



REQUEST FOR PROPOSAL

I. General Information

Project Objective: To develop a three year strategic plan that takes into account the changes in the long-term care model, gaps in funding and new ways to advance our mission. *Eliza Bryant Village's mission is to provide quality services, outreach programs and a dignified, compassionate and secure living environment for seniors.*

RFP Issued: January 4, 2019

Questions must be received by: January 18, 2019
(Answers will be shared with all respondents)

Due Date for proposals: February 6, 2019

Contact for additional information: Joan M. Palumbo
Chief Philanthropy Officer
Jpalumbo@elizabryant.org
(216) 658-1880

II. Agency Background

In 1896, Eliza Simmons Bryant, a visionary female leader, founded the Cleveland Home for Aged Colored People, now known as Eliza Bryant Village.

Born in 1827 to Polly Simmons in North Carolina, Eliza and her family arrived in Cleveland in 1858. Soon thereafter, the family began opening their home as a shelter and refuge for blacks relocating from the south in need of basic supports. She dreamed of providing a secure, friendly place that would provide for the needs of seniors. With the assistance of funds obtained through a network of friends, black churches and the community, Eliza Bryant opened the first private home for Cleveland's black elderly at 284 Giddings Avenue. The home was the first black charitable organization in the Cleveland area, and is the oldest African American-founded long term care facility in the nation. In 1960, in honor of the founder, the name was changed to the Eliza Bryant Center, and in 1999 became known as Eliza Bryant Village.

Eliza Bryant Village is located on Wade Park Avenue, just a half mile away from its original site. For more than a century, the Village has been a pioneer in the field of senior care and enrichment in the inner city, and has earned a national reputation for its specialized care for the elderly in an urban setting. Today, Eliza Bryant Village continues its tradition of excellence, leadership, and caring for seniors. Each year, we serve over 1,200 seniors, families, and caregivers through the following core programs:

- The David & Inez Myers Senior Outreach Center: offers support to caregivers and care for their loved ones with cognitive and physical impairments through daily enrichment activities. The Senior Outreach Center includes a nutrition program, on-demand transit, and caregiver support services. (Average daily census is 45 participants)
- Independent Senior Housing: offers affordable housing and support services for active, independent older adults. Independent Senior Housing includes 149 senior units ranging from apartment style to cluster home. (Occupancy rate is 95%)
- Skilled Nursing Facility: offers around-the-clock quality nursing care to help older adults restore their highest level of functioning. Skilled Nursing Facility offers 158-beds in intermediate, skilled, total, and memory care. (Average daily census is 140)
- Post-Acute Rehabilitation Clinic: offers specialized short-term care in physical, occupational, speech and hearing therapy for individuals transitioning from hospital to home after an illness or surgery. The average length of stay is one month.

III. Scope of Work

The Board of Trustees of Eliza Bryant Village is seeking a consultant to lead the Board and staff through the process of developing a three year strategic plan. The plan will articulate Eliza Bryant's vision and mission and include the goals, objectives and action steps that will guide the organization over the next three years. Some of the questions we want to consider include:

- How can we survive in an environment that does not promote and fund long-term care?
- How do we improve upon the reputation of the organization, emphasize the value of the services provided, and increase awareness to the Greater Cleveland community?
- How can we serve Medicaid-eligible patients when Medicaid funding does not reimburse for 100% of the cost of care?
- Does the current organizational structure align with the core service delivery areas? Should we consider a change in the organizational structure and staffing levels? How do we develop and maintain a skilled workforce and remain competitive to the market?
- What services can be delivered more efficiently and more economically?
- What new partnerships can/should be developed?
- What services may need to be discontinued or delivered in a different manner? What areas of service offers the greatest potential for growth?
- Are there new areas of programming that should be considered?
- Are there new funding opportunities and/or new funding streams available?

- What strategies should be implemented to grow the endowment fund?
- How can we improve the operations of the skilled nursing facility? How can we improve our quality rating and reduce the number of site visits by the Ohio Department of Health?

The process will include Board members, auxiliaries, staff, and community and industry leaders.

The consultant will work directly with the Strategic Planning Committee, made up of members of the Board and Eliza Bryant Village leadership team, on the details of the Strategic Planning process, schedule of activities, and other tasks needed to complete the plan.

IV. Deliverables

A final strategic plan document must include the following:

- Strategic areas of focus and priorities for the next three years
- Goals and objectives to meet priorities
- Services and programs (both current and new) that will support goals, including partnerships with other organizations
- Unique features to distinguish us in the market
- Necessary skills for staff to carry out programs
- Potential new funding streams

V. Anticipated Timeline

- Strategic Planning Committee meets to select candidates/firms to interview: By 2/15/19
- Selection Committee interviews candidates/individuals and makes a final selection for Board review and approval: By 2/22/19
- Full Board approves the Strategic Planning Committee recommendation: By 2/25/19
- Anticipated plan completion for review by Strategic Planning Committee: By 6/3/19
- Final approval of Strategic Plan: By 6/17/19

VI. Selection Process

The Strategic Planning Committee will review all proposals. In evaluating proposals, cost will not be the sole factor. The Committee may consider any factors it deems necessary and proper, including but not limited to: price, quality of service, response to this request, experience, staffing and general reputation. The final decision rests with the Board.

VII. Required Information

In responding to the RFP please consider the following and do not exceed more than three pages in length (attachments do not count towards this page limit):

- Summary of Proposal
- General Description of Planning Activities Recommended

- Work Plan
- Staffing (including a description of team diversity), including resumes
- Budget (expected hours to complete project, costs for travel, materials, etc.)
- Disclosure of any known conflicts of interests or relationships to staff or board members
- Provide three references of work in the non-profit sector

VIII. Proposal Submission

Send an electronic copy of the completed proposal to Joan M. Palumbo, Chief Philanthropy Officer to the following email address: ipalumbo@elizabryant.org using the Subject line: Strategic Planning Proposal, and mail 12 copies to:

Joan M. Palumbo
Chief Philanthropy Officer
Eliza Bryant Village
7201 Wade Park Avenue
Cleveland, Ohio 44103

Expenses related to the interview and submission process will be the responsibility of the bidder.