



REQUEST FOR PROPOSALS:

Development of Organizational Strategy for Maryland Association of Behavioral Health Authorities

Release Date: September 13, 2018

Proposal Due: October 5, 2018

Anticipated Award Notification: October 15, 2018

Anticipated Contract Start: October 22, 2018

Issued by:

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REQUEST FOR PROPOSALS

Development of Organizational Strategy

I. Overview of the Project

A. MABHA'S GOALS & OBJECTIVES

Maryland Association of Behavioral Health Authorities (MABHA) is a 501 (c) 3 organization that was incorporated as the Maryland Association of Core Service Agencies (MACSA) in 1997 after the Public Mental Health System (PMHS) was “carved out” of the wider health system and became fee-for-service under the management of an Administrative Services Organization (ASO.) In 2015, MACSA merged with the newly created Local Addiction Authorities (LAAs) to become Maryland Association of Behavioral Health Authorities.

Our members are the Directors of the local Core Service Agency (CSA,) Local Addiction Authority, or Local Behavioral Health Authority (LBHA) in each county and Baltimore City. The CSAs, LAAs and LBHAs operate as local Public Behavioral Health System managers under the terms of their MOUs with the Behavioral Health Administration (BHA.) MABHA has one part-time administrative employee.

In FY'15 the then Mental Hygiene Administration merged administratively on the state level with the Alcohol and Drug Abuse Administration to form the Behavioral Health Administration. At that time, with LAA Directors as members, MABHA underwent rebranding to officially change its name and identity.

The mission of MABHA is to promote wellness by improving behavioral health in Maryland through collaborative partnerships to insure that all Marylanders have access to a comprehensive, effective, and responsive behavioral health system of care. Members meet monthly as an organization and with the leadership of the Behavioral Health Administration and the ASO.

Through this Request for Proposals (RFP), MABHA is seeking a qualified consultant to work with members and leadership to develop an organizational strategy that is informed by ongoing integration efforts and by the goal of strengthening the organization internally so that it can be an effective partner statewide.

B. OVERVIEW OF PROJECT

With the merger of the two systems and the doubling of membership, MABHA finds it imperative to reexamine its organizational identity, meeting structure, and staffing and budgeting needs. With continuing changes in the PBHS, and greater expectations of local system managers, MABHA must reconsider how it does business if it is to continue to be a viable advocacy organization for its members and consumers.

C. SCOPE OF WORK

The selected applicant would work closely with individual MABHA members, the group as a whole, MABHA administrative staff, and organization leadership to fulfill the following expectations:

- Help MABHA define and refine its organizational identity and internal operations, specifically related to staffing needs, meeting format and agenda, member commitment, budget and dues;
- Help MABHA determine on-going administrative and leadership staff support needs, help develop position descriptions related to this, and help with any hiring process;
- Help MABHA refine its meeting structure and agenda to ensure that time spent at meetings is of maximum benefit, with the goal of engagement and commitment of all members to the organization;
- Work with MABHA leadership to determine organizational budget, dues assessment, and funding of a redefined, effective, and well-integrated organization.
- Draft a final report of recommendations.

D. FUNDING AVAILABILITY

There is limited funding available for this project, in the area of \$20,000. The proposal's cost will be a factor in selecting a vendor. Applicants are encouraged to propose reasonable and realistic costs when developing proposals, and may include a few options with different associated costs.

E. REPORTING AND DELIVERABLES

MABHA expects that the selected consultant will work closely with individual MABHA members, the group as a whole, MABHA administrative staff, and organization leadership throughout the entire process and to report regularly on progress. A formal work plan with deliverables will be developed and negotiated collaboratively with the consultant.

F. MONITORING

MABHA will engage in monitoring activities to ensure that activities outlined in the contract are being executed in a timely manner and at the level of quality expected. The selected applicant will be required to participate in all relevant monitoring and evaluation activities.

If, during monitoring activities, it is discovered that the selected applicant is not fulfilling the obligations stated in the contract resulting from this RFP, a Corrective Action Plan may be required, with additional follow-up monitoring to ensure requirements are being met.

II. Overview of RFP

A. PURPOSE OF RFP

The purpose of this RFP is to select a qualified consultant to guide MABHA in its goal of refining its organizational processes and budgeting and staffing needs.

B. APPLICANT ELIGIBILITY

Applicants must meet all of the criteria outlined below to be considered eligible to be selected through this RFP process:

- Demonstrated experience in organizational development, **strategic planning, organizational assessment, and change management,**
- Demonstrated experience working with non-profit organizations or organizations within the behavioral health arena,
- Ability to start work by October 22, 2018.

C. PROPOSAL TIME FRAME AND SPECIFICATIONS

1. Authorized Contact

Applicants are advised that the authorized contact person for all matters concerning this RFP is Kathy Fay, whose contact information is listed below.

Kathy Fay, Administrator
Maryland Association of Behavioral Health Authorities
mabha@mhma.net
301-682-9754

2. Timeline

Release Date:	September 13, 2018
Proposal Due:	October 5, 2018
Anticipated Award Notification:	October 15, 2018
Anticipated Contract Start:	October 22, 2018

3. Proposal Due Date, Time, and Location

Proposals must be submitted electronically by email to mabha@mhma.net by attaching one or more PDF files. Because some email systems prohibit sending or receiving large files, applicants may need to split files into multiple emails. It is recommended that applicants send a separate email with no attachments to request confirmation that the proposal was received.

All proposals must be received no later than **3:00 pm EST on October 5, 2018**. All submitted proposals become the property of MABHA. Proposals submitted after the closing date will not be considered.

4. Anticipated Service Term: October 22, 2018 – February 8, 2019

D. AWARD OF CONTRACT

The submission of a proposal does not, in any way, guarantee an award. MABHA is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. MABHA reserves the right to withdraw an award prior to execution of a contract with a selected applicant.

MABHA will enter into a contract with selected applicants following the notification of award.

E. RFP POSTPONEMENT/CANCELLATION

MABHA reserves the right to postpone or cancel this RFP, in whole or in part.

F. APPLICANT APPEAL RIGHTS

Applicants may file an appeal to the MABHA Executive Committee within ten days of award of the contract. The Executive Committee will review the appeal, examine any additional information provided by the protesting party, and respond to the protestor within ten working days of receipt of the appeal.

III. Format and Content of Proposal

A. PROPOSAL INSTRUCTIONS

Applicants should submit all required information in the format specified in these instructions by the due date. The proposal narrative should be submitted using the outline provided in the next section, and should not exceed 8 typed, single-spaced pages using Times New Roman 12-point font. The cover letter and appendices do not count toward the page limit.

The final proposal package shall include:

- A proposal cover letter signed and dated. The cover letter must include the full legal name of the applicant, address, and contact information.
- A full proposal.
- All required or optional attachments (do not count toward page limit).

Late proposals may not be considered.

B. PROPOSAL NARRATIVE OUTLINE AND RATING CRITERIA

The proposal should be a clear, concise narrative that describes the applicant's responses to the prompts outlined below. This narrative outline will also be used as the rating criteria.

Background and Capacity

- a. Describe your experience with organizational development as it relates to the Scope of Work described in this RFP. Include any experience working with entities to determine budget and dues structure.

Proposed Plan of Work

- a. Describe the approach you will take to complete the Scope of Work, including how you propose collecting, reviewing, and analyzing data. Include what you will need from MABHA (data, information, access to contacts, etc.). Please be as detailed and comprehensive as possible. As stated previously, you may include more than one proposal with multiple price points.

Proposed Budget and Narrative

- a) Include or attach a budget that shows how funding will be spent (i.e., hourly rate x number of hours spent on activities; itemized costs of each activity, etc.).
- b) Describe the costs included in the budget.

Proposed Timeline

- a) Propose a timeline that starts October 22, does not exceed 15 weeks, and that outlines the major activities to take place. Be sure to include the submission of a draft report with time for MABHA to review and submit feedback to be incorporated into a final report. This timeline will be a starting point for the final work plan that will be negotiated and become part of the contract.