financial model. Until the 2000s, I-House was primarily run by volunteers. A series of situations including Covid, the implementation of AB 5 employment law, and changing demographics in Davis have caused I-House to change and reduce its programs and services. I-House has also struggled with the maintenance, upkeep and effective utilization of the adjoining properties to support the mission and vision of the organization. I-House adopted a strategic plan in 2016 that resulted in professionalizing the staff, internal systems and branding, and started the ongoing process of shifting from a working board to a governance board. The 2016-2019 strategic plan was sunset in 2020. In 2020, a new CRM platform (Neon One) was implemented, and the website was updated. During Covid the staff downsized from 5 FTE and 3 part-time staff to 3 FTE. Currently the staff includes 2 FTE and 3 part-time staff. The Board of Directors currently has 15 voting members and one ex-officio member.

For the past decade the University of California at Davis has vastly increased its international student and staff population and begun offering many more services to this population, some of which had previously been provided by I-House. In addition, global migration has accelerated, and the Greater Sacramento region is hosting continually expanding immigrant populations. The world of international engagement is increasingly complex.

Accordingly, the I-House board of directors and staff feel that they must reassess their vision and mission to attune to new and future demands. This strategic planning process is intended to develop a roadmap for the organization's future.

Desired Outcomes:

The selected individual or firm will prepare a five-year Strategic Plan that will clearly articulate an exciting yet realistic vision for I-House Davis. The plan will detail the steps necessary to implement the goals, including priorities, sequencing and cost estimates. The plan will be self-renewing, allowing the Board and staff to coordinate and implement updates to the plan on an ongoing basis.

Deliverables:

- Facilitate a visioning and mission-setting process that includes input from key stakeholders such as board members, staff, volunteers and I-House participants.
 - DELIVERABLE: Finalized mission, vision and values statement that clearly defines I-House's purpose.
- Review and assess assets/facilities, operations and finances, and programs/services, and present recommendation for usage of assets to fulfill the mission, vision and purpose. This deliverable may include a process for the board to consider multiple scenarios and vote to move forward with a selected scenario.
 - DELIVERABLE: Analysis summary and recommendation for I-House properties (10 College Park and 235 Russell) and programs/services that align with the I-House mission and vision.
- Develop a comprehensive, actionable, and measurable strategic plan that aligns with the vision and mission statements, is consistent with selected asset scenario, and contains actionable goals with specific and measurable outputs through an engagement process with board, staff and key stakeholders.
 - DELIVERABLE: Strategic and implementation plan with clear goals and indicators of achievements that is prioritized and sequenced.

Proposed Timeline and Budget:

I-House desires to launch this project in June of 2023 and complete it by the end of the calendar year. This project is not to exceed \$45,000 for the delivery of a completed plan.

Qualifications:

- At least 5 years of experience in nonprofit consulting, with a focus on visioning and actionable strategic planning.
- Proven track record of successfully assisting nonprofits in achieving their goals.
- Strong communication and facilitation skills.
- Ability to work effectively with a diverse group of stakeholders.
- Understanding of the nonprofit sector, community-engagement, and the current challenges faced by nonprofit organizations.
- Familiarity with arts and cultural organizations, facilities management and renovation preferred.

Selection Process Timeline:

- Submit the following via email by April 20th:
 - Letter of interest with a brief description of approach to and methodology for community-engaged strategic planning process.
 - Resumes of key staff members who will be working on the project and their qualifications.
 - 1-3 work samples: Links to website, samples of completed plans or executive summaries
- April 27th - May 15th: Interview Process: Prospective planners will be interviewed by the Executive Director and Strategic Planning Committee. Interview will focus on discussion of approach, methodology and structure/phasing of project.
- Finalists may be requested after interview process, including a scope of work.
- Selected firm will be notified by June 1st, 2023 to finalize a statement of work, project plan and budget.

Please direct any questions and submit information to: Shelly Gilbride, Executive Director: shelly@ihousedavis.org
SUBJECT: 2023 Strategic Plan RFI