

**Request for Proposals – Strategic Planning Facilitation**  
**Kansas Association of Community Action Programs**  
**June 2017**

The Kansas Association of Community Action Programs (KACAP) is seeking proposals for strategic planning facilitation services. The selected vendor will work with the KACAP board and staff to identify strategic priorities for the organization, culminating in the development of a written plan for the organization.

***Background***

KACAP is a membership organization for the eight community action agencies in Kansas. Although each agency is different, all eight operate a variety of programs designed to address the causes and conditions of poverty in their local areas. These programs are tailored to meet local conditions and are developed and implemented with the active participation of low-income residents of the community. Agencies are governed by boards of directors that follow federal board composition requirements: at least one-third of their members must be democratically elected to represent low-income people, one-third must be public officials or their designees, and the remainder are drawn from private sector businesses or organizations with an interest in poverty issues.

KACAP's governing board is composed of two representatives from each member agency (two agencies have elected to have only one representative, so the total number of board members is currently 14. KACAP is staffed by an Executive Director and a Director of Administration, working out of the organization's Topeka office.

KACAP's mission is to support Community Action Agencies and human service networks in local, state, and national efforts to end poverty. We do this because we believe that all people deserve a chance. This mission was further clarified by three goals adopted by the KACAP board as part of its 2002 strategic plan: 1) help our members be strong and more effectively able to pursue their individual missions to end poverty; 2) help Kansas develop a comprehensive model to end poverty; and 3) be the leading advocate in promoting an end to poverty. For more information on KACAP, please refer to KACAP's web site ([www.kacap.org](http://www.kacap.org)).

KACAP's last formal strategic plan was developed in 2002. Working under that plan and the three goals listed above, KACAP has compiled a strong track record of successful initiatives, including a series of community dialogues on poverty, administering poverty simulation at locations across the state, the issuance of a number of reports on poverty-related issues, and the establishment and growth of the Kansas Conference on Poverty, Kansas's largest statewide gathering devoted exclusively to poverty issues.

The organization's past successes provide a number of opportunities for growth, but staff and resource limitations require it to be strategic about which opportunities it chooses to pursue; blindly pursuing too many opportunities could result in poor performance in each area. With a recent change of executive director, the board feels now is an opportune time to sharpen its focus

through the development of strategic plan, and has determined that retaining the services of a skilled facilitator is indispensable to its efforts to craft its strategic vision.

### ***Scope of Work***

KACAP will engage in strategic planning activities over several months. The facilitator will be expected to conduct work in three phases of the planning process.

Information Gathering – The facilitator will be expected to gather background information to support his/her work with KACAP. Such information may include web searches, document review, interviews with board, staff, and stakeholders, and peer research. The facilitator may determine his/her own process for gathering information, but it is expected that such research will begin with an interview with the staff and/or board chair.

Planning Meeting – the KACAP board and staff hold an annual retreat in Wichita in October. The board has determined that one full day of this retreat will be devoted to strategic planning. The facilitator will be expected to lead board and staff through this session. We anticipate that at the conclusion of this session, the board will have agreed to the framework for a strategic plan.

Post-Meeting Activities – The facilitator will be responsible for preparing, from the results of the strategic planning meeting, a formal strategic plan document for the board to adopt. The facilitator will be expected to complete this document in a sufficiently timely manner to allow board members to review the completed document prior to its adoption at its December 5, 2017 board meeting.

The following timeline provides important dates for the strategic planning process.

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|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| June 20, 2017            | Interested parties are required to submit contact information to KACAP Executive Director Scott Anglemeyer ( <a href="mailto:scott@kacap.org">scott@kacap.org</a> ). Submission of contact information is required to ensure that all prospective proposers receive notifications, updates, and responses to questions. Submission of contact information does not commit any prospective proposer to submit a proposal. |
| June 29, 2017            | Proposals due in KACAP office by 5:00 p.m.                                                                                                                                                                                                                                                                                                                                                                               |
| July 6, 2017 (tentative) | Facilitator selection approved by board's Executive Committee. KACAP staff will review all proposals submitted by the proposal submission deadline, and will prepare a recommendation for the Committee. The Executive Committee will make the final selection on behalf of the KACAP board.                                                                                                                             |
| July 17, 2017            | Contract period begins.                                                                                                                                                                                                                                                                                                                                                                                                  |
| July 19-21, 2017         | Kansas Conference on Poverty. This conference, which will be held in Topeka, brings together approximately 250 Kansans whose work or interests include addressing poverty-related issues. Because KACAP's                                                                                                                                                                                                                |

board members, staff, and key stakeholders will all be present, the conference provides an excellent opportunity for the facilitator to engage in information gathering activities. As part of the conference program, KACAP will provide a conversation and feedback space where attendees will be invited to provide their perspectives on KACAP's strengths, weaknesses, and role. This space may also be available for the facilitator to conduct focused conversations with key stakeholders. For more information on the conference, visit the conference website: <http://bit.ly/2rj8HMn>.

KACAP will provide complimentary registration to the conference for the facilitator it engages. Because we recognize that prospective proposers may have pre-existing commitments that would preclude them from attending the conference, the successful proposer will not be required to attend any of the conference. However, to the extent that it is possible, we encourage the successful proposer to attend all or a part of the conference.

- October 3, 2017 Strategic planning meeting. As part of its annual retreat, KACAP will set aside all or a part of this day (at the facilitator's discretion) to strategic planning. The facilitator will lead the discussion for this session, and will be given broad latitude in determining the format for the meeting. The board expects that the structure of a strategic plan will emerge from this session.
- November 1, 2017 Facilitator submits final draft of strategic plan to KACAP staff. The staff will distribute copies to the board for their review prior to final approval at the December board meeting.
- December 5, 2017 KACAP board approves strategic plan.

### ***Proposal Content***

Proposals should be submitted electronically in Microsoft Word or PDF format to KACAP Executive Director Scott Anglemyer ([scott@kacap.org](mailto:scott@kacap.org)). Only proposals submitted before 5:00 PM on June 29, 2017 will be given consideration.

Proposals should address the areas listed below. Respondents may supplement proposal narratives with additional material (such as brochures, promotional materials, letters of recommendation, sample materials, etc.).

*Experience* – Please describe your experience leading strategic planning efforts. What experience do you have leading strategic planning processes similar to what KACAP is proposing? Do you have experience working with organizations similar in size, scope, and mission to KACAP?

*Style/process* – Please describe the process you prefer to follow in strategic planning efforts. How do you ensure that all participants are fully engaged in the process? In your opinion, what

distinguishes a successful strategic planning process from an unsuccessful one, and how do you ensure that the process will be a successful one?

*Assurance of quality product* – Please describe what you believe distinguishes an outstanding strategic plan. What elements do you think must be included in a high quality strategic plan? What in your approach to strategic planning can assure KACAP that the final product of its strategic planning effort will align with your idea of an outstanding strategic plan?

*Cost and basis for cost* – Please list the total cost for the services you describe in your proposal. Provide the basis for your cost estimate (such as cost per hour of facilitation, cost per actual time spent on all activities, a flat fee, or other basis). Be sure to account for any expenses, such as mileage, if expenses are not included in your proposed fee. The cost basis may be used in negotiating the final contract amount with the successful proposer, so proposers are encouraged to provide as much detail as possible for their cost estimates.

*Evidence of previous success* – Please provide evidence of your past success in similar work. Examples of such evidence include copies of strategic plans developed under your guidance, letters of reference/recommendation, testimonials, or contact information for references.

### ***Evaluation Criteria***

KACAP will select the facilitator who it feels, based on information provided in the proposals, will produce the best result for KACAP, price and other factors considered. While cost is a factor in the selection process, it is not the sole factor.

KACAP will enter into contract negotiation with the proposer whose proposal is selected by the board. Selection of the proposal does not imply an obligation to contract; if no contract agreement can be reached, KACAP reserves the right to negotiate with another proposer not initially selected.

Release of this request for proposals does not obligate KACAP to contract with any entity. KACAP reserves the right to reject all proposals if it feels that no proposal is satisfactory.

### ***Questions and Answers***

Prospective proposers may direct questions to:

Scott Anglemyer, Executive Director  
Kansas Association of Community Action Programs  
455 SE Golf Park Blvd.  
Topeka, KS 66605  
785-234-0878  
[scott@kacap.org](mailto:scott@kacap.org)

To maintain a fair and open process, KACAP will ensure that any answer or other information about this RFP that is provided to any potential respondent will be made available to all potential

respondents. Questions about this RFP and their answers will be re-stated and shared via e-mail with all parties who have expressed an interest in this RFP. In the event that a direct response to a question contradicts with the answer sent to all parties by e-mail, the answer distributed to all parties by e-mail shall be deemed to be the correct answer.