Request for Proposal for Collective Impact Planning & Facilitation

The San Antonio Area Foundation (The Area Foundation) is the community foundation serving the San Antonio Area for more than 50 years. The Area Foundation helps donors achieve their charitable goals and serves as a collaborative leader, investing in the future of our community by bringing people together to address key community issues. The Area Foundation manages more than 500 charitable funds of $900 million in assets. Since 1964, more than $305 million for scholarships and grants have been awarded to nonprofits that educate youth, preserve the environment, protect animals, fund research and provide a variety of services that enhance the quality of life in our region. You can learn more about The Area Foundation at saafdn.org

The Area Foundation is seeking a consulting team that will adopt a collective impact model to guide a group of community stakeholders to advance strategies that address senior welfare issues and promote our community's ability to become an age-friendly city.

Background

The senior population in the San Antonio area is growing dramatically and vulnerable subgroups within it are falling through the cracks. According to our initial research, Bexar County is expecting dramatic growth in its senior population—an almost doubling in size in the next 20 years, followed by similar growth rates through at least the year 2050. Successfully Aging and Living in San Antonio, or SALSA, is the Area Foundation's latest strategic initiative. Over the next 20 years, the SALSA initiative (SALSA) aims to create a stronger community where seniors thrive and are prized as vital citizens. Given the scope of the initiative’s goal, The Area Foundation is committed to partnering with community leaders from the non-profit, public and private sector to ensure long-lasting and sustainable impact on the San Antonio Area.

The awarded contract will be for the remaining 9 months of 2016, with a strong possibility for renewal, based on performance and the initiative's needs.

Scope of work

We expect to begin this project in April 2016.

The Area Foundation seeks an experienced consulting team that can provide strategic guidance and support during the planning and facilitation phases of a collective impact initiative. Primarily, the team would help to convene a community of local stakeholders, support and guide them to create a community-based strategic plan, which will

1 Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. Conditions necessary for a collective impact approach include: 1) a common agenda (i.e., agreement to shared goals); 2) shared measurement (i.e., agreement to track progress in the same way, and continuously improve); 3) mutually-reinforcing activities (i.e., each organization does what it does best, while identifying new ways to work together); 4) continuous communication (i.e., have consistent communication); and, 5) strong backbone infrastructure (i.e., skilled and dedicated resources to support ongoing efforts).
address determined senior welfare issues, and bolster the plan’s successful implementation. The consulting team will work with The Area Foundation to:

1. Create a plan for SALSA implementation, with a focus on recruiting partners, guiding the establishment of the governance structure and the community convening process
2. Educate and inform SALSA’s community partners about the key elements of collective impact
3. Facilitate the formation of SALSA’s steering committee, and guide the committee through a collective impact planning process, including assistance regarding but not limited to:
   - Participant recruitment
   - Roles and responsibilities
   - Goals and expectations
   - Governance, infrastructure and composition
   - Framing and facilitating community convening
4. Facilitate and document all community convening. Duties will include but not be limited to:
   - Tracking the progress of the initiative via reports or minutes
   - Leading or coaching participants to lead community meetings
   - Providing guidance regarding agenda and goal setting per meeting as needed
   - Developing SALSA related materials as needed
5. Recommend best practices, professional development opportunities, and subject-matter experts that can support the process and/or inform the collective work of the SALSA partners
6. Successfully partner with other parties essential to the quality of the unfolding of the initiative, such as research and evaluation personnel
7. Provide suggestions for improvement and course correction throughout the collective impact initiative.

Key Deliverables

We expect the consulting team to support a planning and execution process that ensures the following deliverables:

1. A plan that details a roadmap for SALSA’s execution and maps to The Area Foundation’s anticipated timeline
2. Facilitated planning sessions with SALSA community partners that lead to:
   - Defined SALSA governance and infrastructure
   - Determined SALSA common agenda – goals and strategies
   - Defined SALSA initial plan for shared measurement
3. Reports that capture the progress and decisions of the SALSA community partners and the accomplishments of the initiative at agreed upon deadlines.

Submission

The consulting team must have demonstrated experience in planning, coordinating, and/or implementing collective impact initiatives. The team must be able to provide guidance that ensures fidelity to collective impact principles, stakeholder engagement, meeting planning and facilitation, conflict resolution, and steering committee coaching, as well as be available to provide administrative support during the project. While the team does not have to be based in San Antonio, a significant local presence will be necessary and is preferred.

If you would like to be considered, please submit a proposal that includes:
1. Cover Letter
   - Description of your team – name, location, contact information, history and areas of specialization.

2. Your team’s credentials and expertise in Collective Impact
   - Names of all key personnel, specifying each of their experience and qualifications (please indicate the staff lead)
   - Proposed roles of all key personnel

3. Description of demonstrated planning and facilitation experience with collective impact initiatives that are similar in scope

4. Provide at least two references from recent or current clients (within the last 5 years) with whom you utilized the collective impact model. Please describe:
   - Name and contact information of client
   - Description of the services provided to the client
   - Description of the project, its duration and current status of the project
   - If possible, please provide sample plans created using the Collective Impact model

5. Proposed Collective Impact approach
   - Description and justification of how you will meet the stated deliverables
   - Proposed timeline of your process
   - Detail your facilitation methodology

6. A budget aligned with the proposed project tasks

Submission Process

Please submit your proposal by midnight March 20th, 2016 to mlugaliahollon@saafdn.org.

An online version of this RFP can be found at the SALSA page on our website: www.saafdn.org/salsa

Selection Process

Finalists will be contacted by the foundation for an in person interview by March 25th, 2016.

All inquiries must be submitted by March 16th, 2016. If there are a significant number of inquiries, a conference call may be scheduled to address those questions.

If you have any questions about the project or the application process, please contact Michelle Lugalia-Hollon at mlugaliahollon@saafdn.org.