



## Request for Proposal (RFP)

Subject Matter Expertise:  
Diversity, Equity and Inclusion Plan Development and  
Implementation

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RFP Released: July 10, 2020

Proposals Due: July 26, 2020

### Point of Contact

Subject Matter Content Inquiries: Lori Riti ([Lriti@nachc.org](mailto:Lriti@nachc.org)),

Submission Process Inquiries: Latisha Harley ([lharley@nachc.org](mailto:lharley@nachc.org))

## **Organization Overview**

The [National Association of Community Health Centers](#) (NACHC) was founded in 1971 to “promote the provision of high quality, comprehensive and affordable health care that is coordinated, culturally and linguistically competent, and community directed for all medically underserved populations.”

NACHC:

- Serves as the leading national advocacy organization in support of community-based health centers and the expansion of health care access for the medically underserved and uninsured.
- Conducts research and analysis that informs both the public and private sectors about the work of health centers, their value to the American health care system and the overall health of the nation’s people and communities – both in terms of costs and health care outcomes.
- Provides training and technical assistance to support and strengthen health center operations, clinical quality, leadership development and governing Boards of Directors at health centers across the country.
- Develops partnerships with the public and private sectors to build stronger and healthier communities.
- Employs 100 staff members, located in Bethesda, Maryland and Alexandria, Virginia.

## **Purpose**

The National Association of Community Health Centers, Inc. (NACHC) invites proposals to perform professional services in the capacity of an independent consultant to assist and support the association’s staff in the development and implementation of a Diversity, Equity and Inclusion Plan including facilitation and training for staff.

Under this initiative we would like to accomplish the following goals:

- Address racial, gender, identity, age, and economic inequities and disparities in the training and education services and external communications
- Provide for a safe and healthy environment for all staff
- Become an employer of choice by nurturing a workplace environment committed to diversity, equity and inclusion in all aspects of its operation (i.e., personnel policies and practices, career advancement and opportunities, etc.)

## **Time Period**

Time period for services is September 1, 2020 through November 30, 2020.

## **Scope of Work and Deliverables**

Given the current COVID-19 public health crisis, selected vendor must be able to pivot between in-person and virtual delivery depending new COVID-19 developments and updates as they emerge.

1. Develop, execute, and perform a comprehensive equity, diversity and inclusion analysis of the organization.
2. Support the development and facilitation of dialogues that will engage the staff in this effort.

3. Undertake an analysis of existing organizational strengths and gaps with clear recommendations on how best to build strengths that will support greater equity, diversity and inclusion in all areas of our organization. Explicitly identify opportunities for improvement with suggestions regarding how to operationalize.
4. Develop and activate an engaged diversity, equity and inclusion work group comprised of cross-divisional organizational staff.
5. Establish a clear roadmap in conjunction with the work group for a diversity program that receives broad organizational support, based upon evaluation of the organization and stakeholders.
6. Create measurable diversity and inclusion scorecard tied to recruiting, retention, staff satisfaction, evaluation, professional development, etc.
7. Establish roadmap, tied to scorecard, with short- and long-term actions to enhance NACHC's diversity and inclusion performance.
8. Develop and execute a training and education strategy that will increase awareness, knowledge and skills of staff as it pertains to diversity, equity and inclusion.

### **Information Requested**

Proposals must be submitted using NACHC's web-based portal by **July 26, 2020, 11:59 pm PT (i.e. July 27, 2:59 am ET)**. The system will notify you upon your successful submission into the portal. Incomplete proposals will not be considered.

If NACHC selects your proposal, you will be notified by or before **August 7, 2020**.

Online Submission Portal: [https://nachc.co1.qualtrics.com/jfe/form/SV\\_7UU3JnY2xiG1Dlp](https://nachc.co1.qualtrics.com/jfe/form/SV_7UU3JnY2xiG1Dlp)

Responses to this RFP will be evaluated according to the outlined Evaluation Criteria (see next section). After an initial evaluation using the evaluation criteria, NACHC will determine which, if any, applicants will be interviewed. During the virtual interview, the selected applicants will be given the opportunity to discuss their proposal, qualifications, experience, fee, etc.

Proposals must contain the below items:

- **Point of Contact Information**
- **Name / Description of Organization**  
Specifically, state if you are an independent consultant, if you are applying on behalf of an organization, or if applying as part of a joint proposal with other independent consultants
- **Curriculum Vitae(s) (CV) or Resume(s)**  
Resumes/CVs for each expert / staff clearly show tenure, professional experience and/or education that reflects knowledge and consultation specific to DEI plan development and implementation.  
*Page Limit: 2 pages per expert / staff*
- **Capability Statement**  
Capability statement that demonstrates you/your organization's ability deliver services in the DEI content area.

*Page Limit: 2 pages*

- **Two (2) Work Samples**

*Page Limit: 5 pages per work sample*

- **DEI Analysis Work Sample** – Demonstrated evidence of prior experience or a sample plan for developing, executing, and performing a comprehensive DEI organizational analysis. This work sample may be an environmental scan and/or may include sample examples of identifying gaps, recommendations for improvement, suggestions on how to operationalize, etc.
- **Training and Education Strategy Work Sample** – Demonstrated evidence of prior experience or a sample plan on developing and executing a comprehensive training and education strategy to increase organizational and individual awareness, knowledge, and skills for NACHC staff on DEI topics.

- **Hourly Rate**

Hourly rate should reflect overall cost rate inclusive of any fringe, overhead and/or general & administrative expense (G&A), if required.

- No travel costs need to be submitted with this application.
- If travel needs are identified, NACHC will coordinate travel resources with selected vendor. Travel requirements are based upon health and safety for travel.

- **Budget Justification**

Budget justification is reasonable for project implementation, inclusive of preparation and delivery to client. Reasonableness is determined by NACHC's non-profit status and market rate for services.

*Page Limit: 2 pages*

- **Signed Statement / Attestation** (see below)

### **ATTESTATION**

By my signature below, I hereby certify that this Proposal reflects my best estimate of the capability of organization and the true and necessary costs for the project, and the information provided herein is accurate, complete and current as of the date of my signature below.

I agree that my electronic signature is the legal equivalent of my manual signature on this application. By typing my name below, I certify that the information provided in the application is true and accurate.

**Print Name:**

**Title:**

**Organization:**

**Signature:**

**Date:**

## Evaluation Criteria

Complete proposals will be evaluated using the criteria below.

Evaluation Domain	Evaluation Criteria To earn full points in each domain, the applicant must demonstrate:	Points
Experience and Education	<p><b>Resume(s)/CV(s)</b> for each expert / staff clearly show tenure, professional experience and/or education that reflects knowledge and consultation specific to DEI plan development and implementation.</p> <p><i>Page Limit for Resume(s)/CV(s): 2 pages per staff / expert</i></p>	25
Capability Statement	<p>Capability statement that demonstrates you/your organization's ability deliver services in the DEI content area.</p> <p><i>Page Limit for Capability Statement: 2 pages</i></p>	25
Work Samples	<p>Overall work samples demonstrate evidence of prior experience or a comprehensive and thorough sample plan for addressing two (2 areas: DEI Analysis and Training and Education Strategy</p> <ul style="list-style-type: none"> <li>• <b>DEI Analysis Work Sample</b> – Demonstrated evidence of prior experience or a sample plan for developing, executing, and performing a comprehensive DEI organizational analysis. This work sample may be an environmental scan and/or may include sample examples of identifying gaps, recommendations for improvement, suggestions on how to operationalize, etc.</li> <li>• <b>Training and Education Strategy Work Sample</b> – Demonstrated evidence of prior experience or a sample plan on developing and executing a comprehensive training and education strategy to increase organizational and individual awareness, knowledge, and skills for NACHC staff on DEI topics.</li> </ul> <p><i>Page Limit for each Work Sample: 5 pages</i></p>	25
Hourly Rate and Budget Justification	<p><b>Budget justification</b> is reasonable for project implementation, inclusive of preparation and delivery to client. Reasonableness is determined by NACHC's non-profit status and market rate for services.</p> <ul style="list-style-type: none"> <li>• <b>Hourly Rate</b> should reflect overall cost rate inclusive of any fringe, overhead and/or general &amp; administrative expense (G&amp;A), if required.</li> <li>• No travel costs need to be submitted for this submission.</li> </ul> <p><i>Page Limit of Budget Justification: 2 pages</i></p>	20
Completeness of Application	<p>Application materials submitted are clear, complete, and responsive to RFP guidance, including page limits.</p>	5
Total		100

## **Attachment I: NACHC Consultant Travel Policies and Procedures**

To help promote good stewardship and cost-efficiency we have included the following NACHC travel principles. They provide helpful guidance for booking air travel, making hotel arrangements, and securing ground transportation. Each vendor must be a responsible steward for NACHC's resources.

*Adherence to this policy is strictly required. NACHC cannot provide reimbursement for undocumented expenses.*

- We will reimburse coach air travel as far in advance as possible to take advantage of low-cost fares. We will only reimburse the coach rate.
- Do your own research for transportation and travel options on the internet. This includes hotels and car rentals.
- When making hotel reservations, look at all rate rules and options and choose accordingly. If possible, take advantage of discounts offered as bundles with air and car rental options.
- Consider purchasing the travel insurance (generally less than \$25.00 per occurrence) offered by airlines and hotels to mitigate penalties for trip changes or cancellations. This could be especially valuable if you book further ahead and realize your plans may need to change.
- Limit the use of car services (limo/town cars) for local meetings.
- Limit the use of car services (limo/town cars) for transportation to and from the airport. Affordable and cost-effective resources include:
  - Taxis – share taxis or Uber car share services with other staff members when possible
  - Shared airport shuttle services (e.g. Super Shuttle)
  - Hotel provided shuttles, where available
  - Public transportation
- Other reimbursable expenses include any business use of copying, messenger service, phone/internet access, audio visual, supplies, shipping expenses, etc. as long as it is related to your scope of work and has been approved in advance.
- Meals incidental to business meetings must be preapproved include the participants and the business purpose and must include the itemized receipt. Under **no** circumstances is alcohol charge allowable.

## Reimbursement

No reimbursement for authorized expenses shall be made unless and until selected Vendor/Contractor provides NACHC with documentation of expenses as follows:

1. Include the original receipts for all travel expenses, including airline ticket receipts, taxi or shuttle receipts, hotel receipts, rental car or mileage (if using a personal car) receipts or documentation, and other miscellaneous receipts. Private automobile mileage is reimbursed at the current IRS rate based on beginning and ending odometer readings. Reimbursement for tolls and parking require a receipt.
  
2. If reimbursed by NACHC for travel time, the following applies for each one-way trip:
  - a. Traveling within the same time zone – the lesser of actual time or 4 hours;
  - b. Traveling within one to two time zones – the lesser of actual or 6 hours;
  - c. Traveling within three or more time zones – the lesser of actual or 8 hours.
  
3. Meals will be paid on a per diem basis:
  - a. If the trip begins before 12 noon, reimbursement is \$40/day.
  - b. If the trip begins after 12 noon, reimbursement is \$20 for that day.

Three hours prior to a flight or train departure is reasonable in determining your per diem amount.

4. Selected vendor/consultant must submit complete invoices for payment to NACHC within 30 days of service delivery.