



**REQUEST FOR PROPOSAL**

**STRATEGIC PLANNING**

**CONSULTANT**

Proposals will be received electronically  
at [inspire@inspiringmindsri.org](mailto:inspire@inspiringmindsri.org)  
until

Friday, April 20 at 4:30 p.m.

---

## REQUEST FOR PROPOSAL

### I. General Information

Project Objective:	To develop a 5 year strategic plan.
Issuing organization:	Inspiring Minds 763 Westminster Street Providence, RI 02903
RFP Issued:	April 5, 2018
Questions must be received by:	April 12, 2018, 4:30 p.m.
Responses to Questions:	April 16, 2018, 4:30 p.m.
Due date for Proposals:	April 20, 2018, 4:30 p.m.
Decision to Award Contract:	No later than July 1, 2018
Contact for Further Information:	Melissa Emidy memidy@inspiringmindsri.org 401-274-3240

Inspiring Minds solicits proposals as part of a request for grant funds. Contract is contingent upon funding.

### II. Summary

Inspiring Minds is seeking consultant services for the development of a five year strategic plan. The project's budget is not to exceed \$10,000.

#### Background

Inspiring Minds is a non-profit education agency founded in 1963 to provide academic support for the children in two segregated elementary schools. Originally named Lippitt Hill Tutorial, the organization grew into a citywide service and, in 1988, became Volunteers in Providence Schools. The more elegant name of Inspiring Minds was adopted in 2008.

Mission: Inspiring Minds' mission is to create successful students by providing them with the appropriate academic and social supports. We support Providence Public Schools by connecting trained volunteers to struggling students to develop close connections through which young people discover who they are, gain skills to shape their own lives and learn how to interact and contribute to the world around them.

We have four core programs:

In-School Tutoring and Mentoring: Volunteers are matched with students in small groups to develop a trusting relationship and to engage in structured activities, often around classroom or homework-related topics. Inspiring Minds views tutoring and mentoring as complementary; tutoring is the direct work to support the student's skill development while mentoring is the more indirect work aimed at developing a positive academic attitude.

Power Lunch: Power Lunch is simple; it's a mentoring and literacy program that matches groups of volunteers from the public and private sector one-to-one with elementary school children, to encourage students to develop a love of reading through shared experiences with caring individuals. Power lunch focuses on reading enjoyment and self-esteem.

---

KidsBridge: KidsBridge is a free six-week summer experience for rising kindergartners with little to no preschool experience. KidsBridge prepares kindergarteners for their new roles as kindergarten students. Students attend school for six hours per day, five days per week and adjust to the routines and procedures of kindergarten in order to help them transition into school. The program is taught by licensed, experienced teachers with support from Providence's high school workforce and trained community volunteers.

Kindergarten Project: The Kindergarten Project pairs college students with Kindergarten classrooms to bring individualized attention to the Kindergarten students and provides an in-school experience to aspiring teachers and youth development workers enrolled in one of Rhode Island's higher education programs. The partnership reduces ratios in the Kindergarten classroom 2 hours per day, resulting in increased student proficiency levels in the classroom.

The Executive Director reports to a ten member Board comprised of members of the local business community and community organizations. Inspiring Minds funds its programs and services through individual donations (36%), grants (51%), and events (13%). We have broadened our efforts to include a variety of fundraising activities. Inspiring Minds has a strong track record of engaging individual donors to continue to renew and increase their giving level year over year. We believe this commitment is created through constant communication and an open invitation to experience the work as a volunteer.

The development of a strategic plan has become a high priority given the recent leadership change after the retirement of the executive director after 25 years of service.

---

### III. Scope of Work

The Inspiring Minds Board is seeking a consultant to lead the board and staff through the process of developing a five year strategic plan. The plan will articulate Inspiring Minds; vision/mission and include the goals, objectives and actions steps that will guide the organization for the next 5 years. It will include a strategy for moving forward during times of growth.

Some of the questions we want to address are as follows:

- What should be Inspiring Minds areas of strategic focus?
- How can Inspiring Minds continue to add value to Providence’s students and the school district(s)?
- What programming is considered by members and employers to be essential? What partnerships can/should be developed?
- What services can be delivered more efficiently and more economically? Are there new areas of programming that should be considered?

We want the process to include staff, board members, community, funders, teachers/coaches, school and district leadership and our volunteers. We anticipate two half-day retreats and an opportunity for the board to engage in a panel discussion with stakeholders to better understand the context of working within Providence Schools and with other community partners.

The consultant will work with a Planning Committee, made up of members of the Board and the Executive Director, on the details of the strategic planning process, schedule of activities, and selection of background information.

### IV. Project Tasks, Schedule and Deliverables

Task	Deliverable	Schedule
1.	Work with the planning committee to develop a work plan	Immediately upon execution of contract
2.	Facilitate initial meeting to establish goals/guiding principles and document review to discover internal and external conditions	July 2018
3.	Facilitate panel discussion to discover internal and external conditions	July-August 2018
4.	Facilitate Board Retreat to review mission and values	August 2018
5.	Facilitate second board retreat to review data, explore opportunities and choose desired results and most	September 2018

	likely ways to achieve them.	
6.	Present first draft to board of Directors	October 2018
7.	Present final product to board of Directors	November 2018
8.	If necessary, complete follow-up tasks as identified by the planning committee	No later than December 31, 2018

**V. Final Deliverable:**

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 industry needs and adding value

Necessary skills for staff to carry out programs

**Selection Process**

The Strategic Plan Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to: price, quality of service, response to this request, experience, staffing, and general reputation. The final decision rests with the Inspiring Minds Board.

**Information Required of Respondents**

In responding to this RFP please use the following format. **Response to RFP should be no more than 3 pages in length, plus attachments.**

**Section 1. Summary of the Proposal**

Provide a brief summary of Sections 2 through 6 of the proposal.

**Section 2. General Description of the Planning Activities Recommended**

Provide a brief statement of your understanding of the requested effort including the conclusions.

**Section 3. Work Plan**

Provide information about proposed activities that would involve key stakeholders. Also provide a timetable for completing the process within the timeframe in the Project Tasks, Schedule and Deliverables

**Section 4. Staffing Plan, Including Resumes**

Please identify each person who will work on the project and identify his or her role. Also provide a resume for each member.

**Section 5. Budget**

For each task in Section 3, please identify the expected hours of staff members identified in Section 4 and the total cost. Inspiring Minds will reimburse the consultant for those tasks completed associated with developing the strategic plan. Identify the total billing rate for each project member. Please identify detailed costs for anticipated meetings.

Please use the following budget format:

Activity	Staff	Hours	Project Cost
			<b>Total</b>

**Section 6. References**

Please supply the names of three references for which you have worked on similar projects. Include the current contact information for each reference.

## **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.

Questions concerning this RFP shall be emailed to Melissa Emidy, Executive Director, at [memidy@inspiringmindsri.org](mailto:memidy@inspiringmindsri.org). Questions must be received by April 12, 2018, 4:30 p.m.

Address the Proposal to: Melissa Emidy, Executive Director

Email address: [memidy@inspiringmindsri.org](mailto:memidy@inspiringmindsri.org)

Subject line: Strategic Planning Proposal

Deadline for Receipt of Proposal: April 20, 2018 4:30 p.m.

The Inspiring Minds Board may request representatives of a bidding organization to appear for interviewing purposes. Travel expenses and cost related to the interview will be the responsibility of the bidder.

Inspiring Minds will reach a decision on awarding the contract no later than July 1, 2018.

## **Additional information**

Consultants may provide any additional information it feels would assist Inspiring Minds in the selection process.

## **Proposal Review and Assessment**

The Strategic Plan Committee will evaluate proposals and the highest-ranking. Proposer may be asked to make formal presentations to Inspiring Minds Board.

Consultants will be evaluated on the following criteria. These criteria will be the basis for review of the written proposals and interview session.

The rating scale shall be from 1 to 5, with 1 being a poor rating, 3 being an average rating, and 5 being an outstanding rating.

---

PROPOSAL EVALUATION

WEIGHTING FACTOR	QUALIFICATION	STANDARD
2.0	Scope of Proposal	a) Does the proposal show an understanding of the project objective and results that are desired from the project?
2.0	Assigned Personnel	a) Do the persons who will be working on the project have the necessary skills? b) Are sufficient people of the requisite skills assigned to the project?
1.0	Availability	a) Can the work be completed in the necessary time? b) Can the target start and completion dates be met? c) Are other qualified personnel available to assist in meeting the project schedule if required? d) Is the project team available to attend meetings as required by the Scope of Work?
1.0	Understanding of Industry and Participants needs	a) Does the project team understand participant and industry needs?
2.0	Cost and Work Hours	a) Do the proposed cost and work hours compare favorably with the committee's estimate? b) Are the work hours presented reasonable for the effort required in each project task or phase? c) Does the firm have the ability to meet deadlines and operate within budget?
2.0	Firm Capability	a) Does the consultant have the support capabilities required? b) Does the consultant have previous relevant and positive experience in jobs of this type and scope and success in planning? c) Does the firm have prior experience in working with similar organization?



## REFERENCE EVALUATION (Top Ranked Proposer)

The Executive Director will check references using the following criteria. The evaluation rankings will be labeled Satisfactory/Unsatisfactory.

QUALIFICATION	STANDARD
Overall Performance	Would you hire this Proposer again? Did they show the skills required by this project?
Timetable	a) Was the original Scope of Work completed within the specified time? b) Were interim deadlines met in a timely manner?
Completeness	a) Was the Proposer responsive to client needs; did the Proposer anticipate problems? b) Were problems solved quickly and effectively?
Budget	Was the original Scope of Work completed within the project budget?