



REQUEST FOR PROPOSALS (RFP):

Strategic Planning Consultant

DATE OF ISSUE: August 8, 2019

DEADLINE: SEPTEMBER 6, 2019 by 4:00 pm

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Introduction

Since 1991, **Family League of Baltimore** (Family League) has been the designated Local Management Board for the City of Baltimore. It serves as an architect of change by promoting data-driven, collaborative initiatives and aligning resources to create lasting outcomes for children, families, and communities with a vision of a Baltimore where every child grows up in a family that thrives. Family League believes that racial equity plays a pivotal role in realizing its organizational vision and that it can be achieved when race no longer determines the life trajectory of people in Baltimore. As such, Family League applies a racial equity lens to its policies, practices, organizational culture, and grantmaking. Family League's work is guided by, and its success is defined by its ability to address, the State of Maryland's 8 Child Well-being Results Areas. We work to ensure that children are born and remain healthy; are prepared for, succeed in, and complete school; that youth are prepared for college or career opportunities; that communities are safe; and that families are able to enjoy safety and economic stability.

As a careful steward of the funds awarded by the City, the State of Maryland, and federal and private entities, Family League braids its resources together to maximize the impact of each dollar invested in support of these results areas. We leverage these resources to serve Baltimore's children, youth, and families through our participation as a convener, implementation lead, or partner in numerous collaborative spaces.

DEFINITIONS

- **Local Management Board:** The entity established and maintained by the local jurisdiction for the purpose of overseeing and ensuring the implementation of a local interagency service delivery system for children, youth, and families in that jurisdiction
- **Opportunity to Cure:** The period of time allotted to allow an applicant to correct any errors in its application submission that were identified during the technical review
- **Race Equity Culture:** A culture that is focused on proactive counteraction of race inequities inside and outside of an organization¹
- **Technical Review:** The internal review process for finding errors in application/proposal submissions

PROJECT DESCRIPTION

Strategic planning is an important part of providing a sense of direction for Family League as well as for outlining measurable goals and objectives. It guides our organizational decision-making and helps us evaluate progress in achieving our overall mission. Presently, Family League is embarking on a year of transformation which has included realigning our program teams and priorities to be in better alignment with the Governor's Office of Children eight Child Well Being Indicators; expanding our intentionality related to racial equity throughout all aspects of the organization; and improving transparency to demonstrate our commitment to being excellent stewards of public dollars.

¹ Equity in the Center, A project of ProInspire. (2018). *Awake to Woke to Work: Building a Race Equity Culture* [PDF file]. Retrieved from <https://www.equityinthecenter.org/wp-content/uploads/2019/06/Awake-to-Woke-to-Work-Glossary-of-Terms-.pdf>

Family League is seeking a strategic planning consultant who will produce a theory of change that will help us promote social change in alignment with our mission, values, and priorities. The applicant with the best fit will have prior experience at successfully developing strategic plans, knowledge of collective impact and the role of backbone organizations in implementation, strong facilitation skills, experience at gathering and utilizing data to inform projects, ability to constructively challenge key stakeholders, project management experience, and an astute approach to race equity and organizational culture.

Strategic Planning Consultant Responsibilities

- Project Management
- Design and execution of a strategic visioning and comprehensive planning process
- Collaboration with the Community Needs Assessment consultant
- Facilitation of group meetings with the Board and staff to create consensus regarding a strategic vision and plan

Key Deliverables

- Actionable three-year strategic plan
- Theory of Change with a corresponding logic model
- Recommendations regarding plan's implementation and support structure

Contract Terms & Applicant Eligibility

Contract Period: October 1, 2019 – March 31, 2020

Award Amount (not to exceed): \$45,000

To apply, interested individuals or organizations must:

- Qualify as a nonprofit corporation with 501(c)(3) status, a for-profit corporation, or a public entity;
- If a nonprofit, have a status of 501(c)(3) in "Good Standing." Must provide a PDF copy of the certificate within the 2019 calendar year (January 1, 2019 to present). Certificate can be obtained from [here](#);
- Provide a copy of the organization's independently audited financial statements for its fiscal year-end within the past 12 months;²
- Provide evidence of organizational capacity to implement a quality program as outlined in the RFP; and
- Provide a clear and concise operating budget.

Submission Requirements

Applicants are required to submit proposals through FUNDINGtrack, Family League's online grants management system accessible through <https://flb.fluxx.io>. Submission must be completed by the date and time specified in this RFP and in the FUNDINGtrack application. The deadlines will be strictly

² Vendors who **have not** received funding from Family League for fiscal year 2020 (July 1, 2019 – to date of award) are exempt from this requirement

enforced. It is the responsibility of the applicant to ensure that the application process is completed by the deadline. Hard copies, emailed copies, and late submissions will not be accepted. Furthermore, Family League reserves the right, at its sole and absolute discretion, to amend or modify any provision of this RFP or to withdraw this RFP at any time prior to contract award. Family League shall not be bound by or liable under this RFP and/or any response thereto until a final written contract has been executed by Family League and the grantee incorporating the terms and conditions of the award.

Registration

All applicants must be registered in FUNDINGtrack. This is done by selecting the “Register” link on the portal’s home page found here: <https://flb.fluxx.io>. Applicants will receive login credentials via email within three business days of submission of the registration form. Applicants are highly encouraged to register early.

Organization Information and Documentation

The Organizational profile enables all registered users of FUNDINGtrack to provide the key business and contact information needed from Funded Partners. All registered users should fully complete the requested information and upload the due diligence documentation required in this RFP.

Help using the Online Application

Contact the Help Desk at FUNDINGtrack@FamilyLeague.zendesk.com, Monday through Friday, 8:30 am to 4:30 pm., to address any problems or answer any questions.

Additional Submission Requirements

Applicants should complete and submit responses to the RFP as outlined in FUNDINGtrack. Responses received that fail to address each of the requested responses in adequate and complete detail will be deemed non-responsive and will not be considered. Note that responses of “To be provided upon request” or “To be determined” or the like or that do not otherwise provide the information requested (e.g. left blank) are not acceptable.

In addition to the responses, applicants must also provide the following:

- Cover letter: On the organization’s official letterhead, provide a brief summation of the organization’s interest in this opportunity. The cover letter should also indicate a) information as to whether the organization is a minority-owned/operated business or women-owned/operated business and b) signature of authorized signatory.
- Work Sample: Submit at least one sample of work for a similar project.
- Draft Project Timeline: Provide a timeline for the contract period with major tasks and milestones.
- Resumes of Key Personnel: Submit resumes for all individuals who will be engaged in the work for the proposed project that identifies each person’s role and relevant experience.

Pre-proposal Questions

Pre-proposal questions may be submitted through August 19, 2019 to fundedpartnerships@familyleague.org. All responses will be available on the Family League website, www.familyleague.org, no later than August 23, 2019.

Budget Guidelines

Be sure that the budget:

- does not exceed the award amount,
- does not include in-kind contributions,
- is consistent with the work plan outlined in the corresponding proposal narrative, and
- ensures administrative costs, if applicable, do not exceed 10% of total direct costs.

Review and Selection Process

Review Panel

Applications will be reviewed and rated by a panel comprised of individuals with experience, knowledge, and expertise in the field. This panel may include service professionals; community members; and parents, youth, and/or family members of Baltimore City. Review panelists will serve at the invitation of Family League.

Selection Criteria

Proposals will be reviewed and evaluated based on the following criteria:

- Qualifications and Experience
 - Consultant has the qualification necessary to successfully complete the project
 - Consultant has prior experience working on similar projects
 - Consultant has prior experience working with similar organizations
- Scope of Proposal
 - Proposal demonstrates an understanding of the project and desired results
 - Proposal illustrates an approach to the work that aligns with Family League's values
 - Proposal demonstrates the consultant's ability to successfully execute the approach
- Work Plan
 - Proposal adequately details project activities and deliverables associated with the scope
 - Proposal includes a detailed project timeline
- Budget
 - Proposed costs are reasonable

It is the policy of Family League to provide all Baltimore City-based small, minority and/or woman-owned or -led business, and other historically underrepresented and underutilized business enterprises the maximum practicable opportunity to compete and be awarded contracts to provide goods, services, and activities administered by the Organization.

Announcement

Funding decisions are expected to be announced no later than September 27, 2019.

General Terms and Conditions

Contract Award

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

Contract Terms

All Applicants must comply with all terms and conditions applicable to contracts executed by Family League. These terms and conditions can be found on the Family League website at www.familyleague.org. By submitting a proposal to this RFP, applicants attest that they have read and accept these conditions fully. A Scope of Work with details about specific requirements will be a requirement as an addition to the contract.

Additional Funder Conditions

Any additional terms and conditions imposed by funders following the release of this RFP shall become a part of the contract between the Funded Partner and Family League.

Key Dates and Deadlines

KEY DATE	ACTIVITY
8/8/19	RFP posted
8/19/19	Question submission deadline
8/23/19	Q&A posting to website
9/6/19	Submission deadline (by 4:00 pm)
9/11-9/13	Cure period
9/27/19	Award status announcement