



REQUEST FOR PROPOSALS (RFP): Strategic Planning

September 4, 2019

Questions & Answers

1. When was the last time you had a strategic plan developed?

2014

2. If so, is it something that the organization is currently using?

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.

3. If not, what method or approach are you currently using to develop the direction of the organization?

N/A

4. What percentage of the organization would you say is aware of the current strategic plan or strategic direction of the organization? What percentage would you say feel ownership or buy-in to the current strategic plan or strategic direction?

Although we do not have a percentage of how many employees are aware of the strategic plan, the strategic plan has been presented to staff and staff are committed to the work.

5. What prompted the Family League's year of transformation? Why now? Please include if any of the following played a role: Staff feedback? Partner feedback? Funder feedback? KPI's? New leadership? Other?

Family League of Baltimore has taken a more direct approach to racial equity which will inform the strategic plan. To inform the year of transformation, Family League received feedback from both internal and external stakeholders and funded partners. Receiving stakeholder feedback is a continuous process at Family League of Baltimore.

6. Would we have access to engage partners and staff? (I.e. contact information)

Yes, the extent of access will be negotiated with the selected vendor.

7. Do you anticipate resistance from any internal and external stakeholders?

No, Family League of Baltimore has engaged in strategic planning multiple times and has not run into that problem before.

8. Are your internal and external partners aware of this year of transformation and that you are in search of a strategic planning consultant?

Yes

9. Are you providing complimentary space for all planned engagement activities?

Family League's Offices are offered at no cost to the selected vendor.

10. Would we have access to wifi and a projector?

Family League of Baltimore's facilities are equipped with wifi and a projector and are offered at no cost to the selected vendor.

11. Do you offer transportation reimbursement? Is it separate from the contract award amount?

The contract award amount will reflect what is included in the approved budget. Transportation costs should be included in the proposed budget if it is applicable to the work of the Strategic Planning Consultant.

12. Has the community needs assessment consultant been identified? What is their role? How do you envision the collaboration between that consultant and the strategic planning consultant?

We have selected a vendor to conduct the Community Needs Assessment for Family League of Baltimore. They will assess the needs of the city regarding current challenges, community strengths, and available programs, services, and resources. The results of the assessment will be used to effectively guide local development, expansion, and implementation to better serve children and families in the City. The assessment will also be the basis for the three-year strategic planning process.

13. How many employees does FLB have? How many funded partners?

For fiscal year 2019, Family of Baltimore had 110 Funded Partners and between 50- 60 employees.

14. Are there key dates that we should avoid during the contract period when it comes to scheduling meetings/workshops with stakeholders?

The selected vendor should avoid scheduling near the holidays and the week of Family League of Baltimore's Annual Meeting which is scheduled for November 7th, 2019.

15. What is the timeline for award disbursement?

The contract period is October 1, 2019- March 31, 2020. The payment schedule will be negotiated with the selected vendor.

16. Are consultants expected to front any operating expenses until the award is dispersed?

See response to question 15

17. We don't have independently audited financial statements for the fiscal year (within the past 12 months), can we submit tax documentation instead?

Yes. If an applicant is designated as a tax-exempt organization, they can submit from 990-N. If an applicant is designated as a corporation, they can submit their most recent Form 1120 that was filed with the IRS.