



## RFQ 2026-01 STRATEGIC PLANNING CONSULTING SERVICES

### REQUEST FOR QUOTATIONS FOR

### STRATEGIC PLANNING CONSULTING SERVICES

### FOR THE

### CUYAHOGA COUNTY BOARD OF HEALTH

**Date Issued: January 29, 2026**

#### Project Overview

The Cuyahoga County Board of Health (CCBH) seeks a qualified consultant to provide planning and technical assistance services for the development of a strategic plan.

CCBH last underwent a strategic planning process in 2023. The agency's current 2024-2026 strategic plan was released following that planning process. Strategic planning is needed across the department to ensure CCBH continues meeting its mandate as a local health department, is utilizing public resources responsibly, and is prioritizing areas of work with the greatest potential for impact in our community.

Our goal is to develop a comprehensive, three-year strategic plan including staff, leadership, stakeholder and community input.

CCBH will consider proposals up to \$30,000.

#### Duration of Services

The Cuyahoga County Board of Health is seeking services for a six-month period commencing on or about April 1, 2026.

#### Scope of Work

CCBH is seeking a consultant that will help the department produce a robust, thorough, and quality three-year strategic plan and accompanying action/implementation plan.

To promote full participation, the consultant should be familiar with the work of local public health departments, the issues facing the Greater Cleveland community, health equity issues and social determinants of health. In the proposal, the contracted agency needs to describe expertise in creating an environment of open communication, respect and participation.

#### Deliverables

The following are required elements of the CCBH strategic plan:

- Alignment with the agency's current mission, vision and values
- A set of strategic goals for CCBH with clear and actionable objectives, and performance measures (i.e. KPIs) of success
- Health equity considerations at all levels
- Must describe appropriate linkages with the Cuyahoga County Community Health Improvement Plan (CHIP)
- Resources required to implement this plan while maintaining current programs/initiatives at a high functional level
- An implementation/action plan
- Annual progress/revision methodology that reprioritizes goals and objectives in alignment with new information e.g., Public Health Accreditation Board (PHAB) reaccreditation standards

CCBH utilizes Results-Based Accountability (RBA) as its performance management system. RBA is a disciplined way of thinking and taking action that can be used to improve the quality of life in communities, cities, states, and even nations. It can also be used to improve the performance of programs, agencies, and services systems.

RBA starts with the ends and works backward, step by step, to the means (i.e., the methods or strategies to be used to achieve these results). It utilizes a data-driven, transparent decision-making process called *Turn the Curve Thinking*. RBA incorporates two levels of accountability, which allows it to be used both to achieve population-level improvements in health and well-being and to agency-level improvements in services and programs.

CCBH utilizes Clear Impact software to monitor and report on performance measures and will use this software as part of the accountability plan for the agency's strategic plan.

CCBH will provide the facilities for the strategic planning process. This includes office space when on-site work is necessary. The department is equipped for multi-media presentations in several meeting spaces. The consultant will need to provide additional equipment, supplies, software or other tools needed to facilitate the process. CCBH expects on-site sessions to be included in the proposal but leaves the determination of the number of sessions and format of the sessions to the consultant.

## **Department background**

CCBH is a local health department with approximately 185 employees, serving 58 communities with a population of more than 850,000 people. CCBH and its staff, have a long history and a strong commitment to working with our partners to create the conditions in which all people who live, learn, work, and play in Cuyahoga County have the opportunity to be healthy.

## **Information requested from consultant**

The following items listed below must be included with all quotes, for quotes to be considered.

- Business information including establishment date and years of experience performing work of this nature, business location and any diverse vendor certifications (MBE, WBE, VBE, etc.), if applicable
- Identify how deliverables will be met including project timeline
- List skills and qualifications including RBA certification or Clear Impact certification, if applicable
- One to two paragraphs telling us why you or your company is the best fit for this job
- Pricing document – Include your cost/rates for planning, technical assistance and facilitation services, a timeline indicating the number of days/hours you anticipate needing, and an estimate for travel related expenses, if applicable.
- Samples of work for similar government agency projects and at least three references (CCBH form attached)

The selected consultant shall facilitate the development of the Strategic Plan using a framework that supports the development of performance measures in the RBA format. The strategic planning process shall incorporate population accountability, performance measures, data-informed decision-making, and continuous quality improvement principles consistent with PHAB Standards and applicable to local health departments. Consultants should demonstrate experience applying RBA principles, or similar performance measurement methodologies, in local government, public health, or comparable public sector settings.

### **Information about the selection of the consultant**

Proposals will be reviewed by a team of individuals consisting of CCBH leadership and staff members, to determine if the proposal adequately addresses the elements of the RFQ. Based on this review, and as part of the selection process, prospective consultants may be asked to engage with members to answer questions they may have associated with the proposal.

### **Insurance Requirements**

During the full term of the contractual agreement, the contractor shall have in effect and maintain such insurance as defined herein. Where applicable, to be determined by the Board's General Counsel, the applicable insurance shall name the Board and its employees as a co-insured or additional insured.

This insurance shall protect the contractor, the Board and its employees and any subcontractor performing work covered by the contractual agreement against: 1) general auto liability claims; 2) professional liability claims; 3) personal injury claims; 4) accidental death claims; 5) property damage claims; 6) economic loss claims; 7) general liability claims; and such other types of claims including but not limited to D&O, employee dishonesty, workers compensation claims which may arise from operations under the contractual agreement whether such operations be by the contractor or by any subcontractor or by anyone directly or indirectly employed by either of them.

An exact copy of such insurance policy or policies and any declarations pages shall be made available to the contracting authority for review at or before the time of execution of the contract.

Such insurance shall include coverages for general liability, professional liability (where deemed necessary), workers' compensation, D&O coverage and employee dishonesty (if deemed applicable) in such reasonable and adequate amounts as shall be determined by the General Counsel at the time of negotiation of the contract.

### **Submission of Quotes**

Quotation documents are due by Friday, February 20, 2026 at 4:30 p.m. Please note that late or incomplete submissions will not be considered.

Documents may be submitted in-person, by mail, or email to the following:

Cuyahoga County Board of Health  
Attention: Rebecca Burke, Director of Organizational Development  
5550 Venture Drive  
Parma, Ohio 44130  
(216)201-2001 ext. 1101  
[bburke@ccbh.net](mailto:bburke@ccbh.net)

## REFERENCE SHEET

**INSTRUCTIONS:**

List a minimum of three (3) organizations to whom you have provided like services to that being requested in the specification. Provide all data requested below for each reference listed. Use additional sheets if desired.

<b>ORGANIZATION'S NAME:</b>		<b>CONTACT PERSON'S NAME:</b>
<b>ORGANIZATION'S FULL ADDRESS:</b>		<b>CONTACT PERSON'S TELEPHONE NUMBER:</b>  <b>DATE SERVICE(S) PROVIDED:</b>
<b>SPECIFY THE SERVICES PROVIDED:</b>		
<b>ORGANIZATION'S NAME:</b>		<b>CONTACT PERSON'S NAME:</b>
<b>ORGANIZATION'S FULL ADDRESS:</b>		<b>CONTACT PERSON'S TELEPHONE NUMBER:</b>  <b>DATE SERVICE(S) PROVIDED:</b>
<b>SPECIFY THE SERVICES PROVIDED:</b>		
<b>ORGANIZATION'S NAME:</b>		<b>CONTACT PERSON'S NAME:</b>
<b>ORGANIZATION'S FULL ADDRESS:</b>		<b>CONTACT PERSON'S TELEPHONE NUMBER:</b>  <b>DATE SERVICE(S) PROVIDED:</b>
<b>SPECIFY THE SERVICES PROVIDED:</b>		