

**New Lakewood Wellness Foundation  
Request for Proposal – Foundation Creation Planning  
Released March 10, 2017**

**PURPOSE**

The Foundation Planning Task Force (FPTF) for the City of Lakewood seeks to solicit proposals from consultants experienced in facilitating board and committee work. Specifically the consultant will need to assess the assets of the task force; harness the diverse talents and experiences of its members; and assist the task force with the development of a road map for the design and creation of the new Lakewood wellness foundation.

**SITUATION**

The new Lakewood wellness foundation is being created pursuant to the closing of Lakewood Hospital. On December 21, 2015 a Master Agreement was entered into by and among the City of Lakewood, the Lakewood Hospital Association and The Cleveland Clinic Foundation. In this agreement, the parties recognized the transformation of health care from an inpatient hospital-based model to a population-based model of comprehensive healthcare delivered primarily in outpatient and home settings designed to improve the health of an entire community by helping people live healthier lives and treating their health conditions early to prevent chronic disease.

Lakewood Hospital Association and The Cleveland Clinic Foundation closed the hospital inpatient services on February 5, 2016. The Cleveland Clinic Foundation continues to operate the Emergency Department in Lakewood and also is investing over \$34 million to purchase land and construct a new Family Health Center in Lakewood. The Lakewood Hospital Association has agreed that upon its dissolution it will contribute \$24.4 million dollars to a new Lakewood wellness foundation for the purpose of addressing community health and wellness needs in the City of Lakewood. The process and creation of the foundation will be agreed upon by the City of Lakewood and the Lakewood Hospital Association. The City of Lakewood and the Lakewood Hospital Association (jointly the “Regulators”) will receive the recommendations from the FPTF and will respond to and approve of the final proposed foundation creation plan.

As a result, the creation of the FPTF was proposed to develop a process and represent the community in the creation of the new foundation. Outreach to the community for applicants was made by the city in June 2016. Forty-four applications were received and by January this year, seventeen (17) members were appointed to the task force by the Mayor and City Council.

Information on the FPTF's meetings, information and members may be found on the city's website at: <http://www.onelakewood.com/wellness-foundation-task-force/>

The FPTF has been charged with proposing the nature, scope, mission and governance of the new foundation, including the drafting of the foundation's governing documents (articles and by-laws and confirming tax structure) and to engage the community in an open and active process to solicit a broad range of perspectives.

## **SCOPE OF WORK**

The consultant will leverage the skills, talents and resources of the members of the Foundation Planning Task Force and facilitate meetings and conversations so that the task force can efficiently and effectively create a plan to design a structure for creation of the new wellness foundation and a time-line for the execution of the plan, including but not limited to addressing the following items (broken down into phases).

### **Phase 1:**

- Mission and vision planning
- Consensus building
- Creation of a framework for the work of the task force in Phase 2 (e.g. sub-committee structure)

### **Phase 2:**

- Governance structure and documents creation (e.g. by-laws, articles)
- Selection of tax structure
- Communication plan with Regulators
- Community communication, feedback and consensus building

## **PROJECT TIMELINE**

The total project is anticipated to take up to eighteen (18) months. This proposal for Phase 1 is estimated to take three (3) to six (6) months.

## **PROPOSAL, SUBMISSION AND DEADLINES**

A complete proposal should address the following:

- A statement of consultant experience and qualifications, including experience with any start-up organizations, non-profits/foundations and healthcare conversion foundations, if any.

- Who would be involved in providing any needed consulting services and their scope of involvement.
- How you would approach the scope of work sought for each of the phases described above, including parameters such as timelines.
- Delineation of deliverables and milestones to be met, including a proposed process/outline to meet them.
- Demonstrated knowledge of the health and wellness environment in Lakewood and an understanding of the charge of the task force.
- A clear and accurate cost proposal for Phase 1, and proximate costs for Phase 2
- Client examples and reference projects similar in scope to this request, along with contact information for people at three non-profit organizations who have been your clients during the last 36 months whom we can call on as references.

The Foundation Planning Task Force is a public task force for the City of Lakewood. Unless you mark any portion of your proposal as “Confidential Trade Secret Information”, the entire proposal will be considered a public record. Additionally, the FPTF Search Sub-committee’s vetting of the RFP applicants, including interviews, will be at public meetings.

Complete proposals should be submitted no later than 5:00 p.m. on Monday, March 20, 2017, by email to the Mayor’s office c/o [Shannon.strachan@lakewoodoh.net](mailto:Shannon.strachan@lakewoodoh.net) or by mail to the Foundation Planning Task Force, c/o Mayor’s Office, Lakewood City Hall, 12560 Detroit Avenue, Lakewood, OH 44107.

Candidates to be interviewed will be notified on or about March 28, 2017, with in person interviews expected to take place sometime between March 30, 2017 and April 10, 2017. It is anticipated that the final candidates will meet individually with the full Task Force, tentatively on April 24, 2017. Work will begin as soon as a final decision is reached by the Task Force.

If there are questions, you may contact Shannon Strachan in the Mayor’s office at 216-529-6093.