



Requests for Proposals For Strategic Planning Services

Date Issued: February 23, 2021

Proposals due by 5:00pm on March 26, 2021 and should be submitted to:

Amy Funk, afunk@twbfundraising.com

Community Nutrition Network and the Meals on Wheels Foundation of Northern Illinois are seeking proposals from qualified firms or individuals to provide Strategic Planning consulting services in accordance with this Request for Proposal.

Overview of Organization:

The Community Nutrition Network & Senior Services Association (CNNSSA) is one of the largest senior meal providers in the nation, with a service area of over 3,000 square miles across Grundy, Kendall, Will, and suburban Cook Counties. In 2020, CNNSSA served nearly 830,000 meals to over 7,300 seniors in Northeastern Illinois. CNNSSA offers home-delivered, hot meals five days per week from 18 meal distribution hubs as well as meals and social activities at 19 group dining sites. Over 800 volunteers each year make deliveries, check-in calls, and more.

CNNSSA incorporated as a not-for-profit 501(c)3 in 2000, and has been serving Grundy, Kendall, and suburban Cook Counties since 2005. Programming expanded to Will County in 2020. The Meals on Wheels Foundation of Northern Illinois (MOWFNI), also a 501(c)3, was created in 2001 as the fundraising, community outreach and public awareness arm of the Community Nutrition Network & Senior Services Association. MOWFNI's purpose is to gain support for the funding of home delivery of meals by CNNSSA to seniors in Cook, Grundy, Kendall and Will counties in Illinois, and to support financially through other grants the needs of seniors living throughout Northern Illinois. The Foundation's main activity is fundraising.

Scope of Work:

CNNSSA and MOWFNI seek to retain a qualified firm or individual to provide strategic planning consulting services for both organizations as individual entities and as a cohesive partnership. Included in the plan will be recommendations for comingling the CNNSSA and MOWFNI missions and the creation of criteria to be used in new market analysis. The consultant will work closely with the Board of Directors and staff as well as a project management team from Ter Molen Watkins & Brandt. The consultant may also interface with other external consultants if appropriate; CNNSSA and MOWFNI will also be engaging fundraising and brand strategy consulting services as separate projects during the strategic planning period.

Proposals should include parameters taking into account the current COVID-19 restrictions during all phases of the project.

General

- In conjunction with project manager Ter Molen Watkins & Brandt (TW&B), the consultant will work with CNNSSA and MOWFNI to develop and finalize the strategic planning process; validate CNNSSA and MOWFNI's objectives for this project; develop a work plan and timeline to guide project activities; and outline Board, staff, and consultant roles and responsibilities for the project.
- The consultant will conduct presentations and updates to the Board and key staff as needed, including, but not limited to: an orientation for the Board and key staff members on project goals and potential outcomes; mid-project updates and progress reports; and a presentation of the final strategic plan.

Information Gathering and Visioning

- Conduct a situational analysis of the CNNSSA and MOWFNI organizations to identify and assess the strengths, weaknesses, opportunities, and threats to the organizations' mission, purpose and brand.
- Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for new programs, partnerships, and collaborations to advance the objectives of CNNSSA and MOWFNI.
- Conduct stakeholder interviews and/or focus groups with key leaders and constituencies including, for example: Board members; staff; clients; partner organizations and service providers; current and potential funders; leadership of local government entities; local citizen groups; and community development organizations/leaders across all CNNSSA service areas to assess local needs and opportunities where CNNSSA may be able to add to the quality of life for older adults over 60.

- Compile, analyze and present available demographic and economic data for the current service areas and the surrounding region.

New Market Opportunity Analysis

- Prepare criteria for evaluating new market opportunities, including new geographic areas for programming as well as new programs, that can be used when assessing whether the organization should move into a new market based on the goals and strategies developed through the planning process.
- Conduct research on appropriate new market opportunities, including an assessment of which communities are currently underserved and have a large population of the appropriate age.
- Create a market analysis metric that allows CNNSSA to assess new market opportunities moving forward.
- Recommendations on next steps.

Board Retreat

- The selected organization will work with TW&B to help structure and facilitate a virtual full-day Board retreat dedicated to the strategic planning process.
- Meeting topics will align with information and data collected previously and may include:
 - Organizational Overview - Assessment of the strengths, weaknesses, and competencies of the organization.
 - External Overview - Assessment of opportunities and threats facing CNNSSA and MOWFNI in the coming years.
 - Methodology - The consultant will describe the methodology used to identify vital challenges and opportunities identified.
 - Identification of Opportunities, Strategies and Vision - Refining the vision which identifies CNNSSA and MOWFNI's priorities, opportunities and strategies, and confirms their mission and values.
 - Defining Future Access or Limiting Factors - Fiscal needs/implications related to potential strategic pathways.
 - Opportunities for Growth – Recommendations for organizational expansion, including board input on the market analysis metric.

Prepare a Report

Following the retreat or other collaborative planning meetings, the consultant will draft a strategic planning document for review and presentation to the Board of Directors that is designed to remain a viable “living” project for the next three to five years.

Following review by the Board, the consultant will provide a finalized strategic plan with the following deliverables:

1. A draft Strategic Plan document,
2. An executive summary of the draft Strategic Plan,
3. A detailed breakdown of the activities needed for CNNSA to achieve the goals and who is point on each activity.

Proposal Process:

The following components should be included in the proposal:

- **Vendor Qualifications and Experience:** Proposals must contain a statement as to qualifications of the proposing firm, and provide resumes for consultants who will be assigned to work on the engagement.
- **References:** Provide the names, phone number, contact person and mailing address of at least three references for which similar services have been provided in the last two years. Indicate for which of the references the candidate has provided services and the capacity of these services.
- **Costs:** Proposals should include all costs associated with providing the services described in the Scope of Work. Cost proposals should specify which fees are proposed on a “not-to-exceed” basis, describe any conditions attached to the fee proposal and explicitly state which costs are included in the fee proposal versus those that are to be reimbursed.

Information must be complete and in compliance with the terms, conditions, provisions and specifications of the Request for Proposals. Proposals should not exceed 15 pages including all graphics and/or attachments. Proposals must be submitted to Amy Funk, afunk@twbfundraising.com via email by 5:00 pm on March 26.

Evaluation of Proposals:

CNNSA will review all proposals and may select up to three proposals for further evaluation. The final three firms may be invited to make a presentation to the Foundation Board of Directors. If interviews are to be held, the firm will be notified a minimum of one week in advance. Based upon this further evaluation, CNNSA will select the proposal which best fulfills their requirements. Proposals will be evaluated on the basis of the firm’s overall qualifications and experience, responsiveness to the Request for Proposal process and general provisions, understanding of the Scope of Work as evidenced by the services offered, references and costs.

Tentative Schedule

RFP Release	February 23, 2021
Candidate Questions Cutoff Date	March 15, 2021
RFPs Due	March 26, 2021
Evaluation Period	March 26, 2021 – April 15, 2021
Contract signed no later than	April 30, 2021

Award:

Notice of contract award will be made prior to April 30, 2021 to the firm or individuals whose proposal complies with all the requirements in the Request for Proposals and is found to be the best candidate for the position.

Questions:

Questions regarding this proposal or the Foundation should be submitted to Amy Funk by email at: afunk@twbfundraising.com.