

Date: July 25, 2022

To: Interested Human Resource Professionals

From: Debbie Schnitzer, Director of Finance & Operations, CEDAC

Re: RFP for Contracted Human Resource Services

Overview

The Community Economic Development Assistance Corporation (CEDAC) is requesting proposals from qualified professionals who are interested in providing contracted human resource services for an initial one (1) year period with up to a five (5) year period available through contract extension. The Contracted Human Resource Services consultant, hereafter referred to as HR Consultant, service delivery scope includes, but is not limited to: (1) supporting employees, managers and executive leadership on human resources related issues; (2) updating and overseeing personnel policies, supporting executive leadership in developing and implementing DEI plan; (3) providing professional development supports, evaluating compensation structure, and; (4) other core HR activities as indicated by contract holder/CEDAC.

CEDAC highly values doing business with diverse contractors and requires all prospective contractors to complete a demographic survey to provide diversity information (included as Attachment B).

CEDAC's annual budget range for these services is \$80,000 -- \$100,000.

The deadline for submitting a proposal is 5 PM on August 26, 2022.

Organization Description

CEDAC is a quasi-public agency of the Commonwealth of Massachusetts, established as a public corporation by state legislation in 1978 ([Chapter 40H](#)), to provide technical assistance to non-profit community-based organizations to help them carry out community economic development activities in distressed areas of the state. In addition to its quasi-public status, CEDAC is a 501 (c) (3) tax-exempt corporation. CEDAC is led by a nine-member board of directors appointed by the Governor and drawn from the public and private development sectors. The Board chair is the designee of the Secretary of the Executive Office of Housing and Economic Development, currently the Undersecretary of the Department of Housing and Community Development. CEDAC currently has 25 employees. CEDAC has retained outside legal services with expertise in HR.

CEDAC's major program area is affordable housing. CEDAC provides predevelopment and acquisition financing and technical assistance to non-profit, community-based organizations for the development, preservation and rehabilitation of affordable housing. CEDAC also works closely with the Department of Housing and Community Development (DHCD) and its state agency partners on several of the capital bond programs used to develop supportive housing for homeless families or other vulnerable populations. CEDAC is active in state and national housing preservation policy research and development and is widely recognized as a leader in the non-profit community development industry. Please visit CEDAC's website for more information CEDAC.org.

CEDAC's affiliate, the Children's Investment Fund (CIF), provides financial and technical assistance for development of quality early education and out of school time facilities. CIF, an independent 501 (c) (3) tax-exempt non-profit corporation, was established in 1990 and has become a national leader in integrating child care within community development. CIF is governed by a fifteen-member board of directors. CIF does not employ any staff but contracts with CEDAC for all staffing and administration of CIF's programs. CIF works closely with the state's Department of Early Education and Care (EEC) to manage the state's capital bond program which provides facility grants to early education and out of school time centers. Please visit CIF's website for more information CEDAC.org/CIF.

Scope of Human Resource Services Required

The primary duties would include:

1. Labor/Personnel: serve as an HR point of contact and support employees, managers and executive leadership on human resources related issues.
2. Diversity, Equity, and Inclusion (DEI): help develop and implement DEI plans and initiatives; coordinate bias response policies; support employee resource groups.
3. Organizational Compliance: continually inform employees and managers of employment law updates and requirements, recommend policy and procedure changes, provide edits to the personnel policy manual, and provide required notifications to all employees.
4. Personnel Policy Manual: review the Board-approved personnel policy manual and recommend updates as needed to promote a culture of fairness, equity, and opportunities for advancement. Develop and implement policies and procedures that support employee hybrid work schedules.
5. Compensation Review: conduct periodic review of organization total compensation (salaries and all benefits) for the full range of positions as compared to peer public and private organizations. Review internal compensation structure including salary ranges and levels for fairness, equity, and opportunities for advancement. Recommend changes as needed.
6. Professional Development: work individually with employees and their supervisors to help them develop effective professional development plans. Recommend, plan and implement training for staff on various topics, including trainings for managers and supervisors. Provide training or oversee the procurement of training.
7. Recruitment and Sourcing: assist managers with marketing and recruitment for open positions from a diverse pool of applicants.

8. New Employee Orientation: deliver new employee orientation, including education about all benefits. Work with hiring manager to identify and implement key training and orientation elements to promote learning and inclusion.
9. Annual Performance Review Process: evaluate current process and recommend improvements.

Proposal Contents

A response to this RFP must include the following information:

- Completed cover page (see Appendix A).
- A summary of the HR Consultant's experience and qualifications which makes it the best choice to handle the matters described above. Please describe how the HR Consultant will achieve each of the items listed in the above Scope and any prior experience providing each of these services. Please describe the HR Consultant's capacity to respond to urgent matters. Please specify if and when the HR Consultant will oversee subcontractors, such as for training or other matters. Please make sure you address in this section items 2 through 5 under Evaluation Factors/Considerations.
- Identification of the lead professional who would be working on this engagement. Please provide a resume. If you are proposing any other professionals to be part of the team, please specify their roles and include resumes.
- References: A list of three (3) clients whom the HR Consultant and/or the lead professional has worked with in similar matters, as well as the client contact's name and telephone number. References will be contacted for finalists only.
- Identification of any subcontractors that may be used to provide the services required by this RFP (such as trainers, etc.) and describe how the HR Consultant will manage those relationships.
- Your proposed fee structure. Specify whether the HR Consultant would perform the work on a flat fee or hourly basis and provide the following:
 - Hourly basis – hourly billing rates of lead professional and any other associates that may provide services to CEDAC.
 - Proposed flat fee arrangements.
 - Other fee structure (please describe)
 - The rates of any subcontractors that the HR Consultant may use in its representation of CEDAC.
- Description of the levels of coverage for professional liability insurance carried by the HR Consultant.
- A completed business demographic form provided in Appendix B

Evaluation Factors/Considerations

CEDAC will evaluate all submitted proposals based on the following considerations:

1. Completeness and clarity of submission;
2. Expertise in and available resources to address all items in the above Scope of Human Resource Services Required;

3. A demonstrated record of success in past similar engagements or in providing the items listed in the above Scope of Human Resource Services Required;
4. The HR Consultant's ability to respond within hours to an urgent request for assistance;
5. The HR Consultant's capacity to provide services on an on-going basis and, for particular projects, within an agreed upon timeline;
6. Competitive pricing;
7. The HR Consultant's diversity and/or its efforts to subcontract or partner with consultants with additional diversity;

After reviewing all proposals, CEDAC may contact respondents for additional information and may choose a few consultants to interview in order to assess the proposed individual or team's potential to work collaboratively and effectively with CEDAC.

Response Deadlines

Task	Date
RFP available	7/25/22
Notice of Intent (NOI): Send an email to dschnitzer@cedac.org that indicates the respondent's intention to submit a proposal. You will then be added to the email list to receive all questions and answers relating to the RFP.	Email NOI by: 5 PM on August 8, 2022
Question and Answer Period: we invite interested respondents to submit questions to: dschnitzer@cedac.org	By 5 PM on August 8, 2022
Answers will be provided	By 5 PM on August 15, 2022
RFP Responses Due	By 5 PM on August 26, 2022
Respondents Notified of Decisions	By September 30, 2022
Approximate Start Date of Contract	November 1, 2022

Please note, CEDAC reserves the right to alter this timeline and request additional and clarifying information from respondents. Should there be any changes to this RFP during the application period CEDAC will update this document and publicly posted timeline.

If you have questions, please make sure you email them in writing to dschnitzer@cedac.org by 5 PM on August 8, 2022. We will email all questions and answers to all respondents who email us by August 8, 2022 that they are interested in submitting a proposal.

Appendix A

Response to CEDAC's RFP for Human Resource Services

COVER PAGE

(Please use this page as the 1st page of your response.)

Consultant Name: _____

Address: _____

Contact Name: _____

Contact Phone: _____

Contact Email: _____

Authorized Signatory

Date

Print Name of Authorized Signatory

Responses should be addressed to:

CEDAC
18 Tremont Street, Suite 500
Boston, MA 02108
Attention: Debbie Schnitzer

BY: 5 PM on August 26, 2022

Please submit proposals 1) electronically to dschnitzer@cedac.org and 2) to insure we do not miss your electronic submittal, mail one copy of each cover page to the CEDAC offices at the above address.

Appendix B

Firm Demographic Form

Company Name:

Date:

Contact Person and Title:

Email:

Phone Number:

If you are not certified by the Commonwealth's Supplier Diversity Office ([SDO](#)) Business Enterprise Program, click [here](#) for a link to the process. We **do not** require certification as part of our selection criteria, but your responses are helpful to our data collection.

1. Is your organization a business enterprise that falls under the definition of those listed under the SDO Business Enterprise Program? The Program includes business enterprises as defined by those within the Operational Services Division's Supplier Diversity Program (SDP), including Minority Business Enterprises (MBE), Women Business Enterprises (WBE), Disadvantaged Business Enterprises (DBE), Portuguese Business Enterprises (PBE), Veteran Business Enterprises (VBE), Lesbian Gay Bisexual Transgender Enterprises (LGBTBE), Service-Disabled Veteran-Owned Business Enterprises (SDVOBE), or Disability-Owned Business Enterprises (DOBE) and is registered as such.

- If so, under which categories? List all: _____
- No, we are not listed

Even if your company is on the SDO list, please complete the following information:

2. Please provide the **% of owners** that self-identify as being members of any of the following groups:

- ____ % Black, African American, or Caribbean American
- ____ % Latino/Latina/Latinx American or Hispanic
- ____ % Asian or Asian American
- ____ % Native Hawaiian or Pacific Islander
- ____ % Native American, First Nations, American Indian or Native Alaskan
- ____ % Middle Eastern or North African
- ____ % White/Caucasian
- ____ % Other, please specify: _____

- I do not collect this information
- I prefer not to answer

3. Please provide the **% of owners** that self-identify as being members of any of the following groups:

____ % Veterans/US Service Members, either current or former

____ % Disabled persons (as per the legal definition by the [Department of Labor](#) or [Americans With Disabilities Act](#))

____ % Lesbian, Gay, Bisexual, Transgender, Queer, and Asexual (LGBTQA+)

____ % Women

____ % Other, please specify: _____

I do not collect this information

I prefer not to answer

4. Please provide the **% of your leadership team (principals and/or key employees, not owners)** of your organization who self-identify as being members of any of the following:

____ % Black, African American, or Caribbean American

____ % Latino/Latina/Latinx American or Hispanic

____ % Asian or Asian American

____ % Native Hawaiian or Pacific Islander

____ % Native American, First Nations, American Indian or Native Alaskan

____ % Middle Eastern or North African

____ % White/Caucasian

____ % Other, please specify: _____

I do not collect this information

I prefer not to answer

5. Please provide the **% of your leadership team (principals and/or key employees, not owners)** of your organization who self-identify as being members of any of the following:

____ % Veterans/US Service Members, either current or former

____ % Disabled persons (as per the legal definition by the [Department of Labor](#) or [Americans With Disabilities Act](#))

____ % Lesbian, Gay, Bisexual, Transgender, Queer, and Asexual (LGBTQA+)

____ % Women

____ % Other, please specify: _____

I do not collect this information

I prefer not to answer

6. Total number of **full-time** employees:

7. Total number of **part-time** employees:
8. Approximate percentage of total number of employees/workforce (**not inclusive** of leadership team, owners or principals) that self-identify into the following groups:
- _____ % Black, Indigenous, or other People of Color
 - _____ % Veterans/US Service Members, either current or former
 - _____ % Disabled Individuals (as per the legal definition by the [Department of Labor](#) or [Americans With Disabilities Act](#))
 - _____ % Women
 - _____ % LGBTQA+
 - _____ % Other, please explain _____
- I do not collect this information
- I prefer not to answer
9. If you would like to provide more information than what is captured by these questions, please share here: