



Request for Proposals: Nonprofit Strategic Planning
Submission Deadline: June 5, 2023 at 5 pm

About the Organization

The Senior Services Consortium of Ramsey County ("the Consortium") is a small nonprofit organization that coordinates Meals on Wheels and other senior services in Ramsey County. The organization is composed of 1 FTE (Executive Director), 3 part-time contractors, and 8 member agencies that provide Meals on Wheels and other senior services in the east metro area. The members include four private agencies serving residents within St. Paul and four suburban school districts that serve residents in the suburban Ramsey County area. The Consortium Board of Directors is composed of eight individuals who represent the member agencies/school districts.

Mission and Purpose

The mission of the Consortium is to improve the quality of life for seniors in Ramsey County by providing Meals on Wheels and other services that help people maintain their highest level of independence.

The purpose of the Consortium is to convene service providers and coordinate resources to better serve seniors in our communities. Consortium staff maintains the coordinated system of Meals on Wheels service delivery among member agencies, funders, key partners, and the public; administers and monitors grants and purchase-of-service contracts; and coordinates resources to better serve the community.

About the Strategic Plan

A significant strategic plan was developed in 2014, with implementation in 2015-2016 with a strategic plan refresh conducted in 2016. In 2017, there was a leadership change and a board of directors planning retreat where the board chose to focus specifically on the Meals on Wheels model moving forward. In late 2019/early 2020, board and staff began planning discussions but this was halted during COVID as funding/needs changed. As we have emerged from Covid, it is a great time to pursue a new strategic plan for the Consortium for the next 3-5 years.

Scope of Work

The organization is looking to engage a consultant/facilitator to lead us through a strategic planning process. The effort should focus on developing the mission, vision, and plans for the next 3-5 years of our organization. We envision the scope of work to be completed in two stages. We expect the work will be completed by late 2023/early 2024.

Stage 1: *Preparation and Assessment*: This stage requires the consultant to research and report the following in preparation for the strategic planning process. Items to be considered include:

- Review organizational history
- Organizational assessment through SWOT
- Environmental Scan
- Interviews, surveys, or focus groups
- Assessment of the current and future direction of the field

Stage 2: *Strategic Plan Creation and Implementation*: At this stage, the consultant helps the organization identify strategic priorities and goals and creates an actionable strategic plan. We expect to engage staff and members (board and operations/coordinator staff) in a retreat as well. Elements of the plan could include:

- Executive Summary
- Shared Mission, Vision, and Values
- Proposed priorities
- Goals and metrics
- Staff and member retreat

Proposal Submissions

Submissions and/or questions should be emailed to Denise Wickiser, Executive Director at denise@mealsonwheels-rc.org by **June 5, 2023 at 5:00 pm**. An email acknowledgement of submissions received will be sent to the applicant. All proposals received by the deadline will undergo a preliminary review by the Strategic Planning Work Group using a 50-point scoring system (see below). Proposals should include:

- General Information
 - Name of consultant/firm, address, phone number, email, and website
 - RFP source: how did you learn about this opportunity
- Narrative, Qualifications, and References
 - Your approach to strategic planning
 - Qualifications
 - Your team, if applicable
 - Three References
- Project Plan and Budget
 - Work plan (see two stages above)
 - Budget breakdown including estimated hours
- Work Sample
 - Provide at least one example of a previously completed strategic plan

Evaluation and Notification

The Consortium's strategic planning workgroup will review and evaluate project submissions. Proposals will be evaluated on a 50-point scoring system using the criteria below:

1. Demonstrated knowledge, skills, and experience in conducting successful strategic planning projects for non-profit organizations (10 points)

2. Demonstrated knowledge, skills, and experience in the fields of aging, food security, health care, or other similar fields (10 points)
3. Demonstrated experience with organizations who work with traditionally underserved communities (10 points)
4. Demonstrated skills and expertise in communications and group facilitation (10 points)
5. Overall quality of proposed project plan (10 points)

After preliminary review and scoring of proposals submitted, the workgroup will schedule interviews with 2-3 finalists. In-person interviews are preferred, although other arrangements can be made if necessary. The final recommendation of the workgroup will be submitted for approval by the Board of Directors and notification to the selected applicant will be awarded. The selected firm should anticipate approximately a six-month timeframe for the scope of work.

Point of Contact:

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