

Metropolitan Area Planning Agency (MAPA)  
**MAPA Foundation**  
**Organizational Capacity  
Assessment & Strategic Plan**

Request for Proposals (RFP)



Connect. Plan. Thrive.

**Proposals must be  
submitted by 4:30 p.m.  
CDT on March 13, 2026**

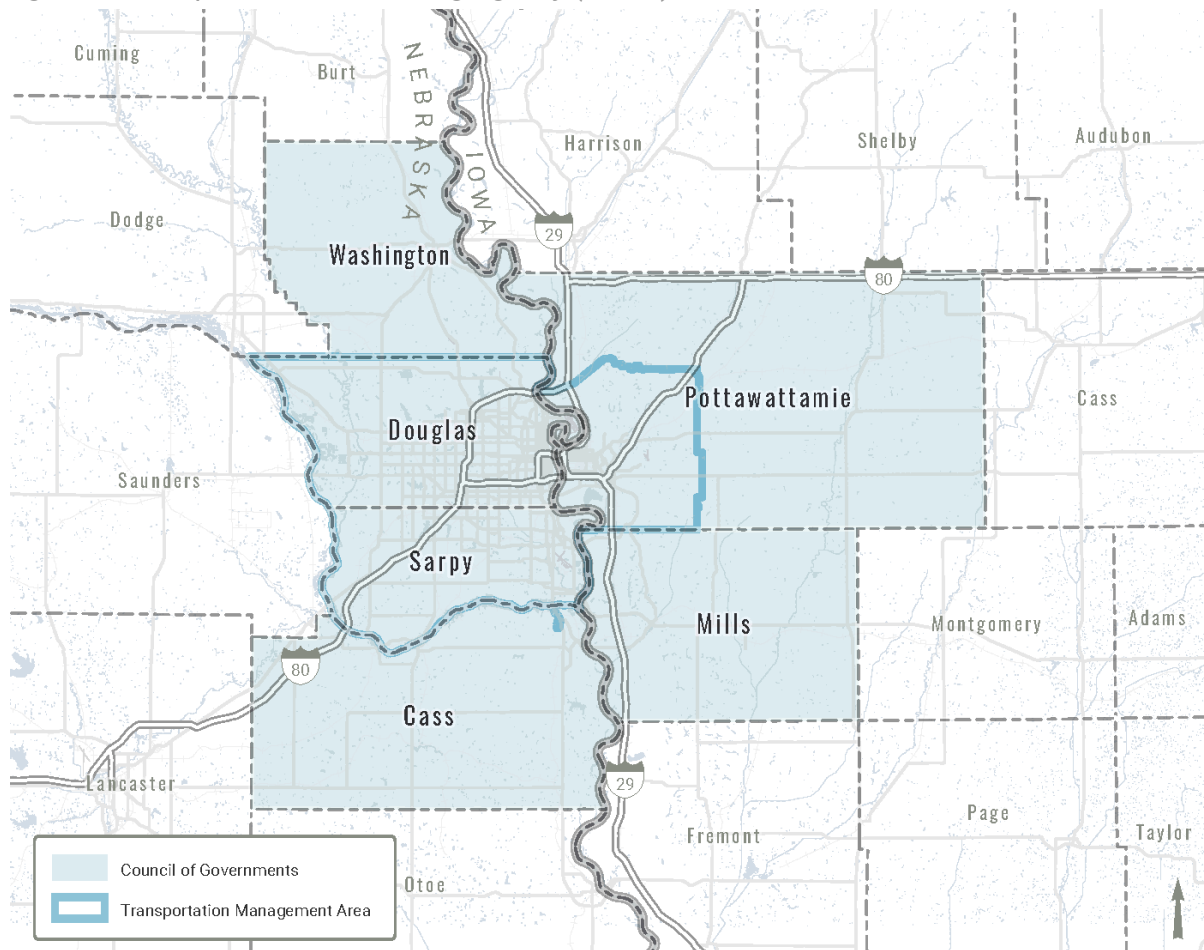
## Table of Contents

|                                 |    |
|---------------------------------|----|
| 1. Introduction & Background    | 2  |
| 2. Scope of Services            | 3  |
| 3. Project Schedule             | 5  |
| 4. Evaluation Criteria          | 5  |
| 5. Submission of Qualifications | 6  |
| 6. Submittal Requirements       | 7  |
| 7. General Terms and Conditions | 9  |
| 8. Award of Contract            | 10 |

# 1. Introduction & Background

MAPA was created by local governments in 1967 to serve as the regional planning agency for the Omaha-Council Bluffs metropolitan area. MAPA serves a six-county region, including Cass, Douglas, Sarpy and Washington Counties in Nebraska, and Mills and Pottawattamie Counties in Iowa. MAPA is led by a 79-member Council of Officials, all of whom are appointed by local and special purpose units of government, which meets quarterly and sets policy for the agency. A nine-member Board of Directors is composed of elected officials and meets monthly to carry out those policies and oversee agency activities.

*Figure 1. Metropolitan Area Planning Agency (MAPA) Service Area*



The **MAPA Foundation** is a 501(C)(3) corporation organized for charitable and educational purposes, which allows MAPA to receive tax deductible donations for certain programs. In Nebraska, the Department of Economic Development designates and recognizes the MAPA Foundation as a Non-Profit Development Organization (NDO). NDOs are authorized to engage in community economic development activities within their defined service areas; the MAPA

Foundation's NDO service area includes MAPA's four Nebraska counties and is staffed by MAPA employees. The MAPA Board of Directors serves as the Board for the MAPA Foundation.

The primary funding utilized to date has been repurposed program income from local Community Development Block Grant (CDBG) projects within the MAPA region. Additionally, the MAPA Foundation's status as an NDO has enabled the organization to apply for grant funds and administer awards which would otherwise not be available to public entities. In the last eight years, the MAPA Foundation has partnered with the City of Blair in Nebraska to obtain grants from the state's [Rural Workforce Housing Fund](#) and [Affordable Housing Trust Fund](#). Acting on the city's behalf, the MAPA Foundation has facilitated the construction of 17 new affordable single-family housing units and the renovation of a 10-unit multi-family property. Additionally, the MAPA Foundation was a recipient of a Development and Preservation Fund award from Front Porch Investments to create a [Regional Housing Market Value Analysis](#) to support affordable housing development and policymaking.

The MAPA Foundation is seeking services from a Consultant or Consultant team to develop a long-range strategic plan to align the NDO's activities with other partners around the region. The plan will guide MAPA's staff in administering the current fund and prioritizing future project partnerships.

## 2. Scope of Services

The MAPA Foundation is seeking services from a Consultant or Consultant team to conduct a comprehensive organizational capacity assessment and develop a long-range strategic action plan. This engagement is expected to be highly collaborative and advisory in nature. The Consultant will serve as a strategic thought partner to MAPA staff and the Foundation Board throughout the planning process. In general, the selected Consultant will work alongside MAPA to:

- Support the development of strategies to assist local governments within MAPA's service area (see map in Figure 1)
  - Nebraska: Cass, Douglas, Sarpy, and Washington Counties
  - Iowa: Pottawattamie and Mills Counties
- Provide ongoing advisory support between formal deliverables
- Present findings to multiple stakeholder groups for feedback and refinement
- Conduct stakeholder interviews or surveys, as appropriate

MAPA's engagement with the Consultant will be structured in multiple phases, with successful completion of each phase serving as a decision point for continued engagement. This phased approach allows MAPA to evaluate progress, adjust priorities, and ensure alignment before proceeding with subsequent work.

A detailed scope of work for Phase 1 is included below and constitutes the core procurement scope for this Request for Proposals (RFP). Consultants should ensure their proposal includes relevant qualifications, a qualified approach, and a cost proposal specifically for Phase 1 deliverables. Consultants may submit additional documentation and discussion of deliverables

identified for future phases of this project within the page limits allowed by in Section 5: Submission of Qualifications.

## **Phase 1 - Organizational Capacity & Readiness Assessment**

This assessment will evaluate the MAPA Foundation's current organizational capacity, governance structure, financial sustainability, and operational systems. This assessment will inform all subsequent tasks and provide a baseline understanding of organizational strengths, gaps, and readiness for service provision.

- Review and analysis of current MAPA Foundation governance structure, bylaws, and decision-making processes
- Assessment of existing Revolving Loan Fund (RLF) portfolio performance, loan policies, underwriting standards, and administrative procedures
- Staff capacity assessment including skills inventory, review of job descriptions, and professional development opportunities
- SWOT or similar analysis of MAPA Foundation's positioning in the regional affordable housing and disaster recovery ecosystem
- Targeted stakeholder outreach to key MAPA members and partners
- Gap analysis comparing current organizational capacity against typical Community Development Intermediary/NDO operational requirements and industry standards
- Initial identification of organizational development priorities, potential resources to support these efforts

## **Future Project Phases**

Based on the successful completion of Phase 1, MAPA may pursue a continued engagement with a qualified Consultant to support additional capacity-building activities identified in Phase 1 including, but not limited to the following:

**Tool-Kit and Resource Development for Local Government Partners:** As a non-profit organization aligned with the region's local governments, the MAPA Foundation partners on certain affordable housing efforts. These tasks would synthesize the organizational readiness and stakeholder input into project prototypes, tool-kits and resource guides to guide MAPA's outreach to local government partners about the MAPA Foundation's support of communities in the region and strategies that local governments can undertake to support housing development.

**Pre-Disaster Housing Resilience Strategies:** Natural disasters like flooding, tornadoes and straightline winds have severely impacted the housing stock within the MAPA region in the past decade. It is anticipated that many of these major hazard events will become more frequent and more severe in the coming decades. The MAPA Foundation may be well-positioned to facilitate convening, contracting, and communications strategies to support the existing public and philanthropic disaster response apparatus. These tasks would focus on identifying and prioritizing specific strategies for the MAPA Foundation.

### 3. Project Schedule

The anticipated project schedule is listed below. It is recommended that key personnel hold the interview date on their calendars for a potential interview.

| Activity                                       | Date                   |
|--|------------------------|
| RFP released                                   | January 28, 2026       |
| Deadline for written questions to be submitted | February 25, 2026      |
| Responses to written questions posted          | March 4, 2026          |
| Deadline for submittals (CDT)                  | March 13, 2026         |
| Consultant interviews (if requested)           | Week of March 23, 2026 |
| Consultant selection notification              | March 27, 2026         |
| Agreement finalized                            | April 10, 2026         |
| Finance Committee approval                     | April 15, 2026         |
| MAPA Foundation Board approval                 | April 23, 2026         |
| Target Project Start Date                      | May 1, 2026            |
| Contract End Date (Phase 1)                    | October 31, 2026       |

### 4. Evaluation Criteria

The evaluation of respondent firms will be based on their qualifications. A Consultant evaluation team made up of representatives from MAPA and/or other project partners will review and score proposals based on the content requirements and evaluation criteria outlined below. Factors that will be considered by the selection team include the following:

| <b>Criteria</b>   | <b>Points</b> |
|---|---------------|
| <b>Project Understanding and Approach:</b> Clear understanding of the MAPA Foundation's organizational context, including its role as an NDO, and positioning in the regional community development ecosystem of Iowa and Nebraska.       | <b>15</b>     |
| <b>Qualifications and Experience of Professional Personnel and Staff:</b> Demonstrated experience of affordable housing finance and development and nonprofit capacity building within the context of community and economic development. | <b>40</b>     |
| <b>Past Performance on Similar Projects:</b> Documented success on similar projects and clients through required case studies. Strength of required client references.  | <b>25</b>     |
| <b>Capacity and Availability:</b> Adequate staffing resources to complete Phase 1 scope within the proposed timeline. Commitment to meet project deadlines and participate in required meetings, presentations, and working sessions.     | <b>10</b>     |
| <b>Cost Proposal:</b> Completeness and clarity of cost proposal and attached documentation based on qualitative and quantitative assessments by reviewers.  | <b>10</b>     |
| <b>Total Points</b>   | <b>100</b>    |

## 5. Submission of Qualifications

One (1) electronic version (PDF preferred) of the response must be submitted to the Issuing Officer listed below. Responses received after the deadline will not be considered. Responses may not exceed **20 pages** in length based on the submittal requirements in Section 6. A table of contents will not be counted toward the page limit when included in responses. Responses must include proof of insurance and compliance with Title VI of the Civil Rights Act (which also do not count towards the total page limit).

The Issuing Officer, identified below, is the sole point of contact regarding the RFP from the date of issuance until selection of the successful vendor.

Grant Anderson  
Metropolitan Area Planning Agency  
2222 Cuming Street  
Omaha, NE 68102  
ganderson@mapacog.org

From the issue date of this RFP until the announcement of the successful vendor, vendors may contact only the Issuing Officer regarding this RFP. Vendors may be disqualified if they contact any employee or representative of MAPA other than the Issuing Officer regarding this RFP. All questions must be submitted by email by the deadline for written questions. Answers to all

questions will be posted on the MAPA website by the responses to written questions date (see Section 3 Project Schedule). Firms whose responses are not accepted will be notified as soon as the selected firm has been approved.

## 6. Submittal Requirements

Responses shall include the following items and be organized in the manner specified below.

### A. Cover Letter

Provide name and address of the Prime Consultant firm, Sub-Consultant firm(s), and project contact person including phone and email. Summarize your understanding of the project scope and services being required. Provide a statement indicating your ability to provide timely services for this project and meet the requirements of the proposed schedule. Indicate your acceptance of the requirements of this RFP. The cover letter must be signed by a duly authorized official of the Prime Consultant firm. Consortiums, joint ventures, or teams submitting proposals must establish that contractual responsibility rests solely with one company or one legal entity. The cover letter shall not exceed **two (2) pages**.

### B. Organizational Chart

Prepare an organizational chart showing the project team including any subcontractors.

### C. Project Team

The response shall include general information about the firm, the firm's area of expertise, and the firm's official name and address. Additionally, the response shall furnish the following qualifications to be considered for award of the contract:

1. Provide resumes or curriculum vitae for each person included in your proposed project team. State the educational background of each individual, years of experience, length of employment with your firm, and previous project experience. For each person, list specific responsibilities on this project, experience on projects of a similar size and type, specific qualifications applicable to this project, and any current work assignments which may affect availability for this project.
2. Any capacity and/or resources available that will enable you to support the assigned staff.
3. Explanation of ability to integrate the scope of work into the present and anticipated workload of each key team member for the proposed duration of the project.
4. Areas of specialization, if any.
5. Two (2) case studies demonstrating work on similar projects.
6. For the project manager and other key team members proposed, provide at least three (3) client references (name, phone, email, and summary of project).

### D. Project Approach and Scope of Work

The response shall include the firm's approach to successfully accomplish the tasks listed in the Section 2 of this RFP (NOTE: The detailed Scope of Services will be negotiated with the selected Consultant at the time of contract development.) The discussion of the scope of work shall not exceed **eight (8) pages**. Proposals shall include the following, at minimum:



1. A detailed work plan identifying the major tasks to be accomplished relative to the requested tasks and expected product as outlined in this RFP.
2. Any additional information that would uniquely qualify your team for this project.

*E. Proposed Project Schedule*

The response shall include a project schedule outlining the time frame and estimated completion date of each major task identified in the proposed scope of work. The Consultant Team shall also explain its approach to the project schedule in narrative form. The project schedule shall not exceed **two (2) pages**. The Consultant shall provide what they believe is a realistic timeline to fully complete the tasks in an expeditious, effective manner.

*F. Cost Proposal*

The response shall include a price proposal detailing the cost of the proposed approach with sufficient detail for the review team to understand and compare responses. The Cost Proposal Template included as Attachment 1 to this RFP should be used by all respondents. Additional documentation of costs may be submitted by respondents as well.

*G. Conflict of Interest Disclosure (Not Included in Page Limit)*

The response shall include a disclosure of any instance where the firm or any individuals working on the project has a possible conflict of interest and, if so, the nature of that conflict. The MAPA Foundation reserves the right to cancel the project if any interest disclosed from any source could either give the appearance of or cause speculation as to the objectivity of the Consultant or any Sub-Consultants.

## 7. General Terms and Conditions

1. **Access to Records and Reports** — The proposer acknowledges the selected Consultant firm will give MAPA and the MAPA Foundation access to any books, documents, papers and records of the Consultant firm which pertain directly to the contract for the purposes of making audits, examinations, excerpts, and transcriptions. Related contractual documents will be maintained for no less than three years after the date of termination or expiration of the contract.
2. **Amendments to the RFP** — The MAPA Foundation reserves the right to amend or cancel any or all parts of this RFP. Revisions to the RFP shall be posted on the MAPA website at least three (3) full business days prior to the deadline for submission of responses.
3. **Civil Rights and Non-Discrimination** — MAPA is in compliance with Title VI of the Civil Rights Act, as amended; section 303 of the Age Discrimination Act of 1975, as amended; section 202 of the Americans with Disabilities act of 1990; and, Executive Order 11246 (Affirmative Action to Insure Equal Employment Opportunity). Thus, clauses relating to nondiscrimination and equal employment opportunity (race, color, creed, national origin, sex, and disabilities) will be included in the contract with the selected Consultant firm.
4. **Confidentiality** — Before the award of the contract, all responses to this RFP will be designated confidential as allowed by applicable state law. The Consultant understands and agrees that, upon award of any contract pursuant to this solicitation, the negotiated Scope of Work and fee amount paid to Consultant will be included in public documents as required by applicable state law. Consultants are encouraged to familiarize themselves with Nebraska Public Records Law (84-712) and Iowa Code Chapter 22 and 761 IAC Chapter 4 before submitting a proposal.
5. **Conflicts of Interest** — The Consultant shall immediately disclose, in writing, to the MAPA Foundation any potential conflict of interest which may occur during the term of any contract awarded pursuant to this solicitation.
6. **Licenses** — The Consultant shall possess all licenses and anyone who will perform work will possess all licenses required by applicable federal, state, and local law necessary to perform the requirements of any contract awarded pursuant to this solicitation and will maintain all required licenses during the term of any contract awarded pursuant to this solicitation. In the event that any required license shall lapse or be restricted or suspended, the Consultant shall immediately notify the MAPA Foundation in writing.

7. **Insurance** — The Consultant shall maintain all required insurance during the term of any contract pursuant to this solicitation. In the event that any required insurance shall lapse or be canceled, the Consultant shall immediately notify the MAPA Foundation in writing.
8. **Non-Collusion** — The Consultant certifies that its RFP response is not a collusive RFP response. Neither the Consultant, nor any of its owners, stockholders, members, partners, principals, directors, managers, officers employees, or agents has in any way colluded, conspired, or agreed, directly or indirectly, with any other proposer or person to submit a collusive response to the solicitation or to refrain from submitting response to the solicitation, or has in any manner, directly or indirectly, sought by agreement or collusion or other communication with any other proposer or person to fix the price or prices, or to fix any overhead, profit, or cost component.
9. **Termination** — The MAPA Foundation will retain the right to terminate the contract for convenience or default. These clauses will be incorporated into the contract with the selected Consultant firm.

## 8. Award of Contract

The MAPA Foundation reserves the right to negotiate with the selected firm on matters related to project cost, or technical or other considerations that arise following announcement of the award of the contract. A decision to contract with the selected firm will be made by the MAPA Foundation Board of Directors following a recommendation by MAPA staff. Subject to selection and successful negotiation, the MAPA Foundation intends to sign a contract on the date of MAPA Foundation Board Approval as shown in Section 3 with the objective of the selected firm beginning work on the Target Project Start Date and concluding on the Contract End Date as shown in Section 3.