



Request for Proposals

Organizational Ombuds Support

Date Issued: Thursday, January 22, 2026

Submission Due Date: Friday, March 13, 2026

RFP MC-2026-01

RELEASED BY:



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Section I: Overview

Summary of Funding Opportunity

The Fund for Public Health in New York City (FPHNYC) issues this Request for Proposals (RFP) on behalf of the New York City Department of Health and Mental Hygiene (NYC Health Department), seeking an experienced and qualified vendor to develop and operate an independent, confidential, and informal ombuds program for the Agency. As described below in Section 2, the Ombudsman will act as a neutral third party to help agency staff, contractors, and other stakeholders resolve interpersonal conflicts, policy confusion, and business concerns, as well as identify systemic problems for broader organizational improvement.

About the Partners

With an annual budget of \$1.6 billion and more than 7,000 employees throughout the five boroughs, the [NYC Department of Health and Mental Hygiene](#) is one of the largest public health agencies in the world. It is also the nation's oldest municipal public health agency, with over two centuries of leadership in the field. Every day, the NYC Health Department protects and promotes the health of more than 8 million New Yorkers by providing essential health services, promoting public health initiatives, preventing the spread of disease, and many other unseen efforts that keep our city safe and healthy.

The [Fund for Public Health in New York City](#) was created in 2002 as an independent nonprofit organization with the purpose of connecting the NYC Health Department to private sector partners and the greater philanthropic community. These collaborations raise funds to develop, test, and launch innovative initiatives that would otherwise not be possible, and when successful, can be scaled and replicated across the city and around the country. FPHNYC also provides expert implementation support and the administrative infrastructure for the NYC Health Department to act quickly and flexibly to meet the public health needs of individuals, families, and communities across New York City. Since its founding, they have raised more than \$500 million in public and private funding for over 440 projects.

Agency Commitment to Health Equity

The NYC Health Department promotes and protects the health of all New Yorkers so everyone can lead healthy lives, regardless of who they are, where they are from, or where they live.

The Department recognizes that historic and contemporary injustices in government, health care, and other institutions have deepened distrust and contributed to individual and collective trauma, while exacerbating inequities across health conditions.

The Department acknowledges that Black, Latino, Indigenous, and all people of color continue to experience and resist the daily impact and reality of years of disinvestment, racism, biased treatment, and oppression.

The Department is committed to addressing structural racism and all forms of oppression, centering justice within our organization, and ensuring antiracist practices are embedded and operationalized throughout our agency.

Through the implementation of community-centered public health solutions, the NYC Health Department aims to eliminate health inequities and increase to its highest-ever level the life expectancy of all our city's residents.

Funding Overview and Timeline

FPHNYC and the NYC Health Department intend to make a single award as a result of this RFP, up to a maximum of \$190,000. The selected contractor will enter into a contract with FPHNYC to complete the services specified below. It is expected that the contract will begin on or about April 15, 2026 for an initial period of one (1) year. At the end of the year, the successful bidder will be considered for renewal provided required conditions are met, including the satisfactory delivery of services and continued availability of funding.

Minimum Criteria for Selection

Bidders seeking to respond to this RFP must meet the following minimum criteria:

- A minimum of 5 years professional experience in providing organizational ombuds services.
- Prior experience providing ombuds services for local, state, or federal government agencies, hospitals, corporations, and/or non-profit organizations.
- An experienced and diverse staff with professional certification through the International Ombuds Association (IOA) and/or clinician credentials (MSW, LCSW).

Preference will be given to Minority and Women Owned Business Enterprises.

If awarded:

- Bidders must agree to register as a City of New York approved vendor in the City's Payee Information Portal (PIP) and PASSPort, the City's digital procurement system. Further detail on registering as an approved vendor can be found in Section VI: General Disclosures.
- Bidders must agree to provide proof of required insurance coverage prior to the start of award. Further detail on insurance requirements can be found in Section VI: General Disclosures.

Section II: Scope of Services

Background/Purpose

The NYC Health Department is committed to maintaining a workplace culture that promotes fairness, equity, respect, and effective communication. To this end, the ombuds program will serve as an independent resource to help individuals and groups navigate workplace challenges and resolve disputes, build trust by ensuring fair treatment, and drive systemic improvements to enhance organizational culture.

Scope of Work

The successful bidder awarded this Contract shall establish, operate, and manage an Ombuds Services Program for the NYC Health Department in accordance with the requirements of this Request for Proposals (RFP). The scope of work shall include the following:

I. Establish Ombuds Services Program serving the NYC Health Department's approximately 6,000 employees, as well as the agency's contractors and other stakeholders.

- Operate program for a minimum of eight hours per day, five days per week, during normal business hours, except on Federal holidays. Provide extended hours and emergency consultation, as needed. Services may be provided on-site, remotely, or on a hybrid basis but must serve all agency locations within the five boroughs. Selected contractor will ensure services are available in multiple languages and accessible services for individuals with disabilities
- Establish and maintain confidential system (e.g. phone, email) for staff, contractors, and other stakeholders to seek consultation, request information, and report concerns. Acknowledge/respond as soon as possible and no later than two (2) business days.
- Develop, document, and implement Ombuds policies, intake procedures, and service delivery and data management protocols. Ensure compliance with applicable privacy laws and regulations.
- Ensure all staff are adequately trained to perform required job duties and provide regular training updates responsive to emerging trends/issues.
- Ensure that professional and legal standards of client confidentiality will be strictly maintained.

II. Provide support to individuals to assist in addressing and resolving conflicts and complaints.

- Provide confidential consultation to employees, contractors, and other stakeholders either virtually or in person.
- Assist individuals in understanding options for addressing workplace concerns.
- Facilitate informal resolution of conflicts and disputes.
- Offer coaching on communication and conflict resolution strategies.
- Provide referrals to appropriate internal and external resources.

III. Collect and analyze data on Ombudsman program activities to identify common themes, issues, and trends and use that information to support ongoing quality assurance and improvement activities.

- Develop and implement a comprehensive data collection and reporting system.
- Identify and monitor emerging issues and trends affecting workplace culture and operations.
- Analyze patterns to determine potential root causes and underlying systemic issues.

- Make actionable recommendations for policy, procedure, and system improvements.
- Develop a comprehensive program evaluation to be conducted annually.
- Prepare regular progress reports, including:
 - Monthly activity reports (statistical summary only);
 - Quarterly trend analysis and recommendations; and
 - Ad hoc reports on organizational climate and emerging issues as identified.

IV. Develop and implement a comprehensive outreach plan designed to raise awareness of and utilization of Ombudsman services.

- Develop an outreach plan for raising awareness of ombuds services, including:
 - Conducting awareness sessions with staff; and
 - Creating a program site on the agency intranet.
- Develop educational materials and resources that respond to systemic issues.

Timeline for Completing Tasks Required to Establish the Ombuds Services Program

The selected contractor will be expected to complete the following deliverables as outlined in the table below:

Activity	Suggested Timeline
Meet with the Commissioner, Chief of Staff, Chief Equity Officer, EEO Officer and the Office of External Affairs, Office of Labor Relations and the Director of Accessibility/Disability Services Facilitator for introductions and begin the process of setting up the ombuds service.	Month 1
Develop operational plans and launch plan, including educational and marketing materials.	Months 2-3
Launch ombuds service.	Month 4
Provide monthly reports and hold monthly meetings with liaison in Commissioner’s Office.	Beginning Month 4
Participate in quarterly meeting with Commissioner and other senior agency staff.	Beginning Month 4

Section III: RFP Requirements

RFP Timetable

The table below represents a tentative schedule of key events related to this RFP. All times are listed in Eastern Time. Please note that the dates are subject to change, and any amendments to the RFP, including this timeline, will be posted on FPHNYC’s [website](#). FPHNYC will not provide individual notice of changes; organizations are responsible for regularly checking this web page for any changes.

January 20, 2026	Request for Proposals (RFP) issue date
March 2, 2026 at 11:59 p.m.	Final day to submit written questions. All questions must be submitted in writing to procurement@fphnyc.org with the subject line "Organizational Ombuds Support."

March 6, 2026	Final Q&A posted
March 13, 2026 at 11:59 p.m.	Submission deadline
March 31, 2026 (estimate)*	Notification of awards

RFP Information Session

An Information Session will not be held to answer questions from prospective bidders; however, FPHNYC will accept questions in writing regarding the RFP.

RFP Inquiries, Written Questions and Answers

Questions and requests for clarification about this RFP must be submitted via e-mail to procurement@fphnyc.org with a subject line of “Organizational Ombuds Support.” Questions will be accepted until 11:59 p.m. ET on March 2, 2026.

The Q&A will be posted at <https://fphnyc.org/get-involved/requests-proposals/> and answers will be updated regularly.

Submission Instructions

The deadline for submission is Friday, March 13, 2026 by 11:59 p.m. ET. Proposals must be submitted via email to procurement@fphnyc.org with the subject line “Organizational Ombuds Support.” Bidders should follow the proposal instructions in Section IV: Preparing Your Proposal (page 9).

It is the responsibility of the submitting organization to ensure delivery of the application to the above email address by the submission deadline. A confirmation email will be sent within 24 hours of receipt of the application.

Addenda to the RFP

If necessary, FPHNYC will issue addenda to amend conditions or requirements relating to the RFP. Any addenda to the RFP will be posted on the FPHNYC website: <https://fphnyc.org/get-involved/requests-proposals/>.

Bidders are encouraged to check the website for any updates prior to submitting their final proposal.

Section IV: Proposal Instructions

Bidders should follow the instructions set forth below in the preparation and submission of their proposal.

Proposal Format Requirements

- Proposals must include the section/subsection headings (e.g., “Qualifications and Experience”) and numbering format as shown below.
- Proposal narrative may not exceed twelve (12) single-spaced pages. Any text exceeding the 12-page limit will not be reviewed and evaluated.
- Text should be no less than 12-point font except for any tables or charts.
- Each page of the Proposal Narrative should be consecutively numbered.

Proposal Content

Proposals must include responses to all sections below and must address all questions in each section in the order listed.

1. Proposal Submittal Form (Attachment A)

2. Qualifications & Experience

Provide an overview of the firm's history, size, location, and services. Please include the following:

- A description of the firm's expertise and experience providing ombuds, mediation, and other related services.
- An overview of the firm's experience providing services to large municipal agencies or other government entities. As part of this overview, firms should also demonstrate their understanding of the unique, often complex, requirements of the public sector.
- A description of the firm's successful relevant experience in delivering services similar in size, scope, setting, and area of focus. Provide a list of similar projects undertaken and completed, including a description of the project, the services performed, and the project's duration.

3. Organizational Capacity

Provide a detailed capability statement that demonstrates the firm's capacity to plan, coordinate, and implement the proposed activities. Please include the following:

- A brief description of organizational structure and how this project will affect current workload and capacity.
- Staffing plan for the proposed project, including credentials and qualifications of the staff that will be responsible for all required activities.
- If you anticipate including any subcontractor(s) in your project, please state the names of all known partnering agencies and their roles within project.

4. Technical Proposal/Methodology

Provide a detailed description of the approach and methodology to be used to accomplish the Scope of Work of this RFP. The methodology should include:

- A description of the firm's proposed service delivery model, including:
 - Approach to delivering trauma-informed services

- Approach to building organizational trust and credibility
- Approach to providing services that are culturally competent and tailored to different education levels and language backgrounds.
- Any evidence-based approaches, best practices, or unique or innovative strategies that will be utilized.
- A detailed implementation plan and timeline that describes the specific plans for each task outlined in Section II: Scope of Work.
- A description of how you will ensure expectations and/or desired outcomes will be achieved.
- A description of the support and resources required from Health Department staff.

5. Financial Proposal. *This section does not count toward the page limit.*

Provide a detailed cost proposal, which includes 1) a proposed payment schedule tied to the successful completion of tasks and/or deliverables described in your Project Implementation Plan, and 2) a line-item breakdown of the costs, including personnel and other costs/fees.

6. Appendices. *Appendices do not count toward the page limit.*

- A. Sample Work Products. Provide a minimum of one sample work product, completed within the past two years, that exemplifies the firm's experience and expertise creating operational guidelines/manuals for ombuds services. (These can be documents or links to materials available online).
- B. References. Please provide contact information for at least three professional references who can speak to the consultant's or firm's qualifications and previous work. References must include the name of the reference, title, address, telephone number, email address, service period, and a short narrative describing the services.
- C. IRS Form W-9. Please provide a current W-9, signed and dated at least within a year. A blank W-9 (PDF) is available. Line 1 must reflect the legal name as shown on the entity's tax return or as registered with the IRS.

Section V: Selection Process

Eligible proposals will be evaluated on the strengths of the proposal and scored in accordance with the evaluation criteria below. A maximum total of 100 points are possible in scoring each proposal.

Evaluation Criteria

Proposals will be scored according to the following:

Response Category	Maximum Points
Qualifications and experience	30
Organizational capacity	20
Technical proposal	25
Price Proposal	25
TOTAL	100

Review Process

The review process will consist of the following steps:

1. FPHNYC will conduct an initial review to screen proposals for eligibility, completeness, and technical requirements. Those that are determined to be eligible will then be evaluated by the Review Committee.
2. A Review Committee convened by the NYC Health Department will evaluate proposals and score bidders according to the criteria listed below. Each proposal will be scored by at least three reviewers. The Committee will make the final selection and recommendation following the evaluation of the proposals, which may include presentations and interviews, if deemed necessary, with some or all bidders. If presentations and/or interviews are conducted, the Committee may choose to assign additional points for these processes or re-evaluate, rerate and/or re-rank the finalists' proposals based upon the written documents submitted and any clarifications offered in the interviews or site visits.
3. The Review Committee will select the bidder whose proposal is determined to be the most advantageous to the Department, taking into consideration the evaluation criteria listed below. Additionally, final award decisions may consider past contract performance (if bidder has current contract(s) or had contracts within the last three years with FPHNYC and/or the City of New York) or reference/background checks for bidders without any prior or recent contracting relationship with FPHNYC and/or the City of New York.

Award Process

Each bidder submitting a proposal will be notified in writing regarding the decision concerning their proposal. The contract or contracts resulting from this RFP will be held between the Fund for Public Health in New York City, an independent 501(c) (3) not-for-profit organization, in its role as NYC Health Department's fiscal agent, and the selected bidder. Any contract award will be subject to timely and successful completion of contract negotiations, demonstration of all required insurance coverage, and all other requirements of FPHNYC, the NYC Health Department, or any other applicable federal,

state, or local laws and policies. FPHNYC reserves the right to adjust deliverables and timeframes in response to changes in need or priorities.

Section VI: General Disclosures

Bidders shall review each statement below to ensure capacity for compliance before submitting a proposal for consideration.

1. By submitting a proposal, the Bidder acknowledges that they have read and understand this RFP and can fulfill all requirements. Once submitted, submittals will be the property of FPHNYC and will not be returned.
2. FPHNYC may amend or cancel this RFP at any time, without any liability to FPHNYC and/or NYC Department of Health.
3. FPHNYC may reject any or all proposals received and may ask for further clarification or documentation. Submitted information that does not respond to all items or confirm to the requirements of this RFP may be excluded from further consideration and alternative information packages may not be considered.
4. FPHNYC may make an award under the RFP in whole or in part, or award more than one contract by awarding separate items or groups of items to various bidders.
5. Prior to proposal opening, FPHNYC may amend the RFP specifications to correct errors or oversights, or to supply additional information, as it becomes available. FPHNYC may also direct bidders to submit proposal modifications addressing subsequent RFP amendments.
6. Prior to the start of work, selected contractors shall procure and maintain in force at all times during the term of the agreement, insurance of the types and in the amounts set forth below:
 - I. Commercial General Liability: insurance to provide coverage for bodily injury and property damage, including damage to any facilities, equipment or vehicles, in limits of no less than \$1,000,000 per occurrence \$2,000,000 aggregate.
 - II. Professional Liability: medical malpractice or errors and omissions insurance in limits of no less than \$1,000,000 per occurrence and \$3,000,000 aggregate.
 - III. Employers Liability: insurance to provide coverage for the acts and omissions of Contractor's employees in limits of no less than \$1,000,000 per accident.
 - IV. Workers' Compensation: workers' compensation and disability insurance as required by the applicable New York State law.
 - V. Excess Umbrella Liability: in the event that Contractor's insurance policy(s) does not meet the limits stated above.

Contractor shall maintain on file with FPHNY current Certificates of Insurance for the above referenced policies, listing FPHNY and the City as Additional Insureds for General Liability policies and as Certificate Holders for all other required insurance.

7. This project is being supported with funding from the NYC Health Department, which requires that vendors register in the City's Payee Information Portal (PIP). In PIP, vendors can view financial transactions with the City of New York, register for Electronic Funds Transfer payments and more. For more information, please visit: <https://a127-pip.nyc.gov/webapp/PRDPCW/SelfService>.

Vendors are also required to register in PASSPort, the City's digital procurement system. PASSPort training and information materials are available through videos, user guides and FAQs at

www.nyc.gov/passport.

8. The selected contractor will be required to comply with all New York City Executive Orders and Orders of the Commissioner of Health and Mental Hygiene (“City Orders”) that apply to City contractors and subcontractors. The contractor shall also be responsible for ensuring that the Contractor remains current with all such City Orders and requirements, which may be subject to change.
9. The bidder will be solely responsible for any costs incurred in preparing, delivering, or presenting responses to this RFP. Bidders will not be reimbursed for any costs incurred in preparing proposals.

**ATTACHMENT A
PROPOSAL SUBMITTAL FORM**

INSTRUCTIONS: Bidders must complete and submit this Proposal Submittal Form signed and dated by the firm's Authorizing Official.

Section 1: Organization Information
Organization Name:
DBA (if applicable):
Year Established:
EIN/Tax ID:
Organization Type:
Are you a New York City Minority and/or Women-owned Business Enterprise (MWBE)?

Section 2: Organization Address
Address 1:
Address 2:
City, State & Zip Code:

Section 3: Point of Contact
Contact Person for this Proposal:
Title:
Contact Phone:
Contact Email:

Section 4: Proposal Information	
Total Proposed Budget	
\$	
<input type="checkbox"/>	By checking this box, you are confirming that the Project Proposal is attached.
<input type="checkbox"/>	By checking this box, you are confirming that the Financial Proposal is attached.
<input type="checkbox"/>	By checking this box, you are confirming that at least 1 sample work product is attached.
<input type="checkbox"/>	By checking this box, you are confirming that contact information for at least three references is attached.
<input type="checkbox"/>	By checking this box, you are confirming that the firm's W-9 form is attached.

Section 5: Certifications	
<p>I, as an authorized representative of this bidder organization, have read this application and confirm the accuracy of the representations made herein. I also confirm the firm meets the eligibility criteria, as set forth in the request for proposal (RFP) and is fully able and willing to carry out the terms of the project.</p>	
Signature of Authorizing Official	Date
Printed Name and Title	