



Request for Application
Strategic Plan Development
Pathways Behavioral Services, Inc.

Table of Contents Page

Section 1- General Information and Administrative Issues

- 1.1 Purpose
- 1.2 Our Philosophy
- 1.3 Scope of Work
- 1.4 Basic Criteria for Partners
- 1.5 Schedule of Events
- 1.6 Reference Checks
- 1.7 Agreement
- 1.8 Good Faith Statement and Confidentiality

Section 2- Application Format and Content

- 2.1 Agency Information/Organizational Structure
- 2.2 Administrative Complaints and Lawsuits
- 2.3 Related Clients
- 2.4 Account Management
- 2.5 Key Processes
- 2.6 Customer References
- 2.7 Pricing
- 2.8 The Last Word

Section 1- General Information and Administrative Issues

1.1 Purpose

The purpose of this Request for Application (RFA) process is to solicit applications that will enable Pathways Behavioral Services, Inc (Pathways) to select the most qualified/cost effective applicant to develop Pathways' three year strategic plan.

1.2 Pathways Overview

Pathways Behavioral Services, Inc. is a nonprofit corporation licensed and accredited by Iowa Health And Human services and nationally accredited by CARF international to provide substance use disorder (SUD) and problem gambling outpatient counseling and related services for adults and adolescents (12-17 year olds) and residential SUD services for adults; and mental health outpatient therapy and related services for children (2-17) and adults. Additionally, Pathways provides comprehensive prevention services. Founded in 1967 to serve clients solely in Black Hawk County, Pathways, today, has office locations or provides on-site services in Black Hawk, Bremer, Buchanan, Butler, Grundy and Chickasaw counties. Last fiscal year (July 1, 2023 through June 30, 2024) Pathways served just over 6,500 people in our clinical programs and thousands more with our prevention programs. For more information about Pathways' programs and services please visit our website at www.pathwaysb.org

1.3 Scope of Work

If selected, the successful bidder will work with Pathways to develop a comprehensive strategic plan. Elements of Pathways' Strategic Plan will need to include (but are not limited to):

- Input from persons served (surveys and/or focus groups)
- External stakeholder Input (interviews)
- Staff focus groups
- Financial threat and opportunities analysis
- Analysis of the competitive environment
- Service capabilities, accomplishments and service gaps analysis
- The legislative and regulatory environments for behavioral health in Iowa
- Demographics of Pathways' service area
- Goal and Priority Setting

Pathways, as part of our current strategic plan, recently updated our mission statement. Pathways Mission: Offering help for today and inspiring hope for tomorrow through outstanding personalized care, support, and education. Everything that Pathways does is mission driven and the strategic plan needs to reflect this.

Pathways reserves the right to reject any or all proposals and to accept any proposal that it determines to be in its best interest. Pathways reserves the right to obtain best and final

offers through negotiations with the selected agency.

1.4 Basic Criteria for Potential Partners

Expertise- Bidders will need to have at least 3 years experience in strategic planning to be considered.

Bidders also must have experience working with not-for-profit agencies.

1.5 Schedule of Events

The following dates are set forth for informational purposes.

Event	Date
RFA Issued	November 6, 2024
Written Questions Questions due-	November 15, 2024
Responses emailed to all who request them	November 19, 2024
Applications Due	December 13, 2024
Intent to Award	December 19, 2024

A. RFA Issued- October 23, 2024. Pathways will post the RFA on our website under employment opportunities as well as email the RFA out to potential applicants.

B. Written Questions and Responses- Written questions related to the RFA must be submitted to Vicki Mueller at vmueller@pathwaysb.org no later than the date specified in the table above. Responses will also be emailed to those who request these in writing.

C. Applications Due- December 13, 2024. Applications must be submitted by 4:00pm on December 13, 2024. Applications may be emailed to:
Pathways Behavioral Services, Inc.
Attention: Vicki Mueller- SP RFA
vmueller@pathwaysb.org

D. Notice of Intent to Award- A Notice of Intent to Award the contract will be posted on the Pathways website under the employment section by December 19, 2024 no later than 4:00 p.m. Applicants are solely responsible for reviewing the Notice of Intent to Award to determine their award status.

E. Contract Negotiations and Execution of the Contract- The successful applicant will receive contract documents/communications from Pathways via email.

1.6 Reference Checks

Pathways reserves the right to contact any reference to assist in the evaluation of the application, to verify information contained in the application and to discuss the applicant's qualifications.

1.7 Agreement

By responding to this RFA, your agency agrees to be responsible for fully understanding the requirements or other details of the RFA, and will ask any questions to ensure such understanding is gained. Pathways retains the right to disqualify agencies that do not demonstrate a clear understanding of our needs or a commitment to our mission.

1.8 Good Faith Statement and Confidentiality

All information provided by Pathways is offered in good faith. Specific items are subject to change at any time based on business circumstances. Pathways does not guarantee that any particular item is without error. Pathways will not be held responsible or liable for use of this information or for any claims asserted therein. This Request for Application and any other information gained by your involvement with this initiative are to be treated by the agency as strictly confidential. These materials are to be used by the agency solely for the purpose of responding to this Request for Application. Access shall not be granted to third parties except with Pathways' prior consent and upon written agreement of the intended recipient to treat the same as confidential. Pathways may request that our materials be returned at any time.

Section 2- Application Format and Content

Please submit the following information about your agency and services to be considered. It must be submitted in the order below.

2.1 Agency Information/Organizational Structure – legal name; year of incorporation; number of employees; primary contact for RFA- please include a primary email address; Federal Tax ID; names and titles of officers/executive team.

2.2 Administrative Complaints and Lawsuits – provide information regarding any administrative complaints or lawsuits in which your company may have been involved as a defendant in the last three years; attach a copy of your company's non-discrimination, equal employment opportunity or affirmative action plan.

2.3 Related Clients – provide a list of health-related clients you have provided services for (either directly or through a third party) within the last three years. Include health systems, hospitals, physician practices, other health providers and insurance agencies. Include name, location (city, state), and dates of service. Please indicate if you are or are not subject to any non-compete or other restrictions that would prevent you from providing services to Pathways.

2.4 Account Management – detail out the process for managing projects and describe the hierarchy of support and team members.

2.4 Key Processes – describe your agency's processes for: strategy development and identification of goals and objectives; research including experience with focus groups, client communication, stakeholder interviews, and measuring success.

2.6 Customer References – provide references of three customers, especially those relevant to our industry. For each, please include:

Contact name

Company name

Website

Phone number

Email address

2.7 Pricing – please provide an overview of your pricing structure. Please include any discounts available for not-for-profit agencies.

2.8 The Last Word – you have it! We appreciate your willingness to follow our outline and structure and we respect your creativity. So, the last word is yours. Help us make the decision and tell us exactly why we should hire you.

Thank you. Reminder, applications are due no later than December 13, 2024 at 4:00pm please see section 1.5 for more details.