



**Request for Proposal (RFP):
Update of Three Year Strategic Plan for Feet First**

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Overview of Organization

Feet First promotes walkable communities in Washington state. The organizational vision is that more people will walk every day for transportation and pleasure, and they will do so for their health, the environment and the community. Since the organization’s inception as an official non-profit in 2001, many services have been added to support Feet First’s mission. The organization has six skilled and committed staff, multiple volunteers, and eight board members and one board fellow from the University of Washington.

Feet First is the only pedestrian organization in Washington. This area has 36 percent of its residents walking for recreation and 7 percent walking to work. These positive transportation choices support the mission of Feet First.

In February 2009, Feet First hosted a 2-day strategic planning forum. We engaged community, board and staff to identify a new vision and mission. We used a consensus process to develop our strategy and action plan for the next three years. The adopted Strategic Plan can be found at:
www.feetfirst.org/about/programs-and-accomplishments

In the spring of 2012, we are looking to update our three year plan to continue to build on the success of our last ten years. The update is especially important as it considers extending all services and efforts statewide (beyond the Safe Routes for Schools program, which is already statewide and makes up 50 percent of our budget). Feet First has played a large role in the Safe Routes to School education and encouragement programming arena, which increases the number of students walking to

school. After seven years we are looking to expand beyond programming and support legislation and coalition building on a statewide level. The strategic plan should also align with the organization's new communications plan.

In the last three years, Feet First focused on three program areas: Walking Audits, Neighborhoods on Foot Walking Maps, Walk & Talks events and Safe Routes to School (training statewide and programming locally). Funding has been readily available for these three areas. However, in order to achieve our vision, more needs to be done in the areas of policy development, advocacy, walking promotion and developing a sustainable revenue base.

A majority of Feet First's revenue comes from restricted contracts and program-specific grants and our goal is to have a revenue stream that allows for more flexibility in order to spend more time on advocacy, policy development and walking promotions. In the fall of 2011, Feet First hired its first Development Officer to grow individual and corporate memberships, which would generate more unrestricted revenue.

Feet First uses a Balanced Scorecard, adopted in 2009, to measure its progress against the existing Three Year Strategic Plan. While Feet First has been successful in accomplishing some aspects of its strategic plan, it simply has not had the resources to tackle all of it. Feet First continues to strengthen its administrative infrastructure and in 2012 anticipates hiring a firm to conduct a financial review to assist the financial management of the organization. The Executive Committee is supporting the Executive Director to update and adopt administrative policies and procedures to support the organization.

Feet First has a centralized Salesforce database that all staff use for managing volunteers, contacts, donors and running reports. Feet First has two committees (Policy and Communications) made up of board and non-board members. The goal of the committees is to assist the Executive Director in achieving the mission of the organization.

Feet First is conducting a survey of its 2,500 supporters regarding their interests and priorities related to the mission and their perceived value of Feet First's various services and activities. The results of this survey will be available to the consultant prior to the strategic planning retreat and should be incorporated into the process.

Scope of Services

Feet First looks to hire a firm to update its Three Year Strategic Plan (www.feetfirst.org/about/programs-and-accomplishments) through a one-day, staff and board retreat. Through this process we are looking to evaluate the value of current programs, identify opportunities, and become more effective as staff and a working board, to support the needs of our stakeholders and increasing the number

of people to safely and easily select to walk for work, school, shopping and recreation.

Deliverables from the consultant are to include:

- a. A pre-meeting with Board planning committee and staff to prepare for the strategic planning session;
- b. Prepare and facilitate the one-day retreat (which will include eight board members and six staff);
- c. Prepare a written report on the results of the retreat following a debrief with Board planning committee and staff;
- d. Depending on the budget, incorporate the report into an updated Three Year Strategic Plan.

The purpose for the strategic planning process is to create a living document that is measured by the updated Balanced Scorecard metrics. Updating the Balanced Scorecard metrics is outside the scope of this project. The board and staff will update the metrics after the strategic plan has been updated. The expected outcomes of the strategic planning retreat are:

1. Evaluate existing programs based on SMART goals and objectives to determine concrete ways in which organization should focus its activities over the next three years.
2. Carefully develop and prioritize goals and objectives for the next three years. Ensure that we are selecting SMART (Specific, Measurable, Attainable, Realistic, Timely) goals and objectives, given Feet First's mission, resources, leadership.
3. Improve both internal and external communications without overloading the current staffing system.
4. Put together a plan that will increase and diversify membership (individual and business).
5. Put together a plan that will increase and diversify funding.
6. Support the goal of diversifying the Board in order to represent the geographic range of Feet First. The proposal should not exceed \$3,000 to support the preparation of the event, facilitation of event and creation of the plan. Travel, meals, and consultation-related material and supplies costs are included in the amount allocated.

Costs associated with facilities and meals for the event are not included in the \$3000. Feet First will cover these costs. Feet First will work closely with the consultant to arrange for the appropriate facilities for the retreat.

Feet First will pay the invoices in two installments:

1. Following the pre-meeting and development of event.
2. Following the event and finalizing of the Strategic Plan.

Submittal Procedures

Submit two copies of your proposal by **February 10, 2012** to:

Lisa Quinn, Executive Director
Feet First
314 First Avenue South
Seattle WA 98104
Email: lisa@feetfirst.org (PDF format)

No phone calls, please.

For more information:

www.feetfirst.org

www.saferouteswa.org

www.feetfirst.org/about/programs-and-accomplishments

Timeframe

Proposals Due: February 10, 2012

Review Committee: February 13-14, 2012

Consultant contacted: February 15, 2012

Contract prepared: February 21, 2012

Contract executed: February 24, 2012

Report completed/Plan Updated: May 7, 2012