

## **Request for Proposal Strategic Planning Consultant/Facilitator**

### **Summary**

The Grand Traverse County Road Commission is launching a strategic planning process for the organization that will define its direction for the next three-to-five years. The successful consultant will design a process to solicit input from the diverse range of stakeholders that comprise our board of directors, staff, partners and the public.

### **Introduction**

The Grand Traverse County Road Commission (GTCRC) was established and has been in operation since 1909. GTCRC is responsible for maintenance, improvements and the safety of the county road system within the county of Grand Traverse. Grand Traverse County is located in the northwest part of the Lower Peninsula of Michigan and includes thirteen townships and the Villages of Kingsley and Fife Lake. The County is 466 square miles in size and spans a distance of 24 miles east/west and 26 miles north/south. We serve over 90,000 residents and up to 500,000 visitors annually. The Road Commission has two facilities in which operations are conducted. Our largest and primary facility is located in Garfield Township (Traverse City). The smaller and seasonally operated facility is located just outside of the Village of Kingsley approximately nine miles south of our main facility.

### **Staff and Departments**

GTCRC's Board of Commissioners is made up of five county appointed officials. Our staff consists of approximately 50 full-time employees with up to 25 (mostly winter) seasonal employees. Our full-time staff is made up of administrative staff (managers, office professionals, accountants, engineers, technicians, field supervision, and inventory control), maintenance staff (operators, road maintenance workers, and laborers) and shop staff (technicians). Our maintenance and shop staff have a mix of union and non-union employees.

Our staff typically is assigned to one of the following departments: Administration, Finance, Engineering, Traffic Services, Maintenance and Shop.

### **Partners**

Our main partners consist of other agencies such as Michigan Department of Transportation (MDOT), Grand Traverse County, the City of Traverse City, thirteen Townships, two villages and the Grand Traverse Band of Ottawa and Chippewa Indians. There are many other organizations that we work and partner with in various capacities including the Michigan Department of Natural Resources (MDNR), Michigan Department of Environmental Quality (MDEQ), Cherry Capital Airport, Traverse City Area Public Schools, Traverse City Downtown Development Authority, Bay Area Transportation Authority (BATA), Elmwood Township and others.

## **Scope of Work**

Key areas of work are as follows:

- Conduct a strategic assessment of the organization and all departments/services, including a thorough review of existing materials, interviews and surveys of key stakeholders (including but not limited to board members, staff, partners and the public).
- Create a summary of the strategic review for discussion by the Board of Road Commissioners that identifies and outlines key concerns and areas needing improvement to be addressed by the organization.
- Design and conduct facilitated strategic planning meetings for the board, department leaders and key staff to discuss the outlined key concerns and areas needing improvement with the goal of reaching consensus on desired outcomes and action plans.
- In collaboration with board, department leaders and key staff, synthesize the discussions into a three-to-five year strategic plan document for GTCRC, for review and approval by the Board of Road Commissioners. Implementation of the strategic plan will generally be staff's responsibility followed by quarterly reviews of the plan and annual reviews and updates to the plan.

## **Specific Objectives**

The objective of this project is to assist GTCRC in producing a comprehensive three-to-five year strategic plan that will:

- Describe GTCRC's current conditions and operating environment within GTCRC's service area (assessment of current mission and vision, organizational profile, funding/finance, internal and external services, human resources, leadership transition, organizational reputation, stakeholder feedback, organizational strengths and challenges).
- Clearly identify desired impacts on GTCRC's internal and external services and operations for the next three to five years.
- Clearly outline organizational objectives in all key areas that will help to achieve the desired impact to the organization.
- Outline indicators of success to track progress on the objectives.
- Articulate GTCRC's strengths and how it can strategically apply them to achieve the objectives and desired impact to the organization.
- Identify strategic direction, improvements, partnerships and tools to assist in assessing future opportunities.
- Identify the organizational capacity (at both the board and staff level) required to successfully implement the chosen goals, objectives and strategies.

## **Submission Details**

If interested, please submit one electronic copy of a proposal in response to this RFP.

The proposal should include the following information:

- Name and contact information and the names of any other participating consultants.
- Statement of qualifications to undertake this initiative.
- Summary of similar work conducted, highlighting specific accomplishments (strategic planning for governmental and/or road commissions is desired).
- A narrative description of the proposed process, activities and approach (Five page limit).
- Timeline for the work (contract completion within 90 days upon commencement of the process).
- Fee & budget (identifying anticipated expenses in addition to fees).
- Three business references.
- Copies of current resume(s).

Please send questions regarding this RFP to the attention of Jim Cook at [jcook@gtcrc.org](mailto:jcook@gtcrc.org)

Please submit proposals by 5:00 PM, Friday, April 6, 2018 to:

Jim Cook

Manager