



Detroit Future City (DFC) Implementation Office Professional Consulting Services Request for Proposals

Issued: December 23, 2014

Proposal Due: January 12, 2015 by 5:00 PM

Submit via Email to: heidi.alcock@detroitfuturecity.com

Proposals Should Include: Information required to evaluate the proposal against the selection criteria (see below) along with consultant bio(s), contact information for three client references, and a sample comparable work product.

Background: In January 2013, after three years of solid work, drawing on the best local and national talent as well as the insights of tens of thousands of Detroiters, the Detroit Future City (DFC) Strategic Framework was released. The DFC Strategic Framework is a highly detailed long term guide for decision-making by all of the stakeholders in the City. Immediately following the launch, the Detroit Economic Growth Corporation (DEGC) gathered resources and developed a team to connect people to the plan. Work began immediately in various sectors of the community and with policy leaders locally and at the state and federal levels.

Through the support of the foundations, corporations and the State of Michigan, and working in close collaboration with the City of Detroit, the DFC Strategic Framework is coming to life through the work of a DFC Implementation Office. The DFC Implementation Office operates under a fiscal sponsorship arrangement with the Detroit Economic Growth Association (the nonprofit arm of the DEGC). In December 2013, a Steering Committee and Executive Committee were seated to serve as strategic advisors and champions for DFC implementation. In January 2014, an official home base was created and leadership team announced to ensure the successful execution of the vision created in the DFC Strategic Framework. In 2014, DFC developed and activated 52 pilot initiatives, engaged nearly 45,000 people through online and social media, and leveraged over \$74 million in investment to fulfill the DFC Strategic Framework.

Need: Twenty months into the implementation process, DFC finds itself in an important moment of opportunity. The City has exited bankruptcy and elected and established new leadership. DFC is involved in more than fifty initiatives, and with two years of efforts

behind it, there is a need to consider the best form of structure and governance for the next stage of work. This includes defining more clearly what is DFC's strategic role in the larger context of the city and positioning the organization's unique assets for maximum impact. The questions we will ask are as follows:

- A. Mission/Unique Contributions/Strategic Role - What is the highest and best role, given its unique assets, for DFC to catalyze the City's transformation?
- B. Governance – What is the best governance model to maximize impact within either of the two structures identified (see below)?
- C. Organizational Structure
 - a. Should DFC become a more independent entity while remaining under the auspices of the DEGA, or
 - b. Should DFC seek its own independent 501c3 status so that it can operate as a standalone entity?

The DFC Implementation Office has built its team quickly and focused on a “pre-incorporation” model just to get up and running. Its two years of experience demonstrate the need to work closely with key partners and stakeholders under an organizational structure and governance model that directly supports and protects DFC's bold and transformative work and at the same time clarifies DFC's mission and unique contributions to the city.

Project Summary & Desired Results: The DFC Implementation Office seeks professional consulting services to design and implement an expedited organizational assessment process for the DFC Executive Committee in partnership with and under the direction of the DFC Governance Subcommittee. The assessment process must deliver recommendations for questions A, B, and C identified above. Specifically, consultant deliverables must include analysis and recommendations on each of the following:

1. The strategic role of the DFC Implementation Office in Detroit for the next 2-3 years. Role should include: the unique role DFC Implementation Office can play to catalyze the City's transformation, how that role compliments the other strategic efforts going on toward the City's transformation, and how that role should be achieved.
2. An analysis of the pros and cons of two organizational options: 1) DFC moves to an independent Board within the DEGA, and the DFC Board enters into a clear MOU with DEGA that describes the cost structure, responsibilities and decision making authority, or 2) DFC seeks its own, independent nonprofit 501c3 structure in order to operate as a standalone entity.
3. Governance model that supports organizational structure and strategic role.
4. Organizational structure recommendation for the DFC Implementation Office; best structured to support the strategic role.

The final deliverable should also include a scan of national analogue organizations that fulfill similar functions in other cities, focusing on specific examples that directly relate to the questions being addressed in this process.

Executive and Steering Committee members, Process Leaders, DFC leadership and other identified partners should be engaged in the process individually through surveys or interviews (15-20 interviews) and collectively through facilitated dialogue and/or focus groups (1-2 focus groups if deemed necessary). DFC leadership and staff are prepared to provide information and insight, as requested, throughout the process.

This project will occur on two parallel tracks. One track will focus on question 1 above, and the second track will focus on questions 2-4 above, and both tracks will occur simultaneously.

The selected firm will be experienced in and expected to perform all interviews, surveys, focus groups, data gathering, presentation preparation, recommendation formulation, presentation of recommendations to Executive Committee, and facilitation of conversation around recommendations to reach defined outcomes. Firms with demonstrated local knowledge are preferred.

Activities: Activities include but are not limited to:

- Work with the Governance Subcommittee to design and execute the organizational assessment process described above in order to achieve the desired results;
- Communicate, and meet as requested, with the Executive Committee to explore and interpret information as it is being gathered, and to monitor progress to ensure the process achieves the desired results;
- Present initial findings to the Executive Committee for reactions and feedback, and facilitate dialogue with the Executive Committee around key issues;
- Incorporate Executive Committee reactions and feedback, and prepare a report that includes a summary of findings and makes recommendations about each of the four issues identified in the above section;
- Provide assistance, as requested, to the Executive Committee as it prepares to present final report to the Steering Committee;
- Submit a final report that includes final recommendations;
- Attend meetings with members of the Governance Subcommittee, Executive Committee, Steering Committee, Process Leaders, other partners, and/or staff, as requested; and
- Other best practices as recommended by the consultant to achieve the desired results.

Timeframe: January 12, 2015 through March 30, 2015

Key Dates: Week of January 12 – Consultant selected

Week of January 19 – Consultant meets with the Governance Subcommittee or some subset of its members to solicit input on project design

Week of January 26 – Governance Subcommittee finalizes project design, including interview and survey questions, with the consultant and consultant commences information gathering (interviews, surveys, research, scan, focus groups, etc.)

Week of February 9 – Update on assessment process is presented by same subset of Governance Subcommittee and consultant at Executive Committee meeting; consultant facilitates Executive Committee dialogue around key issues

Week of March 2 – Information gathering concludes and consultant prepares to present initial findings to the Executive Committee the week of March 9

Week of March 9 – Consultant presents initial findings at Executive Committee meeting for reaction and feedback; consultant facilitates Executive Committee dialogue around key issues

Week of March 30 – Consultant presents draft report, that includes final recommendations, to Executive Committee, which then presents final report to the Steering Committee in the next two weeks for feedback and discussion then acts on the recommendations.

Selection Criteria: Selection criteria include but are not limited to:

- 1) Cost – Are the costs reasonable, competitive, and within available resources?
- 2) Qualifications – Does the proposal demonstrate the appropriate qualifications (degrees, certifications, prior experience, etc.) required to successfully fulfill the scope of work?
- 3) Fit – Does the proposal demonstrate an understanding of DFC and the unique challenges it faces? Does the proposal demonstrate an ability to work effectively with the variety of stakeholders (DFC Steering/Executive Committees, Process Leaders, other partners, and leadership staff) that would be involved in the process?
- 4) Efficiency and Effectiveness – Does the proposal demonstrate that the desired results can be achieved within the specified timeframe?
- 5) Local knowledge preferred.

Please email questions to Heidi Alcock, DFC Director of Operations, at heidi.alcock@detroitfuturecity.com.