



BUSINESS PLAN ——— **REQUEST FOR PROPOSAL**

The mission of the New York State Association of Rural Health (NYSARH) is to improve the health and well-being of rural New Yorkers and their communities.



www.nysarh.org



PO Box 653, Canastota, NY 13032



1-315-447-7937



info.nysarh.org



Introduction

The New York State Association for Rural Health (NYSARH) is a member organization that represents Rural New York making up more than 86.6 percent of the state's land area, or about 40,907.28 square miles in 53 counties. More than 18 percent of all New Yorkers or more than 3.526 million people call our state's rural areas home.

Founded in 2001, the mission of NYSARH is to improve the health and well-being of rural New Yorkers and their communities. NYSARH functions as the "voice for rural health."

Financial History

NYSARH is a small agency with annual expenses in the range of \$75,000 to \$100,000. It has traditionally depended on three sources of revenue. These sources have fluctuated widely over the past several years as follows:

- Grants: low \$9,792, high \$33,265, average \$13,482
- Membership Dues: low \$7,410, high \$13,843, average \$10,895
- Conference [fees & sponsorships]: low \$16,805, high \$80,765, average \$45,142. NYSARH stopped presenting a conference in 2021

Strategic Plan

In 2020 NYSARH finalized its three-year Strategic Plan (2021-2023). As part of the plan, the following Focus Areas were identified as priorities through focus groups, member surveys, and data analysis:

- (1) Capacity Building,
- (2) Advocacy
- (3) Education,
- (4) Membership, and
- (5) Collaboration.

In 2022, NYSARH applied for funding from the National Rural Health Association to advance its Strategic Plan by investing in the development of its first ever Business Plan. NYSARH wishes to use this consulting opportunity to build upon the Strategic Plan. The Business Plan needs to be consistent with the Strategic Plan.

<https://nysarh.org/about-us/strategic-plan/>



Proposal

Schedule

Issuance of Request for Proposal	May 27, 2022
Deadline for Submission of Proposal	June 15, 2022
Anticipated Contract Start Date	July 1, 2022
Anticipated Contract End Date	December 31, 2022

Designated Contact

The New York State Association for Rural Health identifies the following designated contact to whom all communications regarding this RFP should be directed:

Sara Wall Bollinger, Director for Strategic Development
PO Box 653, Canastota, NY 13032
Phone: 315.447.7937
Email: sara@nysarh.org

Overview

NYSARH seeks a contractor to help assess NYSARH's current business practices and craft a financial roadmap for organizational growth and sustainment in the format of a Business Plan.

Through this Request for Proposal, NYSARH is seeking competitive proposals from qualified bidders to provide services as detailed in a Scope of Work. It is NYSARH's intention to award one contract from this procurement.

Important Information

The bidder is required to review all terms set-forth in the contract and must comply with the proposal timeline and agreed upon Scope of Work. This contract term is expected to be no more and no less than six months and subject to the availability of sufficient funding, successful contractor performance, and approvals from the New York State Association for Rural Health Board of Directors.

The pricing for this contract is set at \$10,450.



Bidder Qualifications

Bidders may include any company, organization or individual located in New York State and committed to performing all functions needed to complete the objectives. Please include a statement describing your:

- Experience crafting Business Plans for organizations similar in nature to NYSARH.
- Experience facilitating focus groups and key informant interviews with the purpose of informing Business Plan development.

Bidder Roles and Responsibilities

NYSARH requires that the bidder be an expert in business plan development who will assume the following roles and responsibilities throughout the duration of this contract:

- Assist the Board of Directors in researching viable business models, tactics and strategies.
- Identify and analyze NYSARH's competitive differentiation, target markets and plan for business scalability.
- Assist the Board of Directors to set realistic and sound goals for sustainability and growth.
- Facilitate Key Stakeholder meetings and interviews, including developing questions, capturing data and analyzing data to inform the Business Plan.
- Conduct market research to identify strategies and models based on successful competitors.
- Report monthly to the Executive Committee.

Deliverables

- It is the contractor's responsibility to draft NYSARH's 2023-2025 Business Plan with NYSARH Board input consistent with the NYSARH Strategic Plan.
 - Fund Development Strategy
 - Grant strategy
 - Sponsor strategy
 - Donor strategy
 - Suggest measurable targets for these Objectives

About NYSARH

The New York State Association for Rural Health (NYSARH) is a statewide membership organization founded in 2001 with a mission to improve the health and well-being of rural New Yorkers and their communities. As a not-for-profit, non-partisan, grassroots organization affiliated with the National Rural Health Association, NYSARH provides leadership and advocacy at the national and state levels, serving as a critically important ‘voice for rural health.’

NYSARH has members from all over the state, including government agencies and officials, private, not-for-profit organizations, and private, for-profit entities. They are also consumers and a wide range of health and human service providers, including hospitals and other healthcare facilities, emergency medical service providers, and long-term care organizations, as well as businesses, universities, foundations, associations, and other stakeholders in rural health.

‘As a member, we are part of the conversation and have a network of people to speak with about rural issues’

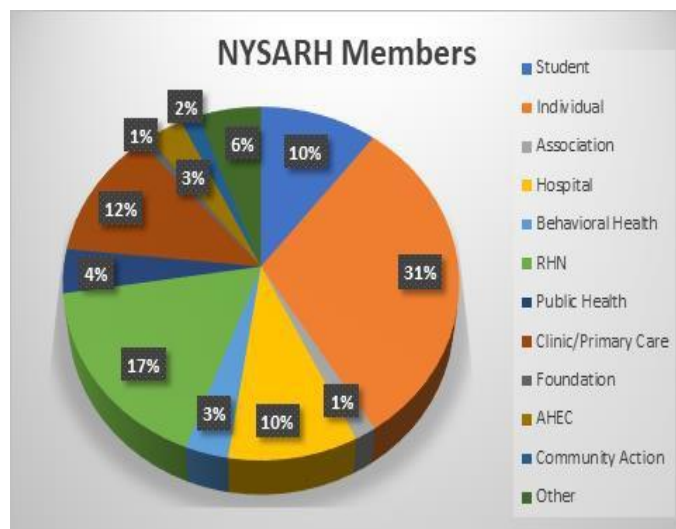
Matthew Scollin

NYSARH uses a ‘rural lens’ to evaluate training, policies, regulations and procedures.

‘If something is not explicitly rural, it is urban by default’

Allison Coates

NYSARH members foster collaboration to improve access to and the quality of healthcare for rural residents. We work with other organizations to bolster the economic vitality and strengthen the social determinants of health in rural communities.

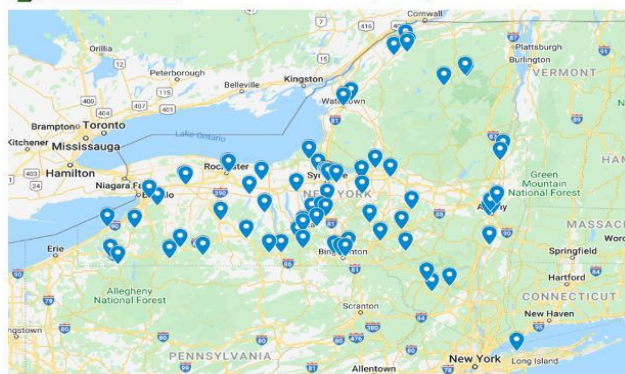


‘It’s not just about health, NYSARH supports the wholistic wellness of rural communities’

Michael Pease



Membership Map



NYSARH is overseen by an active Board of Directors. Most of the activities of the organization are conceived and implemented through the volunteer efforts of several board committees, frequently in collaboration with other statewide Associations.

New York State defines a county as being rural if it has a population of fewer than 200,000. The scope of NYSARH includes all the rural counties in New York State.



Proposal

Proposal Content

The following includes the format and information to be provided by each Bidder. Bidders responding to this RFP must satisfy all requirements stated in this RFP. A proposal that is incomplete may be rejected.

To expedite review of the proposals, Bidders are requested to submit proposals electronically to sara@nysarh.org.

No information beyond that specifically requested is required, and Bidders are requested to keep their submissions to the shortest length consistent with making a complete presentation of qualifications.

A. Title Section

Please provide the Bidder's name and address, the name, address, telephone number, and email address of Bidder's contact person; and the date of the Proposal.

B. Proposal Narrative

The proposal narrative should provide satisfactory evidence of the Bidder's ability to meet each requirement in the Scope of Work and Tasks/Deliverables.

Bidder should respond to each element below:

- a. Describe your experience in developing Business Plans for state-wide associations or not-for-profit entities. Include your approach to the Scope of Work and how you would complete Tasks/Deliverables in the most efficient and impactful manner.
- b. Describe how you would be inclusive of NYSARH's Board of Directors, Association Members, and Staff through your research. There are additional funds available to support travel for in-person regional meetings with Stakeholders. Bidders are encouraged to include regional meetings in their proposals.
- c. Provide evidence of your success in crafting strategies that have produced positive results for past clients. How would you align NYSARH's work with its current Cooperate Goals?



- d. Provide a minimum of three (3) references for organizations that you have performed similar work. Include copies of, or links to, published Business Plans that NYSARH can review that demonstrates the quality of your work.

C. Work Plan

The pricing for this contract is set at \$10,450.00

Describe how you will organize your responsibilities based on the Scope of Work, Tasks and Deliverables and the allotted time/contract amount. Describe your expectations for NYSARH's role and responsibilities in this process.

NYSARH Roles and Responsibilities

NYSARH will provide information, contacts and support to facilitate the work of the selected Consultant.

- Provide contact information for Key Stakeholders
- Facilitate access to participants for Regional Focus Groups
- Provide financial data for the past five years
- Ongoing support and feedback

Evaluation Metrics

1. Business description
2. Key stakeholder sessions
3. Comparison with similar state associations
4. Risk assessment
5. Identify target audiences
6. Define niche
7. Suggest strategies
8. Complete Business Plan



CORPORATE GOALS

Aligning with NYSARH's Strategic Plan Goals, NYSARH is committed to:

- Operate based on principles of collaboration, coordination, best practices, and leadership development.
- Identify factors that impact and influence the health status of rural communities. Raise public awareness of rural health issues.
- Advocate for, and develop, rural health resources.
- Promote communication and collaboration among health care providers, government agencies, and other organizations.
- Provide information and analysis regarding the rural perspective to legislators, lawmakers, and rural health providers.
- Provide meaningful educational programs and events.
- Develop, organize, and sustain the organizational infrastructure of NYSARH.
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Current Infrastructure

NYSARH's organizational structure includes the following team members: .5FTE Director for Strategic Development, 1FTE VISTA Member, .5FTE AmeriCorps Member, and a contracted Bookkeeping Service. The Board President supervises all work completed by the Association. The Board's Executive Committee includes the Board President, Vice-President, Secretary, Treasurer, Corporate Committee Chairpersons (Finance, Governance) and Ad-Hoc Committee Chairpersons (Policy, Education, Membership). The Executive Committee has the power to bind the Board.



Key Performance Indicators

1. Balanced Budget
2. Membership Retention and Growth
3. Other-than-membership Revenue
4. Effective/efficient Collaboration with other Associations
5. Stakeholder satisfaction

Questions

Questions are welcome via email to sara@nysarh.org. Answers will be posted on the NYSARH website when the 'learn more' button is selected. Questions will continue to be answered until June 15th.

Proposal Submission

Proposals should be submitted in a PDF format in an email to Sara Wall Bollinger at sara@nysarh.org no later than June 15, 2022. The subject line should read: NYSARH Business Plan Proposal.

References and work examples should be included as separate attachments.

THANK YOU

NYSARH has the right to reject any and all proposals.
Late submissions will not be considered.