

SNOHOMISH COUNTY COUNCIL
Snohomish County, Washington

MOTION NO. 25-150

MOTION AUTHORIZING THE EXECUTIVE TO SIGN AMENDMENT NO. 1 WITH DEL BECCARO CONSULTING, LLC, FOR A STRATEGIC PLAN FOR THE SNOHOMISH COUNTY HEALTH DEPARTMENT

WHEREAS, Del Beccaro Consulting, LLC, have drafted a comprehensive strategic plan for the Snohomish County Health Department (SCHD) formulated and ready for implementation, with a three-to-five-year range, that will build on existing SCHD priorities and strengths and align with County goals; and

WHEREAS, SCHD has a need to expand the strategic plan and create final strategies within a priority area and goal combination and final objectives for each identified strategic plan goal and/or strategy; and

WHEREAS, Del Beccaro Consulting, LLC, will collaborate with SCHD to identify linkages and/or alignments at the strategy or objective level to key plans that include the Snohomish County 2024 High Level Goals, 2022 Community Health Assessment, Public Health Accreditation Standards and Measures, and Foundational Public Health Services capabilities; and

WHEREAS, Del Beccaro Consulting, LLC, and the Snohomish County Health Department wish to enter into an amendment in an amount not to exceed \$114,999.99;

NOW, THEREFORE, ON MOTION, the County Council hereby authorizes the Executive to sign Amendment No. 1 with Del Beccaro Consulting, LLC, in substantially the form as that attached hereto as Exhibit A.

PASSED this _____ day of _____, 2025.

SNOHOMISH COUNTY COUNCIL
Snohomish County, Washington

Council Chair

ATTEST:

Deputy Clerk of the Council

EXHIBIT A

AMENDMENT NO. 1 TO AGREEMENT BETWEEN SNOHOMISH COUNTY AND DEL BECCARO CONSULTING, LLC

This Amendment No. 1 is made and entered into on the 31st day of March, 2025, between SNOHOMISH COUNTY, hereinafter called “County,” and DEL BECARRO CONSULTING, LLC, hereinafter called the “Contractor.”

WHEREAS, the Parties hereto have previously entered into an agreement (the “Original Agreement”) for Contractor to create a three to five year strategic plan for the Snohomish County Health Department; and

WHEREAS, both parties desire to amend the statement of work, budget and compensation, and extend the term of the Original Agreement;

NOW THEREFORE, in consideration of the terms, conditions, covenants and performance contained herein or attached and incorporated, and made a part hereof, the parties hereto agree as follows:

1. Section 2 of the Original Agreement is hereby amended in its entirety to read as follows:

Term of Agreement; Time and Performance. This Agreement shall be effective upon full execution (the “Effective Date”) and shall terminate on October 15, 2025, PROVIDED, HOWEVER, that the term of this Agreement may be extended or renewed for up to one (1) additional one (1) year term, at the sole discretion of the County, by written notice from the County to the Contractor. The Contractor shall commence work upon the Effective Date and shall complete the work required by this Agreement no later than October 15, 2025, PROVIDED, HOWEVER, that the County’s obligations after December 31, 2024 are contingent upon local legislative appropriation of necessary funds for this specific purpose in accordance with the County Charter and applicable law.

2. Exhibit B to the Original Agreement is hereby deleted in its entirety and a new Amended Exhibit B, attached hereto and incorporated herein by this reference, is hereby added to the Original Agreement.
3. Exhibit C to the Original Agreement is hereby deleted in its entirety and a new Amended Exhibit C, attached hereto and incorporated herein by this reference, is hereby added to the Original Agreement.
4. All other terms and conditions of the Original Agreement shall remain in full force and effect except as expressly modified by this Amendment No. 1.

IN WITNESS THEREOF, Contractor has caused this Amendment No. 1 to the Original Agreement to be executed by its Owner, and the County has caused this Amendment No. 1 to be executed by its Executive, each of whom have authority to bind their respective entities.

SNOHOMISH COUNTY

DEL BECCARO CONSULTING, LLC

County Executive

Date

Mark Del Beccaro

2/26/2025

Mark Del Beccaro

Date

Approved as to form:

Guadamud,
Rebecca

Digitally signed by
Guadamud, Rebecca
Date: 2025.02.27 11:05:38
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**AMENDED EXHIBIT B
STATEMENT OF WORK
HEALTH DEPARTMENT STRATEGIC PLAN**

I. PROJECT SUMMARY

Project Name: Health Department Strategic Plan

Identification Number: CLFR-109Fb

Project Expenditure Category (EC): 3.4 Public Sector Capacity: Effective Service Delivery

Project Overview

The Contractor will create a comprehensive strategic plan for the Snohomish County Health Department (SCHD) formulated and ready for implementation for 2025, with a three-to-five-year range. The strategic plan will cover the next three to five years and build on existing SCHD priorities and strengths and align with County goals. The Contractor will use the subplan goals to develop the overarching SCHD strategic plan and goals and, where possible, incorporate concepts from Gold Standard Review, Healthy People 2030, and best practices from other organizations, as well as align with the accreditation requirements from the Public Health Accreditation Board.

II. STATUTORY ELIGIBLE USE

The Project complies with the following Statutory Eligible Use: to respond to the COVID-19 public health emergency or its negative economic impacts.

III. REPORTING

The Contractor shall submit to the County such reports as the County requests pursuant to the requirements of federal, state, and local law, regulations, and guidance as applicable. At a minimum, the Contractor shall submit, in a format prescribed by the County, the following reports:

Report Title	Description	Due Date
Phase 1 Report	Interim report for leadership to include updates on Phase 1 items.	May 31, 2024
Phase 2 Report	Interim report for leadership to include updates on Phase 2 items.	September 30, 2024
Phase 3: Draft Strategic Plan Report	Report on the above performance data elements at the completion of the project. Final Report format will be determined by SCHD leadership but will include, at a minimum criterion listed in Phase 3.2.	December 31, 2024

Phase 4	Reports for leadership containing finalized strategies, SMARTIE objectives and linkages.	<p>Grouping 1: May 16, 2025</p> <p>Grouping 2: June 30, 2025</p> <p>Grouping 3: September 30, 2025</p>
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IV. PROJECT DESCRIPTION (OR SCOPE OF WORK)

Scope of Work and Deliverables Timeline:

Phase 1

Description: Current state analysis and information gathering.

Tasks:

1. Contractor will interview between 20 to 30 key stakeholders and SCHD staff, as identified and scheduled by the County:
2. To understand the current state of strategic planning for SCHD and to help guide the creation of a new strategic planning document, Contractor will review documents determined by SCHD to be relevant to the project. These documents include but are not limited to:
 - a. SCHD 2020 Strategic Plan;
 - b. SCHD Organizational Chart (SCHD to send Contractor an organization chart version or other documentation with staff names/roles for each department/division/program);
 - c. Department Director Strategic Planning Overview (PPT deck);
 - d. Any other existing relevant drafts of department/division/program goals and associated documents (e.g. goal measures, Gold Standard Review);
 - e. External resources that pertain to the work, as identified by the County (e.g. Healthy People 2030, PHAB standards, etc.); and
 - f. Any other documents that County leadership feels will help in this process.
3. Through interviews with staff, Contractor will determine the level of technical assistance required for staff with goal setting (e.g. training on making specific, measurable, achievable, relevant, and time-bound (SMART) goals).
4. Contractor will work with County leaders to obtain their input on goals and the needs of their staff to create and implement goals
5. At the County's discretion, Contractor may be granted access to other consultants' reports/concepts that overlap with this effort (e.g., accreditation, equity)
6. Contractor will determine scope and work effort needed for next phase based on needs, expectations, and skills/talents for goal setting
7. At the completion of Phase 1, the Contractor will create and submit an interim report to County leadership that includes at a minimum:
 - a. Recap of work completed in Phase 1
 - b. Overview of next steps to include:
 - i. Needs of staff for the creation and implementation of goals
 - ii. Draft detailed scope of work for Phases 2 and 3

Phase 2

Description: Goals and Measures

Tasks:

1. Using the findings from Phase 1, Contractor will collaborate with Health Department staff within each Health Department division and program to create iterative draft goal statements and measures for public health programs and department operations with the expectation of having three to five objectives within each program or division. In order to accomplish this task, the Contractor will:
 - a. Mentor Health Department staff using goal setting tools (e.g., SMART goals)
 - b. Focus on identifying goals that are measurable and working with Health Department staff to be able to identify data sources and responsible staff for each measure
 - c. Each measure should have a proposed reporting schedule and format acceptable to County leadership
 - d. Contractor will work with Health Department staff to identify resources needed (e.g., IT, informatics, etc.) for each measure and where possible gaps exist between those needs and current capabilities
2. Contractor will obtain input and feedback from County leadership during the above-described iterative process
3. At the completion of Phase 2, Contractor will create and submit an interim report for County leadership that includes at a minimum:
 - a. Recap of work completed in Phase 2
 - b. List of departmental/divisional/program draft goal statements and proposed measured
 - c. Draft detailed scope of work for Phase 3.

Phase 3

Description: Produce final goals and deliverables as outlined below.

Timeline: One to two months. Timeline may vary depending on leadership availability and feedback.

Tasks:

1. Contractor will engage in a final iterative process with County leadership and Health Department staff associated with executing the goals and measures contained in the strategic plan
 - a. Contactor will collaborate with and provide mentorship to County leaders to draft department-wide goals that overarch the division and program goals.
 - b. Contractor will collaborate with and provide mentorship to County leaders to integrate division and program goals into the overarching department-wide goals
2. At the completion of Phase 3, Consultant will create and submit a 3-5 year strategic plan to County leadership, in a format to be determined by County leadership, that includes:
 - a. SCHED vision statement
 - b. SCHED mission statement
 - c. 3-5 year organizational goals, including department-wide goals and division and program goals
 - d. Yearly objectives and metrics for each goal, including
 - i. Accountability plan

ii. Implementation plan

Phase 4

Description: Strategies & Objectives

Timeline: April 1, 2025 - September 30, 2025

Tasks:

1. In alignment with the Department's draft strategic plan developed in Phase 3, the Contractor will collaborate with priority area/goal specific lead health department staff to create:
 - a. Final strategies within each priority area and goal combination. It is expected that one to four strategies will be created within each priority area and goal combination. In rare instances, a goal may not need be supported by strategies.
 - b. Final SMARTIE objectives. It is expected that one or two SMARTIE objectives be created for each identified strategic plan goal and/or strategy. In instances where a strategy has not been created, it is expected that SMARTIE objectives will be developed at the goal level.
 - c. Support staff to identify linkages and/or alignments at the strategy or objective level to key plans that include the Snohomish County 2024 High Level Goals, 2022 Community Health Assessment, Public Health Accreditation Standards and Measures, and Foundational Public Health Services capabilities.
2. The Contractor will:
 - a. Work with department lead staff associated for project groupings (as identified by the department in Task 3a) to achieve deliverables in Task 1.
 - i. It is expected that one to three meetings will be convened for each project group.
 - ii. Meetings can vary in length, based on needs identified by the project group lead, and may include an all-day retreat styled format.
 - iii. Meetings, at the discretion of the project group lead, may be virtual or in-person and may vary meeting to meeting.
 - b. Mentor project identified leadership staff in:
 - i. Rapid cycle continuous improvement approach of Plan-Do-Check-Act during the completion of Task 1
 - ii. Objective setting using SMARTIE tools.
 - c. Guide project identified leadership staff to identify meaningful and related performance metrics that measure progress towards completion of associated goals and strategies. This includes:
 - i. Identifying potential data sources.
 - ii. Identifying resources needed (e.g., IT, informatics, etc.) for objectives including where possible gaps exist between those needs and current capabilities.
 - d. Routinely obtain input and feedback from Department leadership during the above-described process to ensure alignment and consistency and address identified challenges.
 - e. Continue Tasks 2a-2d of this phase iteratively until finalized strategies, SMARTIE objectives and linkages are created for all priority areas and goals in the draft strategic plan developed in Phase 3. Work will be sequenced based on information provided by the department in Task 3b.
3. The Department will:

- a. Provide the contractor a document identifying department leads and their corresponding project areas for priority area and goals identified in Phase 3.
 - b. Provide the contractor a document identifying the priority area and goals identified in Phase 3 into prioritized groupings. Groupings will strive not to contain more than six goals.
 - c. Provide the contractor with administrative support to schedule meetings with department staff and access required county resources necessary for this work.
4. Upon completion of strategy and objective development within a leadership grouping, the Contractor will create and submit a report for Department leadership that includes at a minimum:
 - a. Recap of work completed.
 - b. List of strategies, SMATRIE objectives, and linkages with their corresponding priority areas and goals.

V. Performance Requirements

The Contractor will:

1. Meet all requirements as outlined in the Snohomish County ARPA Terms and Conditions referenced as **Exhibit A**;
2. Attend recurring meetings with the County throughout the duration of the project to maintain program stability and continuity;
3. Cooperate with the County in monitoring activities a minimum of once per year or more as deemed appropriate by the County for the duration of the Agreement;
4. Be available by phone and email and for meetings Monday through Friday, 8:00 a.m. to 5:00 p.m. except for holidays and agreed upon personal time away. Contractor will not require days to be consecutive or full days. Contractor workdays are based on 8 to 10 hours of work. Hours of work include meetings, preparations, reports and any hours of work spent on the strategic plan.
5. Guide and mentor the creation of the final product (a 3 to 5 year strategic plan), provided however, the final product is to be formulated and owned by the County, and Contractor is not expected to be the content expert or owner of the plan.

VI. Documentation

The Contractor will:

- a. Submit interim reports within ten days after the end of each phase as more fully described in Section IV: Project Description.
- b. Submit all required reports documenting performance in a timely manner. All reports shall be completed on approved forms and in accordance with procedures issued by the County. In the event the Contractor fails to maintain its reporting obligations, the County reserves the right to withhold reimbursements to the Contractor or order payment stopped to the Contractor

in an amount proportional to the data estimated to be outstanding until such time that the data is current.

VII. Fiscal Management

The Contractor will Invoice by the 10th of the month following the completion of each phase, or in Phase 4 at the end of each of the three groupings, for services completed between the date of full contract execution through the end of the contract period, and are included in the Approved Contract Budget **Exhibit C** and using Approved Invoice **Exhibit F**

AMENDED EXHIBIT C
PROJECT BUDGET AND COMPENSATION
HEALTH DEPARTMENT STRATEGIC PLAN

The County shall pay Contractor for services provided under the Agreement in an amount not to exceed the Contract Maximum. As outlined in **Section 3** of this Agreement, Contractor shall submit to the County a properly executed invoice and cost certification indicating the work performed and the amount due from the County at the completion of work for each line item outlined in this section. Subject to **Section 8** of this Agreement, the County will pay such invoices within thirty (30) calendar days of receipt.

Eligible expenses for which Contractor may request reimbursement:

PROJECT BUDGET		
Item	Due Date	Cost
Phase 1 completion and delivery of report as more fully described in Exhibit B Scope of Work Phase 1	5/31/2024	\$11,999
Phase 2 completion and delivery of report as more fully described in Exhibit B Scope of Work Phase 2	9/30/2024	\$24,000
Phase 3 completion and delivery of report as more fully described in Exhibit B Scope of Work Phase 3	12/31/2024	\$14,000
Phase 4a completion and delivery of final strategies and SMARTIE objectives for Grouping 1 as described in Scope of Work Phase 4	05/16/2025	\$23,000
Phase 4b completion and delivery of final strategies and SMARTIE objectives for Grouping 2 Scope of Work Phase 4	06/30/2025	\$23,000
Phase 4c completion and delivery of final strategies and SMARTIE objectives for Grouping 3 Scope of Work Phase 4	09/30/2025	\$19,000
Total		\$114,999

The Contractor may shift funds within Items set forth in this Project Budget subject to the following conditions:

- a.** Funds may not be shifted within Items as set forth in the Project Budget unless approved in writing by the County.