



RFP for Strategic Planning Services

Summary

The Riverside Downtown Partnership (RDP) seeks a consultant to support the Board of Directors, staff, and key stakeholders in a strategic planning process to create a five-year strategic plan to guide the future direction of the organization. The consultant will work with the nine-member Executive committee and staff to craft the plan, and then with the Board to finalize the plan. The consultant ideally should have experience with non-profit business associations interacting with government entities and other stakeholders. The target is to have the strategic plan finalized no later than the end of March 2022.

Organizational Background

The Riverside Downtown Partnership (RDP) is a non-profit business association that was formed in 1981 by a group of downtown business owners and stakeholders who wanted to improve downtown Riverside. RDP was charged with the responsibility for the Downtown Business Improvement District (Downtown BID) when it was created in 1986. At the time the Downtown BID was established, RDP determined six areas on which to focus its efforts; promotion of business activities, security, public events, music in public places, parking, and beautification. These areas have been RDP's focus since that time. The activities of the Downtown BID are funded through the BID levy assessed on downtown businesses and equal to 100% of their City business tax.

During the pandemic RDP shifted much of its focus to security in response to concerns from downtown businesses. As security concerns escalated into 2021, a total of \$149,201 was allocated towards external security patrols for the fiscal year ended June 30, 2021. An additional \$40,000 in grants was also allocated for that period. RDP also committed to an additional \$67,160 in security expenses for the remainder of 2021.

RDP must report annually to the Riverside City Council and the Downtown BID constituents on its past activities and its plans for the next year, and request renewal. During the renewal for 2022, the City Council recommended RDP consider including the following as part of its strategic planning; an increased focus on clean and safe programs, support/training/interfaces for local businesses, continued support for beautification/art, and development of a baseline and benchmarks/metrics to help track the effectiveness of RDP's future programs over time. The City Council also suggested that the plan include a direction to evaluate the feasibility of a Property-based Business Improvement District or PBID as a next step for RDP. That process will be a separate one.

Goals of Strategic Planning

RDP's current goals are to promote downtown Riverside as a destination for residents and regional visitors, to develop and enhance RDP's influence and activities with downtown stakeholders, and to promote Riverside as a regional center for private sector commercial and residential development.

However with respect to future goals, RDP wishes to develop a strategic plan to cover 2022 through 2026 that is focused on who we are, who we serve, what we value as an organization, and how we can best serve our constituents. RDP has undertaken several surveys as well as

hosted a Downtown Forum to gain input from downtown businesses and stakeholders on issues and concerns.

Key goals for the planning effort include:

- Review and as necessary, update mission, vision, and values.
- Identify priority areas for RDP to best serve its constituents based on input received.
- Create a prioritized list of goals, and develop strategies to achieve those goals.
- Review the current board structure and determine if any changes are needed.
- Develop metrics and tracking methodologies for tracking RDP effectiveness.
- Review ability of current funding model to implement desired goals and strategies.

Scope of Consultant Work

RDP seeks a consultant who will lead the organization in focusing on the above goals to develop a five-year strategic plan that is actionable and can be easily communicated to RDP's constituents and government partners. The consultant should be comfortable with including diverse stakeholders in the strategic planning process.

Project Budget

The anticipated budget is \$5,000 - \$10,000.

Proposal Process and How to Submit

Complete proposals should be submitted to Janice Penner, preferably by e-mail at janice@riversidedowntown.org by December 3, 2021. Proposals will be reviewed the following week, and proposers may be invited to participate in a Zoom interview with the RDP Executive Committee.

The proposal submission must include:

- Cover letter, resume, and relevant work samples;
- Proposal including proposed approach to the planning process, general proposed steps and timeline, deliverables, a detailed budget reflecting that the majority of discussions/meetings will be using Zoom, a description of previous work involving similar organizations; and
- References from previous clients of similar organizations.

The proposal submission should be 10 or less pages in length.

If any questions, contact Janice Penner at janice@riversidedowntown.org or 951-781-7339