

REQUEST FOR PROPOSALS
Facilitation & Strategic Planning Services
National Landing Business Improvement District
August 3, 2022

UPDATED – NEW RFP DUE DATE WEDNESDAY, AUGUST 31

INTRODUCTION

The National Landing Business Improvement District (BID) is seeking proposals from consultants with experience facilitating and drafting strategic plans. The selected firm will help the organization develop an updated Strategic Plan working closely with the organization's board, staff, membership, and other selected partners and stakeholders. Consultants should have a good understanding of non-profit governance and operations, experience with urban place management organizations, and demonstrated success in strategic planning.

BACKGROUND

The National Landing Business Improvement District (BID) is a 501(c)(6) organization and public/private partnership between area property owners and Arlington County government. The organization serves as a champion for the National Landing downtown district and continuously promotes and activates the local business, retail, restaurant, and residential community through six core program areas: Administration & Management, Community Events & Outreach, Economic Development, Marketing & Promotion, Public Realm & Beautification, and Transportation.

Formerly known as the Crystal City BID from 2006 to 2020, the organization expanded its boundary into Pentagon City and Potomac Yard and changed its name to the National Landing BID as of July 1, 2020. This effort was guided by the organization's **2019 Area-Wide Strategic Plan** which set out to determine new strategic objectives for the BID and a new collective vision for the area as a cohesive downtown community.

With the expansion of the BID, establishment of the National Landing downtown brand, and a new wave of public and private investment, much progress has been made towards realizing the vision established in the 2019 Strategic Plan. This progress coupled with the challenges that come with managing growth and the ramifications of the COVID Pandemic illustrate the need to consider the next chapter of the BID's work.

The BID's FY2023 Work Plan prioritizes the completion of an updated Strategic Plan. Though the BID does not anticipate deviating radically from the core values identified in the 2019 Area-Wide Strategic Plan, an update provides an opportunity to validate and revisit the organization's priorities, goals, and strategies in a transforming economic climate. Additionally, as new development opens, the BID anticipates a steady increase in both the BID's budget and demand for the BID's services. This update will enable the BID to explore what core services might need to be adjusted to serve the mission and vision of the organization.

SCOPE OF WORK

The BID is seeking a consultant to work in close collaboration with the project team to scope and facilitate a strategic planning process with the goal of delivering an updated Strategic Plan with a 5-year horizon to the BID Board for approval by its 4th Quarter meeting in April of 2023. The following general scope of services is anticipated:

- Conduct a kick-off meeting with BID staff to clarify expectations, desired outcomes, and finalize the project scope and schedule
- Review of relevant documents identified by the BID staff including the BID's organizational documents and County planning and policy documents pertaining to National Landing interests
- Develop a robust public engagement effort that consists of both traditional in-person and online methods
- Work with the BID staff to ensure there is thorough engagement with BID stakeholders
- Collaborate with the BID marketing and communications team on all event and outreach notifications
- Succinctly summarize and document all findings from all meetings and public engagement efforts
- Deliver a final Strategic Plan no later than April 19, 2023, with a goal of Board approval on April 26, 2023

KEY OBJECTIVES

- Build support, enthusiasm, and pride in the BID's work amongst the BID staff, members, County, and other key stakeholders
- Establish clarity of roles for the BID and stakeholders and realistic objectives for an implementable five-year plan horizon
- Revisit the BID's values as well as vision and mission statements; and
- Develop clearly defined organizational priorities, goals, and strategies that align with the organization's core values, Equity Forward Action Plan, and goals for inclusion and transparency
- Recognize County policy and how BID's priorities and goals can facilitate implementation
- Incorporate the BID's Equity Forward Action Plan

QUALIFICATIONS

- Experience developing strategic plans for nonprofit organizations – familiarity with place management organizations (i.e. BIDs) is preferred; familiarity with land use, planning, and real estate is a plus
- Comprehensive capabilities in public outreach and engagement both through focus groups, pop-up activations, and online efforts

- Demonstrated success in distilling meeting content and feedback into thematic areas for recommendations

TENTATIVE TIMELINE

To be finalized with selected consultant

- **August 3, 2022** - Request for Proposals Released
- **August 31~~17~~, 2022** – Proposals Due
- **September 6 and 7, 2022**~~August 23 and 24, 2022~~ – Applicant team interviews (if necessary)
- **Early September** - Consultant Selected / Kick-Off Meeting / Scope Finalization
- **September through December**
 - County Agency Engagement
 - Public Kick-Off Meeting
 - Board of Directors Meeting – Strategic Plan Process Update
 - Online Engagement
 - Pop-Up Stations through National Landing
 - Focus Groups, Workshops, Roundtables
- **January 25, 2023** – Board of Directors Meeting – Consultant to provide initial overview of findings and plan themes
- **January through March** - Strategic Plan Drafting
- **February 15, 2023** – First draft of Strategic Plan Due
- **April 12, 2023** – Final Draft DUE
- **April 26, 2023** – Board of Directors Meeting – Plan Approval

SUBMISSION OF PROPOSALS

Submittals should be sent via email to Robert Mandle at rob@nationallanding.org no later than 11:59pm, Wednesday, **August 31~~17~~**, 2022 and should include the following:

- Statement of understanding of work to be performed
- Proposed not-to-exceed fee structure
- Billing rates for individuals assigned to the account
- Names, contact information, and bios of the partner, account manager, and/or any field staff who will be assigned to the account
- Background, experience, and qualifications to provide facilitation and strategic planning services for nonprofit clients and specifically place management organizations, such as business improvement districts
- References and contact information from at least three (3) comparable nonprofit clients

SELECTION

Proposals will be reviewed for completeness, appropriate and relevant experience working with similar organizations, quality of references, and affordability. Interviews may be requested with select respondents during timeframe noted above. Questions can be sent directly to Robert Mandle at Rob@nationallanding.org.

RELEVANT RESOURCES

Organizational Documents

- [Area-Wide Strategic Plan \(2019\)](#)
- National Landing BID Business Plan (2020)
- [FY2021 Annual Report](#)
- [FY2023 Work Plan & Budget](#)
- [National Landing Market Impact Study \(April 2022\)](#)
- [National Landing Equity Forward: An Action Plan \(June 2022\)](#)
- 2022 Board Retreat Summary Report (April 2022)

Guiding County Documents

- [Crystal City Sector Plan](#)
- [Pentagon City Sector Plan](#)
- [Arlington County Comprehensive Plan](#)

Website – www.nationallanding.org