



REQUEST FOR PROPOSALS: For Planning Consultant Services to Facilitate the Creation of Spokane Regional Health District's Strategic Plan	
NUMBER: 2024-150-161-1	SUBMITTAL DATE: April 22, 2024
DIVISION: Administration	CONTACT PERSON: Kari Grytdal at kgrytdal@srhd.org

INTRODUCTION

About SRHD

Spokane Regional Health District (SRHD) is one of 34 local public health agencies serving Washington state's 39 counties. The agency was originally established as the Spokane County Health District (SRHD) in January 1970, when the City of Spokane and Spokane County merged their health departments. In 1994, the official name was changed to Spokane Regional Health District to reflect the increased scope of public health services and geographic coverage. The SRHD has approximately 250 employees and serves a population of more than 500,000 in Spokane County.

The Spokane Regional Health District's Board of Health is the governing body of the health district, uniting the cities and county in a cooperative effort to oversee all matters pertaining to public health. The SRHD Board of Health typically hosts a regular meeting on the last Thursday of each month.

SRHD's Mission: As a leader and partner in public health the mission of the SRHD is to protect, improve and promote the health and well-being of all people through evidence-based practices.

SRHD's Vision: Healthy Lives. Safe Environments. Thriving Communities.

SRHD's Values:

- Integrity
- Compassion
- Respect
- Equity
- Collaboration
- Innovation
- Financial Stewardship

Description of Project:

The SRHD is currently seeking proposals for consultant services to facilitate the creation of Spokane Regional Health District's Strategic Plan. SRHD's last strategic plan was a two-year term, from 2019-2021.

Strategic planning is a process for defining and determining an organization's roles, priorities, and direction. A strategic plan sets forth what an organization plans to achieve, how it will achieve it and how it will know if it has been achieved. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department even though department programs may have program specific strategic plans that complement and support the health department's organizational strategic plan.

The strategic planning process is expected to begin in May 2024 and go through December 2024. SRHD envisions the scope of work to be completed in four stages. Work completed in each of the stages will be summarized in a report to the SRHD Board of Health and stakeholder community.

Desired Qualifications

SRHD seeks consultants who demonstrate a strong overall understanding of local public health district structures with



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mission-driven activities, have strong facilitation skills and have proven experience with local public health district strategic planning. Consultants must have knowledge of public health and the use of Public Health Accreditation Board (PHAB) Standards and Measures, specifically Domain 10.1, in the creation of a local public health district strategic plan.

Some key qualifications that will be considered:

- Education (degree(s) and/or certificate(s))
- Experience in successfully developing strategic plans
- Experience working with public health districts
- Experience in the application of the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1 in the creation of a public health district strategic plan
- Knowledge of collective impact or collaborative strategic initiatives
- Strong facilitation skills
- Experience gathering input from diverse stakeholders (board members, staff, partners and other key community partners)
- Experience in creating a neutral environment for obtaining input
- Experience in gathering and utilizing data to drive the strategic process
- Ability to constructively challenge key stakeholders
- Experience in inspiring others to think innovatively
- Project management experience
- Understanding of organizational development approaches for diversity, equity and inclusion
- Budget planning experience
- Knowledge of statewide issues involving public health
- Knowledge of state and federal funding
- Familiarity with using Strengths, Weaknesses, Opportunities, Threats (SWOT) and the Strengths, Opportunities, Aspirations, Results (SOAR) approaches in strategic planning

Scope of Work

The SRHD envisions the scope of work to be completed in four stages. Work completed in each of the stages will be summarized in a report to the BOH and stakeholder community.

Stage 1 – Preliminary Training and Education on Strategic Planning for Governing Body, Executive Leadership Team, and Leadership Team

This stage requires the consultant to prepare the team to understand the process they will be following to help the organization develop their Organizational Strategic Plan.

Completion of Stage 1 must occur prior to June 30, 2024

Stage 2 – Planning Process and Collection of Data

This stage requires the consultant to identify individuals to participate in the strategic planning process and report the following in preparation for the strategic planning session.

Items to be considered:

- Review of SRHD's history, current state in terms of programmatic and funding areas;



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- Conducting interviews, surveys and focus group polling to receive SRHD staff, stakeholder, partner and community input,
- Develop a SWOT and SOAR analysis of SRHD to evaluate opportunities, gaps and/or concerns.
- Identify external trends, events, or other factors that may impact community health or the Health Department,
- Capacity for or enhancement of workforce development, communication, financial sustainability, and information management or technology, and
- The process for selecting strategic priorities.

Stage 3 – Strategic Plan Creation

At this stage the consultant will assist SRHD to identify strategic goals and create an actionable strategic plan. The plan will include:

- An executive summary
- A comprehensive five (5) year Strategic Plan that includes areas such as:
 - Shared Mission and Vision
 - Guiding Principles and Values
 - Strategic priorities
 - Objectives with measurable and time-framed targets
 - Strategies or actions to address objectives
 - Description of how the plan will be monitored, including progress towards achieving objectives, and strategies or actions
 - Linkage with the community health improvement plan, and
 - Linkage with performance management.

Stage 4 – Implementation & Evaluation Follow-Up

This stage requires the consultant to assist SRHD by providing oversight of the implementation and evaluation process. This process should include:

- Develop monitoring and evaluation plan for strategic planning implementation;
- Follow-up session(s) with SRHD leadership to gauge the progress of the implementation at three (3) month intervals after plan delivery;
- Support the gathering of any measures that would give indication of successful implementation.

The deadline for this RFP is April 22, 2024, by 5:00 p.m. (PST). Earlier responses are welcome.

RFP COORDINATOR

All communications, including any requests for clarification, concerning this RFP should be addressed in writing to the following: Kari Grytdal, Procurement & Contracts Manager, via email at kgrytdal@srhd.org. Questions via telephone will not be accepted. All questions to this RFP must be received by April 12, 2024, by 5:00 p.m. Pacific Standard Time. Questions received after this date may not be answered. All submitted questions will be addressed via addendum to the RFP on the SRHD website by April 16, 2024.



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Below is the schedule for the RFP process (which is subject to change):

Date	Description
April 4, 2024	Issue date of RFP and posting to SRHD website
April 12, 2024	Questions Due
April 16, 2024	Addendum posted on website for all questions
April 22, 2024	Proposal submission deadline
April 23 – May 3, 2024	Review by selection committee
May 23, 2024	Board of Health Budget and Finance Committee approval
May 30, 2024	Board of Health Contract Award Approval
May 30, 2024	SRHD Contract Award

Spokane Regional Health District shall have the right to terminate the contract at any time by giving the contractor a thirty. (30) day written notice.

PROPOSAL SUBMISSION REQUIREMENTS

- A. Letter of Interest: Maximum one page, stating the interest in the project, a short introduction of the consultant including a brief description of experience providing similar services to other clients and a clear statement that the Terms and Conditions of this RFP have been read, are understood and agreed to in their entirety and confirming that the information provided in the proposal is accurate. The Letter of Interest should be signed by an authorized representative of the consultant.
- B. The answering of the following questions may not exceed ten (10) pages. The ten (10) page response will **not** include any of the required addendum items. Any response which exceeds this requirement may be marked as nonresponsive and eliminated from the evaluation process.

1. SERVICE, CONSULTANT OVERVIEW, QUALIFICATIONS AND STAFFING DESCRIPTION

Strategic planning is a process for defining and determining an organization’s roles, priorities and direction. A strategic plan sets forth what an organization plans to achieve, how it will achieve it and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. Please describe how the applicant qualifies to provide this service to the SRHD.

Provide a description of applicant experience which demonstrates a minimum of five (5) years of experience in providing the service components listed in the above desired Qualifications and Scope of Work. List any relevant organizations which applicant has assisted in the creation of the strategic plan. Provide contact information for these organizations.

Attach a bio statement for all key consultant personnel who will have a significant role in service delivery (This attachment does not count toward the ten (10) page limit. Bio statements should describe the experience of each consultant personnel, including experience in priority areas of working with public health district and experience in the application of the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1 in the creation of a public health district strategic plan.

Describe the applicant organization’s plan to ensure an adequate number of qualified personnel will be assigned to meet the strategic planning process of the SRHD.



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Please provide a statement that your organization is not debarred, suspended or ineligible to enter into a contract with a public agency.

2. PRELIMINARY TRAINING AND EDUCATION ON STRATEGIC PLANNING FOR GOVERNING BOARD, EXECUTIVE LEADERSHIP AND LEADERSHIP TEAM

Describe the process used by the consultant to identify individuals who are essential to participate in the strategic planning process and how engagement with these individuals will occur.

Describe how the consultant will, in preparation for the strategic planning session a report addressing the following:

- Review of SRHD's history, current state in terms of programmatic and funding areas;
- How the consultant will conduct interviews, surveys and focus group polling to receive SRHD staff, stakeholder, partner and community input,
- Development of a SWOT and SOAR analysis of SRHD to evaluate opportunities, gaps and/or concerns.
- Identification of external trends, events, or other factors that may impact community health or the Health Department,
- Capacity for or enhancement of workforce development, communication, financial sustainability, and information management or technology, and
- The process for selecting strategic priorities.

3. STRATEGIC PLANNING PROCESS AND SUPPORT SERVICES

The Public Health Accreditation Board (PHAB) Measures and Standards, specifically Domain 10.1, require that SRHD's strategic plan follow a very prescriptive process. Please explain how the applicant will implement this process and provide support to the SRHD strategic planning team.

Please provide a summary or overview of the strategic planning process, which must include the steps set forth in the above Scope of Work as well as how the following would be addressed in the strategic plan:


- Identification of SRHD's overall and individual department strengths and challenges
- Identification of external trends, events or other factors that may impact community health or public health departments
- Identification of the consideration of capacity for or enhancement of workforce development, communication, financial sustainability and information management or technology
- The process for selecting strategic priorities

Please provide a detailed description of the activities to be conducted by the consultant to complete the requested scope of work, including:

- The specific activities to be conducted at each stage
- A timeline for the activities at each stage, and
- Milestones and deliverables tied to those activities

4. STRATEGIC PLAN RESULTS

Describe how the consultant will include and meet the following components in SRHD's strategic plan:

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- SRHD’s mission, vision and values
- Strategic priorities
- Objectives with measurable and time-framed targets
- Strategies or actions to address objectives
- Linkage with the community health improvement plan
- Linkage with performance management

5. MONITOR IMPLEMENTATION OF THE STRATEGIC PLAN

A strategic plan sets forth what SRHD plans to achieve as an organization, how it will achieve it and how it will know if it is achieved. To achieve this result regular reviews of the implementation of the strategic plan will ensure that SRHD is on track to meet its’ targets. Please describe how the strategic plan’s implementation, including how progress toward the achievement objectives and strategies is monitored.

Part of the monitoring process of implementation of the strategic plan includes informing the BOH and SRHD leadership and staff on progress toward implementation of the strategic plan. Please describe how the consultant would meet this requirement.

6. STRATEGIC PLAN EXAMPLE(S)

Please provide an example(s) of a strategic plan which was created following the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1.

Provide an outline of the steps that the applicant would follow to ensure compliance with Domain 10.1 of the Public Health Accreditation Board Measures and Standards.

Please describe the processes the applicant would follow to assist the SRHD with the creation of its’ strategic plan.

7. PRICING

Please provide a budget for each stage, task, along with a proposed payment schedule tied to project milestones and/or deliverables.

EVALUATION CRITERIA

A panel of SRHD staff will review the submitted qualifications based on the evaluation factors listed below:

- Service, Consultant Overview, Qualifications and Staffing Description..... Points: 0-5**
The consultant’s qualifications in providing the service components as set forth in the Desired Qualifications and Scope of Work. How qualified the consultant was in working with public health district and experienced in the application of the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1 in the creation of a public health district strategic plan.
- PRELIMINARY TRAINING AND EDUCATION ON STRATEGIC PLANNING FOR GOVERNING BOARD, EXECUTIVE LEADERSHIP AND LEADERSHIP TEAMPoints: 0-5**
The consultant identified individuals who are essential to participate in the strategic planning process and described how engagement with these individuals would occur. Consultant described how in preparation of the strategic



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planning process they would address the areas set forth in Section 2 above.

- c. Strategic Planning Process and Support Services.....Points: 0-20**
The consultant has explained how the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1 prescriptive processes will be implemented in the creation of the SRHD strategic plan. A summary was provided of the strategic planning process which included the steps set forth in the Scope of Work as well as other activities identified in the Strategic Planning Process set forth in Section 2 above. Consultant provided a detailed description of the activities to be conducted including specific activities, timelines, milestones and deliverables.
- d. Strategic Plan Results..... Points: 0-20**
The consultant described how the following components are included in SRHD’s strategic plan: SRHD’s mission, vision values, strategic priorities, objectives with measurable and time-framed targets, strategies or actions to address objectives, linkage with the community health improvement plan and linkage with performance management.
- e. Monitor Implementation of the Strategic Plan..... Points: 0-20**
The consultant described how regular reviews of the implementation of the strategic plan would occur. The consultant described the monitoring process of the achievements and strategies occurs. The consultant described how the requirement of informing the BOH and SRHD leadership and staff would occur.
- f. Strategic Plan Example(s)..... Points: 0-25**
Strategic plan example(s) was/were provided which was created following the Public Health Accreditation Board Measures and Standards, specifically Domain 10.1. Consultant provided an outline of the steps that it would follow to ensure compliance with Domain 10.1. Consultant described processes that it would follow to assist SRHD with the creation of the strategic plan.
- g. Pricing.....Points: 0-5**
Consultant provided a budget for each stage, task, along with a proposed payment schedule tied to project milestones and/or deliverables.

PROPRIETARY INFORMATION / PUBLIC DISCLOSURE


Materials submitted in response to this competitive procurement shall become the property of SRHD.

All received Proposals shall remain confidential until the award of contract is awarded, accepted, signed and posted to our SRHD.org website. Thereafter, the Proposals shall be deemed public records as defined in RCW 42.56, “Public Records.”

Any information in the Proposal that the Applicant desires to claim as proprietary and exempt from disclosure under the provisions of state law shall be clearly designated. Each page claimed to be exempt from disclosure must be clearly identified by the word “Confidential” printed on it. Marking the entire Proposal exempt from disclosure will not be honored.

SRHD will consider an Applicant’s request for exemption from disclosure; however, SRHD will decide predicated upon state law and regulations. If any information is marked as proprietary in the Proposal, it will not be made available until the affected Applicant has been given an opportunity to seek a court injunction against the requested disclosure.

All requests for information should be directed to the RFP Coordinator.

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REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addendum/or addenda will be provided to all who receive the RFP. For this purpose, questions received, and the associated answers shall be provided as an addendum to the RFP.

SRHD also reserves the right to cancel or to reissue the RFP in whole or in part, prior to final award of a contract.

MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

SRHD encourages participation in all its contracts by Applicants certified by the Washington State Office of Minority and Women's Business Enterprises (OMWBE). Applicants may contact OMWBE at 360/664-9750 to obtain information on certified Applicants.

ACCEPTANCE PERIOD

Proposals shall remain in effect for forty-five (45) days for acceptance by SRHD from the due date for receipt of Proposals.

RESPONSIVENESS

The Applicant is specifically notified that failure to comply with any part of the RFP may result in rejection of the Proposal as non-responsive. SRHD also reserves the right, however, at its sole discretion to waive minor administrative irregularities.

COSTS TO PROPOSE

SRHD will not be liable for any costs incurred by the Applicant in preparation of a Proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

REJECTION OF PROPOSALS

SRHD reserves the right at its sole discretion to reject any and all Proposals received without penalty and to not issue a contract as a result of this RFP.

AWARD OF CONTRACT

This RFP does not obligate SRHD to award a contract or to contract for services specified herein.

All contracts that are over \$50,000 must be presented to the Board of Health for approval prior to awarding a contract. The Board of Health has the authority to reject and/or approve all contracts for Spokane Regional Health District.

NOTIFICATION TO APPLICANTS

After an award recommendation has been determined, both successful and unsuccessful Applicants will be notified via email.


DEBRIEFING OF UNSUCCESSFUL APPLICANTS

Upon request, a debriefing conference will be scheduled with an unsuccessful Applicant. Discussion will be limited to a critique of the requesting Applicant's Proposal. Comparisons between Proposals or evaluations of the other Proposals will not be allowed.

CONTRACT TERMS

Business Registration Requirement

Spokane Regional Health District will not award an agreement with any business that does not have a valid Washington State business license.

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Anti-Kickback

No officer or employee of the Spokane Regional Health District having the power or duty to perform an official act or action related to this contract shall have or acquire any interest in the contract, or have solicited, accepted, or granted a present or future gift, favor, service, or other thing of value from or to any person involved in the contract.

Disputes

This contract shall be performed under the laws of Washington State. Any litigation to enforce this contract or any of its provisions shall be brought in Spokane County, Washington.

Non-Discrimination

In the performance of this proposal, the Applicant shall comply with the provisions of Title VII of the Civil Rights act of 1964 (42 USC 20000e), Section 504 of the Rehabilitation Act of 1973 (29 USC 794f), Chapter 49.60 RCW, the Age Discrimination in Employment Act, and the Americans with Disabilities Act (P.L. 101-336), as now or hereafter amended.

Non-discrimination requirements include, but are not limited to:

1. **Non-Discrimination in Employment:** The Applicant shall not discriminate against any employee or applicant for employment because of race, color, sex, religion, national origin, sexual orientation, creed, marital status, age, Vietnam era or disabled veterans' status, or the presence of any sensory, mental, or physical disability. The Applicant shall take affirmative steps to ensure that employees are not discriminated against during employment. Such steps shall include, but are not limited to employment, upgrading, demotion, or transfer; recruitment or selection for training including apprenticeships and volunteers.
2. **Non-Discrimination in Client Services:** The Applicant shall not deny any individual any services to other benefits provided under this Agreement, on the grounds of race, color, sex, religion, national origin, sexual orientation, creed, marital status, age, Vietnam era or disabled veterans' status, or the presence of any sensory, mental, or physical disability.

Liability

The Applicant shall indemnify, defend, and hold harmless SRHD, its officers and employees from all claims, demands, or suits in law or equity arising from the Applicant's negligence or breach or its obligations under the contract. The Applicant's duty to indemnify shall not apply to liability caused by the sole negligence of SRHD, its officers and employees. The Applicant's duty to indemnify for liability arising from the concurrent negligence of SRHD, its officers and employees and the Applicant, its officers and employees shall apply only to the extent of the negligence of the Applicant, its officers, and employees. The Applicant's duty to indemnify shall survive termination or expiration of the contract. The Applicant waives, with respect to SRHD only, its immunity under RCW Title 51, Industrial Insurance.

Insurance Coverage

During the term of the contract, the Applicant shall maintain in force at its own expense, each insurance coverage noted below:

1. Worker's Compensation Insurance in compliance with RCW 51.12.020, which requires subject employers to provide workers' compensation coverage for all their subject workers and Employer's Liability Insurance in the amount of \$1,000,000.
2. General Liability Insurance on an occurrence basis, with a combined single limit of not less than \$1,500,000 each occurrence for bodily injury and property damage. It shall include contractual liability coverage for the indemnity provided under this contract. It shall provide that SRHD, its officers and employees are additional insureds but only with respect to the Firm's services to be provided under this contract; and



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3. Automobile Liability Insurance with a combined single limit, or the equivalent of not less than \$1,000,000 each accident for bodily injury and property damage, including coverage for owned, hired and non-owned vehicles.
4. Professional Liability Insurance with a combined single limit of not less than \$1,000,000 each claim, incident, or occurrence. This is to cover damages caused by the error, omission, or negligent acts related to the professional services to be provided under this contract. The coverage must remain in effect for at least three (3) years after the contract is completed.

NOTE: There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without forty-five (45) days written notice from the Applicant or its insurer(s) to SRHD.

As evidence of the insurance coverages required by this contract, the Applicant shall furnish acceptable insurance certificates to SRHD at the time it returns the signed contract. The certificate shall specify all parties who are additional insured, and include applicable policy endorsements, and the deductible or retention level, as well as policy limits.