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February 16, 2026

To whom it may concern:

Airlink, Inc. (“Airlink”) is soliciting proposals from consulting firms to lead development of a comprehensive strategic plan that will guide our organization over the next five years (2027-2031). We invite your firm to submit a proposal for consideration. A description of our organization, the services requested, and other pertinent information follows.

## 1. Background on Airlink

Airlink is a global humanitarian organization that connects the aviation and humanitarian sectors and multiplies their life-saving impact—building efficient logistics solutions that accelerate disaster response, reduce costs, and equip communities with the right aid to recover quickly. The organization does this by working with commercial airlines and logistics companies to transport relief workers and emergency supplies for reputable nonprofits responding to rapid-onset disasters and other humanitarian crises around the globe. Airlink also strengthens the capacity of local response organizations in disaster-prone contexts through training and coordination programs. Airlink’s 2025 annual revenue was \$16M, and the organization currently employs 25 staff members. As a registered 501(c)(3) nonprofit organization based in Washington, DC, Airlink is primarily supported by corporate, philanthropic, and public contributions and donated airlift (i.e. airline miles, free and discounted capacity). In 2025, Airlink mounted responses and supported recovery programs to 57 disasters and humanitarian crises by assisting 111 nonprofit partners in the transportation of 1,599 relief workers and 1,385 tons of emergency supplies which reached communities on six continents and in 60 countries.

## 2. Scope of Work

The selected broker will be expected to provide:

### Discovery & Assessment

- Conduct stakeholder interviews (staff, board members, partners, donors)
- Review organizational documents (past strategic plans, annual reports, financials)
- Conduct landscape analysis (humanitarian, aviation, and philanthropic sectors) and SWOT analysis

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### Vision, Mission, Scope and Values Refinement

- Facilitate workshops to:
  - Refine or redefine Airlink's vision (long-term aspirations)
  - Refine or clarify the mission (purpose and role)
  - Evaluate and refine future scope of work and mission
  - Evaluate and refine key messages that support strategy
  - Evaluate and update organizational values to ensure alignment with desired culture and strategy

### Strategic Planning Process

- Develop strategic goals, priorities, and measurable objectives that align with the refined vision, mission, and values
- Identify key performance indicators (KPIs) and success metrics
- Provide actionable recommendations for implementation, resource allocation, and change management

### Culture and Organizational Effectiveness Recommendations

- Assess and define organizational culture and staff engagement
- Recommend initiatives to strengthen defined culture, alignment, and internal communication
- Suggest mechanisms to ensure the strategic plan drives cultural and behavioral change
- Recommend ways to embed values and culture across policies, operations, and communications

### Deliverables

- Refined vision and mission statements
- Updated organizational values with implementation recommendations
- Refreshed key messages stemming from vision and mission
- A final strategic plan document (printable and digital versions)
- Executive summary for stakeholders and funders
- Presentation of findings and recommendations to board and staff

### Timeline

- Project start: April 1, 2026
- Discovery & assessment: April-May 2026
- Vision, mission, and values workshops: May-June 2026
- Co-development of strategy with leadership & consultants: July-September 2026
- Draft strategic plan: October 30, 2026
- Final strategic plan and presentation: December 3, 2026



### 3. Proposal Requirements

- Organization/consultant background and relevant experience (especially international humanitarian and global development contexts)
- Methodology/approach to strategic planning
- Project timeline and milestones
- Proposed team and bios of key staff
- Budget and fee structure
- References from previous nonprofit strategic planning engagements

### 4. Proposal Submission Instructions

- Deadline: **Monday, March 16** (5:00 pm ET)
- Format: PDF or Word document
- Submit to: Kara O'Connell, VP of Finance & Operations, [koconnell@airlinkflight.org](mailto:koconnell@airlinkflight.org)
  - We would also appreciate a response if you decline to submit a proposal.
- Questions may be submitted in writing by **February 27** to the email above.

### 5. Evaluation of Proposals

Proposals will be evaluated based on:

- Experience with nonprofit strategic planning
- Understanding of the organization and humanitarian sector
- Clarity and feasibility of proposed approach
- Cost-effectiveness
- References and past performance
- Cultural fit and responsiveness

### 6. Proposal timeline\*

February 16, 2026 – RFP Issued

February 27, 2026 – Questions due from firms (5pm ET)

**March 16, 2026 – Deadline for Submissions (5pm ET)**

March 17, 2026 – March 19, 2026 – Proposal review

March 23-24, 2026 – Interviews conducted

March 26, 2026 – Selection Notification

\*Dates are subject to change at the discretion of Airlink.

Sincerely,

Kara O'Connell

Vice President of Finance and Operations

Airlink, Inc.

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