



## **REQUEST FOR PROPOSALS**

### **to support updating the Strategic Plan of the San Francisco Bicycle Coalition**

**Issue Date:** October 4, 2016

**Closing Date and Time:** 5pm, October 24, 2016  
Proposals received after the deadline will not be accepted.

**Submission:** Electronically to [strategicplan@sfbike.org](mailto:strategicplan@sfbike.org)

This request for proposal (RFP) is soliciting written proposals from professionally qualified contractors to provide services to the San Francisco Bicycle Coalition to update and enhance the organization's existing five-year Strategic Plan that covers 2012 - 2017.

### **PURPOSE OF PROJECT**

- Update and enhance the Strategic Plan of the San Francisco Bicycle Coalition to create a new Strategic Plan to guide the organization in achieving its mission over the next five years.
- Consider expanding the scope of the strategic plan beyond its current program-only focus to include equity, communication, governance, organizational sustainability, operations, etc.
- Engage a wide variety of stakeholders in the process, including underserved and low-income communities, community partners, government agencies and elected officials, in addition to board, staff and members.

### **BACKGROUND**

#### **About the San Francisco Bicycle Coalition**

For more than 40 years, the San Francisco Bicycle Coalition has been transforming San Francisco streets and neighborhoods into more livable and safe places by promoting the bicycle

for everyday transportation. With more than 10,000 members, the San Francisco Bicycle Coalition is the largest city-based bicycle advocacy group in the country, and one of the most effective and well-respected grassroots organizations in the San Francisco Bay Area. Our work has resulted in hundreds of miles of bike routes across the city, approval of protected bikeways on key crosstown streets, open streets and parklets, and some of the highest bike ridership in the country. Thanks to the SF Bicycle Coalition's decades of advocacy, San Francisco is now one of the best cities for bicycling in the country. For more information, please visit: [www.sfbike.org](http://www.sfbike.org).

### **Mission**

To promote the bicycle for everyday transportation.

### **Mission Statement**

With the mission of promoting the bicycle for everyday transportation, the San Francisco Bicycle Coalition works in partnership with government and community agencies to create safer streets and more livable communities for all San Franciscans.

### **Current Strategic Plan**

The current five-year strategic plan of the SF Bicycle Coalition expires at the end of 2017. It can be found on our web site here: [http://www.sfbike.org/wp-content/uploads/2014/03/Strategic-Plan\\_2012-2017-v2013.pdf](http://www.sfbike.org/wp-content/uploads/2014/03/Strategic-Plan_2012-2017-v2013.pdf)

### **Membership**

Over 10,000 members. Our membership has a diversity of strong opinions.

### **Governance**

The SF Bicycle Coalition is governed by a 15-member volunteer board of directors. Terms are two years and about half of board members are elected each year by a vote of the SF Bicycle Coalition members. New board members for 2017 will be announced in December 2016.

### **Staff**

15.5 full-time equivalents, including 15 full-time employees and one part-time employee. Four positions are open.

### **Strategic Planning Committee**

The SF Bicycle Coalition has formed a strategic planning committee consisting of six board members and the executive director. The committee chair and the executive director co-lead the strategic planning process, in consultation with the board chair. Three of the board members on the Strategic Planning Committee have terms that expire this year. We will re-form the Strategic Planning Committee in January after the 2016 board election.

## **SCOPE OF SERVICE**

The contractor shall, at a minimum, accomplish the following in performance of this contract:

### **Planning Activities**

The Strategic Planning Committee has written a draft scope and process and is now seeking a contractor to work with us to move the strategic planning process forward. Working with the Strategic Planning Committee, the contractor will:

1. Offer guidance, refine and finalize the draft strategic planning process created by the Strategic Planning Committee.
2. Offer input into the duration of the next strategic plan. Current proposal is a five-year plan with an option for a three-year update.
3. Act as a project manager to coordinate implementation of the strategic planning process including but not limited to scheduling external meetings, setting agendas and writing meeting minutes. (Strategic Planning Committee meetings will be managed by the Strategic Planning Committee chair.)
4. Facilitate no fewer than three meetings with stakeholders, community groups, etc.
5. Facilitate at least one workshop with a large audience.
6. Attend no fewer than five meetings of the Strategic Planning Committee or full board, as requested.
7. Provide administrative support as needed.

### **Research**

It is anticipated that these tasks will be accomplished through a combination of:

- Review of SF Bicycle Coalition printed material, publications, and website, including marketing materials, educational program materials, development documents, and any relevant research documents
- Personal interviews (in person or by phone), of approximately two dozen SF Bicycle Coalition key stakeholders, funders, board, staff and others
- Online surveys of the membership
- A day-long workshop, focus groups, public forums, committee meetings, and/or any other method that will be useful in receiving community input that identify dominant issues, design consensus building objectives and strategies that can be implemented.

## **DELIVERABLES**

Deliverables will be reviewed and accepted by the SF Bicycle Coalition. Deliverables will include, at a minimum, the following:

- Meeting notes including next steps
- Copies of all survey instruments used to gather information

- Draft Strategic Plan in conjunction with the SF Bicycle Coalition that specifies goals, objectives, and strategies
- Final Strategic Plan incorporating necessary revisions

All deliverables will become the property of the San Francisco Bicycle Coalition. The SF Bicycle Coalition will reimburse contractor for any materials necessary to the facilitation of meetings (e.g., flip boards, post-its, etc.) but the contractor will be responsible for procuring such items.

## **SCHEDULE**

It is anticipated that the planning process will take 8 to 10 months, starting in November 2016.

## **COMPENSATION FOR SERVICES**

Each contractor's bid should include all fees, expenses, supplies, printing, travel, per diem, overhead and profit, insurance, taxes, and any other expenses attributed to the planning process.

## **SUBMISSION REQUIREMENTS**

Applicants shall submit a proposal that includes, at a minimum, the following elements:

1. A work plan that incorporates the scope of services outlined. The work plan should generally identify the expected duration of each task and reflect associated personnel and other resources required for all tasks to be performed. This should include a schedule for all deliverables. There should be a clear delineation of contractor's and SF Bicycle Coalition task responsibilities.
2. Project fees must include a line item project expense budget indicating all costs for carrying out the proposed work, including personnel, travel, lodging, meals, supplies, materials, overhead and all other necessary expenses.
3. Your experience in working with organizations like the SF Bicycle Coalition to create a strategic plan, and, based on your understanding of our organization, an explanation of the particular challenges and opportunities to address in a strategic plan in our community.
4. Your experience working with underserved groups and low-income communities.
5. A statement explaining your philosophical approach to strategic formulation and planning.
6. The unique capabilities/experiences that you or your firm would bring to the process.

## **SELECTION**

After the closing date of October 24, the Strategic Planning Committee will review and examine all proposals received. Finalists may be asked to make on-site presentations to the Strategic Planning Committee. Selection will be made based on the best value to the SF Bicycle Coalition and the quality of the proposal.