



**NORTH HUDSON**  
COMMUNITY ACTION CORPORATION

800 31<sup>st</sup> Street  
Union City, NJ 07087

**STRATEGIC PLANNING CONSULTANT**

**May 24, 2018**

## Contents

PURPOSE OF THE RFP.....	3
ABOUT NORTH HUDSON COMMUNITY ACTION CORPORATION (NHCAC).....	3
SCOPE OF SERVICES .....	3
DELIVERABLES .....	4
SERVICE PERIOD .....	4
HOW TO SUBMIT A PROPOSAL.....	5
PROPOSAL REQUIREMENTS .....	5
BASIS OF AWARD .....	6
SUMMARY OF KEY DATES .....	6

## **PURPOSE OF THE RFP**

North Hudson Community Action Corporation (NHCAC) is seeking proposals from qualified consultants to assist with the design, development and implementation of a multi-faceted process for its next 3-year strategic plan (2019-2021).

The Strategic Plan must contain Goals and Objectives that are consistent with and support the Mission of the Organization as well as the strategic plan requirements included in the:

- 1) HRSA (Federal DHHS, Health Resources Services and Administration) 330 Program Requirements (attached);
- 2) OHS (Federal ACF, Office of Head Start) Head Start & Early Head Start Program Requirements (attached); and
- 3) CSBG (NJ State Community Services Block Grant) Program Requirements (attached).

The planning process is expected to take approximately 6 months from kick-off in June 2018. A fully developed plan will be presented to the Board of Directors for review in December 2018. The new plan will be formally approved by the Board in January 2019 and take effect February 2019.

## **ABOUT NORTH HUDSON COMMUNITY ACTION CORPORATION (NHCAC)**

Since its incorporation in 1965 as a 501(c)(3) Community Action Agency (CAA), NHCAC has expanded its array of social service programs in Hudson County to include a full spectrum of quality primary and preventive health care strategically located throughout Bergen, Passaic, and Hudson counties. Health care services include adult medicine and family practice, obstetrics, gynecology, family planning, pediatrics, mental and behavioral health counseling, addiction services and oral health care. The Agency was designated a Federally Qualified Health Center (FQHC) in 1997, achieved Joint Commission Accreditation in 2003, and in January 2018 was re-designated a JCAHO Gold Seal Primary Care Medical Home (PCMH) for all ten (10) of its practice sites. Renowned for its provision of high-quality services, NHCAC was the only FQHC in 2015 and 2016 in the State to be recognized by the Health Resources and Services Administration (HRSA) as a National Quality Leader.

In addition to its health offerings, NHCAC provides access to an array of social service programs: HUDs Continuum of Care Rapid Re-housing (HPRP) services; emergency assistance (food, shelter, and utility payments), a comprehensive Early Head Start and Head Start education and support services program, employment services/job placement, housing counseling/tenant advocacy, legal immigration assistance including ESL and Civics instruction, social and health assistance for the elderly, and WIC nutritional assistance. The largest and the only FQHC/CAA in the State of New Jersey, in 2017 NHCAC provided culturally sensitive and linguistically appropriate services to 86,035 unduplicated patients/clients through its service mix. On an annual basis, Federal, State and County grants are secured to continue the provision of services to clients, as well as employ more than 750 staff.

## **SCOPE OF SERVICES**

NHCAC seeks an experienced and highly engaging consultant to facilitate a process that enables the Governing Board and planning committee to take a hard look at priorities and strategic direction while also being stimulating and meaningful for all the stakeholders involved. NHCAC envisions a strategic planning process that is inclusive of a broad array of stakeholders, including NHCACs Board members, staff, and president/CEOs of affiliate organizations.

NHCACs planning department will assist with managing the strategic planning process and with various implementation tasks. The organization is looking to partner with a strategic planning consultant who will help design and guide the process and lead certain strategic planning tasks, including conducting a SWOT with the Board of Directors and senior management, facilitating Strategic Planning Committee meetings, and conducting interviews with external stakeholders. Data gathered from this process will also

be used by NHCACs planning department to update the Community Health and Social Service Needs Assessment (CHSSNA).

The Strategic Planning Committee (SPC) will consist of members of the organization's governing board, senior management team and other staff assigned by the President/CEO. The SPC will have an Executive Committee consisting of 6 SPC members (Governing Board Planning Committee and the President/CEO) who will play a direct role in planning and guiding the process.

The consultant shall provide services as indicated below:

Task 1: Planning and Communication: Inform overall design of strategic planning process, including developing interactive and creative methods for gathering and incorporating stakeholder input; project planning and ongoing communication with NHCACs strategic planning lead. Participate in 3 update meetings with the Board of Directors commencing in July.

Task 2: Information gathering and synthesis: Design and implement methods to gather input from a variety of stakeholder groups. The consultant will assist with survey design and focus group implementation. The consultant will lead a minimum of two SWOT exercises: one with the Board of Directors and one with the Strategic Planning Committee. The consultant will also conduct a set of interviews with key external partners and funders (approximately 10-12 interviews). The consultant will assist NHCACs staff with synthesizing and identifying key cross-cutting themes from various stakeholder input.

Task 3: Goal and outcome formation: The consultant will design and facilitate several Strategic Planning Committee meetings to generate strategic plan goals and key outcomes. The Strategic Planning Committee will meet approximately 3 times (up to 2 days each) **over a 6 month period**.

Task 4: Implementation: Set the stage for successful implementation by structuring an internal process to ensure cross-functional commitment to strategy development and metrics for measuring success.

## DELIVERABLES

A detailed work plan laying out the specific deliverables and timeline for the strategic planning process will be developed **within the first 30 days of engagement**. Other initial milestones are outlined below:

Initial Milestones	Date
Kickoff meeting with Strategic Planning Committee	June 27, 2018
Board SWOT design	July 17, 2018
Detailed work plan for strategic planning process	July 17, 2018

## SERVICE PERIOD

The period of performance for the strategic planning consultant will begin no later than June 2018 and end in January 2019.

## **HOW TO SUBMIT A PROPOSAL**

All proposals shall be **submitted electronically to: joan.quigley@nhcac.org**. The subject line shall include: **Strategic Plan Proposal**. **Deadline for submission of proposals is June 7, 2018 no later than 5:00pm**. Hard copy proposals will not be accepted.

Responses become the property of NHCAC, and may be subject to disclosure as requested upon completion of the process. Proprietary information that you wish to remain confidential should not be included in your response materials.

Questions related to this RFP should be submitted by e-mail to joan.quigley@nhcac.org no later than 5:00 pm ET on June 1, 2018. The subject line item shall include: Questions **Strategic Plan Proposal**. Answers to all questions received will be posted on NHCACs website as an addendum to this RFP no later than close of business June 5, 2018.

## **PROPOSAL REQUIREMENTS**

The technical proposal shall not exceed 15 pages, excluding resumes, conflicts of interest and cover letter. Responses to this RFP shall include:

### **1. Cover Letter**

The cover letter must include a point of contact address, telephone number, fax number, and e-mail address. The cover letter should briefly describe:

- Firm's qualifications
- Qualifications and roles of any partners,
- Any exceptions your firm takes to the scope of work or required deliverables, and
- The firm's web site address.

### **2. Technical Approach**

Detailed description of your technical approach/methodology to the requirements found in the scope of work including, but not limited to, specific planning and facilitation tasks to achieve each of the objectives in the scope of work. A description of your strategic planning philosophy and preferred planning techniques should be detailed to clearly demonstrate how the firm engages stakeholders (including Board and staff) in the planning process. The technical approach should also address expected roles and responsibilities and include a project management plan and timeline for project deliverables.

### **3. Expertise/Experience**

This section should identify the project lead and/or team members and their relevant qualifications and resumes. It should provide evidence that the consultant is knowledgeable about the various funding sources Program Requirements. It should also provide a description of recent past experience in facilitating strategic planning processes of similar size, scope and complexity.

### **4. References**

Provide the contact information for three professional references that can speak to your performance on completing a strategic planning process similar in size, scope and complexity.

### **5. Conflicts of Interest**

Disclose any possible conflict(s) of interest with NHCACs. Any previous research or support provided to NHCAC must be discussed.

## 6. Price

The price proposal should include total costs for performing all tasks proposed in the technical approach. Price shall be broken out by major task and planned deliverable(s) and shall include proposed labor categories, their hourly rates and number of hours. All other cost, such as travel, etc. should also be provided. The price proposal should describe all underlying budget assumptions.

## BASIS OF AWARD

NHCAC reserves the right to determine which bidders have met the base requirements of this RFP. In addition, NHCAC may reject, in whole or in part, any and all proposals, waive minor irregularities in proposals, allow an offer or to correct minor irregularities and negotiate with all responsible efforts in any matter deemed necessary to serve the best interest of NHCAC.

NHCAC reserves the right to reject any and all proposals when such rejection is in the interest of NHCAC, to reject the proposal of a bidder who has not met the prerequisites of the bid proposal or who has previously failed to perform properly or complete on time contracts of a similar nature, and to reject the proposal of a bidder who is not in the sole opinion of NHCAC, able to perform the contract to the sole satisfaction of NHCAC.

NHCAC also reserves the right to waive any informalities and technicalities in the bidding. NHCAC reserves the right, however, to award the contract in accordance with its best interest and will not be required to accept the lowest bid.

NHCAC may, upon its discretion, establish a competitive range of qualified proposals for award consideration. NHCAC will not conduct discussions or negotiations with firms not within the competitive range and those firms will not be considered for award. Proposals will be evaluated using the following criteria:

- Technical Approach and Methodology: The proposal is complete and demonstrates strong technical capability and a sound understanding of NHCACs mission. The proposal sets out a logical approach/methodology to conducting a strategic planning process that is consistent with the proposed scope of work.
- Expertise and Experience: The firm demonstrates a background in strategic planning, effectively engaging stakeholders, and employing planning techniques that meet the needs of the organization's culture and mission. The firm demonstrates a proven track record in facilitating strategic planning processes with mission-driven organizations of similar size.
- Past Performance: The firm has recent successful past performance that is relevant to the proposed project in terms of scope and complexity.
- Price

## SUMMARY OF KEY DATES

Request for Proposal Posted	May 24, 2018
Questions submitted	June 1, 2018; by 5:00 pm
Questions and answers posted to NHCACs website	June 5, 2018; by 5:00 pm
Proposals submitted	June 7 2018; by 5:00 pm
Contractor notified following monthly Board meeting	June 20, 2018