Winning Competitive RFPs: Strategy & Tactics to Create the Winning Proposals

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Learning Objectives

- Learn a proven process to evaluate RFPs using a structured process for choosing where to bid
- Understand how to approaching each RFP with a strategic plan to ‘win’
- Learn how to formalize the process of preparing a winning technical and price proposal
- Learn how to sell your organization beyond the proposal itself
Session Agenda

I. Why Should You Bid on Competitive RFPs?

II. Approaching Each RFP With a Strategic Plan to ‘Win’

III. Evaluating RFPs – A Structured Process for Choosing Where to Bid

IV. The Process of Preparing a Winning Technical & Price Proposal

V. Selling Your Organization Beyond the Proposal Itself
Why Should You Bid on Competitive RFPs?
RFPs Provide a Revenue Diversification Opportunity

- Competition for traditional services is increasing
- Many different types of RFP opportunities exist
- RFP awards provide a source of funding for new and existing programming
What is the ‘RFP Landscape’?

- Bidding opportunities exist at each level of government
  - Local (city, county, school district)
  - State
  - Federal

- Many private organizations also issue competitive bids
  - Foundations
  - Agencies
  - Insurance (MCOs)
What is the ‘RFP Landscape’? (cont.)

- **RFP**: Request for proposal
  - ✓ Invitation for suppliers to bid on a project

- **RFI**: Request for information
  - ✓ To judge availability of services in the marketplace
  - ✓ May or may not lead to RFP

- **ITB**: Invitation to bid
  - ✓ May be the same as an RFP but with different name
  - ✓ Some agencies distinguish in terms of evaluation and award criteria between RFPs and ITBs
    - ● ITBs may be more price-focused and demand stricter adherence to the project specifications
Competition Has Become the Norm

- Non-competitive government awards are going away
- Private companies are competing for traditionally “government” services
- No sacred cows
Benefits of Pursuing Competitive RFPs

- Identify new sources of funding for current programs
- Keep tabs on the industry trends
- Identify and qualify new opportunities
- Forces examination of your own business plan, strengths, goals
- Develop your own “Unique Selling Proposition”
- Develop expertise in preparing proposals
Approaching Each RFP With a Strategic Plan to ‘Win’
Set a Course for Success with an RFP

**Positioning Phase**

- Opportunity Analysis
- Initial Positioning
- Win Strategy
- Outlining & Writing
- Review
- Editing
- Graphic Design
- Production & Shipping

**Technical & Price Proposal Creation Phase**
Keeping Track of All Opportunities is Impossible

- Narrow your focus
- Develop insider relationships
- Develop referral network
- Subscribe to proposal services
- Develop list of business opportunities web sites
- Subscribe to newsletters and news clips services

✓ OPEN MINDS RFP hotline
Sample RFP Notifications

- **Alaska Seeks Bring the Kids Home Initiative Technical Assistance**
  Alaska Department of Health and Social Services seeks a contractor to provide Bring the Kids Home Initiative technical assistance services. Services will consist of on-site evaluations of tribal behavioral health organizations and developing needs assessments related to each agency’s program management, billing, office procedures, and service delivery. Proposals are due 2/26/2010.

- **Arizona Seeks Behavioral Health services for Refugees**
  Arizona Department of Economic Security seeks a contractor to provide behavioral health services for refugees in Maricopa County. Services include intake, psychiatric, psychological counseling, outreach and provider education, and capacity building. Proposals are due 3/11/2010.

- **District of Columbia Seeks Substance Abuse Treatment Services**
  District of Columbia Child and Family Services Agency (CFSA) seeks a contractor to provide an inpatient substance abuse treatment program for clients who are wards of CFSA, ages 12 to 21, both male and female, as well as for women and their children [up to three (3) children], who are CFSA clients. Proposals are due 2/22/2010.
**OPEN MINDS’ RFP Hotline**

- **RFP HotLine:**
  - Nationwide
  - Prescreened for health and human services
  - Daily notifications
  - Searchable library
Be “Market Ready”

- Have a structured process for responding to RFPs established
  - Clear roles and responsibilities
  - Organization’s demographic and biographical information should be “ready to insert”
  - Have established templates ready so you can simply write the content
Graphic Design of RFP Template

- Develop proposal format that is easy to read and highlights key informational areas (may be stipulated by the RFP)
  - ✓ Headers, footers
  - ✓ Page layout
  - ✓ Typography
- Design cover
- Most importantly, template should be ‘off the shelf’ (you may want to customize, but template should be readily available)
“Pre-Selling” is Your Best Strategy
Pre-Sell the RFP

- The marketing and sales process should have begun long before the RFP is issued
  - Stay close to potential funding sources and consistently position your organization as a strong business partner and ‘solution’
    - Understand their organizations and needs
    - Be “top of mind”
Pre-Sell the RFP (cont.)

- Pre-sell phase enables building relationships, testing assumptions, and communicating unique selling proposition
  - Use these opportunities to ask questions and get feedback that you won’t be able to get once the RFP comes out
- The pre-sell phase enables you to re-position your organization and/or influence the requirements
Evaluating RFPs – A Structured Process for Choosing Where to Bid
Four Key Questions

1. Do we understand the basics of the opportunity so that we can determine whether or not to compete?
2. If our organization submits a proposal, how well are we likely to be scored in key proposal evaluation areas?
3. What is our competitive strategy knowing our strengths, weaknesses, opportunities, and threats?
4. How should we position ourselves in the proposal versus our competitors to increase the likelihood of success?
Key Question #1: Do We Understand the Basics of the Opportunity so That We Can Determine Whether or Not to Compete?
Perform an Opportunity Analysis

- Understand the customer
  - ✓ Organizational profile
  - ✓ Strategic priorities
  - ✓ Any current “news”

- Read and re-read the concept paper, enabling legislation, RFP, and any other relevant documents thoroughly

- Determine what additional external and internal information is needed in order to decide whether to compete
Opportunity Analysis Checklist

- Who is the customer?
  - ✓ What is the product or service?
- Our previous experience with the customer?
  - ✓ Our business partners’ previous experiences with the customer
- What is the business opportunity?
  - ✓ How many covered lives?
  - ✓ Potential lives?
  - ✓ Service area?
- Do we have the capacity? Can we get the capacity?
Opportunity Analysis Checklist (cont.)

- What are the financial terms?
- What is the start date/contract term?
- Who are the incumbent vendors?
- Who are the likely competitors?
- When are RFP-related questions due?
- What proposal preparation is necessary?
- When is the proposal due?
- What are the evaluation criteria?
## OPEN MINDS’ RFP Evaluation Checklist

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Information</th>
<th>Evaluation Criteria</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client/Purchasing Organization</td>
<td></td>
<td>Contract Start</td>
<td></td>
</tr>
<tr>
<td>RFP Title</td>
<td></td>
<td>Contract Term</td>
<td></td>
</tr>
<tr>
<td>RFP Issuing Organization</td>
<td></td>
<td>Incumbent Vendors</td>
<td></td>
</tr>
<tr>
<td>RFP Number</td>
<td></td>
<td>Vendor Requirements</td>
<td></td>
</tr>
<tr>
<td>Proposal Due</td>
<td></td>
<td>Summary of Scope of Work</td>
<td></td>
</tr>
<tr>
<td>RFP Contact Person &amp; Contact Information</td>
<td></td>
<td>Pricing Parameters</td>
<td></td>
</tr>
<tr>
<td>Dates of Pre-Proposal Activities</td>
<td></td>
<td>RFP Related Questions</td>
<td></td>
</tr>
<tr>
<td>Bidders’ Conference</td>
<td></td>
<td>Proposal Prep Instructions</td>
<td></td>
</tr>
<tr>
<td>Letter of Intent to Bid</td>
<td></td>
<td>Proposal Outline</td>
<td></td>
</tr>
<tr>
<td>Evaluation Criteria</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum Qualifications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Description</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key Question #2: If Our Organization Submits a Proposal, How Well are We Likely to be Scored in Key Proposal Evaluation Areas?
Understand the RFP Evaluation Criteria

- Why is it important?
- Organization should compare itself versus criteria
  ✓ This is the time to be brutally honest!
Typical RFP Evaluation Criteria

- Ability to follow the submission instructions
  - ✓ Knock-out criteria
- Evaluation points typically distributed among:
  - ✓ Experience
  - ✓ Capabilities
  - ✓ Financial strength
  - ✓ Implementation and management plan
  - ✓ Price
- Produce proposal in the required format
- Ability to include all mandatory information
Sample: Evaluation Points

- 25 points: Qualifications of personnel and availability of staffing to furnish the full range of services
- 25 points: Experience in managing a vendor network, operating and coordinating the logistics of a large-scale initiative, and administering a professional certification system
- 35 points: Approach to developing, maintaining, and administering a vendor network and a professional certification system
- 15 points: Financial terms and financial stability. Include a Certification of Insurance
### Sample RFP Scoring Sheet

#### PROPOSAL SCORE SUMMARY MATRIX

<table>
<thead>
<tr>
<th>Qualifications and Experience</th>
<th>Bidder #1</th>
<th>Bidder #2</th>
<th>Bidder #3</th>
<th>Bidder #4</th>
<th>Bidder #5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rater #1</strong></td>
<td>34</td>
<td>12</td>
<td>30</td>
<td>31</td>
<td>30</td>
</tr>
<tr>
<td><strong>Rater #2</strong></td>
<td>34</td>
<td>13</td>
<td>33</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td><strong>Rater #3</strong></td>
<td>32</td>
<td>16</td>
<td>34</td>
<td>33</td>
<td>35</td>
</tr>
<tr>
<td><strong>AVG.</strong></td>
<td>33</td>
<td>14</td>
<td>32</td>
<td>30</td>
<td>31</td>
</tr>
</tbody>
</table>

#### Technical Approach

| **Phyllis Cassell**          | 31       | 9        | 17       | 13       | 24       |
| **Debbie Norris**           | 31       | 6        | 17       | 13       | 25       |
| **Hayden Reiter**           | 25       | 12       | 27       | 16       | 28       |
| **AVG.**                     | 29       | 9        | 20       | 14       | 26       |

#### Cost Proposal

| **Score**                    | 27       | 30       | 27       | 28       | 30       |

#### Proposal Score

| **Total Score**              | 89       | 53       | 79       | 72       | 87       |

Highest Score: 89
Key Question #3: What is Our Competitive Strategy Knowing Our Strengths, Weaknesses, Opportunities, & Threats?
Examples of Competitive Strategies

- Develop a “win theme”
- Form strategic alliances
- Mergers or acquisitions to acquire capacity and/or experience
- Build internal capability to address weaknesses and threats
- Hire consultants for relationships and information
- Reposition organization through pre-sales process
Key Question #4: How Should We Position Ourselves in the Proposal Versus Our Competitors to Increase the Likelihood of Success?
Developing a Positioning Strategy for the RFP Response

- What is positioning?
  - Creating an image or identity for your organization, product, or brand in the minds of your target customer
    - Your target customer is the agency issuing the RFP
Developing a Positioning Strategy for the RFP Response (cont.)

- Key aspects of developing a positioning strategy
  - Determine where your organization ‘fits’ in the marketplace
    - Assess customer perceptions of your organization
    - The customers’ perception of your organization relative to the competition may differ from your own
  - Determine what space your organization can “own”
    - Differentiation is key; don’t try to own the same space as a competitor who is clearly going to be viewed as the favored organization in that specific capacity
Possible Positioning Options

- Price
- Service levels, added value
- Local market knowledge
- Brings diverse and unique experience
- Attribute differentiation
- Politically attractive
- Safe
- Other?
Developing a “Win Theme”

- Theme for your response that enhances your positioning
  - Themes should have value, meaning it truly matters to your target audience
    - Aligned with RFP criteria
  - Themes should articulate your USP (unique selling proposition)
    - The essential and attractive features that set your organization apart from others
How to Reinforce and Leverage Your “Win Theme”

- Repeat theme throughout the proposal
- Develop a catch phrase such as “Giving Consumers a Voice and a Choice”
- Proposal content should support the Win Theme
- Repeat theme in Executive Summary and Cover Letter and enumerate how you support the theme
The Process of Preparing a Winning Technical & Price Proposal
Keys to Successful Proposal Production

- Start with the pricing first – establish competitive ranges and use target costing principles to fine tune your approach
Target Costing Model Differentiates Cost of Service & Fee/Price Paid for Service

- **Cost** — A monetary measure of the amount of resources required to deliver a particular service
- **Price** — What ‘customer’ pays for a service
- **Target cost** — Cost plus desired margin which must equal price (what customer is willing to pay)
Target Costing Process

**Customer Needs**
- Service
- Features
- Pricing

**Competitor Analysis**
- Service
- Features
- Positioning

**Target Market Position & Market Price**

Target Cost
Keys to Successful Proposal Production

- Technical proposal can be worked on simultaneously once general steps have been defined in the pricing process
- Select the proposal team carefully
  - Some team members selected based on experience
  - Some employees should have standardized role in RFP production process
- Every proposal needs a project manager
- Have a detailed production schedule with extra time built in
# RFP Production Checklist

<table>
<thead>
<tr>
<th>Proposal Production Step</th>
<th>Accountable Person</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete RFP evaluation form</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assign proposal team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference call to review RFP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare questions for issuing agency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submit questions to agency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare executive summary</td>
<td></td>
<td></td>
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<tr>
<td>Prepare work plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete initial pricing model</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Write list of all administrative and regulatory issues for finance department to address</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal Production Step</td>
<td>Accountable Person</td>
<td>Date</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>------</td>
</tr>
<tr>
<td>Write list of forms requiring signature; obtain sign-offs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outline of technical proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete pricing for cost proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide detailed plan assignment for technical proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First draft of technical proposal including all narrative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check web site for questions, distribute to team</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RFP Production Checklist *(cont.)*

<table>
<thead>
<tr>
<th>Proposal Production Step</th>
<th>Accountable Person</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final draft of proposal and submit for internal review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal review/revisions/sign-off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality check of final proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Binding of final proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Packaging of final proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overnight shipping of final proposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirmation of receipt (with enough time to re-send if needed)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Example of RFP Response Timeline

<table>
<thead>
<tr>
<th>Proposal Preparation Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the draft RFP and prepare a list of questions/requests for additional information. The questions/requests should include issues of clarification within the RFP, questions of definition related to the services to be provided, questions related to the proposed pricing structure, and requests for information required to develop the pricing requested.</td>
<td>May 5</td>
</tr>
<tr>
<td>If needed, conference call to discuss questions/request for additional information.</td>
<td>May 7</td>
</tr>
<tr>
<td>Submit questions/requests for additional information.</td>
<td>May 7</td>
</tr>
<tr>
<td>Obtain electronic copies of two recent similar proposals or plans on similar topics written.</td>
<td>May 10</td>
</tr>
<tr>
<td>Based on the RFP draft, prepare a written summary of RFP issues, a proposed outline for the proposal, and specific assignments for completing the proposal document.</td>
<td>May 10</td>
</tr>
<tr>
<td>Prepare a proposed pricing model for developing the requested rates</td>
<td>May 12</td>
</tr>
<tr>
<td>Review written summary of RFP issues and get back comments</td>
<td>May 13</td>
</tr>
</tbody>
</table>
## Example of RFP Response Timeline (cont.)

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review proposed outline and comments for the proposal</td>
<td>May 13</td>
</tr>
<tr>
<td>Review the proposed assignments for completing the proposal document and submit comments</td>
<td>May 13</td>
</tr>
<tr>
<td>Send via overnight mail (or electronic mail, if electronic copy is available) a copy of all RFP information when it is released</td>
<td>May 15</td>
</tr>
<tr>
<td>Review the final RFP. Make any modifications required to the proposed outline for the proposal and specific assignments for completing the proposal document. Also, identify any issues that arise from changes in the final RFP.</td>
<td>May 15</td>
</tr>
<tr>
<td>Adjust pricing model based on fee structures requested in final RFP</td>
<td>May 18</td>
</tr>
<tr>
<td>Conference call to review the final RFP proposal outline, specific assignments, and RFP issues.</td>
<td>May 21</td>
</tr>
<tr>
<td>Meet to review the pricing model and review available data for pricing</td>
<td>May 22</td>
</tr>
<tr>
<td>First draft of technical proposal prepared</td>
<td>May 24</td>
</tr>
<tr>
<td>First draft of price proposal prepared</td>
<td>May 24</td>
</tr>
</tbody>
</table>
Example of RFP Response Timeline (cont.)

<table>
<thead>
<tr>
<th>Event</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edits to first draft of technical proposal due</td>
<td>May 30</td>
</tr>
<tr>
<td>Second draft of pricing proposal prepared and sent to client</td>
<td>June 2</td>
</tr>
<tr>
<td>Second draft of technical proposal prepared and sent to client</td>
<td>June 2</td>
</tr>
<tr>
<td>Edits to second draft of pricing proposal due</td>
<td>June 5</td>
</tr>
<tr>
<td>Edits to second draft of technical proposal due</td>
<td>June 5</td>
</tr>
<tr>
<td>Final draft of proposal (both pricing and technical) sent to client via electronic mail attachment</td>
<td>June 8</td>
</tr>
<tr>
<td>Final proposal production to client. (Team members will come on-site to work with client on final proposal edits, “red team” review, production, etc.) and overnight shipping/delivery of proposal</td>
<td>June 11</td>
</tr>
<tr>
<td>Submission of final proposal</td>
<td>June 13</td>
</tr>
<tr>
<td>Meeting with client management team to discuss the RFP submitted, preparation for site visits, due diligence, and best-and-final negotiations; and operational planning for award</td>
<td>June 22</td>
</tr>
</tbody>
</table>
Proposal Response Style

- Organize in requested format
- Provide declarative answers first
- Follow answers by concise explanations
- Answer all aspects of questions
- Make additional information easy to find
Proposal Review Checklist

- Do sections meet RFP requirements?
- Are there unanswered questions or portions of questions?
- Are proposal themes incorporated? Are they consistent?
- Is information technically accurate?
- Is proposal written persuasively? Does it sell?
- Does the proposal meet the organizational objectives for positioning?
- Does the proposal differentiate our organization from other likely competitors?
Outlining & Writing the Proposal

- Develop proposal matrix
  - Outline all sections and required documentation
  - Identify and assign tasks
  - Set timelines
- Inform writers of proposal themes and general framework of information to be included in each section
- Jumpstart graphics
- Jumpstart organization and copying of required documentation and/or attachments
Editing Tips for Proposal Production

- Is the information customized to reflect the new customer?
- Check consistency of style
- Correct spelling and grammar
- Insert final attachment numbers or letters
- Consistent use of graphics
- Paginate
- Check accuracy of cross references
- Does it address all aspects of the RFP?
Production & Shipping the Proposal

- Schedule production at least two days prior to shipping date
  - ✔ Allow enough time so that staff is not rushed
- Locate area large enough to lay out binders
- Arrange for ample personnel to produce the proposal
- Arrange for shipping and delivery and prepare shipping labels
- Quality check prior to boxing
- Always call the shipping destination to ensure that delivery has been made on the date requested
Don’t Leave Anything to Chance!

- Schedule shipping for arrival at least one day before the due date
- Arrange an alternative method of shipping
- Prepare an extra set of the proposal to cover copies lost in shipping – you can use it for internal reference once you win
Summary of Keys to Successful RFP Response

1. Identify key decision makers and influencers
2. Know your prospect (their goals, hopes, and fears)
3. Do a brutally honest assessment of your competition and your organization

If, after Steps #1-#3, you decide the RFP is not a fit, it is ok! There will be more RFPs to bid on.
Summary of Keys to Successful RFP Response (cont.)

If moving forward:

4. Take advantage of opportunities to influence the requirements, build relationships and position your organization

5. Determine and clearly communicate your unique selling proposition
Summary of Keys to Successful RFP Response (cont.)

6. Develop capabilities you need to be competitive
7. Identify and bid your target rate
8. Have a work plan for proposal production, assign sufficient resources to get the job done, and have a senior person accountable for results
9. Respond to all RFP requirements and make your proposal reader friendly
10. Don’t miss the deadline!
Selling Your Organization Beyond the Proposal Itself
Influence After Proposal Submission
Don’t Stop With the Proposal Submission

- Leverage all relationships and networks
  ✔ Ensure you do not violate any rules regarding contact with agency issuing RFP
- Seek support of relevant references
- Utilize public relations to your advantage
- Position yourself to be ‘in front of’ your targeted customer in appropriate venues (in positive ways)
- All of these tactics can be even more effective, if they happen before there is even an RFP out there!
The Best & Final Offer Process
The Best & Final Offer (BAFO) Process

- BAFO is sometimes used as a second round of competition after proposal is submitted or may just be clarification of proposal
- All organizations invited to participate in BAFO have met minimum qualifications
- BAFO may be written, oral, panel discussions, or combination
  - ✓ Good news: there are fewer finalists
  - ✓ Bad news: there is greater pressure to stand out
- Read the BAFO document carefully; understand the questions
The Best & Final Offer Process (cont.)

- Thoroughly review your proposal in light of the BAFO request
- Try to identify the BAFO team and their agenda – how would they want your proposal to change
- Carefully construct your answers to written or presumed questions; remain faithful to your core proposal
  - BAFO may include written and/or live (including teleconference) discussions
- Be prepared for a request to reduce your price – know your bottom line
Final Tips Regarding RFPs

- With more contracts coming up for bid:
  - ✓ Nurture your existing contracts
  - ✓ Consider how you can re-position yourself if your current contracts are put up for open bidding
Final Tips Regarding RFPs

Never underestimate the power of a strong network and referrals…

they make a huge difference!
Final Tips Regarding RFPs

Always review scorecards of proposals you don’t win.

You can learn a lot about how your organization is perceived and how you can win next time.
Final Tips Regarding RFPs

The biggest tip for winning RFPs is to position yourself for success before there ever is an RFP!
Questions & Discussion
Upcoming Educational Events

  www.openminds.com/njacp

  www.openminds.com/njacp

- The 2011 OPEN MINDS Executive Leadership Institute: Discover the Lessons of Great Leaders in Times of Crisis, October 5-7, 2011, Gettysburg, Pennsylvania
  www.openminds.com/eli

- The 2011 OPEN MINDS Institute for Behavioral Health Informatics: The 7th Annual Conference on the Future of Technology in Behavioral Health, October 19-21, 2011, Baltimore, Maryland
  www.openminds.com/ibhi

- The 2012 OPEN MINDS Best Management Practices Institute: Finance and Technology to Maximize Performance, February 16-17, 2012, Clearwater Beach, Florida
  www.openminds.com/bmpi