



Minnesota Alliance on Crime (MAC) REQUEST FOR PROPOSALS: Strategic Planning

<http://www.mnallianceoncrime.org>

Organizational Overview:

Established in 1993, The Minnesota Alliance on Crime (MAC) is a membership organization made up of 90+ member programs that provide direct services to victims of general crime throughout the state. The make-up of MAC's membership is 75% victim service programs that reside within county or city prosecutorial offices or law enforcement agencies. The remainder of MAC's membership are community-based programs.

MAC's Mission:

The mission of the Minnesota Alliance on Crime (MAC) is to connect systems, service providers, and victims to advance the response for all victims of crime.

MAC's Core Values:

1. We oppose the use of all forms of violence and affirm the basic human right of every person to live without fear or the threat of victimization throughout the course of one's life.
2. We seek a criminal justice system that is fair and accessible to crime victims, and where meaningful rights for crime victims are routinely honored.
3. We stand in solidarity with efforts around the world to end all forms of discrimination, exploitation, victimization, and violence.
4. We recognize that forms of oppression based on race, gender, class, ethnicity, nationality, immigration status, disability, age, religion and sexual orientation create a climate of supremacy and ownership that facilitates the use of ongoing violence and victimization.
5. We believe in the strength of diversity, embrace the differences among ourselves and within our communities, and promote the development of leadership in all communities.
6. We are dedicated to prevention efforts to confront and change cultural norms and practices that facilitate violence and victimization.
7. We promote and encourage the leadership of victims/survivors in guiding our advocacy, policy, and training efforts.
8. We affirm the power of collective and collaborative efforts to end violence and victimization.
9. We encourage reflection about our work and thoughtful evaluation of our efforts. We are committed to the ongoing development of innovative strategies and programs for our members and allies to better meet the diverse and emerging needs of crime victims.
10. We commit to creating a work environment for staff and volunteers that respects diversity, fosters professional growth, encourages critical thinking and initiative, and promotes diligent and effective advocacy efforts.

RFP Need:

MAC is seeking a consultant to guide staff and the board of directors through a strategic planning process that incorporates MAC's priority initiative of working to become an anti-racist organization, in all areas of programming, planning, communication, and outreach. As a key component of dismantling white supremacy in every aspect of our work, we seek proposal responses from BIPOC leaders for this critical racial justice work. MAC has invested in internal and external work



over the past two-years to build a foundation for our next three-year strategic plan. Consultants will be responsible for the following:

1. Engage all MAC staff and board members in exercises that helps to immerse them in the currently reality and status of MAC as it relates to being an anti-racist organization; and lead MAC staff and board through a process that roots out primary barriers in our pursuit to be an anti-racist organization.
2. Walk board and staff through the ongoing potential challenges and possible pushback to fully embrace working towards becoming an anti-racist organization and how that may challenge stakeholders, membership, and individuals.
3. Facilitate a visioning forward exercise/process that allows all participating individuals to identify their dreams/hopes for MAC over the next three years.
4. Include planning for leadership transition(s), and succession planning for current staff.
5. Include planning for the 30-year celebration of MAC in 2023.

Specific Activities and Deliverables:

1. Develop a multi-faceted approach to soliciting feedback and engagement of participants to complete and pre-workshop assignments (surveys, listening sessions, one on one meetings, etc.).
2. A kick-off meeting open to the board, a sampling of different types of members (embedded, nonprofit, individuals), and staff to engage stakeholders in the solicitation of feedback.
3. Facilitate workshop(s) with MAC staff and board of directors that results in operationalizing MAC's core values in all areas of the newly developed three-year strategic plan. Including but not limited to:
 - ✓ SWOT analysis;
 - ✓ Review of mission/vision/core values;
 - ✓ Stakeholder analysis (members, partners, funders, followers, general publics);
 - ✓ Organizational messaging;
 - ✓ Financial goals;
 - ✓ Short- and long-term programmatic goals and measurable outcomes;
 - ✓ Succession planning at every level of the organization (board, staff, etc.).
4. Draft three final strategic plan documents to be shared with MAC staff, MAC board of directors, member programs, and the general community.
 - (1) A detailed plan with goals, outcomes, metrics, and timelines to be utilized by staff and board for implementation;
 - (2) A higher-level summary that the board can regularly review and check-in on;
 - (3) A one- or two-page visual representation of the final strategic plan, along with larger goals and milestones that is accessible to a general audience.
5. Conduct evaluation process with all participants in the planning process, and share results with MAC.

Request for Proposal Responses:

We welcome responses from respondents addressing the following:

1. Proposals to assist MAC in our commitment to work to become an anti-racist organization;
2. Proposals that demonstrate strength and ability to lead MAC to the operationalization of our core values in every area of the organization;
3. Proposals that articulate the special/unique considerations that exist due to MAC being a coalition of member programs;
4. Proposals that focus on gathering input from a variety of stakeholders in as many accessible formats as possible.
5. Proposals that focus on quantifiable outcomes and goals;
6. A timeline that starts from the pre-planning process and ends with deliverables;



7. A proposal that does not exceed \$15,000.

RFP Response Components:

Submit a cover letter and supporting information addressing each of the following:

1. Company/Consultant Profile addressing relevant Strategic Planning consulting experience along with experience of Diversity, Equity, and Inclusion training;
2. Sample Approach;
3. Sample Pre-workshop stakeholder recruitment/engagement/preparation;
4. Sample Activities and Timeline for planning feedback tools and workshop(s);
5. List of needed information/material;
6. Sample Timeline and Estimate of cost for Pre-Planning, Planning Workshop(s), Drafting of Final Strategic Plan (prefer piecemeal menu-type cost breakdown for fair comparisons).
7. References from at least two previous strategic planning partners (scope of work/summary of outcome).

Timeline:

The following is our ideal timeline, we understand not everything works out exactly as planned—we would like to hear from you on how realistically you or your organization can meet these deliverables and goals within a reasonable timeframe.

1. Solicit proposals (May-June);
2. Board chooses partner (July);
3. Planning/Pre-work (August);
4. Kick off meeting (September at annual meeting);
5. Workshops/solicitation of feedback (October/November);
6. Deliverables and wrap up meeting (January 2023).

If interested, please submit a proposal by June 24, 2022 via email to:

Emily.Douglas@co.anoka.mn.us with the subject line “MAC Consulting Proposal.” Use this same email for any specific RFP questions.