



Request for Qualifications (RFQ) Operations Consultant Services

Issued by: Granville Vance Public Health (GVPH)

Counties Served: Granville County and Vance County, North Carolina

Issue Date: February 6, 2026

Responses Due: March 2, 2026

1. Introduction

Granville Vance Public Health (GVPH) is seeking **Statements of Qualifications (SOQs)** from experienced operations consultants or consulting firms to support as-needed **organizational effectiveness, process improvement, technology integration, and operational alignment** consulting services across a two-county district health department.

GVPH intermittently assesses its staffing, operational, and technological efficiencies and is in an active period of strategic transformation driven by expanding service delivery models, evolving funding streams, and increasing expectations for accountability, performance management, and community impact. The selected consultant will partner with leadership and staff to complete discrete projects focused on assessing current operations, recommending improvements, advising on technology interfaces for operational excellence, and supporting implementation strategies that strengthen internal systems while preserving GVPH's strong community service and public health culture.

In addition to operational effectiveness, GVPH seeks to strengthen its internal governance, decision-making, and accountability systems in preparation for expanded system leadership, cross-sector coordination, and potential participation as a Rural Health Transformation Grant Hub. This work is intended to ensure GVPH has the governance infrastructure necessary to steward complex, multi-partner initiatives; manage multiple funding streams responsibly;

support workforce sustainability; and maintain clear, consistent decision-making across a two-county service area.

This RFQ is issued in accordance with **North Carolina's Mini-Brooks Act (N.C.G.S. § 143-64.31)**, which requires selection of firms based on demonstrated competence and qualifications for the required services without regard to fee at this stage of the process.

2. About Granville Vance Public Health (GVPH)

GVPH is the local public health authority serving Granville and Vance counties in north-central North Carolina. The agency provides a wide range of clinical, preventive, environmental, and population health services across the district and region including:

- Primary and preventive clinical services
- Integrated Behavioral health services and Substance use treatment
- Women, Infants, and Children (WIC)
- Family planning and reproductive health
- Immunizations
- Environmental health inspections and permitting
- Care coordination and case management
- School-based and community-based prevention initiatives
- Public health dental services, including preventive and restorative care provided through GVPH's dental clinic

GVPH operates multiple facilities across both counties and works in close partnership with hospitals, school systems, social services, emergency management, local governments, and community-based organizations.

Organizational Structure and Culture

GVPH employs a multidisciplinary workforce that includes nurses, nurse practitioners, dentists and dental hygienists, environmental health specialists, social workers, health educators, an epidemiologist, administrative professionals, finance and billing staff, IT support, and leadership staff. Many employees have long tenures with the organization, providing deep institutional knowledge and strong community relationships. The agency culture is highly mission-driven and relationship-centered. Staff are deeply committed to serving vulnerable populations, often navigating complex social and health needs alongside clinical and regulatory responsibilities.

GVPH places emphasis on applying modern technology, quality improvement, evidence-based public health practice, academic partnerships, collaboration, and community trust.

Like many public health agencies, GVPH balances:

- Grant-funded and time-limited programs alongside core services
- State, federal, and county compliance requirements
- Workforce recruitment and retention challenges
- Increasing documentation, reporting, and performance expectations
- Clinical operations across multiple service lines, including medical, behavioral health, environmental health, and dental care

3. Community Context

Granville and Vance counties include a mix of small towns, rural communities, and growing suburban areas. Residents experience a wide range of socioeconomic conditions, with significant pockets of poverty, limited transportation access, and healthcare workforce shortages.

Key community characteristics include:

- Higher-than-average rates of chronic disease
- Ongoing behavioral health and substance use challenges
- Food insecurity and housing instability
- Limited access to specialty care and transportation
- Strong faith-based and civic networks

GVPH plays a critical role as both a direct service provider and a convener of community partners. The agency frequently serves as the backbone organization for collaborative initiatives involving hospitals, schools, social services, nonprofits, and state agencies.

Community trust in GVPH is high, and services are often delivered to individuals and families who rely heavily on public systems for care and support. Operational improvements must therefore protect continuity of services, minimize disruption to clients, and strengthen rather than strain staff capacity.

Workforce stability and staff well-being are critical to sustaining services in this environment. GVPH is interested in operational strategies that reduce burnout, improve role clarity, strengthen supervisory support, and create career pathways that support retention in hard-to-fill public health and clinical positions.

4. Purpose of the RFQ

GVPH seeks to engage an operations consultant to support projects that may include:

- Assessment of operational structures and workflows
- Identification of inefficiencies, bottlenecks, and redundancies
- Evaluation of alignment between organizational structure, funding streams, and service delivery
- Recommendations for improving cross-functional coordination
- Support for change management and implementation planning
- Support for technology interface upgrades to HR and Finance management systems
- Review and improvement of people management systems, including supervision structures, performance management processes, workload distribution, onboarding, training pathways, and internal communication practices
- Alignment of operational and people management systems with GVPH's evolving leadership and accountability structure, including hub-based or deputy-director models under consideration
- Assessment of GVPH's current HRIS and people-management technology with recommendations that meet operational, compliance, and budget needs

5. Scope of Services (Anticipated)

A. Organizational and Process Assessment

- Review of organizational structure and reporting relationships
- Analysis of core operational processes (scheduling, intake, billing, documentation, procurement, reporting)
- Assessment of communication and decision-making pathways
- Evaluation of data flow and information systems as they relate to operations
- Assessment of supervisory structures, span of control, workload balance, and staffing models across service lines
- Review of current HRIS, payroll interfaces, time and attendance, onboarding, training tracking, and performance tools

B. Stakeholder Engagement

- Interviews and focus groups with leadership, supervisors, and frontline staff
- Cross-departmental workflow mapping
- Identification of pain points and opportunities for improvement
- Assessment of staff experience related to supervision, communication, training, and role clarity
- Engagement with HR, Finance, and IT staff to identify system and compliance needs

C. Recommendations and Roadmap

- Prioritized operational improvement recommendations
- Options for structural, workflow, or supervisory model adjustments
- Implementation roadmap with timelines and responsibilities
- Identification of resource needs and risks
- Recommendations to strengthen people management systems and leadership development
- Strategies that support workforce sustainability, reduce burnout risk, and improve recruitment and retention
- HRIS recommendations including functionality, estimated costs, and implementation considerations
- A proposed governance framework appropriate for a rural, multi-county public health agency serving as a convener or backbone organization
- Clarification of leadership roles, decision rights, and accountability at the executive, management, and program levels
- Recommended governance bodies (e.g., leadership councils, advisory groups, operational workgroups), including purpose, membership, and meeting cadence
- Decision-making and escalation frameworks to support transparency, consistency, and efficiency
- An implementation roadmap for phasing governance changes in a way that minimizes disruption and supports staff engagement

D. Implementation Support

- Facilitation of change management strategies
- Support for pilot testing new workflows
- Development of standard operating procedures (SOPs)
- Training and communication support
- Support with HRIS vendor selection and implementation planning
- Facilitation or coaching to support leadership and management teams as new governance structures and decision-making practices are adopted
- Development of governance-related tools and artifacts, such as charters, decision matrices, operating norms, and standard operating procedures
- Support in establishing internal management routines and cross-functional coordination mechanisms
- Guidance to ensure governance systems are sustainable beyond the consultant engagement and adaptable as GVPH's role evolves

E. Governance and Rural Health Transformation Hub Readiness

Governance work will focus on creating clear, sustainable systems for leadership, decision-making, accountability, and coordination across programs, counties, and external partners.

- Assessment of existing governance and management structures, including leadership roles, decision authority, escalation pathways, and accountability mechanisms
- Design of an internal governance model that supports effective oversight, cross-program coordination, and timely decision-making
- Alignment of governance structures with supervisory models, performance management systems, and workforce sustainability goals
- Development of governance structures capable of supporting multi-partner, grant-funded initiatives, including advisory and decision-making bodies as appropriate

6. Desired Consultant Qualifications

GVPH seeks a consultant or firm with demonstrated experience in the following areas:

- Experience with high-level technology solutions to HR / Finance / IT infrastructure in a small to medium sized health-focused agency

- Knowledge of healthcare or public health operations, compliance, and reimbursement environments
- Expertise in process improvement methodologies (Lean, Six Sigma, human-centered design)
- Strong facilitation and stakeholder engagement skills
- Experience working with multidisciplinary clinical and non-clinical teams
- Ability to translate analyses into practical, implementable recommendations
- Experience supporting organizations undergoing system transformation or preparing for expanded coordinating or convening roles
- Ability to work collaboratively within a politically and operationally complex public-sector environment

7. Submission Requirements

Statements of Qualifications should include the following components:

1. **Cover Letter** (including primary contact information)
2. **Firm Background and Relevant Experience**, including experience with public agencies, healthcare systems, or public health organizations
3. **Description of Similar Projects and Outcomes**, including at least three examples
4. **Proposed Approach**, including how the consultant would structure an on-call or phased engagement model
5. **Key Personnel**, including short résumés or qualifications summaries
6. **References**, including contact information

Important: Pursuant to the Mini-Brooks Act, **no pricing, fee proposals, or detailed unit cost information shall be submitted** with the SOQ. Fee proposals may be requested later from the most highly qualified firm(s).

GVPH reserves the right to request additional information, clarifications, or interviews as part of the selection process.

8. Evaluation Criteria

SOQs will be evaluated by GVPH using criteria that may include, but are not limited to:

- Understanding of public health agency operations and the operational environment of local government
- Relevance and depth of experience (including technology and HR consultation)
- Qualifications and experience of proposed staff
- Strength of proposed approach and alignment with GVPH's needs
- Demonstrated ability to deliver implementable recommendations and support change management
- References, past performance, and demonstrated outcomes

Notwithstanding anything herein to the contrary, and consistent with applicable federal procurement standards (including **2 C.F.R. 200.318**, if applicable), GVPH will award any resulting contract only to responsible contractors who possess the ability to perform successfully under the terms and conditions of a proposed contract. Consideration may be given to contractor integrity, compliance with public policy, past performance record, and financial and technical resources.

9. Selection Process

A committee of GVPH staff will evaluate submissions. Final selection will be based on qualifications, experience, and the firm's demonstrated ability to perform the services requested.

GVPH may, at its discretion:

- request clarifications or additional documentation,
- contact references,
- conduct interviews with top-ranked respondents, and/or
- enter into discussions with one or more firms.

GVPH intends to select the firm whose qualifications are, in GVPH's sole judgment, most advantageous to GVPH based on the demonstrated competence and qualifications of the proposing firm(s). Submission of a complete SOQ does not guarantee selection for additional consideration.

If negotiations with the highest-ranked firm are unsuccessful, GVPH may terminate negotiations and proceed with the next most qualified firm.

10. General Conditions

GVPH reserves the right to reject any or all responses, request additional information, modify the scope, and negotiate final terms. Submission of a Statement of Qualifications does not obligate GVPH to award a contract.

Public Records and Confidentiality

Responses are subject to the North Carolina Public Records Act (N.C.G.S. Chapter 132). Firms may designate portions of their submission as confidential trade secret information where permitted by law, but such designations must be clearly marked and justified. GVPH cannot guarantee confidentiality and will comply with all applicable public records requirements.

Conflict of Interest

Respondents must disclose any real or perceived conflict of interest that could affect the integrity of the procurement process or the consultant's ability to provide objective recommendations.

Compliance with Law and Funding Requirements

Any contract resulting from this RFQ will be subject to applicable federal, state, and local laws, rules, and regulations, including any additional requirements associated with grant-funded work.

Contract Form

The successful firm will be required to enter into a contract with GVPH in a form acceptable to GVPH and its legal counsel, subject to reasonable negotiation. The initial contract timeline is anticipated to be March 15 – June 15 of 2026.

11. Contact Information

Please direct questions and submit Statements of Qualifications to:

Ms. Gabriel Williams, MSPH, MBA

Communications and Staff Support Lead

919-693-2141 ext. 177

gwilliams@gvph.org

Attachment A

Required Certifications and Disclosures

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Respondents must include the certifications and disclosures listed below as part of their Statement of Qualifications submission, or be prepared to provide them upon request. GVPH reserves the right to deem a submission non-responsive if required certifications are not provided.

A.1 Required Certifications

The Respondent certifies, by submission of a Statement of Qualifications, that:

1. Non-Collusion Certification

The Respondent certifies that it has not engaged in collusion, price-fixing, or any anti-competitive conduct in connection with this procurement and that the submission is made independently and in good faith.

2. Debarment and Suspension Certification

The Respondent certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in transactions by any federal department or agency, and that any subcontractors used will also meet this requirement.

3. Certification Regarding Lobbying

The Respondent certifies that no federal appropriated funds have been or will be paid for lobbying activities in connection with this procurement and agrees to comply with applicable lobbying restrictions, including disclosure requirements where applicable.

4. E-Verify Compliance Certification

The Respondent certifies compliance with the federal E-Verify program requirements and applicable North Carolina statutes (N.C.G.S. § 64-25 et seq.), and further certifies that any subcontractors used will also comply.

A.2 Required Disclosures

5. Conflict of Interest Disclosure

The Respondent must disclose any real or perceived conflicts of interest, including any relationships with GVPH employees, officials, contractors, or affiliated organizations that could create an unfair advantage or impair impartiality.

A.3 Acknowledgement of Funding and Compliance Requirements

6. Compliance with Federal and State Grant Requirements (If Applicable)

The Respondent acknowledges that GVPH projects may involve state and/or federal funding and that any resulting contract may require compliance with applicable laws, rules, and regulations governing grant-funded work, including procurement and documentation requirements.

A.4 Certification Statement and Signature

By signing below, the Respondent certifies that the information provided is true and accurate and that the Respondent agrees to comply with the requirements described in this Attachment.

FIRM / CONSULTANT NAME: _____

AUTHORIZED REPRESENTATIVE (Print Name/Title): _____

SIGNATURE: _____ **DATE:** _____