STATEMENT OF NEED
MnDOT’s Office of Organizational Planning and Management is seeking a consultant to assist in the development of the agency’s Strategic Plan for Fiscal Years (FY) 2022-2025. The target date for publication of the Strategic Plan is July 1, 2021.

BACKGROUND
The 2018-2022 Strategic Operating Plan (SOP) was the first direction-setting document that translated MnDOT’s vision, mission, and long-range transportation plans into goals and strategies for agency operations. The document was developed internally and focused on three broad goals: Customer Trust, Operational Excellence and Workforce Excellence. Committees were formed around each of these goals with the intent to oversee implementation activities. Additionally, MnDOT’s Business Planning Program for FY 2020-2021 tied District and Office work to each goal area.

GOALS
The FY 2022-2025 Strategic Plan will set the strategic direction of the agency for the next four years. This will run in concurrence with the biennial budgeting cycles and the agency’s Business Planning Program. Additionally, the strategic plan should align with the Governor’s One Minnesota Plan (presented in January 2020) and MnDOT’s Statewide Multimodal Transportation Plan (being updated from January 2020 – December 2021). This process should mature the Strategic Plan to serve as both an aspirational target as well as a guiding and outcome-based document to assist Districts and Offices in defining, planning and managing work in-line with agency priorities.

SCOPE OF WORK
Activities will take place from contract execution to June 30, 2021. The following task breakdown describes the successful responder’s responsibilities:

Task 1: Engagement
Engagement in the development of the FY 2022-2025 Strategic Plan will have two perspectives. Agency staff will be consulted throughout the development of the plan, as was done with the first plan. Additionally, this iteration will include engagement from key external partners, which should include federal and state agencies, legislators and transportation advocates.

Subtasks:
1. Develop and lead engagement activities for agency staff;
2. Develop and lead engagement activities for external partners.

Deliverables:
1. Engagement timeline;
2. Activity materials;
3. Facilitate half-day session during the annual MnDOT Managers’ Workshop in September 2020; and
4. Summary of engagement findings and recommendations.

Outcomes:
1. Insight on agency priorities from both internal and external points of view.

Task 2: Best Practice Review
Conduct research on Department of Transportation (DOT) and other governmental agency strategic plans to identify best practices. Specifically, research should examine plans that have an organizational development lens in addition to a system performance lens. Organizations outside of governmental agencies may be included per consultant recommendation.

Subtasks:
1. Review DOT and other governmental strategic plans.

Deliverables:
1. Summary report on review findings and recommendations supported by examples of strategic plans in use by DOTs or other governmental entities.
Outcomes:
1. Understanding of strategic planning best practices by other governmental organizations.

Task 3: Current Plan Review
Assess the current Strategic Operating Plan, implementation efforts and progress on advancing goals. Review Fiscal Year 2018-2022 plan document, Fiscal Year 2020-2021 Business Plans and Goal Committee work. Additionally, it will be important to review other agency strategic and system plans.

Subtasks:
1. Review FY 2018-2022 Strategic Operating Plan;
2. Review other agency strategic and system plans;
3. Review internal agency budgeting and business planning processes for integration with the strategic plan; and
4. Engage Goal Committees in analysis of current implementation efforts.

Deliverables:
1. Summary report on SOP/Business Plan findings and recommendations.

Outcomes:
1. Recommendations for maturing the strategic plan document and implementation.

Task 4: Assessment and Analysis
Conduct internal assessment and market analyses to identify issues facing the agency today and in the future.

Subtasks:
1. Conduct internal assessment;
2. Conduct market analysis; and
3. Identify core competencies.

Deliverables:
1. Summary report on internal assessment findings and recommendations;
2. Summary report on market analysis findings and recommendations; and
3. Summary report on core competencies.

Outcomes:
1. Identification of key issues facing MnDOT over the next four years; and
2. Insight into MnDOT’s ability to address identified issues.

Task 5: Goals, Objectives and Strategies
The Strategic Plan must have defined goals, objectives and strategies that can address current and future challenges under a variety of scenarios.

Subtasks:
1. Conduct scenario planning;
2. Set goals and objectives; and
3. Define strategy focus and develop strategies.

Deliverables:
1. Draft goals and objectives; and
2. Draft strategies.

Outcomes:
1. A strategic direction that provides realistic steps to achieving organizational success.
**Task 6: Evaluation and Measurement**

An evaluation framework will be developed that allows leadership to track progress on achieving goals. This will include high-level, forward-looking indicators that tell a story of the agency’s organizational growth and development. This is not a performance management system, but is a representation of how performance metrics translate into desired outcomes.

**Subtasks:**
1. Develop goal achievement indicators;
2. Identify associated performance measures that can support indicators; and
3. Create dashboard for data visualization of plan advancement.

**Deliverables:**
1. Evaluation Framework; and
2. Draft dynamic, web-based Strategic Plan dashboard.

**Outcomes:**
1. Methodology for tracking goal achievement.

**Task 7: Final Strategic Plan**

Create a written plan that is aspirational, yet implementable.

**Subtasks:**
1. Draft and revise plan sections in coordination with MnDOT Office of Communications; and
2. Finalize plan sections.

**Deliverables:**
1. Draft Strategic Plan; and
2. Final Strategic Plan.

**Outcomes:**
1. A Strategic Plan that guides the organization over the next four years in order to be able to provide transportation in the future.

**PROPOSED SCHEDULE**

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<th>Task</th>
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Progress meetings in person and by Skype and/or conference calls weekly until completion in June 2021.

**MnDOT’S RESPONSIBILITY**

1. General project information and meeting time with working groups;
2. Location for meetings;
3. Background information;
4. State technical experts to help implement; and
5. Overall project manager/point of contact for the work.

Responders are encouraged to propose additional tasks or activities if they will substantially improve the result of the project. These items should be separated from the required items on the cost proposal.