Request for Proposal (RFP)

For

Strategic & Operational Consulting Services

Request for Proposal Number: BCRI00002

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Baltimore Crisis Response, Inc.
5124 Greenwich Avenue
Baltimore, Maryland 21229

Contact Information:

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Request For Proposal

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Overview of Organization & Project

**Baltimore Crisis Response, Inc. (BCRI)**

Since 1992 we have helped many individuals overcome mental health and substance use disorders, regardless of ability to pay. With a mission to provide timely and effective community-based services in the least restrictive environment, we work in partnership with other city providers as well as law enforcement to create new and innovative ways to serve this vulnerable population.

**Our Vision**

BCRI envisions a world where every person in need of assistance receives the most appropriate and least restrictive response.

**Our Mission**

BCRI aims to provide high-quality services through holistic and trauma-informed care and resources, working closely with community partners to create a caring behavioral health ecosystem, and advocating for investments in the crisis services system.

**Core Values:**

- **Recovery:** We will seek to improve our client’s overall health status by actively pursuing treatment in the most therapeutic, least restrictive and most appropriate setting.
- **Connection:** We will make available easy access to the crisis system with a clearly defined point of entry and 24-hour availability, closing treatment gaps and facilitating access to critical services including post-discharge support.
- **Community:** Whenever possible, we will provide clients with supports to get them through their crisis without the removal from familiar surroundings.
- **Integrity:** We will always try to do the right thing, interacting with both clients and staff to promote a culture of openness, honesty and accountability.
- **Innovation:** We will actively champion creative strategies, practices and partnerships to enhance and expand our mission’s effectiveness.

**Purpose of Request for Proposal:**

BCRI is seeking one or more consulting firms as vendor(s) to provide consulting services in one or more of the following focus areas:

1. Business & Finance Strategy;
2. Leadership & Management Development;
3. HR & Workforce Development; and
Vendor’s Obligations

A. Laws and Regulations: Vendor shall obey all State and Federal regulations and guidelines now or hereafter enacted.

B. Independent Contractor: Vendor understands and agrees that it is an “independent contractor” with respect to the services to be performed under the Contract. BCRI shall be exempt from payment of all unemployment compensation, FICA, retirement, life and/or medical insurance and workers’ compensation insurance.

C. Insurance: Vendor will maintain, at its own cost, all and any insurance required to perform duties identified in the RFP.

D. Indemnity: Vendor shall indemnify, defend, and hold harmless the BCRI, its officers, agents and employees against any and all liability, claims, actions, causes of action or demands whatsoever against them, or any of them, before administrative or judicial tribunals of any kind whatsoever, arising out of, connected with, or caused by Vendor, Vendor’s employees, agents or independent contractors or companies in the performance of, or in any way arising from, the terms and provisions of the Contract, whether or not caused in part by a party indemnified hereunder, except as limited by Maryland’s law.

Subcontracts

A. Vendor shall cause all of the provisions of the Contract in its entirety to be included in and made a part of any subcontract executed in the performance of the Contract.

Vendor shall undertake to insure that all subcontracts let in the performance of the Contract shall be awarded on a fair and open competition basis. Executed copies of all subcontracts shall be forwarded to BCRI along with documentation concerning the selection process.
Focus Areas & Scope of Services

Finance and Business Strategy

Rationale for Focus Area:

BCRI has undergone a significant budget increase in the past two years due to new contracts for services. Additionally, BCRI has limited diversity of funding and revenue sources; most funding is through contracts for service, which restricts BCRI’s ability to utilize the funds outside of contractual parameters.

With rapid expansion due to its involvement in several larger-scale public health initiatives and limited diversity of revenue streams, BCRI is seeking consulting services to focus on finance and business strategy in order to support smart, sustainable organizational growth and development.

Scope of Services:

The consulting firm focusing on this area will evaluate, identify, recommend, and support implementation of strategies to improve BCRI’s strategic and operations, including but not limited to:

- Supporting development of a strategic plan;
- Supporting development of an operations plan;
- Assessing organizational programs’ impact on revenue streams and expenditures;
- Creating predictions and forecasts of revenue and budget based on actual or proposed expansion of services;
- Evaluating current fundraising strategies and recommend ways to diversify revenue streams;
- Assisting with creating a fundraising plan and identifying other financial development opportunities;
- Identifying and support cultivating relationships with potential and current donors or contributors;
- Identifying program or strategic areas where BCRI may be able to fill or that need additional support;
- Evaluating and providing recommendations on risk or liability of new service expansions; and
- Generally evaluating workflow structure, organizational design, fundraising efforts, and programmatic or strategic gaps.

Leadership & Management Development:

Rationale for Focus Area:
Due to its recent growth, BCRI has rapidly expanded staff count, especially supervisor and management-level positions. To support staff expansion with appropriately qualified, trained, and vetted supervisors and managers, and to promote a healthy, high-performing work culture from the top down, BCRI is seeking consulting services to focus on leadership and management development in order to support service expansions with leadership that facilitates a high-quality level of performance, supervision, and professional acumen.

**Scope of Services:**

The consulting firm focusing on this area will evaluate, identify, recommend, and support implementation of strategies to improve BCRI’s leadership development efforts, including but not limited to:

- Working with new and existing supervisors and leadership positions to identify core managerial principles and values;
- Identify and providing recommendations on leadership trainings for managers and directors;
- Identify and providing recommendations on leadership development activities and events to participate in;
- Supporting creation of organization-wide management and supervisor-level professional development plans; and
- Collaborating with the Human Resources Department to assess current strengths and areas for improvement for leadership and management.

**Human Resources and Workforce Development:**

**Rationale for Focus Area:**

BCRI’s recent expansion of service lines and service jurisdictions due to its involvement in contracts for behavioral health services and partnerships has caused significant increases in staff, with a nearly 60% increase in FTE/per diem staff over two years. Additionally, contracts for services typically include new or expanded staffing plans, often with quick turn-around time relative to the contract award date.

This combination of staff growth and recruitment needs requires the support of improved human resources practices and policies as well as strategic recommendations that emphasize smart growth, hiring and retaining quality personnel, and human resources efficiency. To that end, BCRI is seeking consulting services from a vendor that operates with a forward-thinking, modern approach to human resources.

**Scope of Services:**

The consulting firm focusing on this area will evaluate, identify, recommend, and support implementation of strategies to improve BCRI’s strategic and operations, including but not limited to:
• Supporting the Human Resources Department’s talent acquisition and recruitment needs as BCRI’s hiring needs increase;

• Identifying and making recommendations regarding areas in organization where processes or positions may be streamlined or improved;

• Providing guidance on best practices for staffing patterns, employment policies, automation, progressive counseling, recruitment, and talent retention;

• Continuously evaluating and providing recommendations for workflow & pay structures based on departmental and positional responsibilities;

• Identifying, recommending, and supporting staff with professional development plans who may be able to assume a greater role or who require additional support; and

• Assisting with identifying and supporting implementation of new roles within the organization.

**Branding & Marketing Strategy:**

*Rationale for Focus Area:*

As BCRI expands into new service jurisdictions with new populations and stakeholders, the importance of thoughtful branding and marketing decisions and activities becomes more significant. Improvement of branding and marketing efforts can help increase access to services as well as open the door for stakeholder engagement or future opportunities for expansion in new regions.

To ensure that BCRI is being mindful of its new service populations, is utilizing the reach and scope of social media and marketing techniques and strategies effectively, and is promoting greater access to the organization’s services and programs through community and stakeholder engagement, BCRI is seeking consulting services from a vendor that operates with a progressive, flexible approach to branding and marketing.

*Scope of Services:*

The consulting firm focusing on this area will evaluate, identify, recommend, and support implementation of strategies to improve BCRI’s strategic and operations, including but not limited to:

• Identifying and recommending new names to rebrand BCRI;

• Providing recommendations to increase information access and make service more accessible and comprehensible;

• Creating focus groups for different BCRI branding and marketing initiatives;

• Evaluating print materials and organizational messaging and making recommendations;

• Identifying current trends in messaging and marketing;

• Evaluating and recommending client feedback opportunities and impact messages;
• Identifying and recommending opportunities to increase the footprint of messaging and marketing;

• Evaluating target audiences and service populations for recruitment and quality improvement of client care;

• Evaluating and provide recommendations on the usage and dissemination of program data to promote services; and

• Evaluating BCRI’s online and social media presence and making recommendations for improvement and increased engagement.

Approach for Utilizing Consulting Services

For the vendor(s) selected to provide consulting services through this RFP, the following three-phase approach will be utilized to assess, plan, and implement strategies to facilitate smart organizational growth and expansion, with key associated deliverables being provided throughout the process:

• **Phase 1: Assessment**
  o The consulting firm(s) will conduct an organizational assessment based on the focus areas and identify strategies and action items, and shall provide documentation of findings and recommendations arising from the organizational assessment.

• **Phase 2: Planning**
  o Based on the results of the assessment, BCRI will work with the consulting firm(s) to plan an approach to address the strategies and action items identified in the assessment. During this phase, the consulting firm(s) shall provide, at a minimum, corresponding strategic and/or operational plans which incorporate assessment findings and map out an approach for implementation as well as the proposed impact or objectives of any recommendations.

• **Phase 3: Implementation**
  o BCRI and the consulting firm(s) will implement the above plans to holistically strengthen BCRI in each focus area. For this phase, the consulting firm(s) shall create and provide project plans detailing the process for implementing the strategies and recommendations identified in the prior phases.

In addition to the deliverables (e.g., documentation, project plans) noted above, the consulting firm(s) may be requested to provide additional documentation or information on their activities throughout the duration of the service period.

Frequency of payment for services is negotiable and shall be agreed upon by the BCRI and the vendor(s) selected to provide the services.
Proposal Evaluation & Narrative

1. Please give an overview and background of your company, including how many years your company has operated, particularly with respect to providing consulting services if your company provides additional services. Preference will be given to companies operating for three (3) or more years. (10 points)

2. Please explain whether your company is in compliance with all federal, state, and local laws and regulations regarding consulting services, including any financial audits or accrediting bodies, where appropriate. (10 points)

3. Please describe whether the company is owned and or primarily operated by women. If the company is not owned and/or primarily operated by women, please explain your company’s efforts to ensure the inclusion of women in the company’s business operations. (15 points)

4. Please describe whether the company is owned and or primarily operated by members of a minority group. If the company is not owned and/or primarily operated by members of a minority group, please explain your company’s efforts to ensure the inclusion of diverse and minority perspectives in the company’s business operations. (15 points)

5. Please describe the company’s ability to provide any or all of the above services as outlined in the Request for Proposal. Be sure to indicate which focus area(s) your company is interested in supporting, your approach to supporting the identified focus area(s), the personnel or staff who you plan to have engage in the consulting support, and how your company’s history and services qualify you to engage in the scope(s) of work therein. (25 points)

6. Please state the projected cost for providing the requested services as identified in #5, above, including which focus area(s) the applicant will undertake, any hourly rates or fee structures, and the projected cost of engaging in all three phases (Assessment, Planning, Implementation) of the identified approach for utilization over the above focus areas. Note: For applications planning to address all four focus areas, please frame this section in terms of a $400,000 budget. For applications planning to address three or fewer of the four focus areas, please frame this section in terms of a $300,000 budget. Please note that the frequency of payment for services is negotiable. (25 points)
Submission Details

1. Deadline for submission: **Friday, December 1, 2023, by 5:00 PM EST**
2. Please send all submissions and inquiries to:
   Johnathan Davis, CEO
   jddavis@bcresponse.org

   Please indicate in the subject line:
   BCRI Consulting Services Proposal – BCRI00002