

# Request for Proposal

## Corporate Identify and Repositioning Project

### INTRODUCTION

The Council of Community Clinics, a 501(c)(3) not-for-profit community benefit corporation, is requesting that interested parties submit a scope of work proposal for a multi-company corporate identify and repositioning initiative for the parent company, its two subsidiary companies - the 503(c)(3) not-for-profit Community Clinics Health Network; and, the for-profit group purchasing organization, Council Connections - as well as other companies in the formative process including a solely-owned for-profit LLC Clinically Integrated Health Network (IPA).

The deliverables of this project will enable the Council of Community Clinics to achieve stronger brand recognition and affinity for the organization among existing and potential members, partners, collaborators, funders, clients and customers. This repositioning project will articulate the alignment between the Council of Community Clinics' mission, vision and strategic plan.

### OVERVIEW AND FUTURE DIRECTION OF THE COUNCIL OF COMMUNITY CLINICS

Founded in 1977, the Council of Community Clinics is a consortium of primary care organizations in San Diego, Imperial and Riverside counties including Indian Health providers, Federally Qualified Health Centers, and the Planned Parenthood of the Pacific Southwest. The Council supports its members through policy development, advocacy, resource development, grants administration, technical assistance and a variety of programs and services. The Council is a proven safety net organizer and plays a key role developing C-suite leaders and others through training opportunities to develop and share best practices, spread innovation and drive quality improvement and operational efficiencies.

Its vision is to offer innovative ideas and solutions to members and the marketplace through leadership, policy, technology and research. The Council of Community Clinics would like to be seen as a facilitator advancing the acceleration of change on the health care planning horizon, experts and leaders in the transformation of an ever changing health care and economic landscape, enhancing its memberships' performance in serving patients, their families and their communities.

Established in 1993, the Community Clinics Health Network manages collaborative programs and provides services to community clinics, health centers and other safety net partners to improve access to care, quality of care, health outcomes, operational efficiencies and financial performance. The Network works to strengthening its collaborative fund raising activities by developing corporate partnerships to fund the important work of the Council of Community Clinics. Its vision is to be the "philanthropic arm" of the Council of Community Clinics. Also, it develops and implements a broad array of complimentary programs and services.

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With 35 years of industry experience, Council Connections on-boards on average 20 new members each week, allowing them access to and discounts on more than 2,000 contracts specifically designed to enhance their financial strength. Council Connections' rapid growth across the nation and the many new opportunities created by such growth has increased the need for Council Connections to behave like and to be seen more like a "for-profit" company. Council Connections is seeking to refresh and re-launch its visual identity to speak more clearly and persuasively to its growing audience and to articulate most effectively the benefits and advantages of membership amidst current supply chain marketplace dynamics and competitive pressures. Council Connections' core business always has been in the health care sector, however, it has expanded its targeted opportunities to include social services, colleges/universities, hospitality agencies, and the newest eligible class of trade - "business and industry". Its vision for this repositioning project is to generate a brand identity that markets Council Connections' keystone habit - "service excellence". The brand must help to retain members, launch into new markets, be relevant across multiple industries and inspire the business community with its parent company's mission-driven culture, staff and board while strengthening the organization as a whole.

With the changes in healthcare, the Council of Community Clinics seeks to be seen for the established, thought leader that it is in southern California. To meet this demand, the Council of Community Clinics is convening clinics and regional and national partners to implement innovative solutions to control cost, improve quality and increase provider capacity through payment and delivery system reform. Along these lines, the Council of Community Clinics is in the process of developing new subsidiary organizations to support its members:

1. **A Clinically Integrated Health Network**- A clinically integrated primary care network (IPA), not limited to San Diego County necessarily, which will focus on patient-centered quality-driven care. It will work in collaboration with its community health center members and other health care partners and funders to meaningfully participate in payment reform efforts underway with government payment programs and market reforms, specifically the shift from volume to value-based contracting by payers. The new network will actively support the mission of participating members to provide access to quality care for its patients, lower the total cost of care and improve clinical outcomes, ultimately improving the health of its patient population, and building healthier communities.
2. **Others to follow** – These entities are still in the assessment and development stages, therefore, the scope of work the Council of Community Clinics is requesting would be done in two stages.

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### SCOPE OF WORK

Council of Community Clinics seeks a firm with experience in corporate identity, repositioning and rebranding to work in close consultation with Council of Community Clinics staff to deliver the executable proposal package:

#### **Stage 1:**

For *each* of the three existing companies- Council of Community Clinics, Community Clinics Health Network and Council Connections - create:

**A.** Brand Platform Guidelines - Development of a strategic roadmap that will clearly embody the organization's character, personality and desired position in the minds of its target audiences. Include incorporation of the mission and vision statements and value proposition of the Council of Community Clinics and subsidiaries.

**B.** Brand Strategy – Development of a comprehensive brand strategy for Council of Community Clinics and its subsidiaries that addresses the relationships between the companies and brand grouping.

**C.** Executive Branding – Development of a comprehensive marketing strategy for executive leadership as brand ambassadors and thought leaders of their respective companies.

**D.** Visual Identity – Development of a brand identity for all three companies, including but not limited to logo design, graphic standards, word mark, color palette, supporting design elements, typography, image style, tone and voice. With the following deliverables:

**1.** A minimum of three unique visual identity concepts for the Council of Community Clinics and its two subsidiary companies should be presented for review. Each conceptual design must be included in three key examples - logo, banner design, and business cards. One will be chosen for further refinement.

**2.** Final artwork for the brand will be delivered in three formats (EPS for full color, reverse and black and white).

**3.** Templates for monthly e-newsletters, email signatures, power point presentations, business presentation folders, stationary and business cards, one page information flyer and trade show booth graphics, social media graphics and paid media.

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### Stage 2:

**A.** Create new Web sites for the Council of Community Clinics, Community Clinics Health Network, and Council Connections and *potentially* the new subsidiary companies. The Web sites will contain the new visual identities and include, but not be limited to, member login, portal, database, wire-frame approval process prior to design, the use of open source for Content Management System, and training on the Content Management System.

**B.** Create corporate names for the *potentially* new subsidiary companies -The Clinically Integrated Health Network (IPA), and potentially others.

**C.** Visual Identity – Development of a brand identity for the new subsidiary companies, including but not limited to logo design, graphic standards, word mark, color palette, supporting design elements, typography, image style, tone and voice. With the following deliverables:

**1.** A minimum of three unique visual identity concept for the Council of Community Clinics' new subsidiary companies should be presented for review. Each conceptual design must be included in three key examples - logo, banner design, and business cards. One will be chosen for further refinement.

**2.** Final artwork for the brand will be delivered in three formats (EPS for full color, reverse and black and white).

**3.** Templates for monthly e-newsletters, email signatures, power point presentations, business presentation folders, stationary and business cards, one page information flyer and trade show booth graphics, social media graphics and paid media.

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### PROPOSAL REQUIREMENTS

1. Completed acknowledgement of terms of the RFP process.
2. Provide background information on your company including your current position in the marketplace. Identify your core competencies and channels of expertise.
3. Description of the firm's design philosophy and methodology.
4. Summary of rebranding experience, include three examples from existing accounts that illustrate the process from research to package delivery, showcasing initiatives.
5. Describe in detail your firm's approach and process for rebranding.
6. Bidders shall submit a Key Project Manager proposed for this project. Include résumés and references.
7. Submit a description of firm's availability to begin the project in accordance with the schedule (included). Provide a proposed timeline for implementation and delivery.
8. Provide a detailed fee proposal which outlines the specific activities that will be performed during this repositioning project.
9. Describe key agency processes including project management framework, billing policies and terms.
10. Provide two existing client references.

### BUDGET

Proposer must submit an appropriate and realistic budget for the desired capabilities described in the scope of work. Outline implementation phases for each of the functional capabilities. Include duties of personnel, including all services, hourly rates, consulting and support fees, out-of-pocket costs, reimbursements and administrative fees (these costs shall include telephone, postage, shipping, research, etc. if applicable), and an estimated timeline for discovery and implementation. We are considering a total budget for both stages of \$100,000.

### MINIMUM REQUIREMENTS

Proposals must address each item listed, giving specific details of techniques to be used in achieving these requirements. Proposals may be rejected if minimum requirements are not met. All proposers wishing clarification of this RFP must submit questions in writing to the Council of Community Clinics no later than April 22, 2015 (due by 3:00 pm, PST), and sent by email to [abruce@councilconnections.com](mailto:abruce@councilconnections.com)

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### TENTATIVE SCHEDULE

This tentative schedule may be altered at any time at the discretion of the Council of Community Clinics. The Council of Community Clinics reserves the right to reject any and all proposals, or any part thereof; waive an informality in the proposals and accept the proposals that best meets the needs of the Council of Community Clinics

A. Proposal released	April 8, 2015
B. Written questions (due by 3:00 p.m. PST)	April 22, 2015
C. Written questions answered	April 29, 2015
D. Proposal due (due by 3:00 p.m. PST)	May 8, 2015
E. Notification and scheduling of finalist interview	May 25, 2015
F. Finalist interviews	May 25-June 5, 2015
G. Notice of intent to award contract	June 15, 2015

### DELIVERY OF PROPOSAL

Each bidder is required to deliver its proposal to the Council of Community Clinics office at the address listed below on May 8, 2015 no later than (3:00 p.m. PST). Electronic PDFs of proposals may only be emailed to: [abruce@councilconnections.com](mailto:abruce@councilconnections.com). Physical proposals may be sent by courier (e.g. Federal Express, UPS, etc.) to:

The Council of Community Clinics  
c/o Amy Bruce  
7535 Metropolitan Drive  
San Diego, CA 92108  
ATTN: RFP – Council of Community Clinics Reposition Project  
Phone: 619-542-4336  
Email: [abruce@councilconnections.com](mailto:abruce@councilconnections.com)

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### TERMS AND CONDITIONS

The following terms and conditions apply to all bidders' participation in this RFP:

1. The Council of Community Clinics shall not be liable for any cost incurred by bidders in the preparation and/or presentation of a proposal in response to this RFP. RFP response development, presentation and administrative time/work is the sole obligation of the bidder. Any and all proposal development, presentation, travel or submittal costs incurred by bidders in responding to this RFP shall remain the sole obligation of each such bidder, and may not be charged back to the Council of Community Clinics at any time.

2. Proposals shall be valid for 90 days after receipt by the Council of Community Clinics. The failure by Council of Community Clinics to execute a contract with any bidder on or before June 30, 2015 may result in cancellation of this RFP. This period may be extended at the sole option of the Council of Community Clinics. In the event of any such cancellation of this RFP, the Council of Community Clinics shall provide written notice of cancellation to participating bidders.

3. Proposals in response to this RFP should be submitted on their own merit and not in combination with any other current or future proposal or materials that may be under consideration by the Council of Community Clinics. Proposals must adhere to the guidelines and requirements set forth herein including, but not limited to, the format requested by the Council of Community Clinics. To be considered, all sections of the RFP must be completed. The Council of Community Clinics may request that certain bidders provide oral presentations to supplement written proposals. The Council of Community Clinics reserves the right to accept or reject any or all proposals for any reason, and is under no obligation to disclose the reason for rejection. Furthermore, the Council of Community Clinics is under no obligation to procure or contract for the product or services discussed in this RFP, and bidders may not rely on such procurement by the Council of Community Clinics. The Council of Community Clinics reserves the right to investigate the references and past performance of any bidders with respect to, among other factors, compliance with specifications, completion or delivery on schedule, and lawful payment of suppliers, sub-Bidders, and workers prior to any contract award.

4. All materials submitted by bidders in response to this RFP shall become the property of the Council of Community Clinics, subject to any confidentiality agreements between the Council of Community Clinics and the bidder. The Council of Community Clinics assumes no responsibility for returning submitted materials.

5. Bidders shall not, without the Council of Community Clinics' prior written consent, engage in advertising, promotion or publicity related to this agreement, or use any corporate name, trade name, trademark, service mark, insignia, symbol, logo or any other product, service or organization designation, or any

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specification or drawing owned by the Council of Community Clinics in any circumstances related to this RFP or otherwise.

6. The prices, delivery schedules, finance considerations and any other significant factors contained in the bidder's proposal shall be valid for 90 days from the RFP due date. The Council of Community Clinics reserves the right to purchase, in whole or in part, the individual service items listed in the bidder's proposal.

7. The Council of Community Clinics may at any time make changes or withdraw this RFP so long as such withdrawal is communicated in writing to participating bidders.

8. The Council of Community Clinics is under no obligation to disclose the rationale behind its decision in evaluation and making determinations regarding bid responses, assessing any aspect of bidder capabilities or awarding or not awarding a contract.



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### ACCEPTANCE FORM

Bidding Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email Address: \_\_\_\_\_

Printed Name and Title of the person authorized to sign on behalf of Bidder:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Each bid must include a copy of this page properly completed and signed. The bidder's signature indicates acceptance of the terms and conditions set out herein. Ensure that the signatory has authority to commit the organization by making such an offer.**