



REQUEST FOR PROPOSAL

Strategic Planning Consulting Services

Introduction

Wasatch Homeless Healthcare, dba Fourth Street Clinic is seeking proposals from qualified consultants to assist with the development of a comprehensive strategic plan that will guide its direction over the next 3 to 5 years. It is critical that consultation services begin prior to September 2021.

The successful consultant must have recent experience and understanding of the non-profit sector in general, specific experience with community health centers is preferred. The successful consultant will also have extensive strategic planning experience including the ability to coordinate and facilitate the planning process, understand internal and external stakeholder interviews, and create strategic planning documents that are measurable.

Schedule of Events

The following schedule is provided for planning purposes only. Fourth Street Clinic may alter this schedule at any time.

A.	Issue Request for Proposal	April 2, 2021
B.	Deadline to Receive Proposals	May 3, 2021
C.	Initial Interviews	May 19 th -20 th
D.	Presentation to Selection Committee	May 27 th , 2021
E.	Second Interviews (if needed)	June 1 st to the 4 th
F.	Awarding of Proposal	June 7, 2021

Organizational Background

Fourth Street Clinic's mission is to help Utahns experiencing homelessness improve their health and quality of life by providing high quality health care and support services. Fourth Street Clinic began in 1988 as a triage clinic with one part-time nurse; the clinic relied on hospitals for patient treatment. Today, it operates with nearly 75 people on staff with an annual cash budget of \$9.18 million. Comprehensive health care was delivered to 4,577 homeless men, women, and children in 2020 with 19,424 in person visits and 3,199 virtual visits totaling 22,623. The pharmacy at Fourth Street Clinic dispensed 31,442 prescriptions last year.

Fourth Street Clinic is a Federally Qualified Health Center (FQHC) recipient through the Bureau of Primary Health Care and the Health Resource and Services Administration of the



United States Department of Health and Human Services. Additionally, Fourth Street Clinic is designated as a homeless health center, mandating that at least 75% of our patients are homeless.

As an FQHC community-based organization, Fourth Street Clinic provides comprehensive primary care and preventive care, oral health, mental health/substance abuse services, pharmacy services, and a variety of specialty care services to persons of all ages, regardless of their ability to pay or health insurance status. Fourth Street provides services through two approved sites – a fixed facility, located at 409 W. 400 S., in downtown Salt Lake City and a mobile clinic.

Fourth Street Clinic's board consists of 16 individuals from throughout the community and meets on a monthly basis. Fourth Street Clinic also maintains a Consumer Advisory Board that includes patients and other individuals in the community who are currently experiencing homelessness or transitioning out of homelessness, which meets monthly.

Scope of Services

It is expected that the consultant will be responsible for providing expert advice and facilitation throughout the project and the following deliverables at a minimum:

1. Project coordination including regularly meeting with the senior leadership and the Executive Committee of the Board providing status updates to keep the project on schedule.
2. Conduct interviews with key stakeholders including the Board of Directors, leadership staff, and other key community partners as identified by Fourth Street Clinic.
3. Complete an assessment and environmental scan including reviewing existing and relevant plans and documents and identifying patterns that are applicable.
4. Facilitate a thorough analysis of the organization's strengths, weaknesses, threats, and opportunities.
5. Facilitate meetings and assist discussions and decision-making ensuring conversations are productive and oriented towards creating a shared future and vision for Fourth Street Clinic.
6. Develop a comprehensive Strategic Planning document that includes an administrative plan for operationalization.



Proposal Requirements

Address the following topics in the proposal not to exceed 15 pages.

1. Project Understanding.
2. Project approach including significant activities, deliverables, and describe your proposed process. Include duties you would perform and those you expect to be completed by Fourth Street Clinic.
3. Project Timeline.
4. Cost proposal fees and expenses for consulting services.
5. Consultant capabilities, including experience with similar organizations; experience with federally qualified health centers; experience in the Salt Lake City community; and any other relevant experience.
6. Consultant background (Biography or resume detailing experience with similar projects. If more than one consultant would be on the project team, provide information for each individual).
7. References—complete contact information of three references from the past three years.

Proposal Evaluation

Proposals will be evaluated in the following manner:

1. Demonstration of the understanding of project goals and objectives (5 pts)
2. Project Approach (25 pts)
3. Project Timeline (15 pts)
4. Prior relevant experience (15 pts)
5. Background and Experience of the Project Team (15 pts)
6. References (10 pts)
7. Project Cost (15 pts)

Respondents may submit additional information or sample consulting products limited to no more than three additional attachments.

Questions/Clarifications Contact Christina Duran at cduran@fourthstreetclinic.org
Written updates, clarifications, and answers will be posted on our website.

Proposal Submissions are due no later **than Monday, May 3, 2021 at 5:00 pm MST** in electronic form only to cduran@fourthstreetclinic.org