



Request for Proposals: Strategic Planning Engagement
Proposals Due: May 31, 2023

Project Overview

WithinReach, a Washington State not-for-profit organization, seeks to partner with a consultant to design, project manage and facilitate a strategic planning process that centers racial equity and community input. WithinReach would like services to begin in June 2023 and end by August 2023. Both individual and consultant team applicants are welcome. Please learn more below and apply by 5:00PM (PST) on May 31, 2023.

WithinReach Overview

At WithinReach, we believe every family deserves to be healthy. With a strong commitment to equity, and serving people in every county in the state, WithinReach makes it easier for all families, especially those furthest from opportunity, to benefit from the resources and community supports they need to be healthy.

WithinReach is a trusted leader in building healthy communities in Washington State. For more than 30 years, WithinReach has been building pathways to make it easier for Washington families to navigate complex health and social service systems and connect with the resources they need to be healthy and safe. Our team is smart, innovative and purpose driven.

Each year, WithinReach helps more than 300,000 families gain access to essential health, nutrition and child development resources. We also work with partners and policymakers to improve community health and social service systems for all Washington families.

Landscape Overview

From birth to age five, a child's brain develops faster than at any other time in their life, building the foundation for future learning, behavior and health. Despite this critical period of time, parents and caregivers continue to struggle to find the supports they need for their children and themselves. While great strides have been made to address system gaps and silos that contribute to these challenges, there are continued opportunities for system integration. Families and providers shared during Washington's Statewide Early Learning [Needs Assessment](#) process that it is overwhelming and hard to navigate the complicated systems of care in Washington State.

We also know that inequities persist and demand our continued commitment to disrupting systems of oppression, specifically among the following populations: 1) Black, Indigenous and all children and families of color; 2) children and families in rural communities; 3) families with low incomes or facing other equity barriers (e.g. LGBTQ+, immigrant or housing and/or food insecurity); 4) children who experience developmental delays and disabilities; and 5) children and families who experience complex trauma or child welfare involvement.

At the center of our work with families is [Help Me Grow](#), a nationally recognized resource and referral linkage system that guides families through a complex web of services to connect them to appropriate state and community supports. Help Me Grow seeks to address system barriers and support gaps to

make sure children and families across Washington State are thriving because they are connected to the resources they need, when they need them. In addition, WithinReach has played a key role in building our State's [Immunity Community](#) through Immunization promotion and education for over 25 years, and most recently has been key in building our State's COVID Care Connect program, which connects those exposed to and experiencing COVID with the food and housing support services so they can stay home and heal.

Why a Strategic Planning Process Now?

As WithinReach enters its 35th year of service on the heels of the COVID pandemic, the Board and Staff seek to take a deep look at our vision, mission, core strategies, strategic direction and commitment to equity to chart a course for the next three years. Over the past three years, WithinReach has grown from a staff of 39 to 90 and is poised to make greater social impact than ever before. WithinReach is Washington State's official Help Me Grow Affiliate. As part of this process, we seek to incorporate community feedback and align with strategic priorities established in the Help Me Grow Washington strategic plan sponsored by the Washington State Department of Children, Youth and Families.

Our current CEO, who has been at WithinReach for 23 years, will transition out of her role in late summer. As part of our succession plan, WithinReach's highly-regarded, Chief Strategy Officer, who has been with the organization for 20 years, will serve as Interim CEO until a permanent CEO is hired.

Strategic Planning Goals

Process for engagement

- Engagement is undergirded by WithinReach's decades-long history of collaboration with public and private partners, and qualitative and quantitative data based in its work
- Engagement is strengthened by centering BIPOC and parent/caregiver voice
- Engagement is comprehensive by including the input of families, staff, Board, relevant state agencies, private funders, Help Me Grow and Prenatal to Three system partners, child health and development providers, community health and social service partners, and others

Decision-making practice and supporting structure

- Project planning and decision-making practices are clear, transparent, inclusive and centered in equity.

Strategy and outcomes

- Definition of a clear and inspiring "North Star"
- Alignment around a common vision and mission
- Development of three to five key organizational strategies, which support annual measurable goal setting and evaluation across departments
- A three-year strategic plan that allows for agility and responsiveness
- Deep and transparent engagement and communication among staff, Board and community stakeholders that fosters inclusion and belonging
- Process and outcomes development using a [Targeted Universalism](#) framework

Scope / Statement of Work

1. Facilitate the process of establishing and running a Strategic Planning Workgroup (to be agreed upon in agreement with WithinReach Board and staff leadership), including a kick-off meeting and regular meetings to provide updates, solicit feedback, review learnings, and manage risks.

2. Project Deliverables include:
 - Revised mission and vision statements that align with the 3-year strategic plan
 - A detailed, written report describing the 3-year strategic plan
 - Summary report of engagement process, key learnings and recommendations that inform the strategic plan
 - Plan on a Page (communication tool with visuals)
 - Visual illustrating WithinReach's role within the ecosystem of child and family supports
 - A clear set of resource requirements to implement the plan
3. Submit final comprehensive strategic plan and deliverables to Strategic Planning Project Workgroup.

Proposal Submission:

Submit proposals with detailed process/methods of engagement to meet project deliverables with a detailed project timeline, estimated project cost, and two or more examples of relevant work to contracts@withinreachwa.org by May 31, by 5:00PM (PST).

Questions regarding the project and proposal process can be sent to Contacts@WithinReachWA.org, and answers will be posted on the WithinReach website.

Minimum Requirements:

Lead Facilitator(s)

- Experience in facilitating at least five (5) projects with a racial equity approach
- Experience managing at least three (3) strategic planning processes, including at least one (1) strategic planning process using a racial equity framework
- Experience in navigating diverse perspectives and unifying around them in (3) projects
- Ability to demonstrate creative, nimble and effective facilitation skills, especially in a virtual environment

Project Team

- Experience in interviewing and qualitative data analysis in at least three (3) projects
- Effective written and oral communication skills and experience writing clear and comprehensive reports
- Experience creating effective visual communication tools

Desired Skillset:

Lead Facilitator(s)

- Experience in facilitating with a targeted universalistic approach
- Experience with inclusive engagement methods (i.e., Liberatory Design, Open Space, World Café)
- Experience having authentic engagement with clients / community members
- Experience in participatory leadership principles and tools

Project Team

- Familiarity with early childhood systems
- Familiarity with Washington state early childhood landscape