



## Visitor Services & Staffing Scenario Planning Consultant

Conservancy of Southwest Florida

Issue Date: February 28, 2026

### **1. Introduction**

The Conservancy of Southwest Florida (COSWFL) invites qualified consulting firms to submit Statements of Qualifications to support scenario-based staffing and operational planning for the John & Carol Walter Nature Experience (JCWNE), anticipated to open January 2028.

### **2. Organizational Background**

COSWFL is a nonprofit environmental organization developing a significantly expanded and re-imagined nature experience that will increase visitor-facing facilities, interpretive exhibits, and educational programming while remaining aligned with its conservation and education mission.

Current annual visitation is approximately 33,000 visitors with strong seasonal variation. The expanded experience is expected to increase visitation and earned revenue; however, the scale and timing of that growth remain uncertain.

### **3. Purpose of Engagement**

The purpose of this RFQ is to engage a consultant to develop phased, reversible staffing and operating models tied to multiple visitation scenarios. The engagement will provide decision-support tools for leadership and the Board to evaluate tradeoffs between cost, visitor experience, mission delivery, and operational risk.

This RFQ is not a request for a fixed staffing recommendation or final pricing or technology procurement decisions.

### **4. Scope of Services**

#### **A. Visitation & Operating Scenarios**

- Develop conservative, moderate, and optimistic visitation projections
- Analyze seasonal demand patterns and benchmark comparable institutions
- Evaluate 5-day, 6-day, and 7-day operating models and phased openings



#### **B. Staffing Model Development**

- Front-of-house, guest services, education, and retail staffing models
- Supervisory and management coverage
- Mix of full-time, part-time, seasonal, intern, and volunteer roles
- High-level consideration of technology solutions (e.g., ticketing and admissions functions) that may reduce operating costs and enhance guest experience

#### **C. Financial & Operational Implications**

- Labor cost modeling by scenario
- Ramp-up risk analysis
- Tradeoffs between staffing levels, experience, and cost
- High-level review of membership pricing impacts on retention and acquisition

#### **D. Deliverables**

- Scenario matrices and staffing charts
- Written assumptions and recommendations
- Leadership- and board-ready presentation materials

#### **E. Phase Two (Optional – Subject to Separate Authorization)**

Subject to Board approval, COSWFL may elect to pursue expanded services including pricing philosophy, membership strategies, retail and food programs, ticketing/POS systems, kiosk strategies, and multi-year growth planning. Detailed proposals for Phase Two are not required at this time.

#### **5. Desired Qualifications**

- Demonstrated experience with museums, nature centers, science centers, zoos, aquariums, or similar attractions
- Expertise in visitor services operations and staffing models
- Scenario modeling under uncertain demand
- Experience with membership-based organizations and seasonal operations

#### **6. Anticipated Schedule**

RFQ Response Due April 15, 2026

Finalist Interviews: Early May



Selection Date: May 15, 2026

Project Start: June 1, 2026

Final Deliverables: September 15, 2026

## **7. Submission Requirements**

Interested firms shall submit:

- Firm overview and qualifications
- Relevant project experience
- Description of proposed approach
- Key personnel
- Fee structure
- References

## **8. Evaluation Criteria**

- Relevant experience and qualifications
- Understanding of project objectives
- Quality and clarity of approach
- Ability to communicate with leadership and Board
- Cost and overall value

Please send RFQ's (electronic versions only) to:

[Victoriap@conservancy.org](mailto:Victoriap@conservancy.org)