



**WORLD BIRD  
SANCTUARY**

*"Preserve, Protect & Inspire"<sup>SM</sup>*

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**World Bird Sanctuary Request for Proposal – Strategic Planning**

Proposals will be received until:

Saturday, July 15, 2017

5:00 p.m. CST

Strategic planning start date:

Monday, September 11, 2017

8:30 a.m. CST

The RFP is also available at our website

[www.worldbirdsantuary.org](http://www.worldbirdsantuary.org)

## A. General Information

Project Objective: To develop a 5 year strategic plan.

Issuing organization: World Bird Sanctuary  
125 Bald Eagle Ridge Road  
Valley Park, MO 63088

RFP Issued: June 15, 2017  
Questions must be received by: 5:00pm CST, June 27, 2017  
Responses to Questions: 5:00pm CST, June 30, 2017  
Due Date for Proposals: 5:00pm CST, July 15, 2017

The policy of the WBS Strategic Planning Committee is to solicit proposals with an honest intention to award a contract.

This policy will not affect the right of WBS to reject any or all proposals

Contact for Further Information: Brian Bissonnette, Executive Director  
[bbissonnette@worldbirdsanctuary.org](mailto:bbissonnette@worldbirdsanctuary.org)  
Phone: (636) 225-4390  
Cell: (786) 603-7454

## B. Statement of Purpose

World Bird Sanctuary in Valley Park MO is seeking a consultant or consultants to assist in developing a strategic plan to attract visitors, increase donor support, boost educational program demand and expand avian wildlife conservation efforts in the areas of propagation, rehabilitation and research/field studies. Additionally, the consultant or consultants would assist in developing a staff organizational structure to meet the goals of the strategic plan while still considering the limited budget available.

## C. Background Information

World Bird Sanctuary is both a unique St. Louis attraction and entertaining environmental education opportunity. In 2016 we had approximately 60,000 visitors to the sanctuary. With over 305 acres and over 250 animals in our care, we offer a one-of-a-kind wildlife experience. World Bird Sanctuary also operates a wildlife hospital that provides rehabilitation services and emergency care for up to 400 patients every year. World Bird Sanctuary's mission is to preserve, protect and inspire to safeguard bird species as part of the global community for future generations. Our vision is to create a

world where diverse bird species are secure and thriving in a variety of stable ecological communities. We work to fulfill this mission through our six core competencies of sanctuary services, education, rehabilitation, propagation, research/field studies and advocacy efforts.

World Bird Sanctuary is one of North America's largest facilities for the conservation of birds. World Bird Sanctuary is on the leading edge of public awareness regarding the plight of bird species worldwide.

World Bird Sanctuary is a 501(c)(3) nonprofit organization that receives no state, federal or county funding and relies on donations from the public, corporate and foundation supporters to achieve our mission. World Bird Sanctuary consists of a board of directors, 23 permanent staff and 12-16 seasonal employees.

#### D. Scope of Work

The WBS board is seeking a consultant to lead the board and staff through the process of developing a five year strategic plan. The plan will articulate WBS's vision/mission and include goals, objectives, tasks/action steps that will guide the organization for the next 5 years.

Some of the questions we want to address are as follows:

What should be WBS's areas of strategic focus?

How can continuing education/professional development add value to staff expertise?

What educational programming is considered by staff and customers to be essential?

What partnerships can/should be developed or enhanced?

Are there new areas of educational programming that should be considered?

What special events should be maintained and what should be eliminated?

Are there new funding opportunities and/or new funding streams?

Does our organizational structure meet the demands of our strategic goals/objectives?

How to we enhance WBS's brand?

Does our current marketing effort meet the needs of WBS and if not how do we increase our marketing effectiveness?

## E. Deliverables

A final strategic plan document must include the following in detail:

Strategic areas of focus and organizational priorities for the next five years.

Goals and objectives to meet priorities to include a 10 year endstate.

Development of action plan to operationalize strategic plan.

Services and educational programs (both current and new) that will support goals, including partnerships with other organizations.

Necessary skills for staff to carry out services and educational programs.

Possible new funding streams.

Development of an organizational structure to meet the demands of the action plan.

Survey results from all staff and select board members, volunteers, donors and visitors.

## F. Timetable

July 15, 2017 (no later than 5:00pm CST)	Proposals due
August 15, 2017 (between 8:00am and 12:00 pm CST)	Meet with finalists
August 16, 2017	Award decision
September 11, 2017 – October 27, 2017	Planning activities
December 8, 2017	Draft Complete
December 12, 2017 – December 15, 2017	Review/changes
December 18, 2017	Final Product
December 19, 2017	Present to BOD

## G. Selection Process

The Strategic Planning Committee will review all proposals. In evaluating proposals, price will not be the sole factor. The committee has developed an evaluation matrix that will be used to evaluate each proposal (see attached matrix).

## H. Information Required of Respondents

In responding to this RFP please use the following format. Response to RFP should be no more than three pages in length, plus attachments.

Section 1: Summary of the proposal (Provide a brief summary of Sections 2 through 6 of the proposal).

Section 2: General Description of the planning activities recommended (Provide a brief statement of your understanding of the requested effort including the conclusions).

Section 3: Work Plan (provide information about proposed activities that would involve key stakeholders such as WBS board, staff, donors, volunteers, etc. Also provide a timeline for completing the process within the timeframe in Part F).

Section 4: Staffing Plan, Including Resumes (Please identify each person who will work on the project and indentify his or her role. Also provide a resume for each member of the consulting team).

Section 5: Budget (Please provide total cost of the project).

Section 6: Recent Projects (Please provide your recent and relevant projects).

## I. Proposal Submission

Proposals should be prepared in a clear and concise manner. Emphasis should be on completeness and clarity of content.

Questions concerning this RFP shall be emailed to Brian Bissonnette, Executive Director, at [bbissonnette@worldbirdsanctuary.org](mailto:bbissonnette@worldbirdsanctuary.org) NLT 5:00pm CST, June 27, 2017. Responses to questions will be emailed NLT 5:00pm CST, June 30, 2017.

Address the proposal to: Brian Bissonnette, Executive Director  
Email address: [bbissonnette@worldbirdsanctuary.org](mailto:bbissonnette@worldbirdsanctuary.org)  
Subject line: Strategic Planning Proposal

Deadline for receipt of Proposal: NLT 5:00pm CST, 15 July, 2017

Finalists will present proposal to the Strategic Planning Committee on August 15, 2017 at the scheduled time (between 8:00am – 12:00pm)

WBS will reach a decision on awarding the contract NLT 5:00pm CST, August 16, 2017

#### J. Additional information

Consultants may provide any additional information it feels would assist WBS in the selection process.

#### K. Proposal Review and Assessment

The Strategic Planning Committee will evaluate proposals as indicated on the evaluation matrix.

Consultants will be evaluated on the criteria listed in the evaluation matrix. These criteria will be the basis for review of the written proposals and interview session.

The rating scale shall be from 1 to 5, with 1 being a poor rating, 3 being an average rating and 5 being an outstanding rating.

## Evaluation Matrix

Weighting Factor	Criteria	Standard
3.0	Scope of Proposal	<ul style="list-style-type: none"> <li>• Does the proposal show an understanding of the project objective and results that are desired from the project</li> </ul>
2.0	Assigned Personnel	<ul style="list-style-type: none"> <li>• Do the individuals have the necessary skills for this project.</li> <li>• Are sufficient people of the requisite skills assigned to the project.</li> </ul>
1.0	Availability	<ul style="list-style-type: none"> <li>• Can the work be completed in the necessary time?</li> <li>• Can the target start and completion dates be met?</li> </ul>
2.0	Understanding of Non-profit Organization; Specifically in the area of wildlife conservation	<ul style="list-style-type: none"> <li>• Does the project team have the understanding of non-profit needs?</li> <li>• Does the project team have experience with wildlife conservation organizations</li> </ul>
2.0	Cost	<ul style="list-style-type: none"> <li>• Is the proposed cost within the budget or lower than budget estimates.</li> </ul>