



Request for Proposals Strategic Planning Services

I. Introduction

Community Action Partnership of San Bernardino County (CAPSBC) is seeking proposals from interested and qualified organizations and firms to provide Strategic Planning Services, under a fixed price contract not to exceed \$75,000.00 for a period not to exceed one (1) year beginning June 1, 2010 to June 1, 2011.

II. Project Requirements

A. Background

CAPSBC is a private non-profit public benefit corporation with a 501(c)(3) status and is the designated "Community Action Agency" for San Bernardino County by the State of California. CAPSBC is one of the 1,100 Community Action Agencies nationwide dedicated to assisting low-income individuals and families to become stable and self-reliant. CAPSBC currently provides services benefiting over 800,000 San Bernardino County residents annually through the following programs:

- Family Development Program
- Energy, Education and Environmental Services
- Food Bank
- Individual Development Accounts
- Weatherization Training Center
- Homeless Management Information System

CAPSBC was a public entity until its transition in 2003 to a private Community Action Agency. In 2005, CAPSBC completed a five year Strategic Plan covering 2005-2010. The Strategic Plan was designed to develop strategies that will enhance CAPSBC's capacity to continue to be responsive to the needs of the low-income community.

B. Task Description

CAPSBC is seeking a vendor to facilitate the strategic planning process that will provide guidance for future decision making and continuous development of future services. The purpose of the strategic planning process will be to assist (1) in determining local needs which should be addressed; (2) facilitating a strategic planning retreat; and (3) developing a comprehensive and effective strategic plan that builds upon the 2005-2010 Strategic Plan and assist CAPSBC in obtaining its goals over the next ten years.

C. Scope of Services

CAPSBC is seeking a vendor who can provide a SWOT (strengths, weaknesses, opportunities, and threats) analysis and assist in the development of goals and objectives to effectively achieve its mission to assist low-income residents of San Bernardino County in achieving self-sufficiency.

Using the vision and mission of CAPSBC as a context, the Vendor shall:

- Evaluate internal strengths and weaknesses;
- Evaluate environmental opportunities and threats;
- Assist in the development of short and long-term goals and objectives; and
- Assist in the development of outcomes to measure the ongoing effect of established goals and objectives.

CAPSBC is seeking the best strategy to accomplish its mission by (1) exploiting the opportunities and strengths while (2) neutralizing its threats and (3) avoiding (or correcting) its weaknesses.

The strategic process will include planning, facilitating and evaluating a Planning Retreat with the board of directors, management and staff to:

- Review and revise, as necessary vision and mission statements
- Develop short and long-term goals and objectives
- Develop key strategies
- Develop key indicators and a set of outcomes that can serve as the basis for performance measures

The location, cost and event planning of the retreat will be coordinated through CABSBC. Finally, CAPSBC will receive a draft Strategic Plan for review, corrections and revisions with the final Plan to follow within a period not to exceed 30 days from the final date of the retreat. It will be required that both the draft and the final plan be submitted in written and electronic format.

III. Proposal Timeline

A. RFP Release

February 8

B. Deadline to Submit Questions

February 19

1. All questions **must** be submitted in writing, no later than 4:00 p.m. on February 19, 2010 to the address listed in Section IV, Paragraph C. E-mails and faxes are acceptable. **E-mail subject line must be: - SPRFP**
2. All prospective Proposers should submit their e-mail addresses, whether or not they have questions, no later than 4:00 p.m. on February 19, 2010 to

the address listed in Section IV, Paragraph C. E-mails and faxes are acceptable. Answers to written questions will be e-mailed to all prospective Proposers.

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| C. Tentative date to e-mail answers to written questions | February 26 |
| D. Deadline for Proposal Submission | March 8 by 4:00pm |
| E. Board Review/Approval of Proposal | April 21 |
| F. Tentative date to send Award/Denial Letter to Proposers | May 3 |
| G. Tentative date for awarding of contract | June 1 |

IV. Proposal Submission

- A. Proposals must be received no later than the date and time as specified in Section III, Paragraph D – Deadline for Proposal Submission. Proposals should include the items described below.
- B. One bound original and five (5) unbound copies of the written proposal are required.
- C. All correspondence, including proposals, must be submitted to:

Rowena Concepcion, Manager, Administrative Support
696 S. Tippecanoe Avenue
San Bernardino, CA 92415-0515
Phone: (909) 723-1512
Fax: (909) 723-1509
E-mail: rconcepcion@capsbc.sbcounty.gov (E-mail subject line must be: SPRFP)
- D. Proposal Format

Proposals must be submitted by an individual authorized to submit proposals on behalf of the organization and should contain the following:

 - 1. Summary of firm's background and experience on similar projects. Vendor must have a minimum of five (5) years experience in facilitating the strategic planning process for a non-profit and/or governmental agency.
 - 2. Name, phone number and address of at least three references from similar contracts.
 - 3. A brief synopsis stating that vendor understands the CAPSBC's needs and how the Vendor plans to meet these needs.
 - 4. A detailed description of the proposed plan to achieve the Scope of Services, Section II, as understood by the vendor and the proposed timeline.

5. Cost. Itemize all costs required to accomplish the work by task. To itemize salaries, indicate each project team member's name and title, estimated number of hours to be worked by each, the hourly wage for each, and each employee's total salary for the work. Hourly wages submitted shall remain in effect until project completion. If the estimated number of hours worked is exceeded, CAPSBC bears no responsibility to compensate for those hours.
6. Any other pertinent information needed to evaluate proposal.

E. Contract Requirements

The firm selected is required to agree to the terms contained below. If a Proposer should have any objections, these objections must be addressed under the SPRFP response to CAPSBC or the objections will be deemed to have been waived.

1. Indemnification and Insurance Requirements

a. Indemnification

The Contractor agrees to indemnify, defend and hold harmless CAPSBC and its authorized officers, employees, agents and volunteers from any and all claims, actions, losses, damages, and/or liability arising out of this Contract from any cause whatsoever, including the acts, errors or omissions of any person and for any costs or expenses incurred by CAPSBC on account of any claim therefore, except where such indemnification is prohibited by law.

b. Insurance

Without in any way affecting the indemnity herein provided and in addition thereto, the Contractor shall secure and maintain throughout the Contract the following types of insurance with limits as shown:

- 1) **Workers' Compensation** - A program of Workers' Compensation insurance or a State-approved Self-Insurance Program in an amount and form to meet all applicable requirements of the Labor Code of the State of California, including Employer's Liability with \$250,000 limits, covering all persons providing services on behalf of the Contractor and all risks to such persons under this Agreement.
- 2) **Comprehensive General and Automobile Liability Insurance** - This coverage to include contractual coverage and automobile liability coverage for owned, hired and non-owned vehicles. The policy shall have combined single limits for bodily injury and property damage of not less than one million dollars (\$1,000,000).
- 3) **Errors and Omissions Liability Insurance** - Combined single limits of \$1,000,000 for bodily injury and property damage and \$3,000,000 in the aggregate or

4) **Professional Liability** - Professional liability insurance with limits of at least \$1,000,000 per claim or occurrence.

c. Additional Named Insured

All policies, except for the Workers' Compensation, Errors and Omissions and Professional Liability policies, shall contain additional endorsements naming CAPSBC and its officers, employees, agents and volunteers as additional named insured with respect to liabilities arising out of the performance of services hereunder.

d. Waiver of Subrogation Rights

Contractor shall require the carriers of the above required coverage to waive all rights of subrogation against CAPSBC, its officers, employees, agents, volunteers, contractors and subcontractors.

e. Policies Primary and Non-Contributory

All policies required above are to be primary and non-contributory with any insurance or self-insurance programs carried or administered by CAPSBC.

f. Proof of Coverage

Contractor shall immediately furnish certificates of insurance to the CAPSBC Fiscal Department evidencing the insurance coverage, including endorsements, above required prior to the commencement of performance of services hereunder, which certificates shall provide that such insurance shall not be terminated or expire without thirty (30) days written notice to the Department, and Contractor shall maintain such insurance from the time Contractor commences performance of services hereunder until the completion of such services. **Within thirty (30) days of the commencement of this Agreement, the Contractor shall furnish certified copies of the policies and all endorsements.**

2. Subcontracting

Contractor agrees not to enter into any subcontracting agreements for work contemplated under the Contract without first obtaining written approval from CAPSBC. Any subcontractor shall be subject to the same provisions as Contractor. Contractor shall be fully responsible for the performance of any subcontractor.

3. Inaccuracies or Misrepresentations

If in the course of this procurement or in the administration of a resulting contract, the CAPSBC determines that the vendor has made a material misstatement or misrepresentation or that materially inaccurate information has been provided to the CAPSBC, the Proposer may be terminated from

the procurement process or in the event a contract has been awarded, the contract may be immediately terminated.

In the event of a termination under this provision, the CAPSBC is entitled to pursue any available legal remedies.

4. Disclosure of Civil and Criminal Proceedings

The CAPSBC reserves the right to request the information described herein from the vendor selected for contract award. Failure to provide the information may result in a disqualification from the selection process and no award of contract to the vendor. CAPSBC also reserves the right to obtain the requested information by way of a background check performed by an investigative firm. The selected vendor also may be requested to provide information to clarify initial responses. Negative information provided or discovered may result in disqualification from the selection process and no award of contract.

5. Contract Compliance

Contractor agrees to comply with the provisions of Executive Orders 11246, 11375, 11625, 12138, 12432, 12250, Title VII of the Civil Rights Act of 1964, the California Fair Employment and Housing Act, and any other applicable federal, state and county laws, regulations, and policies relating to equal employment and contracting opportunities, including laws and regulations hereafter enacted. Information on the above rules and regulations may be obtained from CAPSBC.

V. Proposal Conditions

A. Contingencies

This request does not commit the CAPSBC to award a contract. The CAPSBC reserves the right to accept or reject any or all proposals or any part(s) of any or all proposals if the CAPSBC determines it is in the best interest of the CAPSBC to do so.

B. Level of Service

CAPSBC makes no assurances regarding minimum or maximum number of contracts awarded from this solicitation.

C. Evaluation Process

All proposals will be subject to a standard review process developed by CAPSBC. This includes technical review and evaluation, as well as cost evaluation, by CAPSBC staff. The primary consideration shall be the effectiveness of the agency or organization in the delivery of comparable or related services based on demonstrated performance. Performance factors to be evaluated include past

experience, delivery date of studies, cost effectiveness, quality of service, ability to provide complete and thorough documentation as required by CAPSBC.

D. Incurred Costs

This request does not commit the CAPSBC to pay any costs incurred in the preparation of a proposal in response to this request and Proposer agrees that all costs incurred in developing this proposal are the Proposer's responsibility.

E. Contract Award

Contract(s) will be awarded based on a competitive selection of proposals received.

F. Contract Negotiations

CAPSBC may require the potential contractors selected to participate in negotiations, and to submit revisions to pricing, technical information, and/or other items of their proposals as may result from negotiations. The contents of the proposal of the successful Proposer will become contractual obligations, subject to negotiation, and failure to accept these obligations in a contractual agreement may result in cancellation of the award.

G. Final Authority

The final authority to award contract rests solely with the Community Action Board of Directors.

H. Acceptance of Terms and Conditions

Submission of a proposal shall constitute acknowledgement and acceptance of all the terms and conditions contained in this RFP, unless otherwise specified in the proposal.