

September 30, 2015

Colorado Strategic Action Planning Group on Aging  
Mr. James Riesberg, Chair  
Ms. Jennifer Schaufele, Vice Chair

Dear Mr. Riesberg and Ms. Schaufele,

Keystone Policy Center (Keystone) is pleased to submit the following proposal to provide project administration services for the Colorado Strategic Action Planning Group on Aging.

Keystone is a non-profit facilitation and mediation organization with 40 years of experience assisting stakeholders in collaboratively addressing agricultural, environmental, education, energy, and health issues. Founded in 1975, Keystone Policy Center inspires leaders to rise above entrenched positions to reach common higher ground. Keystone is a trusted, third-party, non-profit organization that drives actionable, shared solutions to contentious issues. Our independent, collaborative approaches to problem-solving offer a proven blueprint for progress and collective impact. Many organizations and individual practitioners can provide mediation and facilitation services; however, few can match Keystone's unique combination of experience, expertise, and impact.

Keystone has a deep bench of experienced facilitators to assist the Strategic Action Planning Group on Aging with project management services to support the group in creating a state strategy to address the challenges and opportunities presented to aging Coloradans. Our proposed team will include a combination of a senior policy director (Project Administrator/Manager) and associate policy facilitator (Project Assistant) experienced in working on topics related to aging and public health that involve project management, community outreach, and strategic planning.

Keystone has extensive experience in:

- Gathering meaningful feedback from diverse stakeholders to inform strategy, policy, practice, and investments.
- Engaging stakeholder leadership in productive, positive, structured planning process focused on outcomes.
- Conducting assessments to identify key stakeholders and participants to ensure a comprehensive dialogue.
- Using data, information, and input from external and internal stakeholders to develop organizational strategic plans.
- Assisting multi-lateral groups in defining shared objectives, identifying and filling information needs, and building agreement.
- Project management, fundraising, and administration.



KEYSTONE  
POLICY CENTER

We look forward for the opportunity to work with the Group on Aging. Please contact me with any questions: [meinhold@keystone.org](mailto:meinhold@keystone.org) or (970) 513-5805.

Sincerely,

*Lorez Meinhold*

Lorez Meinhold  
Senior Policy Director, Keystone Policy Center  
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## **Colorado Strategic Action Planning Group on Aging**

### **Request for Proposals Project Administration Services**

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## Project Approach

Keystone Policy Center (Keystone) was founded to drive actionable, shared solutions on pressing issues, and is recognized by public, private, and civic-sector leaders for our collaborative approaches and collective impact. We would take these same founding principles and apply them to the project management services for the Colorado Strategic Action Planning Group on Aging (Planning Group) to support the development of a state strategy addressing the challenges and opportunities presented by the retirement and aging of Colorado's residents over the age of 50.

### ***Governance and Communication Plan***

During the initial phases of the Planning Group, and throughout the process, Keystone proposes to work closely with the Chair and Executive Committee of the Planning Group to direct and streamline the work. The founding legislation, HB15-1033, would be used to guide and outline the work. During the initial phases, Keystone would work with the Executive Committee to set a structured timeline for the Group on Aging to deliver a comprehensive strategic action plan on aging to the Colorado General Assembly by November 30, 2016. Additionally, Keystone would work with the Executive Committee to develop structure and organization for the Planning Group including the need for any subcommittees and creation of founding documents, bylaws, and protocols that may be needed to ensure the Group's success.

During these initial phases, Keystone would work with the Executive Committee and Department of Local Affairs to create an acceptable budget for the Planning Group that meets their goals in delivering a comprehensive strategic action plan. The budget would include anticipated costs for any needed future contract services (i.e., contractor to conduct additional research for the Group, technology needs, etc.), meeting requirements (i.e., room rentals, equipment fees, refreshments, technology/webinar, etc.), and other budgetary requirements of the Planning Group. Keystone would manage and monitor the Planning Group's budget throughout the execution of the contract. Additionally, the budget will help determine any needed future fundraising. Keystone would assist the Executive Committee of the Planning Group with securing additional funding.

Keystone would devise a communications plan to ensure appropriate internal and external communication occurs throughout the project implementation. The communications plan would include recommendations that would help the Planning Group achieve its objectives through a modern, cohesive and sustainable communication strategy. It would, additionally, encompass a process for meaningful stakeholder engagement to receive input from a myriad of stakeholders across the state. The process for stakeholder input will be created in partnership with the Executive Committee and the Planning Group on their preferred methods of receiving statewide input, but will also be influenced by the budget. The plan would set-up a protocol to handle and respond to legislators, media, or other similar inquiries in a timely and suitable manner. Finally, the communications plan would outline content design and maintenance of the Planning Group's website.

#### Deliverables:

- Creation of a work plan
- Development of a communications plan for internal and external communications, including a process for statewide public input and website design and maintenance
- Creation of founding documents including by-laws and protocols
- Budget development and management

#### ***Meetings, Data Analysis and Recommendations***

As part of the structured timeline, Keystone envisions a process that focuses the Planning Group meetings by topic area. Each topic area, as defined within HB15-1033, would receive a thorough vetting during Planning Group meetings where members will receive presentations from subject matter experts, discuss the topic area, and develop recommendations.

In advance of each meeting, Keystone will work with members and the research contractor to ensure suitable, balanced reading materials are distributed to members on the given topic area. The reading materials would be from accredited sources including journals, previous age-related studies and recommendations in Colorado and from other states and countries, or from additional research that is contracted by the Planning Group. The materials would serve to provide balanced perspectives to Group members and also be compiled for the literature review portion of the strategic action plan. Keystone would create and manage a comprehensive database of the readings that will be stored in a mutually agreed upon location (i.e., Planning Group website, Dropbox, Google Docs, etc.) for members to access.

The Planning Group reading materials and meeting discussions for each topic area should focus on the areas outlined by the legislation calling for the Strategic Action Plan: demographic, economic, fiscal, and budget data analysis through year 2030; actionable recommendations; and plans for updates to the strategic action plan. Data analysis requirements, as outlined in HB15-1033, should also guide the meeting content and discussion flow. While the task of facilitating the meeting discussions will likely fall to the Chair of the Planning Group, Keystone would assist in the development of meeting agendas and objectives to focus the conversation with the end goal of delivering a final strategic action plan that meets the criteria outlined by HB15-1033.

Keystone proposes that any actionable recommendations made by the Planning Group for inclusion in the strategic action plan should be made by consensus. If consensus cannot be achieved, a dissenting opinion should be included in final report. The actionable recommendations included in the strategic action plan will be guided by the requirements of HB15-1033 to ensure the recommendations meet the criteria set forth by the Colorado General Assembly.

Keystone would document each Executive Committee, Planning Group, and any subsequent subcommittee meetings to record objectives, outcomes, action items, and follow-up from each meeting to ensure continuity throughout the process. The meeting minutes would be approved by the members and stored on the Group on Aging website for public access.

#### Deliverables:

- Creation of meeting materials and meeting documentation for each Planning Group, Executive Committee and subcommittee meetings
- Compilation and archiving of relevant reading materials in partnership with the research consultant — journals, past studies on aging from Colorado, other states and countries, and any additional research contracted by the Planning Group — for Planning Group review and to be included in the literature review portion of the Strategic Action Plan
- Comprehensive documentation of actionable recommendations and data analysis to be included in the Strategic Action Plan

#### ***Final Report and JBC Presentation***

The outcomes and recommendations from each Planning Group meeting, as well as the reading materials for the literature review and analysis conducted by the Planning Group, will be compiled in a comprehensive manner to ensure the final recommendations and agreements for the strategic action plan are encompassed in the final report, and not lost throughout the process. Keystone would direct and manage the development, writing, editing, publishing, submission, and dissemination of any reports required by the Planning Group. This process would be done in close coordination to ensure their approval of the final product and that their input is reflected in the Strategic Action Plan.

Additionally, Keystone will work with the Planning Group to prepare an oral report to be presented by a member of the Executive Committee to the Joint Budget Committee of the Colorado General Assembly during the 2016 legislative session. The oral presentation will include any initial findings and recommendations of the Planning Group and outline their roadmap to deliver a final strategic action plan by November 30, 2016.

#### Deliverables:

- Prepare and coordinate an oral report to be presented in front of the Joint Budget Committee of the Colorado General Assembly during the 2016 legislative session
- Preparation of a Strategic Action Plan detailing the work of the Planning Group and their final recommendations to be completed by November 30, 2016
- Dissemination of the final report

#### **Project Management and Coordination**

The team proposed by Keystone to provide project administration services for the Planning Group has an extensive background in project management, stakeholder engagement, policy, and administrative support. The team will work closely together, and in coordination with the Executive Committee, to ensure all deadlines are met in a timely manner and the project remains within budget. Both the Project Administrator and Project Assistant, will work in concert throughout the process to guarantee a well communicated, streamlined process for everyone involved. In addition, the proposed team has successfully worked together on a number of projects and have

demonstrated a strong understanding of the duties and responsibilities needed to facilitate and administer support for committee work similar to the Planning Group.

## Appropriate Subject Matter Experience and Expertise

Keystone has a long history in policy, organizational development, strategic planning, and process improvement to ensure the Planning Group effectively and efficiently meets their objectives.

Keystone has the expertise and experience to: design meeting goals, project objectives, and methodologies; gather and analyze qualitative and quantitative data from diverse stakeholders; and perform project management and administration services. Below is a sampling of Keystone's relevant experience related to the Colorado Strategic Action Planning Group on Aging.

For additional information about our experience and clients please visit:

<https://www.keystone.org/our-work/health/1>.

Keystone is working with the ***Colorado Commission on Affordable Health Care*** to provide programmatic and administrative support, which includes but is not limited to organizing and facilitating statewide meetings, web development and maintenance (<https://www.colorado.gov/cocostcommission>), fundraising, communications, and report development. Colorado state lawmakers created the Commission on Affordable Health Care to comprehensively study the major and fundamental drivers of health care costs and make recommendations to ensure all Coloradans can access affordable and high-quality health care. The Commission, which also is exploring possible solutions, will deliver regular reports to state policymakers on its findings, culminating with a final report to the Colorado General Assembly and Governor's Office in late 2017.

Keystone worked with the ***Colorado Department of Public Health and the Environment (CDPHE)*** to produce a [Healthy Aging Plan](#). Older adults are a vital part of Colorado's urban, rural, and tribal communities. Their experiences, knowledge, and continuing contributions are assets to our state and communities alike. This Plan provides five key areas of focus and aims to make measurable improvements for older Coloradans. The plan was developed with input from CDPHE, partner state agencies, non-profit organizations, local public health agencies, funders, and advocates for older adults.

Keystone partnered with the ***Alliance for Early Success*** to develop a Birth through Eight State Health Policy Framework, a roadmap to improve the health, learning, and economic outcomes for vulnerable young children. This project included working with key state and national experts and funders to identify key opportunities on issues that improve the healthy development and learning outcomes for kids as well as bring together health and early childhood communities. Keystone led the facilitation and planning of a meeting to establish strategies that would include policy direction, partnering ideas, and new ways to fund in this area with a lens on social determinants, health equity, and social capital. Keystone developed a document, [State Policies that Support the Intersection between Health and Early Learning](#), with the Alliance to document the work, policy opportunities and learnings.

Keystone worked with ***Rose Community Foundation*** to develop a strategic plan on investments and work in early childhood mental health. This work included assessing partnership opportunities with state departments, interviewing thought leaders on innovative ideas and opportunities, and identifying emerging ideas in other states around early childhood mental health. This work also included planning of a Board, committee, staff, and donor retreat on early childhood mental health and a resulting strategic framework for investments.

Keystone worked with the ***Colorado Department of Higher Education (CDHE)*** to facilitate a stakeholder engagement and public input process that informed decisions on the development of the state higher education funding formula that is both transparent and understandable for Colorado taxpayers. Keystone conducted key informant interviews and stakeholder meetings in 16 communities in less than a month with over 400 attendees. Keystone and its partner provided all support as well as content for these meetings. In addition, Keystone served as an advisor and facilitator for meetings of the Executive Advisory Group and the Funding Allocation Model Expert Team. This work of Keystone ensured that CDHE developed a recommendation of a new base funding formula to allocate state General Fund dollars among the state's public institutions of higher education. Keystone will be working with CDHE to develop presentations to the SMART and the Joint Budget Committees of the Colorado General Assembly.

In partnership with ***Tri-County Health Network*** and their partners in the counties of San Miguel, Ouray, and Montrose; Keystone designed a three-part process to determine the current health care issues and needs in communities across the region as well as help create a plan to target resources and funding to meet the identified community needs. Keystone identified and analyzed data received from English and Spanish surveys, interviews and other health assessments and developed materials for each community around specific health needs determined through the process. The surveys and materials are available on request.

Keystone in partnership with the ***Colorado Department of Public Health and Environment - Immunization Section***, the ***Colorado Children's Immunization Coalition***, and with support from ***The Colorado Trust***, Keystone designed and facilitated a series of meetings to better understand Colorado's current immunization landscape, the impacts of Colorado's current personal belief exemption policy for immunizations, and generate potential recommendations to address the challenges with the current policy. Through the summer and fall of 2013, Keystone facilitated 10 sector-specific Focus Group meetings, Key Informant Interviews, and three Stakeholder meetings in which recommendations were developed for decision-makers and partners involved in the state's personal belief exemption policy for immunizations. These recommendations helped to inform legislation regarding the state's personal belief exemption for immunizations (HB14-1288).

Keystone in partnerships with the ***Department of Health and Human Services (HHS)*** and ***Centers for Disease Control and Prevention (CDC)*** conducted a series of community engagement meetings. An important element of these meetings was a pre-training of community based facilitators. These trainings included customized approaches to easily understanding and



communicating complex issues, effective facilitation, and discussion techniques for varying sized groups, how to deal with conflict and other issues that may arise within the group, and best practices for facilitation including effective note taking.

## **Project Team**

Keystone proposes a two-person team and one subcontractor, with additional staff support from Keystone as needed, to ensure the full range of skills and expertise needed for this project are met to successfully complete the Group on Aging's goals within the timeframe and budget identified. The team for this project has proven expertise in process design, health care policy, project management and coordination, fundraising, communications, and presentation skills. In addition, the proposed staff has an intimate understanding of the state of Colorado along with strong relationships and connections for the Group on Aging to build upon.

### ***Lorez Meinhold, Senior Policy Director, Keystone (Project Administrator/Manager)***

Lorez would serve as Project Administrator/Manager to the Group on Aging, providing management services, process design and facilitation expertise throughout the project period. Lorez brings over fourteen years of policy experience as a director of multi-lateral initiatives involving the public, private and civic sectors, working at the local, state, and national levels. Lorez has worked in many capacities implementing and integrating health programs, connecting early childhood and health communities, connecting statewide aging and disability policies and priorities, addressing health disparities, delivery and payment system reform, funding mechanisms including ballot initiatives and referred measures, and efforts that required statewide stakeholder engagement and development of strategic efforts and initiatives. Prior to joining Keystone, Lorez has worked for two governors in Colorado, in the Colorado Department of Health Care Policy and Financing, the Colorado Health Foundation, and the Colorado Consumer Health Initiative.

### ***Cally King, Policy Facilitator, Keystone (Project Assistant)***

Cally would serve as the Project Assistant to the Group on Aging, providing project coordination services, process design and group support. Cally is a Policy Facilitator with the Keystone Policy Center providing project management services within Keystone's health, environment, energy, education, and agriculture practice areas. Cally assists in all aspects of Keystone's facilitation and project management work, including designing, convening and facilitating stakeholder dialogues, public engagement processes, coalition building, and strategic planning processes. Prior to joining Keystone, Cally served as legislative liaison and a policy advisor to Governor John W. Hickenlooper and previously served as a legislative assistant in the City and County of Denver Mayor's Office. She holds a Masters of Public Administration from the University of Colorado at Denver focused on public policy and local government, and a Bachelor's degree from Colorado State University in Political Science and Speech Communications with an emphasis in Rhetoric and Ethnic Studies.

### ***Lisa Carlson, Director of Facilitation, Engaged Public (subcontractor)***

Keystone proposes hiring a subcontractor to coordinate and manage the work of any subcommittees and/or advisory groups to the Group on Aging. The work of the subcontractor would be managed and coordinated through the Project Administrator. Should Keystone be awarded the bid, we have

identified Lisa Carlson from Engaged Public to serve as the subcontractor to coordinate the work of the subcommittees.

Lisa specializes in collaborative problem solving and consensus building, and has more than 25 years of experience in this field. She has provided technical meeting facilitation services for diverse governmental and non-profit organizations seeking resolution of complex and politically sensitive issues ranging from water quality, health policy, suicide prevention, and strategic planning. She is an expert trainer in the fields of conflict management, team building, leadership development and the Myers Briggs Type Indicator. Prior to joining Engaged Public, Lisa was the Director for the Center for Public-Private Sector Cooperation with the School of Public Affairs, University of Colorado Denver. She is vice-president of the International Association of Public Participation, Colorado Chapter and is a graduate of Claremont McKenna College.

### ***Additional Staff Support***

Additional team expertise at Keystone will come from Mike Saccone, Director of Communication, who will assist the project team in development of any reports and the final strategic action plan, coordinate press communications on behalf of the Planning Group, and provide expertise in a range of writing projects. In addition, Keystone's staff has project management, fundraising, administrative, financial, communication, website development and management, and facilitation capacities. Keystone would bring in additional staff as needed to meet the needs of the Planning Group.

### **Budget**

Keystone would propose to bill monthly under a fixed fee contract to ensure the budget is not exceeded. The budget from contract execution through Dec. 31, 2016 would not exceed \$95,300.

The following estimate is based on the current duties and responsibilities outlined in section 3 of the RFP, with the following assumptions:

- The contract would be executed by Nov. 1, 2015 and end Dec. 31, 2016
- Two four-hour Planning Group meetings per month, staffed and documented by two Keystone members — including time for set-up and break-down at each meeting.
- Two one-hour Executive Committee meetings per month, staffed and documented by one to two Keystone members.
- Staffing and documentation of up to four subcommittees — with each group meeting no more than two hours, once per month — in-person and conference call meetings staffed by a subcontractor.

		Bi-monthly Strategic Action Planning Group meetings	Bi-monthly Executive Committee meetings	Subcommittee meetings	Production of reports and materials*	Other duties & responsibilities as outlined in the RFP	<b>TOTAL</b>
<b>LABOR HOURS</b>		hours	hours	hours	hours	hours	hours
Lorez Meinhold		112	28	0	48	56	244
Cally King		112	28	0	96	56	292
Mike Saccone		0	0	0	12	12	24
Subcontractor		0	0	84	30	0	114
<b>TOTAL LABOR HOURS</b>		224	56	84	186	124	<b>560</b>
<b>LABOR COSTS</b>	<b>Rate/Hour</b>	\$	\$	\$	\$	\$	\$
Lorez Meinhold	\$195	\$21,840	\$5,460	\$0	\$9,360	\$10,920	\$47,580
Cally King	\$95	\$10,640	\$2,660	\$0	\$9,120	\$5,320	\$27,740
Mike Saccone	\$120	\$0	\$0	\$0	\$1,440	\$1,440	\$2,880
Subcontractor	\$150	\$0	\$0	\$12,600	\$4,500	\$0	\$17,100
<b>TOTAL LABOR COST</b>		<b>\$32,480</b>	<b>\$8,120</b>	<b>\$12,600</b>	<b>\$24,420</b>	<b>\$17,680</b>	<b>\$95,300</b>
*Includes final report, website updates, and creation of meeting documentation and materials							

This fee structure does not include costs to cover meeting spaces, speaker fees or their travel costs, any Planning Group member travel costs, or food for meetings; the budget does include all other logistical support costs for meetings.

## References

William “Bill” Lindsay III, President, Lockton Denver Benefits, [bill.lindsay@lockton.com](mailto:bill.lindsay@lockton.com), 303-414-6131

Jen Sobanet, Chief Operating Officer, Colorado Department of Higher Education, [jennifer.sobanet@dhe.state.co.us](mailto:jennifer.sobanet@dhe.state.co.us), 303-866-4051

Steff Clothier. Early Childhood Investment Director for Gary Community Investments, Gary Community Investments, [sclothier@garycommunity.org](mailto:sclothier@garycommunity.org), 303-454-3779. Formally Senior Policy Director of Alliance for Early Success.

## Conflicts of Interest

Keystone, and the proposed project team, have no conflicts of interest to disclose.