



Request for Proposal
Strategic Plan Project Manager Consultant

June 21st, 2019

Request For Proposal Timeline	
Friday June 21, 2019	Request for Proposal available online at www.bphc.org at 5:00pm
Wednesday June 26, 2019	Questions are due in writing by 12:00 PM to Jennifer Lo JLo@bphc.org Subject: Strategic Plan Project Manager Consultant
Monday, July 1, 2019	Responses to questions will be posted by 5:00 PM on www.bphc.org
Friday, July 12, 2019	Proposal due by 5:00 PM to Jennifer Lo JLo@bphc.org
Friday July 19, 2019	Notification of Decision: Desired date for notification of award to proposer, however, BPHC has the discretion to extend this date without notice. The contract(s) results from this RFP shall be in effect when all necessary contract documentation is fully executed by BPHC and awarded vendor(s).
Monday, August 5, 2019	Contract Period Begins

Overview

The Boston Public Health Commission (BPHC) is the local public health department for the City of Boston. BPHC's mission is to protect, preserve, and promote the health and well-being of all Boston residents, particularly the most vulnerable populations. BPHC programs are grouped into six Bureaus, which are supported by administrative and other support offices (Public Health Services Centers).

To continually provide community-based, emergency, and preventative health services, foster community engagement, further policy and research development, BPHC works to fully understand and address the upstream factors and social determinants of health and determine how to promote health and well-being.

A strategic plan aligns personnel, resources, policies, and practices for a united vision for the future of a health department according to the Public Health Accreditation Board requirements (Standard 5.3). Looking towards the future, local health departments across the country are moving towards a new framework, Public Health 3.0¹, where leaders serve as Chief Health Strategists, partnering across multiple sectors and leveraging data and resources to address social, environmental, and economic conditions that affect health and health equity. As a leading health department, BPHC strives to build on this reputation by continuing to innovate and accelerate its efforts around advancing racial justice and health equity, investing in its workforce, using data to promote effective policies/programs, and strengthening strategic collaborations.

¹ DeSalvo KB, Wang YC, Harris A, Auerbach J, Koo D, O'Carroll P. Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21st Century. *Prev Chronic Dis* 2017;14:170017

Boston Public Health Commission's [2019 - 2021 Strategic Plan](#) was developed through an inclusive process which resulted in the development of four priority areas: Racial Justice and Health Equity; Workforce Development; Informatics and Data; and Collaborative Partnerships. Additionally, an action plan was included to prioritize year 1 implementation activities. The goals, strategies, and activities will guide internal organizational practices to build on the health department's ability to meet pressing health issues and trends.

Scope of Service

BPHC seeks a consultant to provide project management support for the ongoing monitoring and implementation of the first year of the strategic plan. The plan is intended to:

- Inspire BPHC employees as they work to improve the health of communities they serve;
- Provide a three-year road-map to strengthen BPHC's profile as an innovative leader in governmental public health; and
- Build on a foundation that is rooted in racial justice and health equity.

The consultant will work closely with the BPHC Executive Office, Office of Accreditation and Quality Improvement, and a leadership committee that is organized to facilitate the implementation of the strategic plan.

The consultant shall conduct the following:

- Develop a project management plan using the year 1 action plan that includes key activities, measures, and benchmarks;
- Create and implement a process for monitoring implementation activities;
- Align and manage the project management plan with an existing performance management system that was recently purchased by BPHC;
- Collaborate with priority area leads, their implementation teams, and other key stakeholders to understand their needs as it relates to plan implementation and tracking;
- Provide project management support to priority area leads as they facilitate BPHC staff focus groups to gather feedback on different aspects of the plan implementation;
- Facilitate monthly meetings with Strategic Plan Leadership Team;
- Prepare monthly and quarterly implementation reports for different audiences, including BPHC Executive Office, Board of Health, etc.;
- Develop a summary report of the first-year implementation efforts;
- Facilitate year 2 action planning retreat;
- Develop a final report with second- and third-year recommendations;

Time Line Deliverable Schedule

Task	August 2019	Septem ber 2019	Oct 2019	Feb 2020	April 2020	June 2020
Onboarding (major document review, meeting with key stakeholders) <i>Estimated 40-50 hours</i>						
Second quarter summary report <i>Estimated 15-20 hours</i>						
Third quarter summary report <i>Estimated 15-20 hours</i>						
Facilitate Action Planning for Year 2 <i>Estimated 25-30 hours</i>						
Year 1 Implementation Annual Report <i>Estimated 30-35 hours</i>						
Year 2/3 Recommendations/ Final Report <i>Estimated 20-25 hours</i>						

Qualifications

Qualified respondents must meet the following requirements:

- Demonstrated experience in implementing project management plans that meet major milestones and deliverables on or before deadlines.
- Demonstrated experience in leading diverse staff with complex, multi-system/program project management plans.
- Five to seven years of experience with implementing, monitoring and evaluating strategic plans.
- Experience facilitating inclusive, collaborative processes including direct experience working with and engaging senior leaders, staff and other key stakeholders.

Period and Time of Performance

- Services are expected to be performed on or about August 5, 2019 through June 30, 2020.
- Hours of Service shall be between 9:00 AM – 5:00 PM, Monday through Friday (hours may vary)

Proposal Requirements

Proposal must consist of the following:

- Justification addressing qualifications and proposals for approaches to the work.
- Resume(s) for all proposed personnel for the project.
- Detailed budget for period of performance must include costs specific to activities and deliverables within the scope of service including hourly rate, travel, and other related expenses. Alternatively, potential vendors may submit fixed total budget for total contract period.
- Two sample reports of implemented workplan, or other example of relevant work conducted by the respondent
- Format must be in Times New Roman, 1.5-line spacing, 12-point font, and not to exceed three pages.

Submission Instructions

Qualified respondent must submit proposal as a single PDF file via email to:

Jennifer Lo, MD
Medical Director
Boston Public Health Commission
JLo@bphc.org

Proposals must be received no later than 5:00 PM Friday July 12, 2019