

## **STRATEGIC PLANNING AND COMMUNITY NEEDS ASSESSMENT RESPONSE TO RFP QUESTIONS**

- 1. Do you have a budget range (maximum) that we need to stay within?**
  - a. Each responder should include a detailed budget proposal in their submission, outlining all projected costs and deliverables. This will help us assess alignment with our available resources.
  
- 2. What is the timeline (start and desired completion) for this work?**
  - a. The projected project timeline is December 2024-April 2025.
  
- 3. Are interactions with staff, community and board in person or virtual?**
  - a. Interactions with staff, board, community and other stakeholders should have a hybrid approach with a balance of in-person and virtual options. This aspect of the project will be discussed in more detail during contract negotiations.
  
- 4. We are assuming that the strategic plan should be comprehensive of an actionable implementation plan that includes strategies for BOTH NorthPoint Health & Wellness Center Incorporated, the nonprofit organization, and NorthPoint Health & Wellness Center, the Hennepin County care clinic. Is this correct?**
  - a. Given the “One NorthPoint” approach, the plan should include actional steps that reflect shared goals and objectives. Ideally the strategic plan should encompass strategies tailored to both entities, coordinated under one implementation plan that aligns efforts across the organization.
  
- 5. Is it correct that you have one Board that provides oversight to the nonprofit and care clinic, which is your Community Board?**
  - a. Yes, NorthPoint Health & Wellness Community Board provides oversight and sets the direction for the organization.
  
- 6. Are there any challenges that NorthPoint is facing that you want to make sure are addressed by the strategic plan? If so, what are they?**
  - a. The strategic plan along with the community needs assessment will assist us in identifying and prioritizing any emerging challenges and opportunities.

- 7. Have you encountered challenges in the past when attempting to engage the community? If so, what types of challenges have you encountered so that we can plan alternate engagement strategies?**
  - a. Part of the goal in this strategic planning process is to explore various methods of engagement that is guided by NorthPoint's experience and the consultant's expertise.
  
- 8. Do you have a current strategic plan? If so, when was it last updated and are you on track with the actionable strategies contained within that document?**
  - a. Yes, NorthPoint's current strategic plan has been in place since 2018. No substantive updates have been completed since 2020.
  
- 9. What is the selection process timeframe? What are the major steps and milestones in the process?**
  - a. The vendor selection process outlined below should take approximately 30 days to complete. All timelines are subject to change.
    - i. Acceptance and initial review of vendor proposals
    - ii. Vendor Interviews
    - iii. Final Evaluation and Consultant Selection
    - iv. Contract Negotiations and Notification to all respondents
    - v. Project kickoff
  
- 10. Who will the selected consultant be contracting with? Hennepin County or NorthPoint's 501(c)3 nonprofit?**
  - a. The NorthPoint Community Board will select the consultant with the contract being managed by NorthPoint Health & Wellness Center, Inc.
  
- 11. What are the names of the northern suburban counties that are within NorthPoint's service area?**
  - a. NorthPoint's primary service area includes North Minneapolis and the first-ring suburbs of Hennepin County that are in a 5-15 mile radius of the NorthPoint main campus.
  
- 12. What is the total number of employees for the whole organization?**
  - a. NorthPoint has approximately 320 employees for the whole organization. The majority of the employees work in the clinic.

**13. Please describe your top three objectives for the community needs assessment. When was the last time a needs assessment was conducted? And, would Hennepin County data (in addition to NorthPoint's specific utilization data) be available to the consultants?**

- a. The community needs assessment provides an opportunity for a comprehensive understanding of community's priorities. Through the community needs assessment we aim to engage the community in a meaningful way to gather data that supports NorthPoint's short and long term strategies.
- b. This will be the first time NorthPoint has conducted a community needs assessment
- c. Publicly available Hennepin County and NorthPoint specific data can be made available to the successful consultant.

**14. Are patients/guests regularly asked to share their satisfaction with NorthPoint services for review by NorthPoint leadership? Would this data be available for the planning project?**

- a. Yes, patients/guests regularly share their satisfaction with NorthPoint services, however it is not comprehensive to the entire organization. Information is reviewed at least annually with leadership.
- b. Specific patient/guest data may be made available to the successful consultant.

**15. How do board and staff leadership intend to use the resulting strategic plan? As part of budget decisions? As part of capital planning? etc.**

- a. The resulting strategic plan will be used as a framework for future operational, budgetary, programmatic and organizational decisions and planning efforts, supporting alignment across the organization.

**16. How do board and staff leadership envision how strategic plan indicators are integrated with organization's KPIs?**

- a. The board and staff envision the strategic plan being used as a complimentary tool to align with and enhance NorthPoint's organizational key performance indicators (KPIs). The goal is to create a cohesive approach where strategic priorities are reflected in measurable outcomes, supporting ongoing progress and ensuring alignment.

**17. What specific outcomes does NorthPoint hope to achieve through this strategic planning and needs assessment process? What does success look like at the end of this project?**

- a. Through the strategic planning process and community needs assessment, NorthPoint aims to develop a comprehensive actionable plan that aligns with our "One NorthPoint" approach, integrating both the nonprofit and clinical components. NorthPoint seeks to identify and prioritize community needs,

establish clear, data-driven objectives and develop a cohesive implementation plan that guides organizational decisions and enhances program effectiveness.

- b. Ultimately, the project's success will be marked by a strategic plan that empowers NorthPoint to meet its mission of partnering to create a healthier community.

**18. Are there key performance indicators (KPIs) or benchmarks NorthPoint envisions tracking to measure the success of both the strategic plan and community engagement efforts?**

- a. Not at this time. NorthPoint is currently developing the infrastructure to create and track KPIs.

**19. Has NorthPoint conducted similar strategic planning, or community needs assessments in recent years? If so, what were the strengths and areas for improvement identified from those initiatives?**

- a. NorthPoint has not conducted similar strategic planning, or community needs assessments in recent years.

**20. How did the organization previously engage the community in strategic planning? Are there best practices or lessons learned NorthPoint would like to continue or adjust in this process?**

- a. NorthPoint has not previously engaged the community in strategic planning.
- b. Part of the goal in the strategic planning and community needs assessment processes is to explore various methods of engagement that is guided by NorthPoint's experience and the consultant's expertise.

**21. How comprehensive should the community needs assessment be regarding geographic scope, stakeholder variety, and data collection?**

- a. The community needs assessment should be comprehensive in scope, covering the geographic areas where NorthPoint provides services, with particular emphasis on the social determinants of health and disparities. Stakeholder engagement should be broad, including diverse community members, partner organizations, governmental agencies, donors, patients, participants and others essential to understanding community needs and perspectives.
- b. Data collection should be multi-faceted, drawing on qualitative and quantitative data, reflecting a comprehensive view of the community's assets and needs.

**22. To what extent does NorthPoint expect the needs assessment to focus on quantitative data collection versus qualitative insights from community voices?**

- a. Data collection should be multi-faceted, drawing on qualitative and quantitative data, reflecting a comprehensive view of the community's assets and needs.

- 23. Could you provide guidance on the geographic scope and demographic diversity NorthPoint aims to capture in the community needs assessment? Are there specific population segments or stakeholders that are a priority?**
- a. NorthPoint serves a culturally and racially diverse community within our primary service area of North Minneapolis and first-ring suburbs of Hennepin County that are in a 5–15-mile radius of the NorthPoint main campus.
- 24. Are there any existing data or partnerships NorthPoint can provide to support the needs assessment?**
- a. Specific patient/guest data may be made available to the successful consultant. Publicly available Hennepin County and NorthPoint specific data can be made available to the successful consultant.
- 25. What resources (e.g., existing data, partnerships) does NorthPoint currently have in place to support the needs assessment and strategic planning phases?**
- a. Publicly available Hennepin County and NorthPoint specific data can be made available to the successful consultant. Executive level staff will be available to answer questions and assist with connecting the successful consultant to data sources.
- 26. Are there any budgetary or timeline constraints that might influence the scope or depth of community engagement or analysis?**
- a. Each responder should include a detailed budget proposal in their submission, outlining all projected costs and deliverables. This will help us assess alignment with our available resources. The projected project timeline is December 2024-April 2025.
- 27. Could you clarify NorthPoint’s expectations regarding the level of facilitation and direct involvement with NorthPoint’s Board and leadership throughout the strategic planning process?**
- a. Interactions with staff, board, community and other stakeholders should have a hybrid approach with a balance of in-person and virtual options. This aspect of the project will be discussed in more detail during contract negotiations.
- 28. What type of deliverable format does NorthPoint prefer for the final strategic plan (e.g., a formal document, presentation, or interactive workshop)?**
- a. The successful consultant should prepare to deliver a formal written document and interactive presentation to executive leadership and the community board. This aspect of the project will be discussed in more detail during contract negotiations.

**29. What level of interaction does NorthPoint expect between our coaching/consulting team and its leadership or Board during the project?**

- a. NorthPoint envisions regular interactions with executive leadership and the board at key stages of the project. Day to day interactions will primarily involve NorthPoint's leadership, the board will likely engage during significant project milestones.

**30. How does NorthPoint currently define and measure success in culturally responsive engagement? Are there specific community engagement practices NorthPoint values or prefers?**

- a. NorthPoint defines success in culturally responsive engagement by delivering integrated, holistic health and human services that honor and address the diverse cultural needs of the people we serve.
- b. Part of the goal in this strategic planning process is to explore various methods of engagement that is guided by NorthPoint's experience and the consultant's expertise. NorthPoint values creating environments that respect and embrace cultural differences, ensuring each individual's contributions are honored.

**31. Are there any community partnerships or organizations NorthPoint suggests for facilitating culturally responsive engagement for this project?**

- a. NorthPoint encourages consultants to utilize their networks to support their proposals.

**32. Are there specific phases or deliverables NorthPoint considers non-negotiable in terms of deadlines within the timeline?**

- a. NorthPoint values a collaborative approach that adheres to a mutually agreed upon timeline to ensure the project progresses in a timely manner. Key milestones will help to maintain alignment with the overall project objectives and will be discussed in detail during contract negotiations.

**33. What level of flexibility is there in the timeline if the project requires additional time to ensure quality data collection and analysis?**

- a. NorthPoint values a collaborative approach to project management. During contract negotiations, key milestones will be established, which will be reviewed and adjusted as the project progresses, allowing for any necessary mutually agreed upon changes.

**34. Does NorthPoint have a preferred pricing structure (e.g., hourly rate, day rate, project-based pricing)?**

- a. Each responder should include a detailed budget proposal in their submission, outlining all projected costs and deliverables. This will help us assess alignment with our available resources.

**35. Are there budgetary constraints that we should be aware of when developing our approach and timeline?**

- a. Each responder should include a detailed budget proposal in their submission, outlining all projected costs and deliverables. This will help us assess alignment with our available resources.

**36. What are NorthPoint's main criteria for selecting a partner for this project beyond what is listed in the Scoring Criteria?**

- a. What is listed in the scoring criteria is what will be used for vendor selection.

**37. Can you confirm the project timeline expectations and any potential flexibility in phase deadlines?**

- a. The projected project timeline is December 2024-April 2025.

**38. Beyond confidentiality, are there any specific expectations around data handling, access, or reporting of findings to maintain NorthPoint's standards?**

- a. NorthPoint expects data handling to follow best practices for data security and integrity, ensuring that all data, especially any sensitive or community specific information is stored, accessed and managed securely. NorthPoint expects that access to data is limited to relevant project team members and that any data shared with NorthPoint is presented in an organized and comprehensive manner. NorthPoint values clarity, transparency, and cultural sensitivity in language and presentation. We request that all findings and reports be presented in a way that reflects NorthPoint's commitment to inclusivity and respect for the people we serve.

**39. Could you confirm NorthPoint's expectations for intellectual property ownership and usage rights for deliverables, particularly for ongoing strategic use post-project?**

- a. NorthPoint expects to retain ownership of all intellectual property related to the project deliverables. This includes full usage rights for any materials, reports, and strategic frameworks developed during the project. This ensures NorthPoint can continue to leverage the deliverables for future planning and organizational development.

**40. Is there openness to expanding a consulting team if specific expertise is required (e.g., in community engagement or data analysis)?**

- a. Each potential consultant should decide how best to deliver the project ensuring all documentation including the project budget is reflective of the consultant's needs.