

Request for Proposal Strategic Planning Consultant & Facilitator

Summary

Region VII Area Agency on Aging is launching a strategic planning process for the organization that will define its short-term and long-term direction. The timeline is a focused, agile process with the engagement to begin September 10, 2018 and result in a finished document within six months. The successful consultant will design a process that includes a clear vision and mission as well as defined goals, objectives and priorities that are realistic, achievable and measurable. The successful consultant will also assist in the implementation of the projects for the next four and a half years.

Introduction

The Region VII Area Agency on Aging (AAA) was established and has been in operation since 1974. The mission of the AAA is to advocate, plan, develop, and support a comprehensive system of quality care and services designed to achieve the optimum level of health, well-being, and independence of people as they age. The AAA is comprised of the ten counties of Bay, Clare, Gladwin, Gratiot, Huron, Isabella, Midland, Saginaw, Sanilac, and Tuscola.

The AAA is governed by a 12-member Board of Directors. 10 members of the Board are appointed by the County Commissions, 1 member is appointed by the City of Saginaw, and 1 member is the chairperson of the AAA Advisory Council.

The AAA has 14 specialty areas and approximately 70 employees which provides services to older adults and persons with disabilities. Approximately 40 of the employees are support coordinators for the MI Choice Waiver program.

Scope of Work

Key areas of work areas follows:

- Conduct a strategic assessment of the organization and all departments/services, including a thorough review of existing materials, interviews and surveys of key stakeholders (including but not limited to board members, staff, partners, and the public).
- Design and conduct facilitated strategic planning meetings for the board and department leaders and key staff to discuss the outlined key objectives with the goal of reaching consensus on desired outcomes and action plans.
- In collaboration with board, department leaders and key staff, integrate the discussions into a short-term and long-term strategic plan document for review and approval by the Board of Directors. Consultants will continue with the implementation and guidance of

the strategic plan process followed by quarterly reviews of the plan and annual reviews and updates to the plan.

Specific Objectives

The objective is to select a qualified Respondent to provide external assistance to develop a comprehensive strategic plan. The plan is to include a clear vision and mission as well as defined goals, objectives and priorities that are realistic, achievable and measurable.

These objectives should include, but not be limited to the following:

- Define AAA's purpose and mission within an environment of regional growth, and demographic/leadership shifts across Michigan.
 1. Identify and prioritize short, medium and longer-term goals, objectives and strategies that effectively position the organization and community for economic success and improved quality of life;
 2. Identify key indicators with appropriate benchmarks to serve as a basis for monitoring and measuring quantitative progress against identified goals, objectives and strategies;
 3. Provide proformas to develop and deploy resources (technology, personnel, capital, partnerships, etc.) to achieve the identified goals, objectives, projects, and strategies;
 4. Outline indicators of success to track progress on the objectives;
 5. Review organizational structure and make recommendations to ensure that AAA is a desirable environment to achieve the identified goals, objectives, and strategies;
 6. Identify strategic direction, improvements, partnerships and tools to assist in assessing future opportunities.

Inquiries

Questions regarding this solicitation are to be submitted via email to dudewiczs@region7aaa.org. From date of issuance to the award announcement, all communication (including requests for information, comments, speculation, etc.) regarding this solicitation between AAA and the Respondent or any of their individual members, shall be formal and only with the Strategic Planning Team. Formal communication shall include, but not be limited to: (1) general inquiries, (2) pre-submission written questions and answers, (3) site visits, and (4) addendums addressed to contact information provided.

AAA reserves the right to publish and respond to an inquiry, respond directly to the inquirer without publishing, or not respond to the inquiry at its sole discretion. AAA's decision to respond or not respond to an inquiry shall not be the basis for a protest of award. Opportunity to submit questions is provided until June 29, 2018 at 4 pm local time. It is the Respondent's sole responsibility to monitor all inquiries (including those submitted by other respondents and published by AAA at www.region7aaa.org website) to properly prepare for this solicitation. It is the Respondent's responsibility to become familiar with and fully informed regarding the terms, conditions, and specifications of this solicitation. Lack of understanding or misinterpretation of any portions of this solicitation shall not be cause for withdrawal after opening or for subsequent protest of award.

Published responses to inquiries or AAA published comments on the Bid Opportunities page of the website are hereby incorporated into the solicitation specifications in lieu of an addendum.

Standard Terms and Conditions

Each payment obligation of AAA is conditioned upon the availability of funds appropriated or allocated for the payment of this obligation. If funds are not allocated and available for continuance of the services or product performed herein, either party may terminate the agreement at the end of the period for which funds are available. AAA shall notify the other party at the earliest possible time of the services that will or may be affected by the shortage of funds. No penalty shall accrue to either party in the event this provision is exercised, and neither party shall be obligated or liable for any further payments due or for any damages as a result of termination.

Notwithstanding any other provision, at any time and without cause, AAA shall have the right, in its sole discretion, to terminate the contract by giving thirty (30) days written notice.

No payment shall be made to the Respondent for any extra material or services, or of any greater amount of money than stipulated to be paid in the contract, unless changes in or additions to the contract requiring additional outlay by the Respondent shall first have been expressly authorized and ordered in writing by contract amendment or otherwise furnished by the AAA.

The Respondent shall not discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, marital status, or disability that is unrelated to the individual's ability to perform the duties of a particular job or position.

The Respondent shall observe and comply with all applicable federal, state, and local laws, ordinances, rules and regulations which shall be deemed to include, but not be limited to, the Elliott-Larsen Civil Rights Act, the Persons with Disabilities Civil Rights Act, and OSHA compliance.

The terms of this request shall be interpreted, construed and enforced pursuant to the laws of the State of Michigan, and the Parties irrevocably consent to the jurisdiction of the federal and state courts presiding in Midland, Michigan.

AAA is tax exempt. A copy of the IRS Tax Exemption Letter is posted on the Bidder page of the website.

The Respondent acknowledges that the AAA may be receiving funds from or through the Federal Government and that such funds may not be used to pay any Respondent on the Federal Excluded Parties List. The Respondent represents and warrants to the AAA that it is not on the list. If the Respondent is in non-compliance at any time during execution or term of this agreement (including any extensions thereof), the Respondent shall be in breach and the AAA shall be entitled to all remedies available to it at law or equity, specifically including but not limited to recovery of all moneys paid to the Respondent, all consequential damages (including the loss of grant funding or the requirement that grant funding be returned), and attorney fees sustained as a result of the Respondent's non-compliance with this warranty and representation.

Although it is the intent to contract with one provider, AAA reserves the right to contract with alternate sources if the Respondent is unable or unwilling to service its obligation, or it is deemed by AAA to be in its best interest to use alternate sources.

Neither party shall assign or delegate any of its rights or obligations under this Agreement without the prior written consent of the other party.

Respondent warrants that they are an authorized provider of products or services of his/her submission.

Submission Details

To be considered, complete submissions must be received by Region VII Area Agency on Aging, 1615 S. Euclid Avenue, Bay City, MI 48706 no later than July 27, 2018 at 4:00 p.m. EST.

Proposals shall be submitted in a sealed envelope to the designated location. A proposal must consist of one (1) original document and three (3) complete copies of the document. The outside of the envelope or package must be clearly labeled with the proposal name Respondent's name, telephone number, and company name.

If the submission is delivered by an express mail carrier or by any other means, it is solely the Respondent's responsibility to ensure delivery to the AAA. AAA is not responsible for deliveries made to any place other than the designated address or for any failure associated with any mode of delivery selected by the Respondent.

AAA is not responsible for delays caused by any occurrence. The date/time clock located at the Receptionist desk shall serve as the official authority to determine lateness of any proposal. Under no circumstances shall submissions delivered after the time specified be considered. The

decision to refuse or consider a submission received beyond the date/time established shall not be the basis for a protest.

Late, faxed, or emailed responses will NOT be considered. To be considered timely, a complete response must be submitted before the stated due date/time.

The Respondent's submission must include any contract which AAA may be asked to sign. AAA reserves the right to present its own contract document in lieu of accepting the standard offered by the Respondent.

The Respondent certifies that the response submitted has not been made or prepared in collusion with any other Respondent and the prices, terms or conditions thereof have not been communicated by or on behalf of the Respondent to any other Respondent prior to the official opening of this request. This certification may be treated for all purposes as if it were a sworn statement made under oath, subject to the penalties for perjury. Moreover, it is made subject to the provisions of 18 U.S.C. Section 1001, relating to the making of false statements.

Each submission should be simply and economically prepared, providing a concise description of the Respondent's ability to perform the product or services requested. Emphasis should be on completeness and clarity of content.

Submissions may be withdrawn by written request only if the request is received on or before the opening date and time. Submissions not meeting these criteria may be deemed non-responsive.

AAA is not liable for any costs incurred by any prospective Respondent prior to the awarding of a contract, including any costs incurred in addressing this solicitation.

AAA reserves the right to reject any and all bids in the best interest of the agency and to select the bids or portions of the bids most advantageous to the agency.

A submission shall constitute an irrevocable offer for a period of ninety (90) days from the opening date or until the date of award, whichever is earlier. In the event an award is not made by AAA within ninety (90) days from the opening date, the Respondent may withdraw his/her submission or provide a written extension of his/her response.

Submission Format

Submissions must be submitted in the format outlined below:

Executive Summary – One (1) page maximum

Summarize the Respondent's strong points and how experience, particularly with similar responsibilities, will benefit the stakeholders.

Business Organization – One (1) page maximum

State the full name and address of the organization and, if applicable, the branch office, consultants, or other subordinate elements that will provide or assist in providing the service. Include phone number(s), email address(s) and Respondent's website address.

Indicate whether Respondent operates as an individual, partnership, limited liability company (LLC) or corporation; if as an LLC or corporation, include the state in which Respondent is incorporated and if the LLC or corporation is authorized to do business in the State of Michigan.

Recommendation – Seven (7) pages maximum

Provide the proposed recommendation and methodology, tasks, timeline, key dates, etcetera, in response to this solicitation and subsequent addendums or correspondence with focus on the objectives of the request. Articulate requirements of AAA staff and others to make this project successful. Emphasis on clarity and detail of the proposal is an important consideration in evaluation of the responses.

Project Staffing – Two (2) pages maximum

Provide a chart with the staff you are committing to the project. Show lines of authority and communication, and provide a brief role description with responsibilities for each person as they relate to the project and attach resumes of each (resumes not included in page limit).

Pricing Methodology – Two (2) pages maximum

Provide a pricing methodology with attention to detail and understandability that includes a properly designed and implemented all-inclusive response. The Respondent shall include all associated unit and extended costs to successfully complete the project.

References – One (1) page maximum

Provide a minimum of three (3) relevant references, preferably for projects of similar scope and complexity with a like governmental unit. Include the names of the projects, location, completion date, project cost, and specific challenges; identify project team members and references for each project including telephone numbers and email addresses.

Evaluation/Status Update/Award Notification

AAA reserves the right to request additional information it may deem necessary after the submissions are received. As part of the evaluation process, Respondents may be requested to make an oral presentation, at the Respondent's expense, to an evaluation committee. Staff to be assigned to this project must participate in this presentation unless otherwise waived by AAA.

The presentation may be followed by a question and answer session. AAA reserves the right at its discretion to waive irregularities of this solicitation process. Any errors, omissions or discrepancies in the specifications discovered by a prospective Respondent shall be brought to

the attention of the AAA as soon as possible after discovery. Further, the Respondent shall not be allowed to take advantage of error, omissions or discrepancies in the specifications.

AAA reserves the right to reject any and all proposals in the best interest of the agency and to select the bids or portions of the bids most advantageous to the agency. AAA reserves the right to award by line item when applicable and to accept or reject any or all parts of a submission. AAA, at its sole discretion, shall select the most responsive and responsible Respondent and evaluate all responses based on the requirements and criterion set forth in this solicitation while reserving the right to weigh specifications and other factors in the award.

Award notifications will be sent via postal mail to address listed in proposal. It is the Respondent's responsibility to monitor for status updates. AAA appreciates the interest, effort, and time spent in responding to this solicitation.