



Request for Proposals

Strategic planning for collaboration between Missouri's regional active transportation organizations

Issued: January 20, 2017

Deadline for submissions: February 10, 2017

Contact: Eric Rogers, BikeWalkKC, rfp@bikewalkkc.org

I. BACKGROUND

Missouri has four professionally staffed local nonprofits (the Clients) working in the Active Transportation sector to improve and increase walking and bicycling through advocacy, public policy, education, encouragement, events, and programming.

Client organizations

All four are 501c3 exempt organizations.

1. BikeWalkKC, Kansas City
2. PedNet Coalition, Columbia
3. Ozark Greenways, Springfield
4. Trailnet, St. Louis

This project is funded by the Missouri Convergence Project, a collaboration of the Missouri Foundation for Health and the Health Care Foundation of Greater Kansas City. Those organizations will be important stakeholders informing the landscape analysis and other aspects of the strategic plan.

Our organizations are well-established with good reputations for professionalism, impact, innovation, and excellence in nonprofit management. We deliver many high-quality programs in our four regions and beyond. This work has garnered national recognition in the areas of advocacy, public policy, community planning, and Safe Routes to School. We often reach beyond our home cities to raise our voices on statewide issues and support or provide services in smaller communities in other areas of Missouri. All four organizations' work is impacted by state policy and we have common interests in addressing statewide issues to support and expand our local work.

While we are already delivering results that inform the work of other organizations and impact the quality of life for all Missourians, we know that we could do even more if we were partnering with each other in more strategic and deliberate ways. Creating a common strategic vision is the first step towards leveraging our local capacity and successes for greater statewide impact on creating cultures of health and activity.

Goals for the strategic plan:

1. Provide a cohesive voice and aligned strategies among local organizations to have amplified impact on statewide advocacy and public policy by August 2017 □
2. Develop strategic public policy goals and funding priorities by August 2017 □
3. Grow the capacity of the active transportation sector and cultivate an ecosystem of like-minded organizations across the state in the long term □

II. ISSUES TO BE ADDRESSED IN STRATEGIC PLAN

Some questions we might seek to answer:

- How can the four Clients best work together?
- What are the policy areas or issue campaigns where our coordinated work could have the most impact?
- Are there policy areas or issues where it does not make sense to work together?
- Are there new funding opportunities to support this work?
- Who are important allies in other sectors?

Active Transportation Sector Landscape Analysis

- Current state of the sector in Missouri
- Clients' current programs, policy platforms, and strategic plans
- SWOT analysis
- Opportunities to grow the sector

Examples from other sectors

Identify other successful statewide collaborations of local organizations that can be good examples to inform our work. For example, arts, human services, etc.

Decision-making and governance framework

Create a framework for establishing shared values, goals, and decisions that will govern future programs or campaigns that will come from the strategic plan.

State issues

- Coordination of messaging and communication with state legislators
- Inclusion of biking and walking infrastructure in the state's transportation funding policy, especially potential future funding increases or ballot questions.
- Funding for education and outreach programs
- Public policy needs and opportunities in executive branch departments like Education, Health, Economic Development.
- Missouri Department of Transportation restrictions on nonprofits directly receiving federal funds

Federal issues

- Coordination of messaging and communication with Missouri's Congressional delegation
- Threats and opportunities presented by change of presidential administration
- Preserve and/or expand bike/ped programs and funding streams in the federal transportation authorization
- Support expanded devolution of federal funding directly to cities and metropolitan areas

III. SCOPE OF WORK

Facilitation

Work with leadership and advocacy/policy staff at the four organizations to manage the project, lead in-person planning sessions, etc. This will include three to five meetings in a central location in or near Columbia, Missouri.

Landscape analysis

Catalog strengths and gaps in current efforts and programs, organizational capacity, and related or complementary work outside the active transportation sector.

Stakeholder input

Interview key representatives of stakeholder communities including elected officials, policy makers, funders, organizational members, underserved communities, businesses, healthcare and public health providers, etc.

Strategic plan

Develop vision, strategies, and tactics that the four organizations will use as a framework for future collaboration and to inform their own local work.

IV. FEE

The maximum budget, including all travel related expenses to Columbia, MO, for this work is \$10,000.00. Three to five meetings in Columbia are anticipated.

V. TIMELINE

Proposals Due: February 10, 2017

Telephone/Online Interviews: Week of February 20, 2017

Proposal Selected: March 1 2017

Project Kickoff: March 13, 2017

Project Timeline

March - June 2017: Landscape analysis, stakeholder surveying & strategic plan drafting

July - August 2017: Strategic plan completion and identification of implementation of next steps

VI. DELIVERABLES

A final strategic plan document must include the following in detail:

- Strategic areas of focus and service priorities for the next five years
- Goals and objectives to meet priorities
- Services and programs (both current and new) that will support goals, including partnerships with other organizations
- Meeting community needs and adding value
- Necessary skills for staff and/or policy/lobbying consultants to carry out programs
- Possible new funding streams

VII. PROPOSAL SUBMISSION

Proposals should be prepared in a straightforward manner to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. Please include references for at least three clients for which you delivered similar work.

Proposals should be a maximum of 5 pages total, with a minimum font size of 10.

Questions about this Request should be addressed to Eric Rogers at rfp@bikewalkkc.org with the subject "Strategic Planning RFP Questions" no later than 5:00 pm Central Time on February 3rd, 2017. Answers will be provided to all Responders.

Proposals should be submitted to Eric Rogers at rfp@bikewalkkc.org with the subject "Strategic Planning Proposal" no later than 5:00 pm Central Time on February 10th, 2017.

The Clients may request an in-person interview. Travel expenses related to an interview will be the responsibility of the Responders.

VIII. SELECTION CRITERIA

Proposal

- Completeness of proposal
- Understanding of the project objective and desired results

Assigned Personnel

- Skillset of person(s) who will work on this project
- Sufficiency of qualified of people assigned to the project

Availability

- Ability to meet the project timeline
- Availability of other qualified personnel as needed
- Availability to attend meetings, online and in person, and for regular communication during the project

Understanding of Industry, Clients, and Needs

- Sufficient understanding of the industry, the Clients, and the needs of the community

Firm Capability

- Demonstrated success in nonprofit strategic planning
- Previous relevant experience in jobs of this type and scope

Additional Advantageous Experience

- Previous experience with multi-organizational, coalition strategic planning
- Previous experience with strategic planning for organizations that work in public policy, advocacy, and lobbying

References

References will be checked using the following criteria on a satisfactory/unsatisfactory scale:

1. Timetable - Were interim and final deadlines met?
2. Completeness - Was the Proposer responsive to client needs, did they anticipate problems, and solve problems quickly?
3. Budget - Was the original scope completed within the project budget?

