

## Request for Proposal

**Project Name:** 2023-2027 Five-year Strategic Plan  
**Organization Name:** Ledge Light Health District  
**Address:** 216 Broad St, New London, CT 06320  
**Procurement Contact Person:** Stephen Mansfield  
Director of Health  
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### **Introduction**

Ledge Light Health District (LLHD) is the local health department for East Lyme, Groton, Ledyard, Lyme, New London, North Stonington, Old Lyme, Stonington, and Waterford, Connecticut. From restaurant inspections to smoking cessation classes, we work hard to promote healthy communities and prevent disease, illness, and injury.

Collaboration is a cornerstone of our work – we pursue our mission by partnering with our colleagues in our member municipalities, the Connecticut Department of Public Health, local school districts, and numerous community agencies. Most importantly, we grow our work through the feedback and involvement of the community residents we serve.

### **Project Goals and Scope of Services**

LLHD is seeking an expert consultant to project manage and facilitate a comprehensive strategic planning process culminating in the delivery of a 2023-2027 five-year strategic plan.

The project management and facilitation should include:

- A clear workplan that outlines workstreams, milestones, and deadlines, and is kept up to date as the project evolves.
- At least bi-weekly engagement with key staff from LLHD. These may take the form of one-on-ones, workshops, etc. with the expectation that the consultant will set and communicate the agenda, share any pre-reading material at least 24 hours ahead of time, and be accountable for following up on outstanding next steps.
- Select engagement, as approved by LLHD staff, with community clients and partners.
- Additional engagement via surveys, interviews, or focus groups.

The strategic plan should include:

- A situation analysis, possibly in the form of a SWOT analysis and including options to pursue opportunities or overcome threats.
- Updated (as needed) mission, vision, values/operating principles, goals/priority areas, and objectives.

- A clear action plan including action items, prioritization, ownership delegation, deadlines, and outcomes/a plan for monitoring progress.

All content to be delivered in a clear, concise, and publishable document.

#### **Anticipated Selection Schedule (all Eastern Standard Time)**

- Accepting clarifying questions until 5pm, August 12, 2022.
- Commitment to respond to clarifying questions by 5pm, August 19, 2022.
- **Accepting proposals until 5pm, August 31, 2022.**
- Review and approval by LLHD Board of Directors by September 8, 2022.
- Contract negotiation, drafting, and signing by both parties by September 30, 2022.
- Work commences by October 14, 2022.

#### **Time and Place of Submission of Proposals**

Complete proposals must be emailed to [smansfield@llhd.org](mailto:smansfield@llhd.org) by **5pm, August 31, 2022.**

#### **Timeline**

The proposal should clearly explain the phases and milestones of the project between October 14, 2022 and March 10, 2023. The Board of Directors will approve the final deliverable at their May board meeting with the goal of publishing the plan in May/June of 2023.

(Any consultants in the public health space will understand the COVID-19 pandemic has been an unprecedented period for public health districts like LLHD. While we hope there will be a relative return to a steady state during the proposed period of this strategic planning process, some flexibility may be needed in the timeline to adapt to unplanned challenges as they arise.)

#### **Elements of Proposal**

- Contact details.
- Introduction/background.
- Overview of the proposed strategic planning process (ideally including high-level workplan).
- Overview of proposed strategic plan deliverables.
- Staffing and timeline.
- Overall cost as well as a breakdown of how this would be apportioned across specific deliverables and/or phases.
- Consultant biography/resume.

#### **Evaluation Criteria**

- Demonstrated experience developing strategic plans for health districts in Connecticut  
Will also consider proposals with demonstrated experience developing strategic plans for other public services in Connecticut, non-profit human services agencies in Connecticut, and/or health departments beyond Connecticut.

- Demonstrated experience and attention to equity throughout the strategic planning process.
- Clarity of proposed strategic planning process and strategic plan deliverables.
- Timeline adherence to LLHD deadlines.
- Demonstration of best value (while cost is important, selection will not be necessarily determined by the lowest price from a qualified bidder).
- References from two strategic planning clients from the last three years.

**Additional Provisions**

- LLHD reserves the right to request any one or all firms to make oral presentations during the evaluation process. Not all firms may be asked to make oral presentations.
- LLHD shall not reimburse any potential consultant for costs associated with preparations of this proposal.