



THE COORDINATING CENTER  

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INSPIRED SOLUTIONS

**Request for Proposals for:  
The Coordinating Center's  
Strategic Planning Process**

**Request for Proposal Released:**  
Monday, November 1, 2021

**Deadline for Receipt of Proposals:**  
Wednesday, December 1, 2021, 4:00 p.m.

The Coordinating Center  
8531 Veterans Highway, 3<sup>rd</sup> Floor  
Millersville, MD 21108  
410-987-1048 x2130  
[www.coordinatingcenter.org](http://www.coordinatingcenter.org)

## 1. INTRODUCTION

The Coordinating Center (The Center), a statewide, nonprofit organization dedicated to the delivery of complex case management and care coordination services to individuals living with medically complex conditions and/or disabilities is in Millersville, MD. The Center is requesting proposals from interested, qualified, and experienced professional strategic planning firms or individuals to provide strategic planning and facilitation services.

The Center is seeking proposals, due no later than **4:00 p.m. EST on Wednesday, December 1, 2021**, from consultants/firms to guide the organization with the development of a Strategic Plan. The anticipated Period of Performance will include a six-month period (March-September 2022) to provide adequate time for participation by the Strategic Planning Committee (SPC), The Center's Board of Directors (Board), in addition to input and review by employees and key community stakeholders. The primary deliverable of this contract and process will be a written organizational strategic plan document that presents the planning process, research, analysis, opportunities, and strategies along with an implementation plan that will guide The Center activity for the next three to five years.

This RFP requests the professional services of a consultant/firm to facilitate the strategic planning process. The Center is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful consultant/firm should be able to discern which model or model(s) will best enable The Center to define, develop, and complete its organizational and programmatic goals as defined by the SPC, Board, current contractual obligations, URAC accreditation requirements, best practices as noted by Maryland Nonprofits Standards for Excellence (SFE) and other local, regional or state-level legislative priorities that impact The Center.

Based on the proposals received, the SPC (comprised of The Center's Executive Leadership Team and board members) will select individuals/firms to be interviewed. As a result of those interviews, the top-rated consultant/firm will be selected by the SPC for contract negotiations. Proposals must be responsive to The Center's request and detailed in nature. The Center will determine the most responsive and responsible consultant/firm providing the best service at the most reasonable cost. Cost alone shall not be the determinative factor. The Center reserves the right, in its absolute discretion, to make no award or contract. A Request for Proposals (RFP), which includes instructions for its completion, is attached.

### **1.1 Authority**

This document was developed with guidance and support from The Center's Executive Leadership Team (AKA Corporate Development Team) and board members at The Center.

This document has been prepared for use by internal organization audiences, as well as industry partners. It should not be provided to external bodies without the express written or verbal consent of Teresa Titus-Howard, President and Chief Executive Officer.

### **1.2 Purpose and Scope**

This RFP is issued solely for information and planning purposes. Further, this document does not commit The Center to contract for any service, supply, or subscription whatsoever. The Center is seeking formal proposals at this time and will rely on your estimate based on the information provided in this document or other requested information. The Center will not reimburse any information or administrative costs incurred because of participation in response to the RFP. All costs associated with the response will solely reside at the responding party's expense.

### **1.3 Confidentiality**

All information included in this RFP is considered confidential and intended only for use by responders. No information included in this document, or in discussions related to The Center may be disclosed to another party or used for any other purpose without express written or verbal consent. Prior to moving forward into the next phase of the selection process, vendors will be asked to sign a mutual non-disclosure.

### **1.4 Audience**

This Request for Proposal is intended for organizations, executive coaching firms and consultants who have experience with the following, but not limited to:

- Strategic planning facilitation and development;
- Healthcare nonprofits; and,
- Population health and/or case management of medically complex chronic care individuals or persons living with disabilities.

## 2. OVERVIEW

### 2.1 About The Coordinating Center (The Center)

Founded in 1983 as The Coordinating Center for Home and Community Care, Inc., (CCHCC) The Coordinating Center (“The Center”) was first organized as a consortium of children's hospitals and other care facilities, local health departments, advocacy groups, disability related associations and concerned individuals. The Center was initially funded by a federal Maternal Child Health Bureau (MCHB) Special Projects of Regional and National Significance (SPRANS) grant. The purpose of this grant was to develop a care coordination model designed to affect the transition from hospital to home among children who were then hospitalized with complex medical diagnoses requiring ventilator support. The project found that these children could flourish at home with appropriate funding and supports, including care coordination. Subsequent to the success of the grant funded project, and within two years of its founding, The Center was designated to provide care coordination for the groundbreaking Maryland Model Waiver program. This program, the premier home care program for children with complex medical needs and disabilities in Maryland, continues to provide coordinated, comprehensive care coordination for children and adolescents, supporting them in their efforts to achieve their potential and autonomy.

Today, The Center, is a state-wide care coordination agency located in Millersville, Maryland with 38 years of experience in delivering community-based care coordination for people with disabilities and the most complex medical and social needs. For more than three decades, The Center has translated national movements into ground-level, community-based programs including transitions of care, Medicaid rebalancing initiatives, aging in place, hospital readmissions reductions, and addressing homelessness. The Center has expertise in partnering to resolve complicated, intractable and costly social and health challenges for some of the state’s most vulnerable populations. Working largely with people who have low income and those that are high users of health care services, and those with disabilities, The Center coordinates services for more than 10,000 people across the state of Maryland through innovative programs that move people from institutions, nursing facilities and hospitals to homes in the community of their choice while reducing costs to the system and the citizens of Maryland. For more information about The Center, visit our website at [www.coordinatingcenter.org](http://www.coordinatingcenter.org).

## **2.2 Mission, Vision, Values**

### **Mission**

The mission of The Coordinating Center is to partner with people of all ages and abilities and those who support them in the community to achieve their aspirations for independence, health, and meaningful community life.

### **Vision**

People of all ages and abilities have equitable access to achieve optimal quality health, affordable housing, and meaningful community life.

### **Values**

- **Excellence:** We challenge ourselves to do great work.
- **Collaboration:** We are better together.
- **Integrity:** We uphold ethical standards.
- **Equity and Inclusion:** We value diversity in many forms.
- **Impact:** We make a difference.
- **Learning:** We believe continual learning is essential.

## **2.3 Project Background**

For the past eight to ten years, The Coordinating Center created short-term strategic plans, which included goals and objectives, most recently in the areas of Growth and Sustainability, Measuring Impact and Coworker Retention. In the past, the strategic planning process involved minimal collaboration from front-line coworkers and the Board of Directors.

The Coordinating Center is seeking to take its strategic planning process to the next level. In addition to broadening its scope of individuals, both internal and external, who participate in the strategic planning process, The Center would like review and guidance including but not limited to the following areas: market and environmental analyses of Maryland and surrounding states; situational analysis and human capital talent.

## **2.4 Project Scope and Phases**

Scope of Service Required - To develop and complete a comprehensive strategic planning process from March 1 through September 1, 2022. As envisioned, the scope of services for this proposal will include the following phases:

### **2.4.1. General Project Management**

- The consultant/firm will work with the SPC to develop and finalize the strategic planning process; validate The Center's objectives for this project;

and outline SPC, Board, staff, and consultant roles and responsibilities for the project.

- The consultant/firm will develop a work plan to guide project activities and communications.
- The consultant/firm will conduct an orientation and multiple briefing sessions for the SPC, and Board on project goals and the potential outcomes.
- The consultant/firm must be available for presentations to the SPC and Board, including but not limited to a presentation of the final version of the strategic plan developed through this project.
- Development and implementation of techniques/initiatives to promote public involvement designed to engage the community, stakeholders, and The Center's leadership throughout the process is critical.

#### **2.4.2. Phase 1 – Discovery**

- Complete an inventory of existing contractual obligations, lessons learned from previous contracts (limited number), program offerings and partnerships to serve as a baseline to identify service gaps and opportunities.
- Conduct stakeholder interviews and/or focus groups with staff, key stakeholders, partners, community leaders and constituencies. The purpose of the interviews will be to complete an evaluation of internal (e.g., organizational leaders, Board members, front-line employees) and external stakeholders (e.g., small client sample, contractor feedback, contract information) to gain an understanding of stakeholder interests, goals, objectives and envisioned opportunities, as well as opportunities for improvement for The Center. The interviews may include, but not limited to: SPC, board, care coordinators, administrative staff, legislative advocates, and leadership of local government/entities including members of the Maryland Department of Health.
- Complete market and environmental analyses in Maryland and surrounding states including an evaluation of our competitors and relevant existing and new markets. This would include compiling, analyzing, and presenting care coordination/case management data identifying potential areas of growth within and outside the State of Maryland.
- Complete an assessment of internal human capital talent to determine The Center's ability to sustain and grow through new innovations, partnerships, and relationships, as well as identify potential change

leaders within the organization. This can be accomplished via group meetings, individual meetings, research and/or market analyses.

- Conduct a situational analysis of The Center as an organization to identify and assess the strengths, weaknesses, opportunities, and threats to the mission/purpose of The Center or areas that may prevent us from achieving our goals (e.g., SWOT analysis).

#### 2.4.3. Phase 2 – Meet and Retreat

- The Center envisions holding an one- or two-day board retreat dedicated to this effort. We seek input from the consultant/firm to help structure and facilitate the event to maximize impact.
- Meeting topics will align with information and data collected during discovery and may include:
  - **Organizational Overview** - Assessment of the strengths, weaknesses, and competencies of the organization.
  - **External Overview** - Assessment of opportunities and threats facing The Center in coming years. The assessment will include information on availability or significant limitation of resources and tools that The Center could use to add value and further its goals, including but not limited to expanding business outside of the State of MD.
  - **Methodology** - The consultant will describe the methodology used to identify vital challenges and opportunities identified.
  - **Identification of Opportunities, Strategies and Vision** - Refining the vision for The Center which identifies its priorities, opportunities, and strategies, and clarifies The Center's role and confirms its mission and values.
  - **Defining Future Access or Limiting Factors** - Fiscal needs/implications related to potential strategic pathways.

#### 2.4.4. Phase 3 – Document and Vet

- Following the retreat or other collaborative planning meetings, the consultant/firm and the SPC will draft a strategic planning document for review and presentation to The Center's Board. This document should be, at a minimum, a three-year strategic plan that will position The Center to remain sustainable and competitive in the market that includes clearly defined actionable steps and milestones.
- The consultant/firm will participate in the drafting, review, and refinement of this document. The plan will reflect the findings and

outcomes of prior project phases and proposed next steps to incorporate the consensus of findings into the organization's strategic plan.

- The SPC and the consultant will work collectively to develop a series of communication and input techniques designed to keep the Board, staff, key partners, community stakeholders, and business leaders engaged in the identified goals, objectives and initiatives of the Strategic Plan. At a minimum, the consultant will provide the following deliverables:
  - A draft Strategic Plan document,
  - An executive summary of the draft Strategic Plan; and,
  - A communication plan that includes a recommended package of material suitable for public distribution and outreach to board, staff and key stakeholders.

#### **2.4.5. Phase 4 – Approve and Launch**

The consultant will lead production of a final Strategic Plan document that includes an implementation plan with defined milestones and benchmarks that The Center's SPC and Board can use to manage The Center's activities and measure its progress, including regular audit periods, as necessary. This document will be presented for approval by the SPC and Board of Directors.

### **3. REQUESTED INFORMATION**

#### **3.1 Proposal Submission Requirements**

Each consultant/firm shall be responsible for preparing an effective, clear, and concise proposal and should be **no more than 25 pages, excluding attachments**. Proposals should be submitted in **PDF format** with one-inch margins and a font size of 12.

In addition, to completing **Appendix A**, proposals should contain the following information:

1. A cover letter introducing the consultant/firm, including a statement of the firm's commitment to diversity, equity, inclusion and belonging (DEDIB), as evidenced by any policies and procedures and/or initiatives related to DEI&B, a brief summarization of interest in the project, a statement that the consultant/firm is registered to conduct business in the State of Maryland and the signature of an authorized individual to bind the firm. The proposal must be a firm offer for a 60-day period.
2. Proposed statement of work, including:
  - 2.1. Project Understanding;

- 2.2. Project Methodology and Deliverables (detailed timeline);
- 2.3. Roles and Responsibilities; and
- 2.4. Project Management.

3. Answers to the following questions:

- 3.1 Detail your success and experience with companies of comparable size, structure, and business lines where you were charged with meeting the same/similar objectives.
- 3.2 What challenges do you anticipate encountering, if any, in the execution of this work? How do you plan to mitigate those challenges?
- 3.3 In your opinion, what role/value does the mission of an organization play in the development of their respective Strategic Plan? How do you ensure that the “voice of the mission” emerges, and is sustained, throughout the process of assisting an organization to develop and execute its Strategic Plan?
- 3.4 Describe how you will approach facilitating a multiple-member meeting to elicit insight and foster consensus. How do you promote idea sharing and ensure each member’s voice is included?
- 3.5 Based off what you know about The Center, who and how would you engage external stakeholders?
- 3.6 Has your organization worked on projects where consultant compensation is contingent/outcome based? If yes, please include an alternate fee structure based on achievement of outcomes.

4. Specific qualifications regarding experience in strategic planning services, including the names of clients doing similar work to The Center or in healthcare fields.
5. A description of qualifications and resumes for all individuals proposed in Section 2.3.
6. A description of two to three projects of a similar scope, magnitude and complexity to the work described in this solicitation and outcomes of the projects.
7. A clear and concise budget that **does not exceed \$40,000** with a proposed fee schedule for each phase of the project including any incident or travel expenses.

### 3.2 Response Delivery

Please submit all responses in PDF format by **4:00 p.m. EST on Wednesday, December 1, 2021** to Jennifer Sears at [Jsears@coordinatingcenter.org](mailto:Jsears@coordinatingcenter.org).

Pre-proposal questions may be submitted through **November 12, 2021** to Jennifer Sears at [Jsears@coordinatingcenter.org](mailto:Jsears@coordinatingcenter.org). All responses will be made available on The Center's website, [www.coordinatingcenter.org](http://www.coordinatingcenter.org), no later than **November 16, 2021**.

### 3.3 Evaluation and Selection

The SPC will evaluate submittals based on this RFP. A contract may be awarded to the consultant/firm whose submittal best meets The Center/requirements and needs at the time of the award.

Only responses that are received by 4 p.m. on December 1, 2021 will be evaluated.

Based on the results of the preliminary evaluation, the highest rated offerors may be invited to a virtual interview with the SPC. The SPC will conduct a final evaluation and shall then negotiate a contract with the highest rated offeror.

The SPC will use the following criteria and weight in evaluation of each qualifying response:

- |                              |    |
|------------------------------|----|
| • Proposed Statement of Work | 35 |
| • Past Experience            | 25 |
| • Qualifications             | 15 |
| • Budget                     | 20 |
| • Appendix A                 | 5  |

### 4.0 ELIGIBILITY

Each offeror shall specifically identify in its proposal whether any potential or actual Organizational and Consultant Conflicts of Interest (OCCI) exist for this procurement. If the offeror believes that no OCCI exists, the OCCI response shall set forth sufficient details to support such a position.

Offerors shall submit with their proposal an OCCI certification, using the following language:

The offeror [ ] is [ ] is not aware of any information bearing on the existence of any potential organizational conflict of interest.

If the offeror is aware of information bearing on whether a potential conflict may exist, the offeror shall provide a disclosure statement and mitigation plan describing this information. Prospective consultants/firms are not eligible to submit a proposal if current or past corporate and/or other interests may—in the opinion of The Center—give rise to conflict of interest in connection with this RFP or the Services. Consultants/firms are to submit with their proposal documents a description of any issue that may constitute a direct or indirect conflict of interest for review by The Center. The Center’s decision on this matter will be final.

## **5.0 FACILITIES**

The primary place of performance shall be at The Center’s central office building located at 8531 Veterans Highway Millersville, MD 21108. The Consultant shall attend meetings and perform various tasks either in-person at The Center or virtually via MS Teams or Zoom video conferencing during the period of performance.

The Center staff will provide space for meeting with consultant personnel as directed by The Center. The Center staff will work with the consultant/firm in arranging meetings with SPC, Board, staff, and key stakeholders.

No overnight stays will be reimbursed.

## **6.0 CONTRACTOR TRAVEL**

If travel is required, the consultant/firm shall notify The Center and obtain approval prior to consultant/firm personnel traveling. Any travel with more than a 25-mile radius from The Center’s central office building will be reimbursed \$.50 per mile.

## **7.0 KEY DATES AND DEADLINES**

<b>Key Date</b>	<b>Activity</b>
November 1, 2021	RFP posted/distributed
November 12, 2021	Question submission deadline
November 16, 2021	Question and answers posted to website
December 1, 2021 at 4 p.m.	Submission of response
December 6-17, 2021	Review period

<b>Key Date</b>	<b>Activity</b>
January 3-7, 2022	Finalist interviews
January 19, 2022	Award Announcement

**APPENDIX A: RFP RESPONSE FORM**

<b>Organization/Company's Name:</b>	Click or tap here to enter text.
<b>Responder's Name:</b>	Click or tap here to enter text.
<b>Responder's Title:</b>	Click or tap here to enter text.
<b>Responder's Email Address:</b>	Click or tap here to enter text.
<b>Responder's Phone Number:</b>	Click or tap here to enter text.
<b>Organization/Company's Website:</b>	Click or tap here to enter text.
<b>Main Product/Services:</b>	Click or tap here to enter text.
<b>Main Market/Customers:</b>	Click or tap here to enter text.
<b>Number of Years in the Market:</b>	Click or tap here to enter text.
<b>Company Location (s):</b>	Click or tap here to enter text.
<b>Number of Employees:</b>	Click or tap here to enter text.
<b>Notable Acquisitions:</b>	Click or tap here to enter text.
<b>Key Business Partners:</b>	Click or tap here to enter text.
<b>2020 Gross Revenue:</b>	Click or tap here to enter text.
<b>2020 Net Income:</b>	Click or tap here to enter text.
<b>Return on Investment:</b>	Click or tap here to enter text.
<b>Reference #1 Name:</b>	Click or tap here to enter text.
<b>Reference #1 Phone Number:</b>	Click or tap here to enter text.
<b>Reference #1 Email Address:</b>	Click or tap here to enter text.
<b>Reference #1 Company Name:</b>	Click or tap here to enter text.
<b>Number of Years Reference #1 Has Been a Customer</b>	Click or tap here to enter text.
<b>Reference #2 Name:</b>	Click or tap here to enter text.
<b>Reference #2 Phone Number:</b>	Click or tap here to enter text.
<b>Reference #2 Email Address:</b>	Click or tap here to enter text.
<b>Reference #2 Company Name:</b>	Click or tap here to enter text.
<b>Number of Years Reference #2 Has Been a Customer</b>	Click or tap here to enter text.
<b>Reference #3 Name:</b>	Click or tap here to enter text.

<b>Reference #3 Phone Number:</b>	Click or tap here to enter text.
<b>Reference #3 Email Address:</b>	Click or tap here to enter text.
<b>Reference #3 Company Name:</b>	Click or tap here to enter text.
<b>Number of Years Reference #3 Has Been a Customer</b>	Click or tap here to enter text.