



REQUEST FOR PROPOSALS FROM STRATEGIC PLANNING CONSULTANTS

PURPOSE

The Louisiana Rural Health Association (LRHA) has initiated a Request for Proposal (RFP) process to identify qualified consultants to guide and execute an equitable strategic planning process for the organization to inform a three-year strategic plan to achieve the following goals:

- Refine the organization’s mission and vision to align with the current and future rural health environment;
- Solidify the organizational values, guiding principles, and organizational framework;
- Create strategic goals and identify growth opportunities (funding, programs, and member services); and
- Establish performance and success metrics/indicators and desired short-term and long-term outcomes.

ELIGIBLE RESPONDENTS

LRHA is seeking consultants who demonstrate a strong overall understanding of nonprofit structures with mission-driven activities, have strong facilitation skills, and have proven experience with nonprofit strategic planning. In addition, consultants should have knowledge of the rural health, health care and/or related nonprofit landscape with broad reach and programmatic scope. An emphasis on and experience with person-centered, equitable practices is highly preferred.

ABOUT THE ORGANIZATION

The [Louisiana Rural Health Association](#) (LRHA) is a 501(c)(6) non-profit membership organization representing rural healthcare providers across the state of Louisiana. LRHA’s membership consists of a diverse collection of individuals and organizations that share a

common interest in ensuring that all rural communities have access to quality, affordable health care. However, the majority of LRHA's members are/represent rural health clinics, critical access hospitals, or small rural hospitals. LRHA primary staff consists of the Executive Director and one full-time employee. The organization is guided by a volunteer Board of Directors comprised of leaders from among the active membership. LRHA holds a number of contracts with individuals and organizations to carry out programmatic work, which is primarily funded through direct grant funding and indirect grant funding received through sub-award agreements. The organization's work includes serving as an advocate for rural health in Louisiana, encouraging and supporting the development of appropriate health resources for rural communities, and facilitating education and information to support rural providers and patients. LRHA's 2021 annual operating budget was approximately \$660,000.

SCOPE OF WORK & DELIVERABLES

The scope of work includes the following:

- Project management and facilitation,
- Design and execution of a strategic planning process that meets the criteria outlined in this RFP,
- Development of a three-year strategic plan (January 2023 – December 2025), and
- Development of a plan to monitor and evaluate the strategic plan's implementation.

The proposal should include:

- A description of the organization, including expertise and previous experience working similar organizations,
- A project plan that demonstrates a clear understanding of the work to be performed, estimated hours, and other information relevant to the project
- Summary of roles and qualifications of all consulting staff who will be assisting with the project including education, positions held, years and type of experience,
- Time and Cost projections
- References of prior work similar organizations/projects – will be contacted for finalist(s)

PROJECT GOALS

The strategic planning process is expected to begin in June 2022 and continue through September 2022. LRHA has established the following core areas of focus for the Strategic Planning process:

- Brand Refresh (Mission, Vision, Values, Tag Line)
- Pillars of Excellence/Guiding Principles
- Operational Excellence (Governance Structure, Oversight and Accountability)
- Making an Impact (Goals, Metrics/Key Performance Indicators (KPIs)/Success Measures)
- Growth (Funding, Programs, and Member Services)

LRHA envisions the scope of work to be completed in three stages. Work completed in each of the stages will be summarized in a report to the Board of Directors and stakeholder community.

I. Stage I – Pre-Planning

At this stage, the consultant is asked to conduct the following tasks:

1. Review the organization's history, current state of programs and funding, organizational and governance structure, and core background and defining documents.
2. Benchmark LRHA with other state rural health associations and/or other membership organizations with similar missions and priorities.
3. Conduct interviews, surveys, and focus groups to obtain stakeholder, partner, member, and community input.
4. Develop a SWOT analysis of the organization to evaluate opportunities and gaps/concerns.

II. Stage II – Strategic Plan Creation

At this stage, the consultant is asked to work closely with the Executive Director and Board of Directors to identify strategic goals and create an actionable strategic plan.

The plan should include:

1. An executive summary
2. A comprehensive three year strategic plan that includes:
 - a. Updated Mission, Vision, and Values

- b. Guiding Principals/Defined Pillars of Excellence
 - c. Goals aligned with Guiding Principals
 - d. Key Metrics for each Goal
3. Recommendations to meet the following objectives:
- a. Enhance organizational/governance structure and accountability
 - b. Increase organizational membership and value to current members
 - c. Long-term organizational growth (Funding, Programs, and Member Services)

III. Stage III – Implementation and Evaluation Plan Creation

At this stage, the consultant is asked to assist the Executive Director in developing a plan for implementation of the Strategic Plan and evaluation of the implementation.

Implementation and Evaluation Plan should include:

- 1. Timeline and steps for Strategic Plan implementation
- 2. Tools and metrics for monitoring and evaluating the success of the implementation of the Strategic Plan

OWNERSHIP AND CONFIDENTIALITY

All intellectual property will become the property of LRHA. All data remains the sole property of LRHA. The consultant shall agree to keep information related to this process in strict confidence, including, but not limited to, the terms of the contract and any confidential business information or proprietary information that has been gathered on this project.

PROPOSAL FORMAT

I. General Information

The proposal should provide the name of the organization, address, phone number, primary contact email address, and website. The name, role/title, and email address for all team members assisting in the project should also be included.

II. Consultant Qualifications

The proposal must describe the organizations’ qualifications such as work activities, expertise, knowledge, and experience. Experience should include examples of similar work related to strategic planning with similar organizations.

III. Sample Project Plan

The proposal should include a detailed description of the activities to be conducted by the consultant to complete the work.

- Specific activities to be conducted at each stage
- Sample timeline for the activity at each stage
- List of milestones and deliverables tied to the activities
- Sample stakeholder engagement strategies

IV. References

Information regarding each reference should include the organization's name, an individual contact's name, address, phone number, and email address, as well as the date(s) and nature of work provided.

V. Budget

Budget should include proposed payment schedule tied to project milestones and deliverables. **Anticipated budget is \$10,000**

SCORING

Proposals will be reviewed and evaluated on the following criteria:

- Qualifications and Experience (35%)
- Scope of Proposal (25%)
- Project Plan (25%)
- Budget (15%)

SELECTION PROCESS

1. Proposals must be submitted by 5:00PM CST on May 13, 2022 to dhebert@lrha.org.
2. Inquiries concerning this RFP should be directed to Denaé Hebert at dhebert@lrha.org.
3. Conditions of Proposal

All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by LRHA.

4. All proposals received by the deadline will undergo a preliminary screening. Late or incomplete applications will not be accepted for review and rating. Any proposal may be disqualified if it deviates from the submission instructions in the RFP.

5. Reservation of Rights

LRHA reserves the right to request or negotiate changes in a proposal, to accept all or part of a proposal, or to reject any or all proposals. LRHA may, at its sole and absolute discretion, select no provider for these services if, in its determination, no applicant is sufficiently responsive to the need. LRHA reserves the right to withdraw this Request for Proposal (RFP) and/or any item within the RFP at any time without notice. LRHA reserves the right to disqualify any proposal which does not adhere to the RFP guidelines. This RFP is being offered at the discretion of LRHA and does not commit LRHA to award any contract.

6. Confidentiality

If the bidder deems any material submitted to be proprietary or confidential, the bidder must indicate this in the relevant sections of the response.

7. Ineligibility

Organizations that are owned or managed by any of the following are not eligible to submit a proposal:

- LRHA employees and their family members
- LRHA Board members and their family members

8. Selection

LRHA shall seat a Strategic Planning Committee to review and score all qualifying RFP proposals. After preliminary rating and ranking of proposals, interviews may be scheduled with finalists, particularly if two or more proposals are closely rated and/or more information is needed. References will be contacted for finalist(s).

The final selection will be made upon recommendation of the Committee and is not subject to appeal. All applicants will receive written notification of the decision regarding their proposal.

Additional information may be required from the selected applicant prior to the awarding of the project. Any information withheld or omitted, or failure to disclose any history of deficiencies shall disqualify the applicant from award of the project and/or contract.

LRHA reserves the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need.

In the event that no proposal is selected, LRHA may elect to either not develop the service pending further analysis of alternatives to meet the expressed need, or to issue a new RFP to attempt to expand the pool of potential respondents.

TIMELINE

April 18, 2022: RFP Release Date

May 13, 2022, 5:00PM CT: Deadline for Proposal Submission

May 16 – 18, 2022: Review of Proposals

May 19 - 20, 2022: Interviews with Highest-Ranking Applicants, if applicable

May 23, 2022: Notice of Selection to Applicants

June 1, 2022: Anticipated Contract Start Date

September 30, 2022: Submission of Final Strategic Plan for Board of Directors Approval