



REQUEST FOR PROPOSALS Strategic Roadmap

Introduction

Pump is seeking proposals from experienced strategic planning consultants or firms to facilitate a participatory strategic roadmap process, frame and articulate key findings, and create a 3-year roadmap for the organization that builds on its strengths and defines areas for growth. To accomplish this, PUMP seeks to engage the staff, Board of Directors, alumni of the organization, members, participants, and the broader community. Responses to this Request for Proposals are due on or before April 20th, 2023.

PUMP and PSL Overview

Founded in 1996, PUMP's mission is to make Pittsburgh the most dynamic and diverse place by engaging, educating, and mobilizing all young people to effect change in our community. Each year, we serve nearly 30,000 individuals, primarily under the age of 40, through our advocacy, civic, social, and recreational programming.

PUMP facilitates several signature events throughout the year including Kickball for a Cause, Steel City World Cup, and Pittsburgh 40 Under 40 in partnership with Pittsburgh Magazine. It hosts a Mayoral Forum during those election cycles and contributes to partner community events.

The Pittsburgh Sports League (PSL) is a social enterprise housed within the nonprofit PUMP and was founded in 2000 as a flag football league of 150 participants. Today, the PSL provides over 20,000 participants an opportunity to play and socialize making it PUMP's largest "social networking" program. The PSL runs 4 seasons a year (winter, spring, summer, and fall) with up to 15 sports per season. It coordinates mini-leagues, one-day tournaments, solo nights, and two running clubs in the Pittsburgh area. Pittsburghers gain access to PSL and PUMP's communications through purchasing a yearly membership. The PSL is the premier provider of adult, mainly mixed gender, recreational sports leagues in the Pittsburgh region.

Previous Strategic Plan and Advocacy & Public Policy Agenda

PUMP's last strategic plan was completed in 2014 and engaged 1,185 young Pittsburghers around PUMP's activities and future. It laid out a framework for the organization to engage, educate, and mobilize young people to create change and set the foundation for the multi-phase deliberative community engagement process that produced PUMP's Advocacy and Public Policy Agenda.

With over 11,000 responses, four general categories emerged for the agenda: Diverse + Connected Region, Equitable Opportunities for Success, Active + Engaged Residents, Equitable Access to Health + Wellness. Within these categories, the agenda highlights 16 specific points that have guided PUMP's advocacy and related communications efforts ever since.

Since then, PUMP has worked to connect young Pittsburghers with timely and relevant information on issues, initiatives, policies, referendums, and calls to action within the agenda's framework. PUMP was notably involved with Our Kids Our Commitment, the Parks for All Ballot Initiative, and has supported efforts related to Family Paid Leave,

Ballot PA (repealing closed primaries), and made special efforts to educate and engage around voting, voting rights, and civic participation broadly.

Project Overview

PUMP has a Board of Directors (19 directors and 3 Leadership On Board members), an advisory board for its running clubs, three full-time staff people, one dedicated part-time staff person, and dozens of independent contractors (referees). It has thousands of members and around 20,000 yearly PSL participants (membership fluctuates based on season and yearly participation for members).

With a rich history, PUMP has grown into a well-respected organization with an active calendar, compelling programming, an extensive alumni network, and consistent partnerships. COVID-19 presented considerable challenges, but the organization was able to survive the initial onset of the pandemic and has bounced back towards full capacity in PSL and in signature events.

In 2023, PUMP brought on a new executive director and the staff and board want to take the time to thoughtfully engage the broader community to help define PUMP's new era. To accomplish this, PUMP is looking for a consultant to facilitate a strategic roadmap through a thorough and participatory process.

Recently, PUMP engaged with MURAL to procure their suite of innovation and collaboration software to support and augment the ability and opportunity to capture data asynchronously for this project. Training and onboarding for this suite of tools is available to the chosen consultant and can be incorporated.

Scope of Work and Deliverables

The project is expected to include:

- Project management
- Design and execution of a strategic roadmap process
- Development of actionable organizational roadmap with budgetary considerations
- Recommendations on the roadmap's implementation and necessary organizational structure

The proposal is expected to include:

- Understanding of the project and estimated hours
- Organization description including whether the firm is a woman and/or minority-owned business
- Qualifications and resumes of relevant staff. Experience, education, and staff makeup will all be considered. Subcontracting will only be allowed with pre-approval.
- Other pertinent details
- Relevant tasks for the project
 - Background research including an environmental scan of the organization, the ecosystem in the Greater Pittsburgh region, and opportunities
 - Benchmarking with other membership, sports, wellness, and civic engagement organizations
 - Hybrid interviews and surveys with the Board, staff, focus grouped members, stakeholders, partners, and the broader community
 - Facilitated group meeting with the board and staff

Project Goals and Target Audience

PUMP envisions the following general phases for developing an actionable strategic roadmap and seeks the consultant's recommendations on the best process for execution.

1. Discovery – vision, key goals, new opportunities with PUMP Board, staff, stakeholders, and community
 - Interviews and surveys
 - Facilitated group session(s) with board and staff
 - Landscape analysis and benchmarking
 - Surfaced strategic roadmap that is compelling, clearly stated, motivating, and worthwhile
2. Strategic goals, organizational roadmap, and related budget

This should include:

- An executive summary
- A comprehensive, detailed roadmap with clear vision, goals, objectives, strategies, opportunities, partnerships, and outcomes
- Resource development strategies, communication strategies (key messages, target audiences, channels, messengers)

3. Implementation Recommendations

This should include a related budget, discrete steps and timeframes, and related next steps

Scope of Work and Deliverables

Please include the following in your proposal:

- Your approach to strategic planning and/or creating an organizational roadmap
- Examples of similar projects
- Multiple client references
- Recommended project timeline with major tasks and milestones
- Project budget by line item
- Sample project plan
- List of staff

Proposal Submission

Closing Submission Date

- Proposals are due 5:00 PM EST on April 20, 2023

Inquiries

- Inquiries should be directed to Josiah Gilliam no later than April 13, 2023.

Josiah Gilliam, Executive Director josiah@pump.org

Conditions of Proposal

- Costs incurred in preparation of a response to the RFP are the bidder's responsibility and will not be reimbursed by PUMP

Submission Instructions

- Proposals are to be submitted in PDF format via email to josiah@pump.org before the closing submission date. A link to the file is acceptable.

Late arrivals and mail submissions will not be accepted.

Right to Reject

- PUMP reserves the right to reject any and all responses received in response to this RFP

Equity, Small Businesses, Minority/Women-owned Firms

- PUMP makes efforts to engage small businesses and minority/women owned firms

Notification of Selection and Timeline

- PUMP expects to select the consultant within 21 days of the closing submission date, but this timeline is subject to change

Conflict of Interest

- The bidder must disclose any possible conflicts of interest in an exhibit to the proposal. Unless otherwise disclosed, the bidder affirms that there exists no actual or potential conflicts of interest to the best of its knowledge.