REQUEST FOR PROPOSALS
Advocacy Consultant Services:
Advocacy Support for NAPC Members
April 15, 2022

OVERVIEW
The National Alliance of Preservation Commissions (NAPC) is seeking services that will inform and support our organization’s advocacy efforts in the near future in a project: Advocacy Support for NAPC Members. The organization has a new website, a new Advocacy Committee that came out of a Strategic Plan adopted in 2020, and desires to define and focus the organization’s advocacy role. Our objectives for this work are to establish NAPC as a provider of advocacy support for our members; identify and select critical issues for local preservation programs; and serve as a credible information source for our members, decision makers and the public.

Using the NAPC’s 2020 Strategic Plan as a foundation, the objectives for this project are to develop effective strategies for identifying priorities and positions to support the advocacy efforts of our members, and in turn prepare ourselves to advance these positions with our national partners.

BACKGROUND

The National Alliance of Preservation Commissions
NAPC was formed to provide a forum for commissions to discuss mutual problems and to serve as a national voice representing the needs of local preservation commissions.

NAPC provides technical support and manages an information network to help local commissions accomplish their preservation objectives. Our established education and training programs, including our biennial FORUM conference and Commission Assistance and Mentoring Program (CAMP®), have provided essential training to thousands of commission members and municipal staff.
For these reasons, this project is intended to support our members. In addition, NAPC also serves as an advocate at federal, state and local levels of government to promote policies and programs that support preservation commission efforts, thanks in part to collaboration with our partner organizations in Washington, D.C.

**Project Need**

One goal of NAPC’s Strategic Plan is to be a leading voice on historic preservation programs and issues at the federal, state, and local levels. In 2021, to reaffirm our commitment to preservation and our membership, NAPC adopted a *Values and Principles Statement* to guide our work. Both a summary of the Strategic Plan Goals and the Values and Principles statement are attached to this document.

NAPC also established an Advocacy Committee of board members and staff. An important objective for this committee’s work is to: Train and empower individuals at the local level to be advocates for preservation in their own communities. To do this, we need to identify topics and issues of greatest interest of our members and frame how we present advocacy materials for their use, as well as the NAPC staff.

Historic preservationists have long recognized that the language of our field relies on policy documents, specialized terms, and many acronyms that place barriers between professionals in the field and the people with whom we wish to work. We need an advocacy language with which to talk to people, situate our work, and forge partnerships. We need new language to convey new interests in the field and situate what we do in a more open, collaborative and welcoming type of communication.

**SCOPE OF WORK**

**Description of Requested Services**

In order to meet the goals and objectives identified in our Strategic Plan, NAPC seeks to identify issues and a framing, or re-framing, of preservation advocacy for local programs. Audiences for messaging include city councils, planning commissions, and state organizations, opponents to preservation programs, legislatures and other local partners.
The goals of the project include:

- Identify the most important issues of NAPC’s members (4-6 topics);
- Develop effective language and messaging strategies around those important issues in preparation for use at the local level;
- Create ready-to-use product(s) for NAPC members to use in communicating and advocating for historic preservation at the local level; and,
- Render the product to serve as a foundation for materials to use at the national level.

**Activities and Deliverables**

1. Submittal of a scoping document of current topics and issues for local preservation programs that incrementally will include:
   - A plan for collecting and documenting information on critical topics from NAPC members at the July 2022 FORUM and from those of whom not in attendance at the conference;
   - A review of recent polls and projects to assess the current state of historic preservation:
   - Create a list of current issues for local preservation programs (6-10 topics) for consideration of being addressed in this project

2. Participation in Project Advisory Committee meetings throughout the project. These meeting will occur on a monthly basis for the duration of the project.

3. Participation in and report at the fall Board Meeting (date TBD) during which the Advocacy Committee will make a recommendation of the topics to be included for the Board’s approval.

4. Submittal of a document(s), as is described in the consultant’s narrative statement of the project and confirmed in the contract, that includes items comparable to:
   - Statement(s) about what NAPC stands for in terms of advocacy;
   - Presentation of 4-6 critical current issues for local preservation programs and effective advocacy language and message strategies; and
   - Additional text for use in advocacy efforts, perhaps introducing this document on the NAPC website or framing messages for different social and political contexts.

The consultant will provide drafts of the deliverables for review by the Advocacy Committee. The committee anticipates a 30-day review period.
**Duration**
The consultant is expected to complete all activities and produce all deliverables during an approximately nine-month period commencing on or about July 1, 2022 through spring 2023. Please note that, as part of the project, the selected consultant, or a member of the team, will be expected to attend NAPC’s FORUM in Cincinnati, Ohio from July 13-17, 2022.

**Cost**
Lump sum fee for professional services and reimbursable expenses, including those for travel to FORUM in Cincinnati, not to exceed $20,000.

**Proposal Requirements**
Interested parties should submit a proposal that includes the information listed below by Monday, May 16, 2022 via email to director@napcommissions.org.

- Name and contact information, including daytime phone number, email, and mailing address.
- Firm profile, including core services and competencies; proposed team.
- Relevant experience, including client, services provided, and project completion date.
- Resumes for all individuals who will be working on this project.
- Names and contact information for at least three (3) previous clients for whom you have provided similar/relevant services. These clients may be contacted by NAPC as references.
- Narrative statement of project understanding and how you will help NAPC as an advocacy consultant assess critical topics and develop materials that serve as an advocacy platform per the interests and needs outlined in this document and others, as you draw from your work and experience. Please clearly identify the methods you plan to use to understand the content and tone of the current conversations at the local level, and make recommendations for the content of deliverable Item 4 above.
- Detailed scope of work and itemized task list and timeline. The proposed timeline should also include the date by which draft deliverables will be submitted for review.
- The anticipated number of hours, hourly billing rate for each team member, estimated travel expenses for travel to FORUM, and billing/payment terms.

Please direct all questions and submit final proposals to Stephanie Paul, NAPC Executive Director via email to director@napcommissions.org.
**Selection and Notification Process**

The Project Advisory Committee will use the narrative statement and detailed scope of work, previous experience, knowledge of the historic preservation field at the local program level, alignment of the proposal with NAPC’s expectations for the project and proposed timeline to rank the proposals. While the contract will not be awarded based on lowest cost, the consultant’s proposed fee will also be a consideration in the evaluation process with the objective of obtaining the best value for the project. NAPC may elect to schedule a video or phone interview with potential consultants to aid in making a final selection.

The Project Advisory Committee will make a recommendation to the Board of Directors, after which you will be notified about the status of your proposal on or around June 1. If you are selected for this project, you will be expected to prepare and enter into a professional services agreement with NAPC and attend FORUM, July 13-17, 2022.
GOAL 1:
BE A LEADING VOICE ON
HISTORIC PRESERVATION
PROGRAMS AND ISSUES AT
THE FEDERAL, STATE, AND
LOCAL LEVELS

Objective 1: Articulate NAPC’s core
values and principles
Objective 2: Establish an Advocacy
Committee
Objective 3: Coordinate with
national partners to advocate for
historic preservation issues
Objective 4: Train and empower
individuals at the local level

GOAL 2:
PROVIDE RELEVANT AND
USEFUL TOOLS AND RESOURCES
AND SERVE AS A CREDIBLE
INFORMATION SOURCE FOR
OUR MEMBERS, DECISION
MAKERS, AND THE PUBLIC

Objective 1: Effectively deliver
resources, programs, and information
Objective 2: Broaden NAPC’s reach
and effectiveness by responsive to
new audiences, emerging issues, and
regional needs
Objective 3: Grow awareness of and
engagement in NAPC programs and
resources

GOAL 3:
PROVIDE HIGH QUALITY,
ACCESSIBLE, TIMELY AND
INNOVATIVE TRAINING FOR
THE GREATER PRESERVATION
COMMUNITY

Objective 1: Align NAPC’s current
training programs with the needs of
our diverse audience.
Objective 2: Offer in-person training
programs on a diverse range of topics
in a variety of formats
Objective 3: Continuing to provide
opportunities for individuals to gather,
network, and exchange ideas
Objective 4: Reach new audiences by
utilizing online platforms
Objective 5: Expand NAPC’s reach
by providing training programs at
partner-sponsored conferences and
events

GOAL 4:
PROVIDE STRONG AND
EFFECTIVE BOARD LEADERSHIP
THAT ADVANCES NAPC’S
MISSION AND VALUES

Objective 1: Support NAPC’s
growth and evolution by providing
governance, oversight, and strategic
direction to staff
Objective 2: Provide opportunities
for all board members to be
consistently engaged
Objective 3: Build and maintain
a board that reflects the varied
communities we serve

GOAL 5:
EXPAND NAPC’S CAPACITY
TO SERVE OUR CONSTITUENTS
AND IMPLEMENT THIS PLAN

Objective 1: Expand and align staff
to support core functions while
creating capacity to pursue strategic
opportunities and priorities
Objective 2: Increase retained
revenue from earned income and
programs
Objective 3: Identify and pursue one
new foundation or corporate
supporter for core programs and
new initiatives annually
Objective 4: Increase net member-
ship revenue by 10% annually

MISSION STATEMENT:
NAPC helps communities
build strong local
preservation programs
and leaders through
education, training,
and advocacy.
The National Alliance of Preservation Commissions helps communities build strong local preservation programs and leaders through education, training, and advocacy. The following statements will guide our work and provide touchpoints to ensure that our programs, messaging, and decision-making are consistent and reflect the organization’s values and beliefs. In addition to communicating to our members, partners, and the public what NAPC believes about the importance of historic places and the communities who steward them, these values and principles will:

- Help determine advocacy priorities and positions on issues of importance to the organization and local preservation programs;
- Shape the tone, direction, and content of publications and training materials;
- Guide the Board of Directors and staff in the establishment of priorities, implementation of programs, and development of partnerships; and
- Provide a framework for evaluating past performance and future plans.

The National Alliance of Preservation Commissions and its Board of Directors, staff, and volunteers will:

- Lead discussions on national preservation issues that have impacts at the local level, including critical thinking about current practices as well as thoughtful attention to emergent topics;
- Support a range of effective practices for building strong local preservation programs and be open to new ideas and understandings of what preservation programs can and should accomplish;
- Recognize the evolving and diverse definitions of significance and integrity and support local communities’ interpretation of these concepts;
- Value the knowledge, experience, and expertise of those working in preservation at the local level and continue the tradition of teaching and learning from each other;
- Demonstrate a commitment to diversity, equity, inclusion, and representation in organizational leadership and hold ourselves accountable for meeting that commitment.

The National Alliance of Preservation Commissions believes the preservation and maintenance, use, (re-)interpretation, and appreciation of older and historic places:

- Strengthens community identity and distinctiveness by preserving places that reflect collective and individual identities and memories;
- Encourages communities to learn about, recognize, and share their histories;
- Strengthens communities as it preserves past and existing cultures and stories;
- Contributes to a sense of well-being, economic prosperity, and environmental sustainability;
- Leaves a lasting and tangible legacy for future generations;

The National Alliance of Preservation Commissions believes strong local preservation programs:

- Understand that change to older and historic places is often necessary and inevitable and seek to manage that change in ways that are sensitive to the values and meanings that people ascribe to those places;
- Recognize significant places in a community are not limited by their age, the demographics they represent, or merely design and that intangible heritage, culture, and the continued use of older and historic places are important aspects of significance and meaning;
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