



## Request for Proposal

### Human Resources and Finance Operations

Executive Office

09/30/2022

## Overview

The Boston Public Health Commission (BPHC) is the local public health department for the City of Boston and the country's oldest health department. BPHC's mission is to protect, preserve, and promote the health and well-being of all Boston residents, particularly the most vulnerable. We envision a thriving Boston where all residents live healthy, fulfilling lives free of racism, poverty, violence, and other systems of oppression. BPHC staff have been on the front lines of the COVID-19 response, the movement for racial equity, and efforts to address the opioid epidemic.

Over the past few years, public health challenges have intensified and the demands on BPHC have grown. With the COVID-19 pandemic, Boston has seen intensified need for a strong public health infrastructure as the health and wellness of Boston residents has been impacted by so many challenges. Added to Covid-19 and other emerging infectious diseases (i.e., monkeypox), increased mental and behavioral health needs, the enduring and growing opioid epidemic, greater strain on our healthcare systems, stark racial and ethnic disparities in health outcomes, and increased cost of living have made it difficult for individuals and communities across Boston to address basic and more complex needs. In large part because of competing priorities and limits in capacity, the foundational capabilities of BPHC's HR and Finance departments have remained essentially at pre-pandemic levels.

As part of BPHC's efforts to have an equitable procurement process, BPHC will consider and encourage Certified Unrepresentative Businesses Enterprise (CUBE) that includes; Minority-owned Business Enterprises (MBE), Women-owned Business Enterprises (WBE), Veteran-owned Business Enterprises (VBE), Disability-owned Business Enterprise (DOBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), Minority Non-Profit (MNPO), Women Non-Profit (WNPO), Minority Women Non-Profit (MWNPO) and local businesses to apply to this RFP.

## Project

BPHC is seeking a vendor to support the building and implementation of forward-thinking operating models for BPHC's Human Resources (HR) and Finance departments.

The goals of this project are to:

- Build BPHC's HR to be robust and efficient, representative of the neighborhoods it serves and able to meet the challenges and demands of a large, complex, and diverse organization
- Promote and sustain a work environment where staff throughout the commission thrive and achieve professional growth
- Analyze and recommend improvements to organizational systems and processes that will streamline the processing of internal contracts, procurement, grants, and invoices
- Produce and/or revise HR and Finance Policy Manuals, Standard Operating Procedure Manuals, and training manuals, including development of updating of policies and procedures as needed
- Analyze current staffing levels and roles in HR and Finance and provide the Executive Office with a detailed recommendation of adequate staffing levels and roles for each area based on the size and complexity of BPHC and its financial systems
- Ensure procurement, contracts, grants, and invoicing processes and procedures promote equitable distribution of funding to Boston neighborhoods and programs supporting Boston residents, and local non-profits and community-based organizations
- Better capacitate BPHC program staff to address their programmatic HR and community finance needs, thus supporting public health response

## RFP Timeline

Friday, September 30, 2022	RFP Legal Notice publication in The Boston Globe
Friday, September 30, 2022	RFP available online at Boston.gov/bphc-rfp
Friday, October 07, 2022	<p>Questions due in writing by 5:00PM EST to:</p> <p>Julia Frederick Chief of Staff, Executive Office <a href="mailto:JFrederick@bphc.org">JFrederick@bphc.org</a></p> <p>Subject: Questions - HR &amp; Finance Operations RFP</p>
Wednesday, October 12, 2022	Responses to questions available on Boston.gov/bphc-rfp by 5:00PM EST
Monday, October 24, 2022 <i>(BPHC revised the original RFP to reflect the extension of the due date)</i>	<p>RFP due by 5:00PM EST to:</p> <p>Julia Frederick Chief of Staff, Executive Office <a href="mailto:JFrederick@bphc.org">JFrederick@bphc.org</a></p> <p>Subject: HR &amp; Finance Operations RFP - Proposer's Name <b>There is no exception to this deadline date</b></p>
October 28, 2022	<p>Notification of Decision</p> <p>Desired date to notify selected venters, however, BPHC has the discretion to extend this date without notice. BPHC reserves the right to accept or reject any or all proposals. BPHC reserves the right to select multiple proposers for award. The contract(s) resulting from this RFP shall be in effect when all necessary contract documentation is fully executed by BPHC and awarded vendor(s).</p>

## Scope of Work

The vendor will review and evaluate both the human resources and finance staffing structures, policies, procedures, and systems. The vendor is expected to meet with staff to understand current structure and systems, gain an understanding of the missing and/or outdated policies and procedure manuals, provide initial recommendations, develop, or revise HR and Finance Policy Manuals, Standard Operating Procedure Manuals, community partner procurement, contract, and invoicing guidance resources, and training manuals, and build capacity within BPHC resulting in enhanced HR and finance response. The chosen vendor must demonstrate the ability to not only assess but build organizational capacity through revised or newly developed materials, training tools, and resources so that this work can continue once the contract has ended.

**Human Resources Structure & Resources:** Support the building and implementation of a future operating model of BPHC's HR department. Deliverables include:

1. **HR Staffing Model:** Recommend appropriate structure, roles with job descriptions, and size of BPHC's HR department, given the size, functions, and recent expansion of responsibilities for the BPHC. Evaluate and assess the current centralized structure and how HR can best support BPHC's Bureaus and Offices moving forward.
2. **HR Policies & Procedures:** Meet with HR team and relevant offices (General Counsel's Office, Office of Labor & Employment) to gain a thorough understanding of missing and obsolete

policies and procedures. Create and revise a comprehensive set of updated policies and procedures, which should include an HR Policy Manual, Standard Operating Procedures Manual, and an internal communication strategy for all HR policies.

3. **Staff Trainings:** Review current HR-related and onboarding trainings. Determine all-staff, supervisor, and other training frequency and confirmation and tracking processes for all HR-related staff trainings. Create HR related training manuals, job aides, and/or online training modules for staff.
4. **Benefits:** Identify and propose solutions to ongoing challenges with benefits including FMLA, medical leaves, parental leaves. Review current benefits and recommend any updates/changes to support staff.
5. **Payroll:** Identify and propose solutions to payroll system challenges.
6. **Employee Relations:** Identify challenges to HR-Employee relations and propose and support implementation of new processes related to HR-related complaints.
7. **Talent Acquisition:** Review and update current HR talent acquisition processes including recruitment, hiring, onboarding, and exit-interviewing to ensure they are up to date and that processes are efficient and focus on strategies to recruit a racially diverse workforce. Create or revise resources to support consistent staff recruitment processes across Bureaus and Programs. Identify reasons for turn-over and recommend ways to address them. Identify ways to promote opportunities within BPHC to allow staff to advance and grow.

**Finance Structure & Resources:** Support the building and implementation of the future operating model of BPHC's finance department and finance functions and staffing structure. This operating model must address specific content in a prior completed auditor's report, and update any findings based on changes made since audit.

1. **Finance Staffing Model:** Produce recommendation document for the Finance staffing model. Recommend appropriate structure, roles with job descriptions, and size of BPHC's finance department and associated bureau staff, given the size, functions, and recent expansion of BPHC funding. Clarify contracts, grants, procurement, and program staff roles and responsibilities at every step of the procurement, contract, or grant processes.
2. **Fiscal Policies & Procedures:** Meet with each finance team department (Office of the CFO, Procure-to-Pay, Revenue, Budget, Accounting and Post-Award Grant Accounting) to gain a thorough understanding of missing and obsolete policies, and standard operating procedure manuals. Create and revise a comprehensive set of updated policies and procedures, which should include a Finance Department Policy Manual, Standard Operating Procedures Manual, and a communication strategy for all Finance policies.
3. **Fiscal Processes:** Review current workflows/processes in accounting, revenue, procure-to-pay (invoice processing, vendor payments, purchase order creation and contracts), grants (pre-award and post-award processes), and budget. Develop revised workflow processes and protocols to help improve efficiencies, remove redundancies, and expedite turn-around time.
4. **Training & tools for staff and external partners:** Create finance related training manuals and/or online training modules for staff who are both external to the finance department, and external partners who are funded by BPHC.
  - a. **BPHC Finance staff:** Develop training manuals, job aides, and/or online modules and update finance template forms needed for Finance staff.
  - b. **BPHC non-Finance staff:** Develop BPHC staff training manuals, budget development templates, grant budget monitoring templates and processes, and other job aides as needed to assist BPHC staff in developing and monitoring budgets (city and external funding). Make materials available on intranet.

- c. **External partners:** Develop accessible description of grant, contract, and invoice processes and easy to use template forms for external partners and support a customer-friendly and efficient process

### Period of Performance

This work is **expected to** begin on or about November 1, 2022, and go through June 30, 2023. Depending on funding availability, BPHC reserves the right to extend the contract beyond July 1, 2023.

### Qualifications

A qualified organization will demonstrate:

- Expertise in analyzing and reviewing operating systems of large organizations to identify current inefficiencies and recommend industry best practices for effective deliverables
- Expertise in analyzing policy and procedure deficiencies and hands on development of detailed and concise policy manuals, Standard Operating Procedure manuals and training manuals
- Expertise in evaluating departmental staffing levels and making recommendations staffing changes based on the size and complexity of the organization and its systems
- Experience working with government agencies and non-profit organizations
- Experience in racial equity and social justice analysis, frameworks, and processes
- Familiarity with the City of Boston preferred

### Proposal Requirements

Review will be based on focus of proposal on raising the profile of the commission, responsiveness to the elements of the scope of work, and qualifications. To be considered for this award, the proposal must include:

1. Description of the approach to the work, including justifications for this approach and qualifications to complete the approach.
2. All proposals should include an anticipated timeline and workplan of the vendor's work.
3. Resume or Curriculum Vitae (CV) for all proposed personnel on the project.
4. Detailed, itemized budget for period of performance, including costs specific to activities and deliverables within the scope of service.
5. An example of relevant work conducted by the respondent.
6. If you are an LLC, provide the appropriate documentation along with your proposal.
7. Certified Vendors (CUBE) must submit a copy of certification along with your proposal.
8. Optional: BPHC may request work outside the scope above that we may want selected vendor to support. Provide hourly rates for key project staff.

### Submission Instructions

Proposals must be submitted in a PDF format via email to:

Julia Frederick  
Chief of Staff, Executive Office  
[JFrederick@bphc.org](mailto:JFrederick@bphc.org)

Email Subject: HR & Finance Operations RFP – Proposer's Name

Proposals are due by Monday, October 24, 2022, at 5:00 PM EST (No exceptions to this due date)