



Are you on board?

REQUEST FOR PROPOSAL

Boston Harbor Now for a Three-Year Strategy

Deadline for Submission: **October 30, 2023**

The Board of Trustees of Boston Harbor Now seeks an experienced consultant to assist in developing a strategy to increase our impact during the next three years. The proposed contract term is December 2023-September 2024 for implementation by January 2025.

The successful consultant will design and facilitate a process that identifies and prioritizes priority projects for impact, within a 3 year Strategic Plan for the organization. Final Plan to include objectives, strategies, tactics and performance metrics.

Timing

Start date: December 2023

Draft plan completed: July 2024

Final plan completed: September 2024 (including FY26-FY28 budget)

Budget

The anticipated budget for the project is \$20,000-30,000.

Who We Are

A generation ago, Boston Harbor was heavily polluted and most of the waterfront was either industrial land or not easy to get to, especially by those individuals and families who did not live or work along the waterfront. Today, the Harbor is an outstanding example of how, when communities come together, transformation is possible. Now, after decades of advocacy, infrastructure improvements and environmental stewardship by City, State, Federal agencies and area business, non-profit and community grassroots including billions of dollars in public and private investment, we have a harbor in need of improved accessibility for those who need it most and we need to adapt it to the impacts of climate change.

Boston Harbor Now (BHN) is a nonprofit committed to realizing the social, economic and environmental benefits of Boston Harbor for Greater Boston. We define the harbor as being from Salem to Hull, the region's largest blue and green public open space. Our **vision** is a vibrant, welcoming, and resilient Boston Harbor, Waterfront, and Islands that benefit everyone. Our **mission** is to ensure that these unique regional resources are accessible, inclusive, and properly adapted to the risks of climate change.

Boston Harbor Now has three primary goals:

- Facilitating **Access** for all to the waterfront and Harbor Islands.
- Advancing collaborative efforts towards **Coastal Resilience**
- Incorporating **Equity** in everything we do.

Many are aware of BHN through the **projects** we support, the **programs** we offer, the **expertise** we contribute and the **community activities** we support. It's time for a strategic, integrated approach to all that we do.

Current priority **projects** underway include the [Stone Living Lab](#), focused on finding nature-based solutions to sea level rise, and [Harborwalk 2.0](#), that brings people to and along the water and protects people from it. BHN **programs** seek to increase utilization of the Boston Harbor Islands National and State Park, waterfront and harbor by growing our increasingly diverse audience. BHN leaders advise and contribute **expertise** to public policy in matters of effective shoreline adaptation, how to prepare for climate change and sea level rise, ways to improve equitable connectivity to, along, and across the Harbor, and to sustain the thriving maritime based economy in Boston Harbor.

For more information about Boston Harbor Now, please visit: www.bostonharbornow.org

Scope of Work of the Strategic Plan

Questions to be answered:

- What is the best framework for strategically unifying BHN silos of programs, policy and planning, park projects and operations, communications, fundraising and community engagement?
- What 3-4 initiatives (programs, projects, or collaborations) have the highest chance for measurable impact in the next 3 years? What are the criteria, how are they weighted and what are the key performance metrics?
- What are we currently doing that can be put on a back burner or eliminated? And what are the criteria used to determine what we take on or not going forward?
- How will we define, measure and communicate impact/success including DEIB?
- What are the operational resources required to achieve goals?

The consultant may also suggest reporting templates and processes to help with the implementation of the strategies. *Implementation is a follow on contract.*

The goals of the proposed 3-year Strategic Plan are to

- Increase visitation to the Harbor (Islands and waterfront) and engagement with BHN (mission and programs.)
- Elevate 3-4 opportunities to maximize impact on equitable access and climate resilience that drive engagement and fundraising.
- Identify key success factors for tangible impact within 3 years.
- Identify the operational resources necessary to achieve the goals, including elements of future succession planning.

Resources Available

- [Boston Harbor Now Summary](#)
- [Equity Statement for Employment and Hiring](#)
- Project Updates: Waterfront Data Project, Harborwalk 2.0, Stone Living Lab
- Boston Harbor Now Strategic Messaging and Narrative
- FY24 Budget
- Annual 2023 Calendar
- Refining our Focus 2022-2025 (Internal Work Plan)
- Prioritization Exercise for FY22-FY24 Work Plan
- Visual Representation of our Work - Resource Allocation - February 2022
- Intended Impact/Theory of Change - Updated February 2021
- Prioritization Exercise - December 2021
- Policy and Planning Detailed Strategy - December 2021
- First 5 Year Accomplishments
- First 6 Year Impacts
- BHN Equity Work Summary

- By Laws
- Committees and Working Groups
- Trustee Expectations
- Advisor Expectations
- Organizational Chart
- Websites: www.bostonharbornow.org, www.bostonharborislands.org, www.bostonharborwalk.org, www.stonelivinglab.org
- Staff and Board: <https://www.bostonharbornow.org/about-us/our-team/>
- Audits and 990s : <https://www.bostonharbornow.org/about-us/financials/>

Proposal Requirements

Boston Harbor Now is seeking proposals from qualified individuals or teams with demonstrated experience in strategic planning. Experience in facilitating Board-led planning by similar non-profit organizations in defining priorities, strategies and outcomes is preferred. The consultant selected will be responsible for defining the project, process, milestones, deliverables and a documented 3-Year Strategic Plan by deadline. Demonstrated non profit strategic planning experience with similar size and scope required.

Proposals must include tasks, timeline and milestones including engagement with Board and staff throughout the process. The successful applicant will be responsible for project management, scheduling and facilitating meetings/calls as required to achieve interim milestones and the completion of the 3 Year Strategic plan by September 2024.

Submission Details

Interested applicants should submit, via email, their completed proposal that includes the following information:

1. Name and contact information for project lead and any participating consultants.
2. Statement of qualifications.
3. Project Plan and timeline. Describe and define the proposed process, timeline and deliverables.
4. Describe 4 recent engagements of similar size and scope. Identify the goals, objectives, performance metrics and deliverables. Or provide a Client list highlighting examples of relevant strategies and their impacts.
5. Identify Project Team and any other resources required. Provide resumes for project lead, project team and any other resources.
6. Fee and budget. Allocate budget, identifying primary tasks and anticipated out of pocket expenses. Identify hourly rates of the project team.
7. Provide three relevant references of clients whose plans have been completed.

Please email proposals by October 30, 2023 to Kathy Abbott, President and CEO at kabbott@bostonharbornow.org and Alankrita Narang, Chief Financial and Administrative Officer at anarang@bostonharbornow.org. No calls or visits, please. Please hold November 9, 2023 for interviews with a small group of board and staff members.

Commitment to Diversity, Equity, Inclusion and Belonging

Boston Harbor Now is an intentionally diverse workplace. We are intentional about our hiring, developing, and retaining people of color at all levels. We don't just accept differences - we celebrate them, we value them, we promote them, and we thrive on them for the benefit of our employees, volunteers, supporters, partners, and community. We recognize that people bring their personal histories to work and that we make better decisions when we include a wide range of experiences and opinions. Diversity refers not only to race and gender, but also to an array of human differences including: culture, ethnicity, geography, socio-economic position, ability, sexual orientation, background, perspective and more that exist in the community and are reflected in the workforce. We value using a race equity lens to manage the organization and create spaces for conversations on race and ongoing staff and board engagement and empowerment to redesign policies, practices, services and programs. Boston Harbor Now strongly believes that diversity plays an essential role in our mission, fostering innovation and creativity, attracting the best candidates to our team, and enhancing our ability to serve.

We are an equal opportunity and affirmative action employer.

Procurement Terms and Conditions

Expertise. The successful bidder will have direct experience working with non-profit trustees and staff to initiate and execute strategic planning. Additionally, the successful bidder also will have significant experience working with New England-based organizations engaged in conservation, advocacy, and community engagement. The successful bidder will contribute excellent analytical, facilitative leadership and communications skills.

Right to Reject/Cancel. Boston Harbor Now reserves the right to cancel this procurement, to waive any defect or technicality, and to advertise for new proposals, without notice or justification, where the rejection, cancellation, waiver or advertisement would be in the best interests of Boston Harbor Now.

Formal Contract Required. Upon award, Boston Harbor Now and the successful bidder will enter into a contract based on the factors described in this Request for Proposal. The services to be provided will begin and end on specific dates to be negotiated by the parties, not to exceed nine months. The contract value will not exceed the proposed amount, unless the time period and/or the contract value are modified by written, executed amendment to the contract.

No Liability for Costs. Each prospective bidder responding to this RFP agrees that it will have no claims against Boston Harbor Now for any costs or liabilities incurred relating to this RFP.

Indemnification. The successful bidder will indemnify and hold harmless Boston Harbor Now, its trustees, employees, agents and members from any and all liability resulting from the performance of the services provided under the contract, including, but not limited to, the acts or omissions of the successful bidder, its directors, officers and employees, any and all sub-contractor(s) and their employees, and/or from any and all third party claims related to the contract.

Applicable Law. This Request for Proposal and any Contract subsequently executed shall be governed and/or construed in accordance with the laws of the Commonwealth of Massachusetts.