



RFP For Strategic Planning Services

Summary

The El Paso Downtown Management is seeking a consultant to support the Board of Directors through the process of creating a new strategic plan to direct the future operations and efforts of the organization. The consultant will report to the Board's Strategic Plan Steering Committee and will work with the 21-member Board of Directors, local government representatives, staff and other close stakeholders from the community. The target is to complete the new strategic plan by March 2023 for implementation beginning at that start of FY2023-2024 (October 1).

Background

The El Paso Downtown Management District (DMD) is a municipal management district established in 1997 and directed by a volunteer Board of Directors comprised of Downtown property owners, business representatives, tenants, and community leaders. The DMD's mission is to promote economic development by providing services that champion a vibrant Downtown El Paso. The DMD's mission further includes supporting a Downtown with many activities and amenities to serve its citizens and visitors from all walks of life. The organization administers a variety of programs and provides services that incentivize redevelopment and spur Downtown growth. Our activities are governed by state and municipal laws. The DMD is a unit of local government, partially funded by special tax assessment levied on properties within the District, and subject to Texas laws applicable to public sector, governmental entities.

The DMD has completed three strategic planning efforts since 2011. To view those plans and for more background and information about the DMD, please visit our website: www.downtownelpaso.com.

Items Required in Scope of Work

The El Paso Downtown Management District seeks a consultant who will lead the Board of Directors in developing an actionable strategic plan for its next 3-5 program years. It has established a multi-month process to respectfully and effectively utilize Board Members' time, capitalize on the expertise and knowledge of DMD staff, and provide ample time for the Board and stakeholders to reflect and contribute. Some required tasks to include in your proposal:

- Kick-off Meeting with Strategic Plan Steering Committee & DMD Executive Committee to set the stage and develop the parameters for the plan – timeframe (3, 4 or 5 years), narrow down focus area.
- Research and Discovery Effort – How will you educate yourself on local and national trends that will impact the plan? The creation of information, reports and materials is not required.
- Strategic Plan Development – lead the organization to develop a strategic plan that is actionable and can easily be communicated to stakeholders and partners.
 - Planning Session #1 with Board of Directors (Half Day – In Person)
 - Review and as necessary, update Mission, Vision and Values
 - SWOT Analysis (Internal & External)
 - Identify priority areas

- Create a prioritized list of goals (4 to 6)
 - Alignment of Organizational Abilities, Resources and Goals
 - Intermission
 - Strategies/Tactics/Metrics Development with DMD Staff
 - Review Strategies/Tactics/Metrics with Strategic Plan Steering Committee and DMD Executive Committee
 - Planning Session #2 with Board of Directors (Half Day – In Person)
 - Present, discuss and finalize Strategies/Tactics/Metrics
 - Establish implementation plan, timeline and responsible parties
- Design and Create Strategic Plan document
- Present Strategic Plan to Board of Directors for approval

Project Budget

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

Proposal Process and How to Submit

Submit proposals to Joe Gudenrath, Executive Director of the El Paso Downtown Management District via email jgudenrath@elpasodmd.org by Monday, August 1, 2022. Proposals will be reviewed by the Strategic Plan Steering Committee and finalists will be notified by August 5, 2022. Finalist interviews will be scheduled for the week of August 8th. Final selection will be made by the DMD Board of Directors at it's August 25, 2022 Board Meeting.

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 (see above Scope), deliverables, a detailed budget
- References from previous clients of similar organizations

If any questions, contact Joe Gudenrath at jgudenrath@elpasodmd.org or 915-400-2293.