



REQUEST FOR PROPOSALS (RFP) 2014-1
NATIONAL ENVIRONMENTAL HEALTH ASSOCIATION
OPERATIONS AND BEST PRACTICES ANALYSIS

Submit Proposal Documents Electronically to:

NEHAPresident2014@gmail.com

Proposal Deadline:

5:00 p.m. MST, April 18, 2014

For additional information concerning this document please contact:

Alicia Enriquez Collins, President

National Environmental Health Association

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REQUEST FOR PROPOSAL NO. 2014-1

I. INTRODUCTION

The National Environmental Health Association (hereafter referred to as NEHA) is a not-for-profit 501(c) 3 organization representing environmental health professionals with a membership of nearly 5,000. NEHA is seeking statements of qualifications and proposals from associations or consultants that have experience and credibility with for-profit, not-for-profit, and/or non-government organizations to perform a review of NEHA operations. The consultant will first conduct an analysis of NEHA's mission, vision, strategic directions, and operations relative to industry trends, best practices and benchmarks, identifying gaps and areas for improvement. This analysis, along with identified gaps and areas for improvement should be provided in the form of a clearly written and documented report. Secondly, the consultant will provide an Action Plan that identifies improvement recommendations and priorities including performance measures, and a format for annual self-evaluation. NEHA is responsible for establishing priorities and implementation of the Action Plan developed by the consultant.

II. PURPOSE STATEMENT

The purpose of the project is to develop recommendations for NEHA's Board of Directors and Executive Director regarding "best practices" for the association. Furthermore, the project will review NEHA's mission, vision, strategic directions, and operations. The current status of operations and strategic directions will be assessed on their own merits and also compared to best practices among for-profit, not-for-profit, and/or non-governmental organizations. The project deliverables will provide realistic recommendations that validate NEHA's current operations and strategic directions, or provide recommendations for change, and are aligned with its mission. This evaluation will ensure that NEHA performs in a manner consistent with its mission/vision and

positions itself as a sustainable leadership organization for its members and for the environmental health profession now and into the future.

III. NEHA OVERVIEW

A. Origin

NEHA has its origins in the state of California where it was incorporated in 1937. The original impetus behind the creation of a national professional society for environmental health practitioners was the desire by professionals of that day to establish a standard of excellence for this developing profession. This standard, which has come to be known as the Registered Environmental Health Specialist or Registered Sanitarian (REHS/RS) credential, signifies that an environmental health professional has mastered a body of knowledge (verified by examination), and has acquired sufficient experience to satisfactorily perform work responsibilities in the environmental health field. The pioneers of the association believed that such a credential was necessary if the environmental health field was to grow and take shape as a legitimate and widely respected profession.

Since its inception, NEHA has derived a large share of its income from member dues, annual educational conference revenue, grant funding, credentialing and certification exams, and related activities such as book sales. Recent demographic, technological and professional trends have impacted some of NEHA's traditional income streams adversely, causing NEHA to broaden its business model through several innovative and entrepreneurial ventures designed to augment traditional revenues.

B. Mission and Vision

Drawing on the original effort that led to the creation of NEHA, the association today stands as a strong professional society with nearly 5,000 members across the nation. NEHA's mission, "*to advance the environmental health and protection professional for the purpose of providing a healthful environment for all,*" is as relevant today as it was when the organization was founded.

Advancement has been defined by NEHA in terms of both *education* and *motivation*. The foundational basis for the association's activities is the belief that the professional who is educated and motivated is the professional who will make the greatest contribution to a healthful environment for all. Accordingly, great emphasis is placed on providing, through each of NEHA's programs, both an educational as well as a motivational opportunity. At NEHA's conferences, for example, tremendous attention is paid to developing a quality educational

program that not only imparts knowledge to the attendee, but, also, through the very quality of the presentations, inspires the attendee to contribute more upon returning to his or her job.

C. Strategic Directions

Several years ago, NEHA's Board of Directors decided to adopt a rather unique approach to envisioning the association's future and determining the association's priorities. Instead of adopting a traditional strategic plan, the board adopted a "Strategic Directions" approach. This approach allows NEHA to be more flexible and responsive to changes and opportunities. The following is an excerpt from the NEHA's Policy & Procedure Manual, Strategic Directions section:

In order to maximize the potential to seize opportunities that may arise, and which could benefit NEHA, the Board of Directors approved a "strategic directions" approach. Such an approach enables the association to have the flexibility to pursue opportunities that may not have been sanctioned in a strategic plan structure."

Our strategic directions include 1) Training and Education; 2) Credentialing; 3) Advocacy; and 4) Organizational Capacity.

D. Programs and Services

In pursuit of its mission, NEHA offers a variety of programs. Expanding beyond its original single credential, today NEHA has ten national credential programs. NEHA also hosts the Annual Educational Conference (AEC) & Exhibition and a number of technical workshops each year. In addition, NEHA publishes the widely-respected and peer-reviewed *Journal of Environmental Health*, which is currently available in a paper and an electronic format.

The NEHA website (www.neha.org) serves as a resource for its members. Some examples of services available include an online Career Center, an E-Learning Center, an online bookstore, position papers, educational workshop information, committee participation opportunities, and contact information for the NEHA staff and the board of directors. The website provides is a center point of information for its members and visitors and serves as a resource for environmental health professionals.

E. Staff

NEHA currently employs approximately 30 paid staff dedicated to providing quality programs to the NEHA membership. The staff works in the following areas: Training and Education, Credentialing, Governmental Affairs, Research and Development, the *Journal of Environmental Health*, Customer Service, Conferencing, and Marketing and Sales. NEHA also employs a full-time chief executive who serves as the association's Executive Director and a full-time Chief Operating Officer who manages the operations of the association.

IV. ANALYSIS/OBJECTIVES/DELIVERABLES

The analysis should address the scope of services, operations and strategic directions provided by NEHA and make recommendations that support the long-term benefit and best interests of NEHA, its members, partners, and customers. The deliverables should include a summary of recommendations in a format NEHA can use as a template to evaluate performance and make continued improvements. The criteria are specified below:

A. Evaluation and Written Report

1. The consultant will conduct a comprehensive review of NEHA's operational documents, including a document review and onsite visit(s) of the NEHA headquarters as specified in a. and b. below.
 - a. Document Review:
 - * NEHA Articles of Incorporation/Bylaws,
 - * Policy and Procedures Manual, including Strategic Directions,
 - * Mission and Vision Statements,
 - * Organizational Chart,
 - * *Journal of Environmental Health* and E-news,
 - * Website, and
 - * Other relevant documents.
 - b. Interviews with key Executive Staff and Board members: The consultant is expected to spend sufficient time on site at the NEHA headquarters in Denver, Colorado to obtain a full understanding of the scope of services, work assignments, procedures, technologies and related operational methods employed by the organization.
2. The consultant will conduct an evaluation of NEHA's performance as follows:
 - a. Alignment with mission, vision, and strategic directions.

- b. Advise the association regarding the adoption and/or development of relevant performance measures and/or benchmarks which currently exist in the not-for-profit or for-profit industry.
 - c. How trends and challenges are impacting NEHA's operations.
- 3. The consultant will provide a written report with an analysis comparing NEHA to appropriate industry "best practices," including:
 - a. Validity and relevance of current products/services, cost effectiveness of services, staffing levels in relation to existing workload, use of technology, effectiveness of organizational structure, and management structure/practices. Note: Annual financial audits are conducted for the association therefore a financial audit is not part of the scope of work.
 - b. Scope of services, operations and strategic directions.
 - c. Business development strategies.
- 4. The consultant will provide written recommendations for:
 - a. Operational improvements needed,
 - b. Adapting strategic directions/plans for the long-term benefit and best interests of NEHA, including its members, partners, and customers,
 - c. Improving the quality of the management process,
 - d. Improving overall effectiveness and use of resources to ensure long-term sustainability and growth as the leading organization in environmental health.

B. Action Plan

- 1. The consultant will provide a template for ongoing analysis and performance measurement for use by NEHA staff and the board of directors.
- 2. The consultant will recommend tools or participatory processes for the Board of Directors and Executive Staff that foster innovation, supports collaboration, and promotes teamwork.

C. Final Product Format and Presentation

- 1. The consultant will present a summary of evaluation/analysis and recommendation reports to the NEHA Board of Directors and Executive Staff including:
 - a. Four (4) paper copies of the final report,
 - b. Electronic report in Microsoft Word and Adobe PDF formats,

- c. Presentation to the NEHA Board of Directors (may be made via teleconference).

V. ADMINISTRATION

It is the intent of NEHA to accept proposals from consultants that have relevant expertise and experience, including credibility in the not-for-profit, non-government organization, and for-profit universe as stated in these specifications. Upon successful completion of the RFP process, NEHA intends to enter into direct negotiations with the most qualified consultant.

A. Point of Contact:

All inquiries regarding this RFP should be addressed to the current NEHA President using contact information below. Respondents must refrain from seeking additional information, clarification or other communications from any NEHA board or staff member.

Alicia Enriquez Collins, President
National Environmental Health Association
Email Address: NEHAPresident2014@gmail.com
Telephone: (707) 246-7160

B. Submission of Proposals:

Respondents will provide an electronic version of the proposal in PDF format subject to terms and conditions of this request for proposal. All documents must be received by 5:00 pm (MST) April 18, 2014.

C. Delivery of Proposal Documents:

Response Headers:

**National Environmental Health Association
Operations and Best Practices Analysis
RFP No. 2014-1**

All documents must be received electronically in PDF format by 5:00 p.m. MST April 18, 2014.

Mailing Address:

Alicia Enriquez Collins, President

Electronic Address:

NEHAPresident2014@gmail.com

It is the sole responsibility of the proposing consultant to ensure and affirm timely delivery of the proposal. NEHA will not be responsible for the failure of electronic services.

D. Project Schedule:

The following dates are set forth for information and planning purposes. NEHA reserves the right to change the dates as needed.

Task	Date
RFP Release	March 1, 2014
Submissions due by 5:00 p.m. MST	April 18, 2014
Oral Presentations/Teleconference - if necessary	April 25-26, 2014
Successful Consultant Notification	April 28, 2014
Project Start/Contract Execution	By August 1, 2014
Project Completion/Submitted	November 30, 2014

E. Questions/Deadline:

All questions and/or requests for clarifications regarding this RFP must be directed to:

Alicia Enriquez Collins, President
National Environmental Health Association
Email Address: NEHAPresident2014@gmail.com
Telephone: (707) 246-7160

Consultants are advised not to contact the NEHA offices in Denver, CO with inquiries.

F. Restriction of Communication:

Respondents to the RFP must not contact staff, any officials or members of the NEHA Board of Directors regarding the selection process. Inappropriate efforts to influence NEHA staff or Board members involved in this selection process will result in dismissal from consideration.

G. Review of RFP Process:

Any qualified association or consultant that has experience and credibility in the not-for-profit 501(c)3, non-government organization, and for-profit universe may submit a proposal. The NEHA Board of Directors will review the proposal

documents and select the best candidate based upon overall qualifications, potential benefit, and criteria contained in this RFP.

H. Interviews: (If Necessary)

The best candidates may be invited to present via conference call to demonstrate clear understanding of the project goals and basic knowledge of NEHA. Selection of a consultant for this project is solely at the discretion of the NEHA Board of Directors.

I. RFP Preparation Costs:

All costs associated with preparation and submittal of this RFP shall be borne by the bidder, including, but not limited to, any and all travel and administrative costs.

J. Review and Analysis Timeline:

Respondents to this RFP must be able to complete required deliverables within 120 days of contract execution. Full payment will not be remitted to consultant for non-completion of deliverables.

VI. FORMAT AND CONTENT

A. Instructions:

Consultants submitting a proposal in response to this RFP are instructed to follow this prescribed format to facilitate a uniform review process. Failure to adhere to the format will result in disqualification of the consultant.

B. Required Submission Headings and Content:

The following section headings must be used in proposals and shall be arranged in the order listed below. Consultants should provide a neat, orderly response in sufficient detail to permit understanding and comprehensive evaluation of the offer and qualifications.

Listed below are required section headings and a brief description of expected contents.

1. Letter of Transmittal

The letter of transmittal should provide the consultant's name and type of organization (corporation, joint venture, partnership, or individual). Include a brief history and year the consultancy was established. This letter should briefly state understanding of the project and the commitment to perform all of work within the time frame. Consultants should provide a brief narrative or summary of their submission.

The letter must include a statement certifying the consultant does not have prior or ongoing engagements that would constitute a conflict of interest or that would preclude the consultant from completing the project within the stated time frame. The letter should identify and describe any exceptions of the RFP taken by the consultant. The letter must be signed by a person authorized to obligate the proposing entity.

2. Table of Contents

The table of contents should include a clear identification of the material in the submission by section and page number.

3. Company Description and Consulting Team

This section should describe the consultant that will have primary responsibility for the services proposed in the document. Describe, in detail, any partnership or joint venture relationship between consultants jointly responding to this RFP (partnerships will be accepted but a singular firm must take primary responsibility for the successful completion of this project, and so state in the letter of transmittal). Provide an organizational summary briefly detailing the contractor's history, its primary business activities, business philosophy, resources, and current activities.

Provide information on team members proposed for this project (Resumes highlighting pertinent experience in studies of similar scope and/or analysis experience of each person, relevant to performance of this project should be included as an attachment to this response). This information should be of sufficient detail for evaluators to understand the team member's knowledge, experience, and history in similar projects and how that background relates to requirements of this RFP, including experience and credibility with for-profit, not-for-profit, and/or non-government organizations. Team members who will be directly assigned on site and any off site support consultants should be identified as such and listed.

4. Historical Methodology of Project Approach

Consultants should provide documentation of their historical methodologies and approach to projects of similar objectives, scope and magnitude. Documentation should include, but is not limited to an anticipated project schedule and the person or persons who will be directly and indirectly involved with completion of tasks.

The response should identify the number and description of professional staff employed in this engagement both full and part-time. The response should also specify the project manager and key staff who will be assigned to this project. Additionally, the response should outline the percent of time key staff will be assigned to the project. It is expected that if staff filling these key roles leave employment of the consultant that these key roles will be filled by qualified individuals.

5. Consultant will provide samples of results, tools, and/or successes provided for previous clients.

6. References

Consultant will list and briefly describe prior engagements performed in the last five (5) years that are similar in nature to those described in this RFP. The response should include the name, email address and telephone number of the principal client contact, which would be most familiar with your work product and results, as well as an outline of the specific deliverables (time frames and budgets) of the contract.

7. Budget

The consultant will include a proposed budget for the project, including the proposed fee associated with each deliverable noted in this RFP. Include the budget document as an attachment to the proposal.

8. Additional Information

The consultant may include any additional information that will assist the evaluators in making their selection regarding this RFP.

9. Attachments

The consultant will include consultant's resumes, proposed budget, and any other pertinent information cited in the submission.

VII. EVALUATION

A. Introduction:

NEHA reserves the right to reject any and all submissions and to terminate this process at any time. No guarantee is expressed or implied that obligates NEHA to execute a contract for the project.

NEHA will evaluate submissions and determine which is most advantageous and provides the greatest benefits to NEHA. NEHA shall not be liable to any consultant for costs associated with responding to the RFP, for the consultants' participation in an interview, or any costs associated with negotiations. Consultants shall be treated fairly and equally with respect to any opportunity for discussion and revision of their offer.

NEHA will evaluate submissions at the NEHA board of directors' meeting on April 25-26, 2014 in Denver, Colorado. A final decision will be made during this meeting.

NEHA will inform each respondent of the results of this RFP for both successful and unsuccessful submissions by April 30, 2014. NEHA will not provide an evaluation or formal feedback or otherwise disclose information regarding any proposal submitted, successful or unsuccessful.

B. Evaluation Criteria:

Consultants will be evaluated based on response to criteria listed throughout this RFP, including:

Consultant Description and Consulting Team:

- Experience and credentials of project team members reflecting public and private sector experience
- Experience with not-for-profit, non-governmental organizations and/or for profit Operations and Best Practices

Historical Methodology:

- Historical project approach and methodology for a project of this type

Proposed Project Methodology

- Description of project approach

- Process for identification of industry best practices, standards, and/or benchmarks
- Anticipated project schedule to meet the RFP requirements

References:

- Documented work history of all similar contracts within the previous five (5) years.
- Evidence of satisfied customers relating to solution based consulting within the specific deliverables of the contracts, including time frames and budget
- Evidence of successful completion of Operations and Best Practices analysis of similar scope and size

Proposed Project Cost

C. Oral Presentations (If Necessary):

Consultants may be required to participate in an oral presentation before the selection committee. Oral presentations may be held in person or by teleconference. All respondents submitting qualifications may not have the opportunity to interview. Any costs incidental for presentation shall be the sole responsibility of the consultant.

VIII. REQUIRED FORMS

A. Affidavit of No Prohibited Interest

AFFIDAVIT OF NO PROHIBITED INTEREST

I, the undersigned declare and affirm that no person or officer of _____
_____ (herein "Contractor") is either employed by NEHA or is an
elected official of NEHA and who has a financial interest, direct or indirect, in any contract with
NEHA or has a financial interest directly or indirectly, in the sale to NEHA of any property
rights or interest in any property, materials, supplies or service.

I further understand and acknowledge that the existence of a prohibited interest at any time
during the term of this contract will render the contract void.

Name of Contractor

By: _____
Signature

Print Name

Title

Date

STATE OF _____ §

§

COUNTY OF _____ §

SUBSCRIBED AND SWORN TO before me this _____ day of _____, 2014.

Notary