

Request for Proposals (RFP)

Fundraising Strategy & Execution Services

Donor Stewardship & CRM (Bloomerang), Annual Giving, Capital Campaign, and Grants
Anchorage Ski Club (dba Arctic Valley Ski Area) – 501(c)(3) Nonprofit Organization

1. Introduction

The **Anchorage Ski Club (ASC)** is seeking proposals from qualified fundraising consultants, contractors, or firms, to support and manage a flexible, multifaceted development strategy. This may include one or more of the following areas:

- Donor stewardship and CRM (Bloomerang)
- Capital campaigns
- Annual giving
- Grant writing and administration

Our goal is to build long-term fundraising capacity, enhance internal development systems, and increase philanthropic revenue to support the continued growth and affordability of Arctic Valley Ski Area.

2. Background

Established in 1937, ASC operates the Arctic Valley Ski Area (AVSA), which offers skiing, snowboarding, hiking, and alpine access year-round. As a volunteer-driven nonprofit, ASC relies on a mix of earned revenue, community support, donations, and grants.

More about ASC and AVSA may be found in Appendices A and B.

ASC is preparing for a major **capital campaign** to support infrastructure and facility upgrades identified in the **2023 Arctic Valley Master Plan** (<https://arcticvalley.org/av-master-plan/>), while simultaneously strengthening **annual giving, grant management, and charitable gaming**.

ASC's fundraising goals include:

- 10-20% of the annual operating budget from philanthropy, gaming, grants, special events, and other fundraising activities.
 - 100% of capital improvements funded through campaigns, grants, and contributions.
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3. Focus Areas

Respondents may submit proposals for one or more of the following Focus Areas. You may propose to lead specific areas directly and subcontract others if desired. Each area will be evaluated individually, though preference may be given to comprehensive proposals offering multiple areas of support.

- Donor Stewardship and CRM (Bloomerang) – Setup and Transition Plan
- Annual Giving Program – Design and Transition Plan
- Multi-Year Capital Campaign(s), including ASC's 90th Anniversary in 2027
- Grant Management

Project Timing and Flexibility

The timing and sequencing of each focus area may be adjusted based on the availability of selected consultants and ASC's internal capacity to manage concurrent projects. Respondents are encouraged to propose realistic start dates and timelines that align with their availability. ASC may choose to phase work to ensure smooth implementation and successful outcomes.

4. Focus Area 1: Donor Stewardship and CRM (Bloomerang)

Estimated Timeline: ~2 months (flexible based on proposal)

ASC is transitioning to Bloomerang CRM to manage members, donors and volunteers. We seek support in optimizing the system and building a sustainable stewardship framework.

Scope of Work (may include):

- Evaluate existing CRM setup and usage
- Develop donor-centric workflows and templates
- Segment donor base for targeted engagement
- Optimize tags, custom fields, and dashboards
- Improve data hygiene and cleanup protocols
- Train staff/volunteers; provide tailored documentation
- Offer post-implementation support (optional)

Key Deliverables (Suggested):

Deliverable	Description	Timeline
CRM Usage Assessment	Evaluation of current CRM status	Week 1
Donor Stewardship Framework	Workflows, templates, segmentation plans	Weeks 2–3
CRM Enhancements	Fields, tags, reports, dashboards, workflows	Weeks 2–4
Data Quality	Audit and cleanup plan	Week 4
Staff Training	Live and/or recorded sessions, guides	Week 5
Post-Implementation Support	Optional helpdesk and coaching	Weeks 6–8
Final Project Review	Project outcomes and next steps	Week 8

5. Focus Area 2: Annual Giving Program

Estimated Timeline: 3-4 months (or longer as needed)

Build and transition a comprehensive Annual Giving Program that supports sustainable, year-round giving and donor engagement.

Scope of Work (may include):

- Analyze giving history, donor base, and current efforts
- Define annual giving goals and key segments
- Develop campaign brand, messaging, and giving levels
- Set up donation tools, CRM tags, and email sequences
- Create templates and communications calendar
- Train staff/volunteers and hand off program operations

Key Deliverables (Suggested):

Deliverable	Description	Due Date
Annual Giving Strategy	Goals, segmentation, calendar	Week 3
Communication Plan	Templates, schedule, donor tiers	Week 6
Engagement Tools & SOPs	Guides for stewardship and reporting	Week 8
CRM & Tech Setup	Tags, automation, donation forms	Week 9
Training Sessions	Live or recorded with materials	Week 11
Final Program Handbook	Complete toolset for future use	Week 12

6. Focus Area 3: Multi-Year Capital Campaign(s) and 90th Anniversary

ASC is planning a multi-year capital campaign, culminating in our 90th anniversary in 2027. Support is needed across planning, donor cultivation, campaign rollout, and event coordination.

Scope of Work (may include):

- Campaign planning and readiness assessment
- Case for support and campaign branding
- Major donor and sponsor identification
- Silent phase execution (2026), then public launch
- 90th Anniversary planning, promotion, and execution
- Final reporting and recommendations

Phased Timeline:

Phase	Timeframe
Strategy & Development	Aug 2025 – May 2026
Silent Campaign	May 2026 – Dec 2026
Public Campaign	Jan 2027 – Dec 2027
90 th Anniversary Event	March 2027
Campaign Wrap-Up	Jan 2028 – Mar 2028

Sample Deliverables:

- Capital campaign plan, calendar, and prospect list
- Branded toolkit for campaign messaging
- Monthly performance reports
- Two major fundraising events (2026 & 2027)
- 90th Anniversary event plan, promotions, and recap
- Final campaign report and future recommendations

7. Focus Area 4: Grant Management

Contract Term: 1 year (renewable)

We seek a grant consultant to manage the full grant lifecycle.

Scope of Work (may include):

- Research - Identify and track grant opportunities
- Write and submit competitive grant applications
- Maintain compliance and documentation
- Support reporting and financial tracking
- Train ASC staff/volunteers as needed

Deliverables (Suggested):

- Quarterly Grant Opportunity Matrix
- Monthly Status Reports
- 9+ Completed Proposals (3 major / 6 minor annually).
- Grant tracking templates or tools
- Required funder reports
- Annual summary and recommendations.
- Optional staff training and templates

8. Proposal Requirements

Please include the following in your proposal:

1. **Cover Letter** – Brief summary of your interest and relevant experience
 2. **Firm/Consultant Info** – Name, website, contact info, relevant background
 3. **Approach & Methodology** – For each focus area you are bidding on
 4. **Past Performance** – Examples of similar work and at least two references
 5. **Team Qualifications** – Key personnel bios/resumes (if applicable)
 6. **Fee Structure** – Hourly, retainer, or project-based pricing with estimates
 - Proposed pricing model (hourly, retainer, fixed project fee, etc.).
 - Estimated total cost based on initial scope.
 - Estimated cost by deliverable or service area.
 - Optional pricing for extended services (e.g., multi-year support).
 7. **Timeline** – Suggested start date, milestones, and estimated duration
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9. Evaluation Criteria

Proposals will be evaluated based on:

- Relevant experience and past success
 - Creativity and practicality of approach
 - Familiarity and proficiency with Bloomerang CRM
 - Demonstrated success with capital campaigns and annual fundraising.
 - Experience with grants in Alaska (or similar markets).
 - Cost-effectiveness and clarity of deliverables.
 - Strong client references, and history of impact.
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10. Submission Instructions

Please email proposals (PDF format preferred) to:

Anchorage Ski Club

Attn: Beverly Luedke-Chan, President

Email: beverlylc@arcticvalley.org

Subject Line: **ASC Fundraising RFP – [Your Firm/Name]**

Initial Review Date: 10/15/25.

RFP will remain open until filled.

11. Key Dates (Tentative)

- **RFP Release Date:** 9/25/25
 - **Initial Review Date:** No earlier than 10/15/25
 - **Interviews/Follow-Up:** 11/06/25
 - **Selection Notification:** TBD
 - **Start of Engagement:** “As soon as possible”
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12. Questions

Questions about this RFP should be submitted to Beverly Luedke-Chan at beverlylc@arcticvalley.org.

Thank you for your interest in partnering with the Anchorage Ski Club. We look forward to hearing how your skills can help advance the future of Arctic Valley.

Appendix A – About Anchorage Ski Club (ASC)

The Anchorage Ski Club (ASC) is a volunteer-run 501(c)(3) nonprofit organization that owns and operates Arctic Valley Ski Area (AVSA) and Alpenglow Lodge. Founded in 1937, ASC is a well-established community organization providing recreational and educational opportunities at Arctic Valley, and currently enjoys a membership of around 1,500 Annual and Life Members. ASC is governed by a 15-member volunteer board of directors (Board). The Board is engaged in all aspects of management, operations, and planning, and works closely with staff and volunteer leadership to ensure that the organization will effectively fulfill its mission.

ASC Vision, Mission, Values, and Purpose

Vision: To become the premier alpine recreation location in south-central Alaska.

Mission: To provide recreational and educational opportunities at Arctic Valley.

Core Values: Preservation, Education, Recreation, Community

Purpose: ASC's core purpose is to provide an alpine experience at Arctic Valley through the following actions:

- Provide facilities and infrastructure for and access to recreational and educational opportunities within the alpine environment of Chugach State Park, specifically at Arctic Valley.
- Promote interest, education, and participation in outdoor recreation in the state of Alaska with special emphasis on the sports of hiking, skiing, and snowboarding.
- Benefit the mental and physical condition of the general public and of its members as a result of such interest and participation.
- Promote and cooperate with other organizations in furthering community interest in outdoor recreation by offering a platform of education towards the goals of alpine enthusiasts.
- Engage in all other associated activities which will aid in accomplishing these purposes without any profits to this organization or the members thereof.

Education

ASC has long supported ski-related education. Arctic Valley hosted robust ski school and ski racing programs for many years. ASC has worked closely with the Alaska Avalanche School and other groups for the past twenty years to provide avalanche and backcountry skiing/riding education.

In 2018, Arctic Valley started a new ski racing program, which enrolled almost 100 kids for the 2022-23 season. In addition to racing, there's a strong freeride-focused program, and a new learn-to-ski program. ASC also started a new learn-to-ski program for low-income kids, where ASC provides rentals, instruction, meals, and transportation, in conjunction with the Alaska Community Foundation. In 2023, Arctic Valley restarted a ski and snowboard lesson program and plans to grow the program to provide further opportunities in Anchorage.

Appendix B – About Arctic Valley Ski Area (AVSA)

Arctic Valley Ski Area (Arctic Valley or AVSA) is a mountainous area within the periphery of Chugach State Park (CSP) that has served generations of Alaskans and visitors as a popular destination for alpine-based recreation. AVSA serves families, individuals, and groups seeking outdoor experiences ranging from lift-served skiing and snowboarding, tubing, backcountry skiing, hiking, berry picking, and events such as weddings and festivals.

ASC operates the AVSA within CSP through a concession agreement with the State of Alaska Department of Natural Resources (DNR) to provide concession, recreational, educational, and maintenance services defined by the agreement.

Location

Arctic Valley is situated east of Anchorage, Alaska between an elevation of 2,500 and 4,000 feet in the Chugach Range. AVSA is conveniently located 11 miles from downtown Anchorage and about 14 miles from Eagle River off of the Glenn Highway. Between the Anchorage and Mat-Su Boroughs, approximately 400,000 people live and work within an easy day trip distance of Arctic Valley.

Road Access and Parking

The Arctic Valley Road (historically Ski Bowl Road) exits off the Glenn Highway and winds seven miles up above tree line, with picturesque views of the Chugach Mountains, Ship Creek drainage, and the Cook Inlet. The first 6.5 miles of the Arctic Valley Road are owned by the US military and are controlled by Joint Base Elmendorf-Richardson (JBER), while the remaining 0.5 miles are within Chugach State Park and are maintained by ASC. Approximately 5.5 miles of this road are unpaved. ASC has a cooperative agreement with the US military for road maintenance and, as part of the concession agreement, is responsible for coordination with the US Army for the maintenance and opening of the portion of Arctic Valley Road located on JBER lands, as well as for the maintenance of the portion of the Arctic Valley Road located on CSP land.

Arctic Valley Road is a dirt and gravel road, and because of the military's limited use of the area, is not a high priority for maintenance. This leads to inconsistent conditions and access especially in winter, although washboard/rutted conditions also affect summer use. The road is also subject to periodic closures due to military training and live fire exercises.

At the top of Arctic Valley Road, ASC maintains three large gravel parking lots. There is additional space to park along the road on the approach to AVSA.

Land Ownership and Management

All land in and around Arctic Valley (the entire valley, not just the ski area) is owned by the State of Alaska or the US Government. Arctic Valley is mostly state land on the south side of Toklat Creek, with the western portion being on military land controlled by JBER. This is the site of the old military ski area base facilities, which were decommissioned in the 1990s and early 2000s, as well as the trailhead and initial stage of the Arctic to Indian Trail. The north side of the creek and road is a mix of state and military land, and contains an active antenna site and

the abandoned Nike Site Summit that is currently being preserved by Friends of Nike Site Summit (FONSS) and the military. Military activities in the surrounding area mostly center around training, and include live fire exercises.

Constructed as a joint venture between ASC and the US Army in the early 1940s, AVSA originally operated on federally controlled lands. After transfer of these lands to the State of Alaska, the State granted ASC a 55-year lease in 1961 to continue operating the ski area. In 1970, CSP was formed, encompassing Arctic Valley and the leased area. Because the ASC lease could not be renewed within the State Park, the disposition of the land agreement was in question for many years. In 2020, ASC and CSP completed a 20-year concession agreement with the option for two 20-year extension periods that define ASC's role as owners/operators of AVSA for the next 20 to 60 years. Execution of the concession contract has allowed ASC to once again focus on long-term planning and capital fundraising to serve future generations.

ASC owns all of the facilities at AVSA, while the State of Alaska owns all the lands and land improvements, including roads, parking lots, and trails. ASC is authorized to manage and maintain the roads, parking lots, and trails within the concession area on behalf of CSP and may be partially reimbursed for some expenses. ASC is allowed to construct trails consistent with the Chugach State Park Trail Plan. However, any new roads, parking lots, and trails automatically become CSP property once built.

Background and Development History

The ASC has been providing low-cost recreational opportunities for Southcentral Alaska youth and adults for over 85 years. Throughout this time the ASC has built and operated infrastructure to offer recreational opportunities for the communities it serves.

In the 1930s, the Club concentrated on developing the old City Ski Bowl, a rope tow and ski jump in downtown Anchorage. In the 1940s the Club collaborated with the US Army and began focusing on the Arctic Valley area, where they jointly used and operated the military ski facility. When skiers became so numerous that the Army's warming hut became inadequate, the Ski Club moved up the valley and began developing its own area. A small lodge with accompanying outhouses and several rope tows were built. At that time, the civilian ski area required its own patrol, and the volunteer Denali Ski Patrol was formed.

In the 1930s, '40s and '50s, ASC was a very active social group, sponsoring ski trains, group outings, dances, and many after-hour parties. In the late 1950s, the Club began focusing on expanding the ski area. The first life memberships were sold to help fundraise for construction of the T-Bar/Platter lift in 1961-62 to replace the old Thompson and Ptarmigan rope tows. The Thompson Chairlift (Chair 1) opened in 1969. In 1972 the Club finished constructing a new lodge, which is the building you see today. In 1979, the Little Teton Chairlift (Chair 2) was completed.

In the late 1980s and throughout the '90s, the Club concentrated on bringing snow grooming and night skiing to the ski area, and providing a youth ski race team. Ski area operations were increased to 7 days a week, but that proved to be too much wear and tear on the aging infrastructure. The recession in the State and Anchorage due to oil decline, plus overdevelopment at Alyeska and the new area at Hilltop, also took a toll on Arctic Valley's

customer base. ASC was forced to return to weekend-only operations in 1998, and again became completely reliant on volunteers.

In the early 2000s, the ASC focused on repairing and refurbishing the ski area, and increasing the quality of summertime recreational activities. Both Chair 1 and Chair 2 were completely refurbished. Trails were improved and trailhead facilities were added – including outhouses and picnic shelters. The Rendezvous Café was opened to provide summer shelter and snacks. The ASC also started building up its summer lodge rentals, with the dual aims of providing revenue to support the mission and introducing new people to Arctic Valley.

Starting in 2010 the ASC began concentrating on sustainability, resilience, improving the user experience and enlarging the user base. Club membership was expanded to include summer users. In 2010, a beer and wine permit was granted and ASC opened a wintertime bar in the lodge with live music during the ski season. The tube park opened in 2011-2012, which has allowed non-skiers an excellent venue for winter recreation – especially children and youth. Snowmaking for the tube park was added shortly thereafter.

In 2014 ASC began transitioning back to operating with paid staff. In 2017 the Club hired a full-time general manager who had been heavily involved as a volunteer and had many years of knowledge and experience. ASC improved the skier experience by purchasing a winch cat in 2016 to provide grooming on Arctic Valley's steep slopes. This allowed the Club to restart a youth alpine racing program in 2018. In 2018-2019 a public-use cabin was built at the top of Chair 2 that is part of the lift substructure, requiring no ground disturbance. In 2022 the groomer fleet was upgraded to provide more consistent high-quality grooming. We added a second public use cabin in fall 2024, and are currently building 2 more.