

Exhibit A

CP Statement of Work for Willowsford Conservancy (WC)

Capacity Partners will conduct a strategic planning process for WC as described below.

Capacity Partners' Strategic Planning Framework

A strategic plan answers four fundamental questions: Who are we? Where are we now? Where do we want to go? How will we get there?

The Capacity Partners® **Framework for Strategic Planning** offers a roadmap to help nonprofits like WC answer these four fundamental questions.

Strategic Planning Framework



Capacity Partners® Framework for Dynamic Planning

Based on our conversation with board members and the Request for Proposal, we have designed an approach to meet WC's strategic planning that will examine and advance its **Foundation, Current Situation, and Strategic Direction**. Paramount in our thinking is the imperative to involve many key stakeholders in the process and to work transparently and collaboratively to help WC's leadership reach a consensus on its strategic direction.

CP Approach to Willowsford Conservancy's Process

We propose to undertake the work in six phases.

Phase 1 - Preparation (Month 1)

In the first phase we will plan the work by reviewing and refining the process laid out in this proposal with the Strategic Planning Committee Chair (SPC Chair) and another individual designated by the board. We recommend that these two individuals work with the Capacity Partners' consultants (CP) as a Steering Committee (STEER). Our goal is for the process to fit WC like a glove. Together we will address the following questions:

- What unique aspects of WC's culture and internal dynamics does CP need to understand? Are there any landmines to avoid?
- Who do you see being members of the strategic planning committee (SPC): board members, staff, residents, or other stakeholders?
- How often will the STEER and the SPC meet? (We recommend once a month.)
- Is the proposed Phase 2 - Current Situation analysis on point, or does it need modification?
- Who will be invited to interview or participate in a focus group? What is the process for contacting them?
- What questions will be posed to interviewees?
- Will the "board retreat" include participants other than board members?
- When will CP be introduced to the Board to lay out the process and answer any questions, in conjunction with the STEER?

While Capacity Partners will make process recommendations to WC, it is best to make decisions collaboratively.

Phase 1 Deliverables

- Key decisions made
- Operational work plan - The work plan will identify the Activity, Responsibility, Time Frame and Description for each step in the process.

Phase 2 - Current Situation Analysis (Months 2-3)

To answer the question “**Where is Willowsford Conservancy Now?**” we have designed a comprehensive Current Situation Analysis to gather information to inform the strategic thinking to follow.

First, we will study key documents such as the prior strategic plan, the Articles of Incorporation, By-Laws, and other key documents to serve as a conceptual baseline. Second, as the chart below shows, we will gather and assess the views of key stakeholders.

Audience	Data Collection Methodology
Board	<ul style="list-style-type: none"> • Individual interviews with the seven board members plus any non-board Strategic Planning Committee members • A board member survey
Staff	<ul style="list-style-type: none"> • Individual interviews of key staff leaders • Two small group interviews with the rest of the staff
Residents	<ul style="list-style-type: none"> • Analyze results of resident survey • Up to 10 additional individual or small group interviews including Willowsford HOA leadership
Community and Key Stakeholders	<p>Up to 10 interviews (and/or several focus groups) of key community members and stakeholders that may include:</p> <ul style="list-style-type: none"> • Representatives of partner organizations (LWC, VDGIF, BSA, and Adventure Enablers) • Nonprofit and/or school groups that have made use of the trails, open spaces, farm, and other venues/camping facilities • Volunteers • CSA customers • Other select community leaders

We will explore **internal** issues including key stakeholder attitudes toward, and understanding of, WC’s current mission, vision, programmatic balance, opportunities, and strengths and weaknesses. To provide greater insight into the impact of WC’s current program portfolio, we will develop a Program Mission-Profitability Matrix that plots each program based on its mission alignment (as determined by the board survey) and financial sustainability (profitability). We recognize that WC is not generating significant program fees and that this analysis may look more at program costs vis a vis mission priority. The results will serve as a key input into strategic discussions to come.

We will also conduct an **external** scan where we look at environmental trends in areas such as demographics, politics, economics, society, and technology, both locally and nationally,

as well as trends and relevant benchmarks in agri-communities and community supported agriculture.

As Capacity Partners is collecting data, we will begin working with the SPC. An early task will be to review the accomplishments and continuing priorities of the previous strategic plan.

Once the data has been analyzed and synthesized into analyses such as a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, we will be ready for a candid conversation with the SPC and rigorous examination of the views of others. In our experience, the process can surface findings that are difficult to hear. We will be sensitive to group dynamics and will collaborate with the committee to determine how best to share this information with others who are not as close to the process. Together, we will identify Big Questions that emerge regarding WC's future and will address them in the next two phases. Some Big Questions that we foresee may include:

- The potential to create a 501(c)3 component that would allow for charitable contributions and grants,
- Addressing the business model to increase and diversify funding streams to support future growth and enable the farm to be more financially self-sustaining,
- Considering the value of one or more advisory boards as mechanisms to create stronger ties with the local community and partners, and
- Exploring how the principles of equity and inclusion inform the work of WC.

Phase 2 Deliverables

- Written report on information gathered
- Environmental scan (PESTEL analysis - Political, Economic, Social, Technology, Environmental and Legal)
- Program Mission-Profitability Matrix
- Consolidated analysis of internal and external factors (SWOT)
- Initial draft of Big Questions

Phase 3 - Foundation: Mission, Vision, Values/Guiding Principles (Month 4)

The mission, vision and values/guiding principles of WC are the **Foundation** upon which its strategy and operations rest. A strategic planning process is the appropriate time for revisiting this foundation to either reaffirm or revise it. This is an opportunity for the board to undertake a close examination of the question “*Who is Willowsford Conservancy?*” in 2022 and what identity does WC want to have going forward.

We will ask the SPC to probe hard and challenge the status quo via questions that include:

Mission:

- Why do we exist? Why is that important?
- What businesses are we in or could be in? What businesses should we not be in?
- Who are our customers/stakeholders? Primary? Supporting?
- What needs are we meeting? How are we meeting them?

Vision:

- What 10-year aspirational vision do we wish to achieve? How will that change our world?
- What type of organization needs to be built to accomplish that goal?
- Will key stakeholders rally around our aspirational vision?
- What is the 5-year vision for the “Planting the Future” plan timeframe?

Values/Principles:

- Do WC’s eight guiding principles still serve as a guide for decision making? Are they timeless and passionately held?
- Are there any other guiding principles/values that inform the work of WC?

WC’s review may result in a confirmation of the current mission and values/guiding principles, a slight tweaking, or a decision to reconceptualize and rewrite. If the latter, we generally recommend appointing a team of “word-smithers” from the SPC; upon request we can also help with writing.

Phase 3 Deliverables

- Confirmed or revised mission statement
- Vision statement
- Confirmed or revised statement of values/guiding principles

Phase 4 - Strategic Direction (Month 5)

Strategic Direction is the heart of the strategic planning process for any organization. It is an amalgam of vision, goals and strategies which together addresses the key question “Where Does Willowsford Conservancy Want to Go?”

A clear Strategic Direction will help keep all important stakeholders on the same page and enable WC to speak with one voice about what it will and will not do. The strategic

direction provides a sound basis for making decisions that will enable WC to remain focused on its vision. The strategic direction should clearly articulate WC's future strategic profile of target primary customers (whose lives are changed by your work) and supporting customers (other stakeholders), programs, geographic area served, market segments (such as recreational users and CSA), and funding sources.

Our facilitation will drive the work to this end. We will respectfully explore possibilities and challenge ingrained assumptions and sacred cows.

WC's Strategic Direction will ultimately include:

- ✓ *A strategic plan statement (i.e., 5-year strategic vision)* which addresses the top critical priorities and describes where the organization wants to go, what it will look like at the end of the plan period, and how stakeholders will be affected. It will paint a compelling vision of the future.
- ✓ Up to 5 broad *goals* that articulate what needs to be accomplished to realize the vision.
- ✓ *Strategies*, to describe how the organization will achieve each goal.

The work will start with the SPC's review and finetuning of Big Questions that emerged in the Current Situation analysis. The discussion will likely shift from the SPC to the full staff and full board, with the aim to finding answers to these questions. This is the work that everything else has led up to.

One-Day Board Retreat for Willowsford Conservancy

We recommend a one-day board retreat during which the previous work examining the Foundation and gathering data comes together and future-focused strategic thinking can ensue. We will finalize the retreat agenda with the SPC.

Sample retreat agenda:

- Review of the purpose and methodology of the strategic planning process
- Recommendations from the SPC on the mission, vision, and values/guiding principles statements
- Presentation of the Current Situation analysis: organizational overview, environmental scan (PESTEL) with industry trend analysis, SWOT analysis
- Identification of Big Questions (i.e., major strategic questions) for WC to address
- Discussion by the Board on work accomplished to date and next steps
- Development of short-term strategic vision (as an outcome of the above discussion or another exercise) which is a word picture of where WC is going and the impact it will have on the community during the period of this strategic plan

- Identification of up to 5 priority goals and next steps

We have found that a one-day retreat is long enough to achieve this agenda. If needed, it can be divided into two half-day Zoom sessions followed by in-depth discussion.

Goal Refinement and Strategy Development

The priority goals identified at the retreat may need to be refined and broad strategies to achieve each goal will need to be developed. Internal stakeholders (board and staff) with relevant expertise will be responsible for this work. This process is an ideal way to bring content expertise and diverse thinking into the development of the priority goals and strategies that will guide WC for the next five years. We recommend that the SPC and key staff serve as a working group (or as two sub-groups) to address the goals and strategies.

Opportunity Criteria Matrix

One of the goals in establishing a strategic plan is to bring focus to the work of WC as it creates its future. Nonetheless, it is likely that new programs, partnerships, and other opportunities will arise during the term of the plan. We believe it is important for WC to have a set of criteria to assess new opportunities to ensure that they are in alignment with the mission and newly set strategic vision. Capacity Partners will work with the SPC to develop these criteria through the creation of an Opportunity Criteria Matrix.

Phase 4 Deliverables

- Strategic plan statement (e.g., 5-year strategic vision)
- Goals - Identify the organizational and programmatic outcomes that WC is seeking to accomplish over the 5-year Strategic Plan.
- Strategies - Identify how WC is seeking to achieve the goals.
- Opportunity Criteria Matrix - Based on the mission and strategic vision, a set of criteria for assessing new opportunities that arise during the plan term.

Phase 5 - Finalize Strategic Plan (Month 6)

CP will utilize the findings from the previous phases to generate a draft strategic plan for review by the SPC. Following SPC acceptance, we will present the plan to the staff and board for review and affirmation. Upon approval, a summary plan will be prepared for presentation to stakeholders and the final plan with back-up analysis will be completed for the staff and board.

Phase 5 Deliverables

- PLANTING THE FUTURE STRATEGIC PLAN with mission, vision, guiding principles, strategic vision, organizational goals, and strategies
- Summary plan for stakeholders
- Detailed back-up and analysis and other strategic thinking that undergird the plan