**START TREATMENT & RECOVERY CENTERS, INC.**

**REQUEST FOR PROPOSAL**

**Agency Strategic Planning**

**RESPONSES TO THIS REQUEST FOR PROPOSAL MUST BE DELIVERED ELECTRONICALLY TO**

**START Treatment & Recovery Centers, Inc.**

**Attention: Michael T. McRae, PhD, Chief Program and Strategy Officer**

**Final Proposal Due: March 1, 2024**

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# INTRODUCTION AND BACKGROUND

**About START Treatment and Recovery Centers, Inc.**

START Treatment & Recovery Centers, Inc. (“START”) is a 501(c)(3) not-for-profit New York corporation that is a community-based organization, and the nation’s largest and oldest minority-founded and led addiction treatment, mental health services, and biomedical research agency, founded by the renowned national authority on drug addiction treatment and research, Dr. Beny J. Primm, in 1969. Serving participants throughout the New York Metropolitan area, operating from six (6) facilities in Manhattan and Brooklyn, New York, START employs a staff of nearly 300, and maintains treatment for 3,000 – 4,000 participants annually.

START currently operates six (6) sites across Brooklyn (Fort Greene, East New York, Bushwick) and Manhattan (East Harlem, Central Harlem, and Washington Heights). START’s portfolio of healthcare programs and related services includes:

* Eight (8) substance use disorder treatment outpatient programs, including seven (7) opioid treatment programs (OTPs) that offer medications for opioid use disorder (MOUD) as well as mental health counseling and psychiatric services, and are certified by the New York State (NYS) Office of Addiction Services and Supports (OASAS) under Article 32 of the Mental Hygiene Law. START OTPs are also certified by the federal Substance Abuse and Mental Health Services Administration (SAMHSA) and accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). The non-OTP OASAS-certified program, Recovery Education Advocacy and Change for Health (REACH), is START’s intensive outpatient program that specializes in treating adults with alcohol and/or substance use challenges and a co-occurring mental health disorder. REACH provides evidence-based therapies and psychiatric services, including Medication for Addiction Treatment (MAT) management or linkage to Medications for Opioid Use Disorder (MOUD).
* One (1) outpatient mental health program, Teen START, which offers support to young people and their families by providing comprehensive assessment; individual, group, and family therapy; psychoeducation; psychiatric assessment; and medication management. Teen START is licensed by the NYS Office of Mental Health, under Article 31 of the Mental Hygiene Law.
* In addition to the above behavioral health programs, START facilities are each licensed to provide primary care services by the NYS Department of Health (DOH) Office of Primary Care and Health Systems Management under Article 28 of the Public Health Law (PHL) as well as limited laboratory services by DOH under Article 5 of the PHL. START’s integrated, multidisciplinary care model includes programs that offer specialist treatment for HIV and Hepatitis C, and vocational education, and is equipped to engage participants as partners with their providers in their recovery, treatment for chronic conditions, and health promotion.
* START’s origins as a research entity continue to be critical to the Agency’s identity. The Agency’s growing research portfolio includes investments in biomedical, behavioral health, and Social Determinants of Health (SDOH) research to develop and implement innovative best practices to serve our communities.

# PROCUREMENT NEED

START is requesting proposals from qualified consultants who can lead and execute an inclusive strategic planning process that meets the requirements outlined in this RFP, in support of START’s ongoing priorities and needs. We seek a strategic planning process that is inclusive and ensures the final product(s):

* + Center on START’s mission/vision and four core principles (i.e., equity, compassion, sustainability, and innovation)
  + Drive START’s efforts to embed equity principles and approaches in our internal and external facing work, ultimately advancing health equity and improving outcomes for START participants and marginalized communities across New York City
  + Promote strategic and sustainable agency growth through increased organizational reach, program expansion and enhancement, and business development
  + Reinforce a ten-year vision for START’s service provision, advocacy, and research agenda

# SCOPE OF WORK

The Consultant will be expected to develop and furnish proof of the following four workstreams:

1. **Strategic Planning Consultation, Co-development and Production:**

The consultant will provide strategic planning consultation, including educational/training sessions with staff to introduce and guide them through an equity-focused strategic planning process. Sessions should occur with staff across the various vertical and horizontal areas of the START team to help leadership make key organizational-structural decisions.

The consultant will develop, furnish, and brief key START team members on all written deliverables, including the three-year strategic plan replete with a summary report and recommendations, as well implementation and evaluation plans. The process should result in the identification of a coherent relevant theory of change, desired outcomes, a meaningful process to facilitate successful implementation, and tools/strategies for continued application of a health equity lens. Consultant will share and improve upon the plan drafts to ensure staff see their efforts and work reflected in the final product. The final products should include outlining of key indicators and metrics for results-based accountability of strategic plan implementation and evaluation planning.

Drawing upon information gathered from staff interactions and all other relevant information/deliverables, the consultant will work with Agency staff and/or appropriate other parties to develop and furnish a strategic planning communication briefing document to support clear dissemination, internally and externally.

1. **Project Management and Facilitation Support**

The consultant will structure, lead, and project manage the strategic planning process and ensure it is informed by wide-ranging organizational voices and reinforces staff buy-in through an iterative, collaborative, and transparent process. The consultant will facilitate multiple rounds of staff engagement to inform the development of the written strategic and implementation planning documents.

1. **Health Equity Landscape Assessment and Analysis**

The consultant will perform a comprehensive health equity-focused landscape analysis and assessment of the Agency. The assessment should include a complete review of START’s culture, policies, and practices from a health equity perspective, and should also include a toolkit to identify organizational strengths and opportunities as well as relevant recommendations for the strategic planning and implementation processes.

1. **DEI Training to Build Staff Capacity**

The consultant will deliver training in several core areas, including, but not limited to: Naming and discussing racism and other systems of oppressions (sexism, homophobia, ableism, etc.); Introduction of an organizational change framework to advance health equity; and Behavioral health, harm reduction, and equitable approaches to behavioral healthcare delivery.

# MINORITY AND WOMEN OWNED BUSINESS ENTERPRISES

To the extent that Vendor employs any subcontractor or otherwise authorizes another person or entity to fulfill any of its duties under the contract awarded from this RFP or retains any supplier in connection with the contract, Vendor agrees that it will adhere to the provisions of New York State Executive Law Article 15-A and 5 NYCRR Part 142, which provisions are intended to promote and advance the participation of minority group members and women-owned business enterprises (MWBEs) in certain contract opportunities.

Vendor must document “good faith efforts,” consistent with 5 NYCRR § 142.8, to provide meaningful participation by MWBEs as subcontractors and/or suppliers in the performance of this Agreement. Such documentation will include, but not necessarily be limited to:

1. Evidence of outreach to MWBEs;
2. Any responses by MWBEs to the Vendor’s outreach;
3. Copies of advertisements for participation by MWBEs in appropriate general circulation, trade, and minority or women-oriented publications;
4. The dates of attendance at any pre-bid, pre-award, or other meetings, if any, scheduled with MWBEs; and,
5. Information describing specific steps undertaken by the Vendor to reasonably structure the contract scope of work to maximize opportunities for MWBE participation.

# EQUAL EMPLOYMENT OPPORTUNITY

In performing the contract awarded from this RFP, Vendor will ensure that each subcontractor and supplier performing work on the contract will undertake or continue existing Equal Employment Opportunity (EEO) programs to ensure that minority group members and women are afforded equal employment opportunities without discrimination because of race, creed, color, religion, national origin, sex, age, sexual orientation, gender identity, disability, or marital status. For these purposes, EEO will apply in the areas of recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff, or termination and rates of pay or other forms of compensation.

Vendor will submit its EEO policy statement to START upon execution of the contract and any amendments thereto will be provided within a reasonable period thereafter.

# COMPLIANCE WITH POLICIES

Vendor will comply, and cause Vendor employees and subcontracted agents to comply, with all of START’s policies and procedures, including, without limitation, those governing START’s information technology systems and health screening requirements.

# RFP SCHEDULE

* RFP Available to Vendor/Contractor 12/19/2023 (12:00 pm)
* Questions to be submitted 12/27/2023 (12:00 pm)
* Answers available 1/03/2024 (12:00 pm)
* Final Proposals Due 3/1/2024 (12:00 pm)
* Contract Award & Notice to Proceed 3/7/2024 (5:00 pm)
* Commencement of Work 3/21/2024

# CONTACTS

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| **Michael T. McRae, PhD**  *Chief Program and Strategy Officer*  START Treatment & Recovery Centers, Inc.  937 Fulton Street  Brooklyn, NY 11238  E-mail: mmcrae@startny.org | **Madeleine O’Neill, MPH**  *Director of Strategic Progamming*  START Treatment & Recovery Centers, Inc.  937 Fulton Street  Brooklyn, NY 11238  E-mail: moneill@startny.org |

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# GUIDELINE FOR PROPOSAL PREPARATION

Award of the contract resulting from this RFP will be based upon the responsive Vendor whose proposal is most advantageous to START in terms of cost, engagement duration, and candidate’s ability to meet START’s needs as specified elsewhere in this RFP, as assessed based on experience and expertise of chosen vendor.

START reserves the right to:

* Reject any or all offers and discontinue this RFP process without obligation or liability to any potential vendor,
* Accept other than the lowest priced offer,
* Award a contract based on initial offers received, without discussions or request for best and final offers, or
* Award more than one contract.

Vendor’s proposal must be submitted in several parts as set forth below. The Vendor will confine its submission to those matters sufficient to define its proposal.

Vendor’s proposal in response to this RFP will be incorporated into the final agreement between STARTand the selected Vendor(s). The submitted proposals are suggested to include each of the following sections:

1. **Executive Summary**

This section should outline a high-level synopsis of the Vendor’s responses to the RFP. The Executive Summary should be a brief overview of the engagement and should identify the main features and benefits of the Vendors’ proposal. The Executive Summary should clearly outline on how you plan to complete the work within 18 months, including strategic and implementation planning documents and support.

1. **Scope, Approach and Methodology**

This section should include a detailed description of the process, the various activities, START resources engaged (including frequency), and START and Vendor roles and responsibilities, etc. The vendor should provide specific details on how they plan to address the four aforementioned workstreams to deliver a product that reflects the goal of achieving health equity. Describe how the engagement proceeds from beginning to end of the project.

1. **Vendor Experience, Qualifications, and Team Makeup**

In this section, the Vendor should describe their experience leading health equity-focused strategic planning and training for a medium or larger organization as well their experience with systematic science around equity implementation. Vendors should also include their experience with behavioral healthcare organizations, and philosophy for working with culturally, racially, and ethnically diverse organizations. In this section, please also include the percentage of the organization’s leadership positions held by Black and Indigenous People of Color (BIPOC).

1. **Milestones and Deliverables**

Include descriptions of what your services will deliver within the statement of work, and when. This section should include a clear proposed timeline for major deliverables.

1. **Detailed Cost Breakdown**

Include a detailed breakdown of all costs incurred, with separate quotes for each of the four sections outlined above. START seeks a clear and comprehensive understanding of all costs associated with each of the six work streams outlined above. All applicants must provide separate and discrete quotes for each of the four workstreams above. There is no guarantee START will contract for every workstream included in the RFP. Applicants must identify all costs required to complete successful implementation including potential subcontracting needs, travel, and any other cost required to complete the above tasks. The budget for this work shall not exceed $250,000.

1. **Potential Conflict of Interest**

Detail here any personal or professional relationship that the Vendor has with any START employee, Board member, or Advisory Council member. If there is none, state None.

1. **Appendix**:

* **Company Overview**: A brief history and overview of your company and your work with similar projects. This overview should include an explanation of how the vendor’s expertise and experience uniquely qualify them for an equity-focused strategic plan for an Agency similar to START.
* **Vendor references** – provide at least three (3) client references from organizations/agencies that are similar in size and complexity to this RFP; references should be for fully completed projects.

# CONTRACT REVIEW

START’s standard master services contract and statement of work form is attached to this RFP. Please review and if there are aspects of the standard contract that your organization cannot agree to, detail the requested changes in your response.