



## **Request For Proposal: Strategic Planning**

### **Summary**

Transportation Choices Coalition seeks a consultant to help guide us through a Strategic Planning process. We anticipate this work would include the following:

- An assessment of the current status of the organization, its mission, vision, and values, and the context in which we work – external and internal;
- Conversations with a diverse group of stakeholders about the future of our organization and the key role it plays in our community; and
- Participation of both board and staff through both separate and combined discussions.

Our desired outcome is a new Five Year Strategic Plan (although we are open to a different timeframe if our planning leads us there). We want a plan that will provide solid directional guidance, yet allow us to continue to quickly respond to strategic opportunities and challenges.

### **Organizational Information**

Transportation Choices Coalition is a 501(c)(3) organization. Our mission is to bring Washington residents more opportunities to take the bus, catch a train, walk or bike. Our vision is to create vibrant and affordable communities that are connected by great transit. Our programs include:

1. Education: to educate the public about the benefits of taking transit, walking or biking.
2. Policy Development: to develop and implement policies at the state, regional and local levels to make it easier for people to get around.
3. Advocacy: to advocate for policies and funding at the state, regional and local level to support more transportation choices.

In the last thirty years, we have had tremendous success advancing cutting-edge policies including the recent passage of Move Ahead Washington, the groundbreaking statewide transportation package which will heavily invest in multimodal transportation and make transit free for Washingtonians 18 and Under, adoption of King County's Mobility Framework, which centers the agency on mobility as a human right, and supporting more than 25 winning ballot measures to secure nearly \$80B for new transit, bicycle and pedestrian infrastructure.

TCC strives to be a great place to do great work. We prioritize a collaborative, team-oriented culture where everyone has a high level of ownership and performance in their roles, where we prioritize a regular practice of collective programmatic and operational anti-racism work, and where we care for ourselves, each other, and our community. We are a flexible workplace and place high priority on the health and well being of our staff.



TCC is a healthy organization with an active board of 13 members, 8 staff members and a 2022 budget of \$1,150,000. Our revenue comes from grants, individual and corporate donations, and government membership dues. For additional information, see our website: [www.transportationchoices.org](http://www.transportationchoices.org).

### **Context for Planning**

TCC completes our current strategic plan at the end of this year, a 5-year plan that has guided us from 2018-2022. TCC has achieved or made significant progress on almost all of the goals within our Strategic Plan. The plan has guided the organization through leadership changes and through a new context for transportation and mobility resulting from the COVID-19 pandemic.

TCC is celebrating its 30th Anniversary in 2023. With a growing portfolio of programs and community needs coupled with an energized Board and staff, TCC is poised for the next phase of its work and growth.

We have formed a Board/Staff working group to guide the work. We are now looking for a consultant who can help us to create a compelling strategic plan. The goals that we have established for our process are:

- To create a concise document that provides clear strategic, measurable direction for the organization, that establishes our values, and which centers our Racial Equity Action Plan;
- To use an inclusive process that involves the entire staff and board and results in a shared vision that unites and motivates us. At the end of the process, we want the entire organization to have deep clarity of what we are doing and why, and how each of us fits into moving our work forward. The plan should clearly inform what we do and don't do, and why.

Given this, TCC board and staff are looking for a planning process that:

- Incorporates an equity, antiracism, diversity, inclusion, and belonging lens to our planning.
- Engages stakeholders so that the resulting strategic plan has the buy-in and enthusiasm of staff, board, funders, and partner organizations.
- Carefully considers the larger community we operate within, so that our work and direction is synergistic with our partners, affiliated organizations, and governmental agencies.
- Recognizes the dynamic landscape in which we are working as the future of mobility is shifting and as we partner to implement billions of dollars in transportation investments while being responsive to emerging opportunities and challenges.
- Addresses capacity constraints and needs that are important to address in order to carry out our mission.

### **Process and Product**

Our goal is to adopt the Strategic Plan January 2023, but we prioritize a holistic process over an urgent timeline. We are open to a range of options but envision a process that includes:

- Working with the Planning Committee to define goals, needs, and the overall planning framework;
- Facilitating an inclusive process and series of meetings which meaningfully involves the entire staff and board.
- Gathering stakeholder input including interviews, surveys, or other tools that make sense for hearing external views, and synthesize the feedback to inform the strategic plan
- Produces a plan as a written document with key indicators and outcomes identified.
- Will be developed in coordination with a fundraising planning process in conjunction with the adoption of the Strategic Plan and potentially coordinates with a rebranding effort.

### **Budget**

We have budgeted up to \$20,000 for this work. Please indicate in your proposal whether your approach to this work would fit with this budget or how it would need to be adjusted.

### **Qualifications and Selection Criteria**

The strategic planning consultant will be supervised by Alex Hudson, Executive Director, and will work closely with the Board/Staff strategic planning committee in guiding the process. We are looking to get started with this as soon as possible.

If you are interested, please send the following to the attention of Alex Hudson at [alex@transportationchoices.org](mailto:alex@transportationchoices.org) by EOD June 29, 2022. The committee will select and notify the consultant in early July, with work commencing July.

- A brief 1-3 page cover letter outlining your interest in the project; your general approach to working with clients on strategic planning and the support you offer; your initial thinking on the specifics of this process; and your experience with Equity, Diversity, and Inclusion.
- 2-4 examples of comparable work with similar organizations
- A list of three references.

We will be evaluating candidates based on their ability to meet the goals, process, and product desired as well as their experience, qualifications, and track record of inclusion and equity. We anticipate a short interview with highly qualified candidates. A decision will be made as soon as we find the right consultant, with work commencing in July. We would like to adopt a new Strategic Plan at the January 2023 board meeting.

For any additional questions or clarifications, please contact Alex Hudson, Executive Director at [alex@transportationchoices.org](mailto:alex@transportationchoices.org).