



REQUEST FOR PROPOSALS:

Child and Family Strategic Planning Consultant

Release Date: August 12, 2020

Proposal Due: September 11, 2020

Anticipated Contract Start Date: October 1, 2020

Issued by:

Behavioral Health System Baltimore, Inc.
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REQUEST FOR PROPOSALS

Child and Family Strategic Planning Consultant

I. Overview of the Project

A. OVERVIEW OF BHSB

Behavioral Health System Baltimore, Inc. (BHSB) is a non-profit organization tasked by Baltimore City to manage the city's public behavioral health system. As such, BHSB serves as the local behavioral health authority for Baltimore City. In this role, BHSB envisions a city where people live and thrive in communities that promote and support behavioral health and wellness.

BHSB is committed to enhancing the behavioral health and wellness of individuals, families, and communities through:

- The promotion of behavioral health and wellness prevention, early intervention, treatment, and recovery;
- The creation and leadership of an integrated network of providers that promotes universal access to comprehensive, data-driven services; and
- Advocacy and leadership of behavioral health-related efforts to align resources, programs, and policy.

BHSB is committed to advancing anti-racism and promoting behavioral health equity in Baltimore City by ensuring that the behavioral health provider network is culturally and linguistically responsive to the diverse populations served; reducing behavioral health care access barriers for populations known to experience discrimination and marginalization; and supporting communities directly to develop services that are responsive to their unique strengths and needs.

B. OVERVIEW OF PROJECT

Baltimore City's population is primarily (62%) Black or African American. Individuals, families, and communities across the city experience extremely high levels of adversity (33% of adults have 3-8 ACEs), toxic stress, and trauma, resulting from poverty, community violence and pervasive structural and institutional racism. Systemic racism and white supremacy have contributed to a pattern of violence, economic disparities, and trauma against Black lives, which has led to significant health disparities between white and Black communities in the city.

As the local behavioral health authority for Baltimore City, BHSB manages a complex behavioral health system of care with a full range of services across the

life span from prevention and early intervention to treatment and recovery. Rates of mental illness and substance use disorders are disproportionately high in the city, and experiences of oppression and childhood trauma are major drivers of the high rates. The behavioral health care system contributes to systemic oppression through policies and approaches that create barriers to access to services and resources, which causes harm to the overall health and wellness in our community.

A critical part of BHSB's mission is to ensure that Baltimore City's public behavioral health system is structured and resourced to support the behavioral health and wellness of its residents. The needs of children, youth, and young adults are unique, and BHSB committed in its Strategic Plan¹ to planning and implementing approaches designed to meet the unique needs of this population. Doing this requires partnering with communities to deconstruct the impact of systemic racism by building on their inherent strengths and creating conditions in which children, youth, young adults, and their families thrive.

This work is currently managed across multiple teams within BHSB, which creates challenges to develop a shared vision and strategically organize resources to operationalize the vision. BHSB is seeking a consultant to engage with BHSB staff and key stakeholders to facilitate a strategic planning process that:

1. Develops a shared vision that has an anti-racist lens to maximize BHSB's impact on the behavioral health and wellness of children, youth, young adults, their families, and the communities in which they live, and
2. Organizes BHSB's resources to operationalize the vision.

C. SCOPE OF SERVICE

BHSB is seeking a consultant to engage its staff and key stakeholders in a collaborative strategic planning process to build BHSB's capacity to meet the goals stated in the overview section.

The consultant will compile relevant data from BHSB and other sources and facilitate a planning process aligned with BHSB's Strategic Plan. Key data sources include (but are not limited to): the Baltimore Public Behavioral Health System Gap Analysis², BHSB's FY 2019 Annual Report³, needs assessment conducted to inform BHSB's prevention strategies, Maryland State Council on Child Abuse and Neglect

¹ <https://www.bhsbaltimore.org/learn/publications/>

²

https://www.baltimorepolice.org/sites/default/files/General%20Website%20PDFs/Baltimore_PBHS_Gaps_Analysis_Report.pdf

³ <https://www.bhsbaltimore.org/learn/publications/>

Annual Report, Youth Risk Behavior Survey/Youth Tobacco Survey⁴, Baltimore Neighborhood Indicators Alliances⁵.

The consultant will meet regularly with BHSB executive staff overseeing the strategic planning process to provide updates. The consultant will also submit an interim and final report.

The interim report will include the following:

1. Vision statement as described in the goals of the overview section.
2. Data that was compiled to inform planning.
3. Description of the approach used to ensure a thoughtful, data-driven, and collaborative process.
4. Description of activities to date.
5. Number of meetings and names of participants in each meeting.

A final report will include the following:

1. Items 1-5 from interim report, updated to reflect the full array of service delivery through the entire project, along with an explanation or rationale if there were significant changes to the vision statement since the interim report was submitted.
2. Strategic recommendations to organize BHSB's resources to operationalize the vision.
3. Challenges and/or unmet needs that were identified during the strategic planning process.

D. FOCUS POPULATION

The consultant will work with BHSB staff and key stakeholders, ensuring that the voices of young people and families are infused in the planning process.

E. STAFFING REQUIREMENTS

A successful candidate must have:

1. Experience providing strategic planning consultation using an anti-racism lens.
2. Experience working with systems that serve children, adolescents, young adults, and families.

⁴ <https://phpa.health.maryland.gov/ccdpc/Reports/Pages/YRBS2018.aspx>

⁵ <https://bniajfi.org/>

F. FUNDING AVAILABILITY

Applicants will develop their budget based on an hourly rate that includes local mileage and office supplies as well as the number of hours estimated for each of the activities outlined in this RFP.

There is up to \$10,000 in funding available for this project.

G. CONTRACTING WITH BHSB

Applicants selected through this process will enter into a contractual agreement with BHSB. Following a notification of selection, BHSB will issue a Letter of Award that provides details about the contract and the process for executing it. Selected organizations will be required to submit a new budget on BHSB's budget form, which will be reviewed for allowable costs under the grant.

Please note that applicants may be asked to change their budgets and/or details of their proposals even if the proposal were selected for funding. Applicants new to BHSB's contract process are encouraged to review relevant forms available on our website here: <https://www.bhsbaltimore.org/for-providers/forms-for-providers>.

Contract Type and Payment

BHSB issues several types of contracts with different payment mechanisms based on the requirements of the funding source. The contract that will result from this procurement is described below. Applicants are encouraged to consider whether their organization will be able to operate with this payment mechanism before applying for these funds.

- Consultant Contract
 - Issued to a person or entity engaged in independent work as outlined in the contract. The total cost of the contract is based on a calculation that includes an hourly consultant rate and the estimated number of hours it will take to complete the scope of work.
 - Payment is based on the actual costs reported for a specific period (e.g., hourly rate x # of hours worked that month). There are no advance payments.

BHSB issues payments once per month. Applicants should note that submitting required documents and reports late can result in delayed payment.

Contract Monitoring and Technical Assistance

The selected applicant will be required to submit regular Program and Financial reports to BHSB using an electronic contract management application. BHSB will

review these reports to monitor progress and contract compliance throughout the contract term.

Program Reports include an update on progress toward deliverables. The selected applicant will also be required to submit an interim and final report including all items listed in the scope of service section. BHSB monitors progress on these reports throughout the contract term and may offer technical assistance and support if deliverables are not being met.

Financial Reports are required to generate payment and involve submitting actual expenditures or invoices (depending on the contract type) and to monitor spending compared to the budget or award amount. If organizations are spending more or less than expected awarded throughout the contract term, BHSB may offer technical assistance and support to ensure the funding covers the contract term fully and may reduce funding if all funds are not likely to be expended by the end of the contract term.

Please note that submitting Program or Financial Reports late can result in delayed payment.

Verification of Services

BHSB audits all contracts to review whether the requirements set forth in the contract were completed as reported and that relevant federal, state, and local regulations were followed. This generally occurs after the conclusion of the contract period. Audits may be conducted remotely through a review of documents submitted to BHSB or on-site at the organization's location.

Applicants should be aware of best practices in documenting both programmatic and financial activities to aid in an efficient audit.

II. Overview of RFP

A. PURPOSE OF RFP

The purpose of this RFP is to select a consultant to provide strategic planning for BHSB.

B. APPLICANT ELIGIBILITY

Applicants must meet all of the criteria outlined below to be considered eligible to be selected through this RFP process:

1. Minimum of 5 years of experience facilitating strategic planning processes
2. Clear experience facilitating organizational processes using an anti-racist lens
3. Clear professional experience working with systems that serve children, adolescents, young adults, and their families

C. PROPOSAL TIMEFRAME AND SPECIFICATIONS

1. Timeline

Release Date:	August 12, 2020
Proposal Due Date:	September 11, 2020
Anticipated Contract Start Date:	October 1, 2020

2. Pre-Proposal Conference

There will be no pre-proposal conference for this procurement. Applicants may submit questions to Procurements@BHSBaltimore.org by August 26, 2020. All questions received by the close of business August 26, 2020 will be answered and posted on BHSB's website with the RFP document by September 2, 2020. Substantive questions received after this date cannot be answered.

3. Proposal Due Date, Time, and Location

BHSB uses Survey Monkey Apply (SM Apply) to manage applications. All proposals must be submitted through this system. Applicants must register with the system ahead of time and submit narrative and supporting documents directly through the system. You are able to save your application and continue working on it before submitting it. BHSB encourages all applicants to test this system well in advance of submitting proposals.

Applicants can access SM Apply here: <https://bhsb.smapply.org/>

All proposals must be received no later than **12:00 pm (noon) EST on September 11, 2020**. All submitted proposals become the property of BHSB. If

you are having technical troubles related to submitting your proposal, contact BHSB before the due date/time at Procurements@BHSBaltimore.org

Proposals submitted after the due date/time will not be considered.

4. Authorized Contact

Applicants are advised that the authorized contact person for all matters concerning this RFP is Jennifer Glassman whose contact information is listed below.

Jennifer Glassman, Procurement Lead/ Special Projects Coordinator
Email: Procurements@BHSBaltimore.org

5. Anticipated Service Term: October 1, 2020 – January 31, 2021

D. AWARD OF CONTRACT

The submission of a proposal does not, in any way, guarantee an award. BHSB is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. BHSB reserves the right to withdraw an award prior to execution of a contract with a selected applicant in BHSB's sole and absolute discretion.

BHSB will select the most qualified and responsive applicant through this RFP process. BHSB will enter into a contract with the selected applicant following the notification of award. The selected applicant must comply with all terms and conditions applicable to contracts executed by BHSB.

E. RFP POSTPONEMENT/CANCELLATION

BHSB reserves the right to postpone or cancel this RFP, in whole or in part.

F. APPLICANT APPEAL RIGHTS

Applicants may file an appeal to the Procurement Lead within five days of notification of non-award. The Procurement Lead will review the appeal, examine any additional information provided by the protesting party, and respond to the protestor within ten working days of receipt of the appeal.

III. Format and Content of Proposal

A. PROPOSAL INSTRUCTIONS

Applicants must submit all required information using Survey Monkey Apply (SM Apply) which can be here: <https://bhsb.smapply.org/>.

Late proposals will not be considered.

It is the policy of BHSB to adhere to the rules and regulations in the Health Insurance Portability and Accountability Act (HIPAA). We do not anticipate that any proposal submitted in response to this RFP would include individually identifiable health information. However, if it does, please remember that protected health information (PHI) needs to be secured via encryption and should adhere to the Guide to IT Privacy and Security of Electronic Health Information:

<https://www.healthit.gov/topic/privacy-security-and-hipaa/health-it-privacy-and-security-resources-providers>.

B. PROPOSAL NARRATIVE OUTLINE AND RATING CRITERIA

The outline below shows the information being requested for applications and how points will be awarded during the review. Use SM Apply to submit your responses. See the instructions for more information about how to submit proposals.

1. Organizational Background and Capacity (25 points)

- a. Provide an overview of your organization, including how long it has provided strategic planning consulting services. Attach a resume or CV for any staff that will be working on this project that outlines their experience related to this work.
- b. Describe how your organization is uniquely qualified and designed to address known disparities experienced by this population. Provide examples of how you have addressed disparities in previous work.
- c. Describe your experience in youth and family-serving systems of care.
- d. Describe your expertise in organizational management.
- e. BHSB awards additional points to organizations owned or led by marginalized and oppressed groups to help address systemic barriers that have led to inequity in funding. Describe whether your organization is owned and/or led by members of historically marginalized or oppressed groups, including racial and ethnic groups (i.e., Black/African American, Latinx), LGBTQ communities, Historically Black Colleges and Universities (HBCUs), etc.

2. Principles and Values (15 points)

- a. Describe your understanding of Adverse Childhood Experiences (ACEs) and Social Determinants of Health and how these data should be incorporated to inform this planning.
- b. Describe how you will integrate principles of equity and inclusion and an anti-racist framework into the strategic planning process.

- c. BHSB is committed to empowering young people and partnering with communities to ensure that BHSB's decision making is informed by the voices of people we serve. Describe how you will incorporate this commitment into the strategic planning process.

3. Service Delivery (5 points)

- a. Describe the strategic planning process and associated timeline that you will implement.

4. Program Evaluation and Quality Assurance (10 points)

- a. Describe any previous experience you have implementing projects similar to this one. Were you able to meet all of the programmatic and financial deliverables and reporting requirements? If there were any quality concerns, how were they addressed?
- b. Describe what data and data tools you propose using to inform the planning process, and how you will compile, analyze, and present data.

5. Proposed Funding and Schedule of Activities (10 points)

- a. Provide an hourly rate that includes the activities that will be conducted. The activities listed should be based on the proposed start and end dates listed in this RFP. Your hourly rate should include local mileage and office supplies. List any other costs for which you would request reimbursement. Include a narrative that explains how time is allocated.

6. Appendices

- a. Resume or curriculum vitae for individuals/consultants working on this project that includes licenses, certifications, and other significant Accomplishments