

## Request for Proposals – Strategic Planning Services -2022 November 10, 2021

### 1. Introduction

Michigan Community Action (MCA) is seeking proposals from consultants/firms for the development of a comprehensive Strategic Plan. MCA anticipates that the planning process will take three to six months, to provide adequate time for community action agency (CAA) participation and review by key stakeholders and policy makers. The outcome of the process will be a written strategic plan document that presents the planning process, the research, the analysis, opportunities, and strategies that will guide MCA for the next three to five years.

MCA encourages any inquiries with respect to the expectations and/or Scope of Work sought through this proposal by email to MCA at: [ccoleman@micommunityaction.org](mailto:ccoleman@micommunityaction.org). All inquiries will receive a response and the inquiry and response shall be posted on the MCA website at: <https://micommunityaction.org/rfp/strategic-planning/>.

Consultants/Firms will be selected for this project based on criteria stated in Section 4. Only those submitting proposals by the deadline date will be considered. The proposals are due by the Close of Business (5:00 p.m.) on Friday, December 3, 2021.

Interviews of the selected firms will be conducted the week of December 13, 2021.

#### A. RFP Process

It is expected that one (1) consultant will be selected as a result of the RFP, although MCA is under no obligation to award a contract as a result of the selection process. Based on the proposals received, the selection committee will select individuals/firms to be interviewed. As a result of those interviews the top-rated consultant will be selected for contract negotiations.

### 2. Background

#### *Michigan Community Action Agency Association*

1. MCA is a membership organization of 28 independent CAAs covering the state of Michigan and has been serving as advocate to the low-income community since 1975. The mission of MCA is to provide leadership, information, and advocacy to facilitate institutional change directed towards the alleviation of the causes of poverty, which includes leading low-income people to self-reliance. Currently, MCA is administering more than \$9 million in grant and program funding to provide a variety of services to CAAs – including training and technical assistance, funding for energy efficiency and energy assistance programs, enrolling Medicaid customers into qualified health plans, and a variety of federal rural community assistance

## OUR MISSION

TO STRENGTHEN AND INSPIRE COMMUNITY ACTION AGENCIES TO  
CHAMPION SOLUTIONS TO POVERTY AND TO PROMOTE ECONOMIC  
OPPORTUNITY

programs. Through this funding and support to our CAAs, they are better able to serve the low-income community, and to move low-income people toward self-sufficiency.

#### *Community Action in Michigan*

CAAs promote self-sufficiency and support individuals and families striving to become economically secure while investing in the future of their local communities. CAAs provide service to low-income people in all 83 counties in Michigan in every community. CAAs are an integral part of the human services delivery system, relied on by the State of Michigan to administer programs such as early childhood educational programs (Head Start, Early Head Start, and Michigan School Readiness); Low-Income Weatherization Assistance Program, the Low Income Heating Assistance Program, the State Emergency Relief Program, senior services, low income food distribution programs, Michigan Enrolls and many other services that meet the needs of the local communities.

#### *Michigan's Community Action Agency Network*

Poverty-reduction strategies require a multi-factorial effort that involves a variety of sectors, such as employment, education, health care, nutrition, substance abuse, mental health, and housing. CAAs in Michigan embody this effort. The CAA network in Michigan is well-connected. CAAs in the network collaborate with a wide variety of local and statewide agencies and organizations. This collaborative approach to poverty reduction is valued by the agencies with whom they work. The Community Action movement was founded on going beyond providing services, but to go beyond by engaging in advocacy and education work that addresses the roots of social injustice for historically marginalized and underserved communities.

### **3. Scope of Services**

**As envisioned, the scope of service for this proposal will include the following components. Please note that consultants are not limited to the components presented here and proposers are encouraged to expand on the suggested components and the approach they would take to refine the Strategic Plan.**

#### **A. Project Coordination**

**MCA expects the Consultant to coordinate with MCA's Strategic Planning Committee and assigned Association staff throughout the course of the project. Regular meeting and status reports are expected to keep the project on schedule and to keep all identified stakeholders apprised of the progress of the planning process.**

#### **B. Public Process**

**The planning process is as important as the final product. MCA desires a process that is inclusive and collaborative. The involvement of key community stakeholders in the process is critical to its success.**

## **OUR MISSION**

**TO STRENGTHEN AND INSPIRE COMMUNITY ACTION AGENCIES TO  
CHAMPION SOLUTIONS TO POVERTY AND TO PROMOTE ECONOMIC  
OPPORTUNITY**

**C. Needs Assessment**

This component can include any of the following tasks:

- a. Review of existing plans and documents pertinent to the strategic plan.
- b. Assessment of the values, strengths, weaknesses and competencies of MCA.
- c. Identification of any competitors and assessment of their capabilities to compete with MCA in delivering services.
- d. Completion of a needs assessment involving its stakeholders.

**D. Program Inventory and Analysis**

- a. Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different delivery options, partnerships, and collaborations.

**E. Identification of Opportunities, Strategies and Vision**

- a. Refining the vision for MCA which identifies its priorities, opportunities and strategies and clarifies MCA's role and confirm its mission and values.

**F. Strategic Plan Document and Executive Summary**

- a. Preparation of final plan document for review and presentation of plan to the Association Board.
- b. Optional Components that can be part of Strategic Plans include the following.
  - Financial Plan
  - Implementation Plan
  - Performance Measures
  - Proposal Submittal and Evaluation

**4. Proposal Submission**

Proposals should be word processed in a clear, concise, 8 ½" by 11" format. Proposals should not include any unnecessary promotional material. The following information is required from each firm submitting a proposal.

## **OUR MISSION**

**TO STRENGTHEN AND INSPIRE COMMUNITY ACTION AGENCIES TO  
CHAMPION SOLUTIONS TO POVERTY AND TO PROMOTE ECONOMIC  
OPPORTUNITY**

**Proposal Submission continued,**

- a. Cover letter of transmittal
- b. Legal name of the consultant firm, address, phone, fax and email address, year the firm was established and type of business.
- c. An organization chart indicating roles of all individuals and firms involved in this project. Include brief resumes for each individual identifying their qualifications and experience.
- d. A brief statement of the consultant's philosophy toward strategic planning for community action and the firm's approach to be used in this project.
- g. Qualifications, related experience and references, including their work in developing robust diversity, equity and inclusion practices into the strategic planning process.
- h. Management approach to the work.
- i. Proposed scope of work and plan to accomplish the work.
- j. Schedule or timeline for project.
- k. Fee schedule and proposed fee to accomplish the work.

**One (1) original proposal and six (6) copies are to be submitted to:**

**Michigan Community Action (MCA)**  
**Attention: Chere Coleman, Program & Policy Director**  
**2173 Commons Parkway**  
**Okemos, MI 48864**  
**E-mail: [ccoleman@micommunityaction.org](mailto:ccoleman@micommunityaction.org)**

**E-mailed proposals will be accepted.**

**Proposals must be received no later than 5:00 p.m. on December 3, 2021.**  
**Proposals received after that date will not be accepted.**

## **OUR MISSION**

**TO STRENGTHEN AND INSPIRE COMMUNITY ACTION AGENCIES TO  
CHAMPION SOLUTIONS TO POVERTY AND TO PROMOTE ECONOMIC  
OPPORTUNITY**

## 5. Evaluation of Proposals

The following tentative schedule for evaluation of the proposals is planned.

<b>Proposals Received</b>	<b>Until December 3, 2021; 5:00 p.m.</b>
<b>Selection Committee Review</b>	<b>Week of December 6, 2021</b>
<b>Selection of top firms for Interviews</b>	<b>Week of December 6, 2021</b>
<b>Consultants Notified</b>	<b>Week of December 13, 2021</b>
<b>Contract Negotiations</b>	<b>Week of December 13, 2021</b>
<b>Committee Recommendation &amp; Board Approval</b>	<b>Week of December 20, 2021</b>
<b>Work Begins</b>	<b>Anticipated: January 2022</b>

The Strategic Planning Committee will be assembled to review and evaluate the submitted proposals. The committee will rank proposals based on the criteria stated below.

- a. Experience and expertise of the proposer(s) particularly in strategic planning.
- b. Experience of the Project Manager in strategic planning and public process.
- c. Relevancy of similar work experience.
- d. Management approach to the project and philosophy towards strategic planning.
- e. Understanding of the scope of the project and a logical methodology for carrying out the tasks in the scope of work.
- f. Demonstrated ability to lead, facilitate and coordinate project involving extensive community participation.
- g. Cost for the work to be completed.
- h. Availability of firm's personnel for meetings.

MCA reserves the right to reject any and all proposals received as a result of this RFP. MCA is under no obligation to award a contract as a result of this RFP.

## OUR MISSION

TO STRENGTHEN AND INSPIRE COMMUNITY ACTION AGENCIES TO  
CHAMPION SOLUTIONS TO POVERTY AND TO PROMOTE ECONOMIC  
OPPORTUNITY