



**DREW CDC**

Every Child's Success  
Strengthens Community

**REQUEST FOR PROPOSALS  
DREW CDC 0001  
HUMAN RESOURCES CONSULTING AND SUPPORT SERVICES**

June 18, 2026

Drew CDC (Agency) invites you to submit a proposal to provide human resources consulting and support services for Drew CDC. The anticipated performance period is for an initial period of 36 months from July 1, 2026, to June 30, 2029, with options for up to two additional years of service.

Responses should be submitted in accordance with the requirements and instructions set forth in this Request for Proposals (RFP). The RFP documents have been publicly posted ([drewcdc.org](http://drewcdc.org)). Prospective proposers are responsible for registering and submitting proposals to the Sole Point of Contact. **Proposals are due on Thursday, June 25, 2026, before 3:00:00 p.m. PST.**

Should you have any questions, please contact Herman Hill at [hhill@drewcdc.org](mailto:hhill@drewcdc.org), the Sole Point of Contact for this RFP. Thank you for your interest.

Sincerely,

Jackie Clarke  
Chief Executive Officer/President  
Drew CDC

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**DREW CDC  
REQUEST FOR PROPOSALS**

**RFP No. 0001**

**Human Resources Consulting and Support Services Date Issued: Thursday, June 18, 2026**

Drew CDC  
1411 West 190<sup>th</sup> St.  
Gardena, Ca 90248

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## INTRODUCTION

Since 1987, Drew Child Development Corporation has been serving the communities located within Ser-vice Planning Area 6 (“SPA 6”). This region encompasses the communities of Compton, Crenshaw, Florence, Lynwood, Paramount, Rosewood, West Adams, Willowbrook, Windsor Hills, and Watts. According to data from Women, Infant and Children (“WIC”, 2021), the SPA 6 is 51% Hispanic English, 33.1% His-panic-Spanish, 13.6% Black, .5% White, .3% Asian, and 1.3% Other.

When broken down by subregions, the demographics show slight differences. According to the Cen-sus Reporter (2021), the Central Los Angeles and Watts area consisted of a population of 159,616, which comprises an 8.6 square mile region. The median age range for this sector is 30.1 years, with 30% of the total population being under the age of 18 years. Demographically, this region consists of an almost even-balance of male and female, at 52% and 48%, respectively. Within this region 39,253 consist of families with an average of 4.1 persons per household. The median household income is \$47,585, which is in the lower one-third of the average income in California. In turn, the poverty rate is at 28%. The data further indicates 27.8% of all persons being in poverty with 38% of children un-der the age of 18 being in poverty.

In terms of educational attainment, approximately 53.9% graduate high school or attain higher levels of education. The current graduation rate in California is approximately 89%. In addition to high school completion, those who complete a bachelor’s degree is 8.1%. In terms of the racial and ethnic composition, the population is 82% Hispanic, 15% Black, 1% White and, 1% are Two or More Races. Essential to this data is the language spoken within the home. Based on a 5-year longitudinal study, it was identified that most of the homes within the region are Spanish speaking. Statistically, the results are almost the same for the Willow brook area, with a slight difference of Spanish speaking families that are at 78% for homes that are over the age of 18+. Similarly, Central Los Angeles and Watts communities demonstrate the home language of Spanish at 72% for families with children between 5-17 years and 74% for families 18+.

Finally, the Compton area demonstrates slightly different demographics with 69% Hispanic, 27% Black, 1% White, 1% Asian, 1% Other, and 1% of Two or More Races. The median income is \$62,050, with a poverty rate at 23% for children under 18 years. The average family size is at 3.2. For educational attainment, the high school graduation rate is 67.5% and bachelor’s degree attainment is 11.1% within the region. Similarly, the Spanish speaking families are slightly lower than the other regions, with Spanish-speaking families consisting of 65%-66%.

In totality, the data demonstrates not only the diversity of SPA6 by race, ethnicity, age, and educational attainment, but also the significant population that exists within the geographic locations. The services and programs provided by Drew CDC continues to strive to reach more students and families through its expanded services and aspirational goals.

### **Services and Programs**

Drew CDC provides services to children and their families in many ways. Most important, it addresses systems that provide a wholistic approach to embrace the full family. Whether through the Center-based preschool or toddler program, mental health, or other services, this broad-based approach seeks to help provide the foundational support to strengthen the whole family. Each program provides specialized services that caters to the needs of the child family.

### **Center-Based Group Instruction**

The Center-Based programs provide instruction to children from the ages of 18 months to 3 years of age. The programs are offered 3 days per week, for 3-hours per day. Children who participate in the programs receive group instruction with similar aged peers. Using the Creative Curriculum methodology, the children develop language, social, and problem-solving skills from teachers who are state certified.

### **Childcare Subsidy**

Following the wholistic concept with supporting the child and family, the childcare subsidy program is a

unique service that provides a case manager to work with families to provide them safe and nurturing childcare for children up to age 12 and for exceptional needs and severely disabled children up to the ages of 18-21 years.

### **Mental Health**

Drew CDC’s mental health services are provided for low-income and Medi-Cal eligible families. Starting from birth up to the age twenty-one, these services assist with providing culturally sensitive services, mental health assessments and coping with emotional trauma. Supportive measures for families are provided through education, managing crises, and providing medication, if necessary. These services can be requested by parents/caregivers, school officials, Department of Children and Family Services, the Los Angeles Children’s Department of Mental Health or through a treating physician.

### **Trauma-Informed Care**

In partnership with the Child Care Alliance Los Angeles and the County’s eight Resource and Referral agencies, the TIC training program leads and coordinate s the trainings within the Bridge Program. The “train the trainer” design assists with preparing childcare providers, especially in the foster care system, with the knowledge and skills to support children who have experienced childhood trauma.

General information about Drew CDC can be obtained by visiting [www.drewcdc.org](http://www.drewcdc.org).

## **SECTION I**

### **GENERAL CONDITIONS**

#### **A. Governing Law**

This RFP summarizes the applicable laws and governance; when in conflict, applicable State/Federal requirements shall apply. The resulting contract and legal relations between the parties hereto shall be governed and construed in accordance with the laws of the State of California.

#### **B. Examination of Proposal Documents**

By submitting a proposal, the proposer represents that it has thoroughly examined and become familiar with the work required under this RFP, and that it is capable of performing the work identified in the Required Scope of Work, Deliverables, and Staffing).

#### **C. Rights of Drew CDC**

This RFP does not commit Drew CDC to enter into a contract, nor does it obligate Drew CDC to pay for any costs incurred in preparation and submission of the proposal in anticipation of a contract. Drew CDC also reserves the right to transfer certain services covered by this RFP in-house, to be performed by staff. Drew CDC may investigate the qualifications of any proposer, require confirmation of information furnished by the proposer, and/or require additional evidence or qualifications to perform the work described in this RFP from any proposer.

Further, Drew CDC reserves the right to do each of the following, in any manner necessary to serve the best interests of Drew CDC and the citizens of Los Angeles County:

1. Reject any or all proposal submittals.
2. Cancel this RFP in whole or in part.
3. Issue one or more subsequent Requests for Qualifications and/or RFPs.
4. Postpone opening of proposals for its own convenience.
5. Remedy technical errors in the RFP process.
6. Negotiate with any, all, or none of the proposers responding to this RFP.
7. Waive informalities and irregularities in any proposal.
8. Request additional information from proposer.
9. Issue Addenda to this RFP.

**D. Work Scope Modifications**

Drew CDC reserves the right to request changes to staff and/or scope of work proposed in any of the proposals and to enter negotiations with any of the proposers regarding their submittal.

**E. Pre-Award/Post-Award Audit**

Drew CDC reserves the right to perform pre-award and/or post-award audits.

The proposer shall be aware that if a pre-award audit is to be performed, full cooperation with the auditors is expected. The pre-award audit recommendations shall be incorporated into the contract.

If Drew CDC permits the resulting contract to be awarded based on a post-award audit requirement, the proposer shall agree to the following contract language below:

Consultant acknowledges that this Agreement and the cost proposal are subject to a post award audit. Based on any post award audit recommendations, the cost proposal and/or the total compensation figure shall be adjusted to conform to the audit recommendations. Consultant acknowledges and agrees that individual cost items identified in the audit report may be incorporated into this Agreement. Refusal by Consultant to incorporate interim audit or post award recommendations will be considered a breach of the Agreement and cause for termination of the Agreement.

**F. Conflict of Interest**

By submitting a proposal, proposer represents and warrants that, for the term of the resulting contract, no member, officer or employee of Drew CDC, or of a public body within Los Angeles County or member or delegate to the Congress of the United States, during their tenure or for one year thereafter, shall have any direct interest in any such contract or any direct or material benefit arising therefrom.

**G. Withdrawal of Proposal Submittal**

A proposer may withdraw its proposal at any time before the expiration of the time for submission of proposal submittals as provided in this RFP via the Procurement Portal.

**H. Proposal Protest Procedure**

A proposer who submits, or who plans to submit, a proposal may protest pursuant to the protest procedures applicable to this RFP. Any attempted protest which fails to comply with this section shall be deemed to be an invalid protest and automatically denied.

1. Protests based on the content of the RFP shall be filed with the Sole Point of Contact within five (5) calendar days after the RFP is issued. Drew CDC shall issue a written decision on the protest prior to opening the proposals.
2. Protests alleging a denial of due process or fundamental unfairness in the determination of the short list of most qualified firms shall be filed with the Sole Point of Contact within five (5) calendar days after such determination has been made available to the proposer.
3. Protests alleging a denial of due process or fundamental unfairness in the determination of the top-ranked firm for contract award shall be filed with the Sole Point of Contact within five (5) calendar days after such determination has been made available to the proposer.
4. Any protest shall contain a full and complete written statement specifying in detail the grounds of the protest and the facts supporting the protest.
5. If a protest is timely filed with the Sole Point of Contact, Drew CDC staff (potentially including consultants to Drew CDC) will promptly initiate an investigation of the grounds of the protest. All proposers shall cooperate with any inquiries from Drew CDC's staff and consultants relating to the protest.
6. At the conclusion of its investigation, Drew CDC staff shall prepare a written report, including a decision regarding the disposition of the protest, and provide a copy of such report to the protestor. The staff decision shall be final and conclusive.

**I. Equal Employment Opportunity**

Proposer and its subconsultants shall not, on the basis of race, religious creed, color, national origin,

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ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status deny benefits to any person nor unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment in any manner prohibited by Federal, State or local laws. In the event of non-compliance, Drew CDC may cancel, terminate or suspend the contract in whole or in part. The proposer may also be declared ineligible for further contracts with Drew CDC.

Proposer and its subconsultants shall take affirmative action to ensure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination. Proposer and its subconsultants shall post in conspicuous places, available to all employees and applicants for employment, a notice setting forth the following provisions [29 USC § 623, 42 USC

§ 2000, 42 USC § 6102, 42 USC § 12112, 42 USC § 12132, 49 USC § 5332, 29 CFR Part 1630, 41 CFR Parts 60 *et seq.*].

**Proposers' Responsibility for Completeness and Accuracy of Proposal and Exhibits**

Each proposer is fully responsible for ensuring that the entirety of its proposal, including but not limited to (i) all forms and certifications required pursuant any portion of said proposal, forms, or certifications prepared or submitted by any proposed subconsultants, is complete and accurate.

**CONTRACT REQUIREMENTS**

The selected proposer will be required to sign Drew CDC's standard form professional services contract. Drew CDC reserves the right to substitute and/or modify said contract prior to execution with acceptance by both parties.

**J. Invoicing Requirements**

The selected proposer will be required to submit invoice forms as specified in Drew CDC's standard professional services contract including any revisions.

**K. Insurance Requirements**

The selected proposer will be required to maintain insurance coverage, during the term of the contract, at the levels described in (Insurance Requirement Form). Proposer agrees to provide the required certificates of insurance providing verification of the minimum insurance within ten (10) calendar days of the execution of the contract.

Requests for waivers to Drew CDC's insurance requirements should be submitted with the proposal using the form provided in Drew CDC will review any insurance exception requests from the selected proposer, and issue waivers at its discretion if the changes requested are determined to be acceptable. Compliance with all material insurance requirements will be assumed.

**SECTION II**

**RFP INFORMATION**

**RFP Description**

Drew CDC intends to retain a qualified consultant or consultant team to provide professional and technical human resource services. The intent of this RFP is to obtain a consultant with the experience and expertise necessary to assist in planning, organizing, and implementing Drew CDC's human resources functions and operations.

**A. Scope of Work**

1. **Scope of Work, Deliverables, and Staffing** – The work to be performed under contract based on this RFP is described in the Scope of Work, Deliverables, and Staffing) attached hereto and hereby incorporated herein.

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2. **Period of Performance** – The anticipated period of performance for this contract will be for an initial period of 36 months, from July 1, 2026, to June 30, 2029, with the option to continue for 2 additional years of service through June 30, 2031.
3. **Method of Payment** – Compensation for this contract is anticipated to be based on specific rates of compensation and/or lump sum by task but is subject to the terms and conditions established as a result of negotiations.

**B. Sole Point of Contact**

The Sole Point of Contact for all purposes of this procurement is detailed under this section. Written inquiries (where permissible under the terms of this RFP) and proposal submissions shall be submitted via the Procurement Portal identified in the cover letter of this RFP, where it will be received by the Sole Point of Contact.

Prospective proposers are responsible for registering and submitting proposals via email to the Sole Point of Contact as provided below:

**Name:** Herman Hill  
**Title:** Chief Operations Officer  
**Email:** [hhill@drewcdc.org](mailto:hhill@drewcdc.org)  
**Contact:** Sole Point of contact

**C. RFP Schedule**

Any reference in this RFP to a specific time shall refer to Pacific Time. All dates and times are subject to change at the discretion of Drew CDC.

**TABLE 1: RFP SCHEDULE**

ACTIVITY	DATE/TIME
<b>RFP issued.</b>	June 18, 2026
<b>Due Date for Proposals and Reference Questionnaires. LATE SUBMISSIONS WILL NOT BE ACCEPTED.</b> Proposals must be submitted to the Sole Point of Contact.	June 25, 2026, at or before 3:00pm PST
<b>Anticipated Proposal Review.</b> Drew CDC evaluates proposals and develops short list of firms to interview, if necessary.	June 26, 2026
<b>Interviews, if necessary.</b>	June 29, 2026
<b>Anticipated Final Evaluation and Determination of Top-Ranked Firm.</b>	June 30, 2026
<b>Anticipated Contract Commencement.</b>	July 1, 2026

**PROPOSAL CONTENT AND FORMAT****D. General Instructions**

By the proposal due date, interested proposers shall submit the Proposal to the Sole Point of Contact via email. Files should be clearly named. with at least 1” margins. The font requirement applies to all text except for charts, tables and graphs. Graphs, diagrams or organizational charts could be shown on 11” x 17” pages. An 8½” x 11” page counts as one page and an 11” x 17” page counts as two pages. Proposals shall not exceed 16 pages.

Proposal content and completeness are most important. Clarity, organization, and conciseness are essential and will be considered in assessing the proposer’s capabilities. Proposals should only contain relevant information pertaining to the response of this RFP; marketing materials should not be included, unless

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appropriate. When organizing required forms and certifications, please collate by form type rather than by firm, i.e., with the prime consultant first, then in alphabetical order by firm name. If there is any reason that specific items are incomplete or not provided,

proposers must include a justification for each item explaining why it was incomplete or not provided.

**TABLE 2: PAGE LIMIT REQUIREMENTS**

SECTION OR CONTENT	INCLUDED IN PAGE LIMIT
<b>Proposal Covers</b>	–
<b>Letter of Transmittal</b>	–
<b>Title Page</b>	–
<b>Table of Contents</b>	–
<b>Proposal Content</b>	✓
<b>Proposal Content</b>	–
<b>Performance Measures</b>	✓
<b>References</b>	–
<b>Required Forms and Certifications</b>	–

**E. Letter of Transmittal**

An officer authorized to bind the proposer’s firm must sign the transmittal letter. The transmittal letter must include the following content and language:

1. Selection Process Lead (the primary point of contact during the selection process):

- a. *Name and Title*
- b. *Mailing address*
- c. *Telephone number*
- d. *Email address*

10162; (ii) unable to truthfully sign a statement in the form required by PCC section 10232; (iii) suspended or potentially subject to suspension pursuant to PCC section 10285.1; (iv) ineligible to bid on a contract with a public entity for goods and services of \$1 million or more pursuant to PCC sections 2202-2208; or (v) not in compliance with any federal, state, and local laws and ordinances applicable to the work. Prime Proposer further represents and warrants that no portion of the work under the resulting agreement shall be subcontracted to or otherwise performed by any subconsultant and/or subcontractor that meets any of the criteria set forth in subsections (i)-(v) above.

2. Requirements Statement that proposer shall provide any and all information and documents for proposer and all subconsultants proposed to perform work and/or incur costs, as may be required and/or requested by Drew CDC. This letter is signed by an officer that is authorized to bind the proposer’s firm contractually and includes the following language:

This proposal is a binding offer to contract with Drew CDC according to the requirements of this RFP for a period of one hundred twenty (120) calendar days from the proposal due date.

**F. Title Page**

The title page must include the RFP number and title, the proposer’s firm and contact information (local address and telephone number), contact person and contact information (name, email, and telephone number), and the date.

**G. Table of Contents**

Provide a table of contents that includes a clear identification of the material by section and page number.

**H. Proposal Content**

Proposals must contain the following sections:

1. **Understanding the Required Scope of Work.** By presentation of a well-conceived work plan, this

section of the proposal shall (i) establish that the proposer understands Drew CDC’s objectives and work requirements and (ii) describe the proposer’s ability to satisfy those objectives and requirements. Additional items included that are not specifically requested in the RFP must be clearly described as “optional tasks” in this section and should also be included as separate line items in the cost proposal.

- Succinctly describe the proposed approach for addressing the required work and the rationale for the implementation approach. Outline the activities that would be undertaken in completing the various tasks (including subtasks) and specify who would perform them. Include any underlying assumptions.
  - Provide a timetable for completing all work specified in the required Scope of Work.
  - Demonstrate understanding of, and identify, the key risks and challenges, and discuss risk mitigation measures for the aforementioned.
2. **Expertise.** This section shall describe how your firm’s expertise will be practically applied to fulfill the Scope of Work, including areas of consideration and how your firm will implement the contract.
- Provide representation of work performed by your firm that are similar in nature to this scope or elements of this scope.
  - Discuss specific qualifications and technical expertise of the firm.
  - Identify any technical and/or procedural innovations that have been used successfully on other projects which may facilitate the performance of services, and which may not have been specifically stated in this RFP.
3. **Management Plan.** This section shall describe methods of project management.
- Describe methods of planning, scheduling, and delivering tasks. Discuss coordination meeting strategies and how the team will provide up-to-date and accurate information to Drew CDC for the duration of the contract.
4. **Staffing Plan and Availability.** This section shall Designate (i) the principal-in-charge and the project manager who will serve as Drew CDC’s key contacts throughout the duration of the contract.

Describe the qualifications and expertise of the proposed team, including all subconsultants, in providing services for clients comparable to Drew CDC.

5. **References**

Proposer shall ensure that Drew CDC shall receive a minimum of three (3) References who have direct knowledge and experience engaging with the Consultant under this Scope of Work. Forms and Certifications Proposers **must** provide completed forms in their submittal as required. If there is any reason that specific items are incomplete or not provided, proposers must include a justification for each item explaining why it was incomplete or not provided.

**TABLE 3: REQUIRED FORMS AND CERTIFICATIONS**

FORMS AND CERTIFICATIONS	REQUIRED
<b>LETTER OF TRANSMITTAL</b>	
Resources Form in its entirety: <ul style="list-style-type: none"> <li>• Key Personnel Availability</li> <li>• Firm Participation Summary</li> <li>• Task Resource Summary</li> </ul>	✓
Insurance Requirement Form	✓

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Cost Proposal	✓
<b>AFTER AWARD</b>	
Costs and Financial Documentation: <ul style="list-style-type: none"> <li>• W-9 Form (selected prime proposer only)</li> </ul>	✓

**PROPOSAL EVALUATION/CRITERIA****Review for General Responsiveness**

Drew CDC will conduct an initial review of the proposals for general responsiveness and compliance with requirements of this RFP. Proposals failing to satisfy the requirements in this RFP will not be considered.

Any proposal that does not include enough information to permit for the evaluation factors will be considered non-responsive. A proposal that fails to include one or more items requested in under Proposal Content and Format, may be considered complete and generally responsive, if evaluation in every criterion is possible.

Drew CDC reserves the right to request additional information from **responsible and responsive** proposers prior to evaluation.

**Proposal Evaluation**

Drew CDC will evaluate responsive proposals and establish a short list of the most qualified firms based on the following Proposal Criteria, and the Sole Point of Contact shall schedule interviews with the firms on the short list, if deemed necessary.

Drew CDC reserves the right not to convene interviews, but to make a selection on the basis of written proposals alone. Furthermore, Drew CDC reserves the right to accept or reject any and all submitted proposals, to waive minor irregularities, and to request additional information from the firms at any stage of the evaluation process.

**Proposal Criteria – 100 Points Possible**

The result of the selection process will be a recommendation that Drew CDC award the contract to the top-ranked proposer, as determined by Drew CDC. The following criteria and point system will be used to evaluate and rank the proposals:

**TABLE 4: PROPOSAL CRITERIA**

PROPOSAL CRITERIA	MAXIMUM POINTS
1. <b>Understanding the Required Scope of Work.</b> Understanding of the RFP objectives, project needs, appropriate deliverables, schedule in accordance with the Scope of Work, and key risks and challenges as well as approach and mitigation measures.	25
2. <b>Expertise.</b> Qualifications and technical expertise of the proposer in performing related work, and proposer’s experience in working with this scope and with public agencies and familiarity with the related process.	25
3. <b>Management Plan.</b> Methods and strength of project management, including project communication, schedule and budget control, and quality assurance and quality control.	15

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<p><b>4. Staffing Plan and Availability.</b> Appropriate staffing and organization; qualifications and technical expertise, particularly the project manager; Capacity and ability to provide support a timeframe that meets the needs of the contract.</p>	<p>20</p>
<p><b>5. Overall Cost of Services.</b> The lowest cost proposal for the required services, excluding costs for any proposed optional task(s)/service(s), will receive the full 5 points towards its score. The highest cost proposal will not receive any points towards its score. The remainder of the proposals will receive points proportional to the lowest and highest cost proposals towards their scores.</p>	<p>5</p>

Firms’ hourly rates will not be a factor in the evaluation. However, Drew CDC reserves the right, after the firms have been ranked, to decline to enter into a contract with a firm whose rates are unreasonable at Drew CDC’s sole discretion, and/or negotiate with the eligible firms.

**I. Award**

The selection of the consultants shall be fair, open, and competitive using a qualifications-based and cost based selection process, and will be based on clearly stated objectives identified in this RFP and on demonstrated competence, professional qualifications, experience, and capabilities to perform the required scope of services identified in Required Scope of Work, Deliverables, and Staffing). Proposers will be evaluated based on the accuracy and completeness of their submittal and against the qualifications and other requirements listed in this RFP.

Drew CDC will recommend award to the proposer with the highest average ranking based on Drew CDC’s evaluation.

**REQUIRED SCOPE OF WORK, DELIVERABLES, AND STAFFING**

Consultant shall provide on-call professional and technical human resources services necessary to assist in planning, organizing, and implementing Drew CDC’s human resources functions and operations as directed by Drew CDC, including, but not limited to, the following tasks:

- Task 1: Human Resource Administration and Employee Relations Services
- Task 2: Recruiting and Onboarding Support
- Task 3: Job Classification and Compensation Support
- Task 4: Employee Engagement
- Task 5: On-Call Human Resources Support

**Background**

Drew CDC has approximately 130+ full-time employees. The positions consist of 1 CEO, 1 COO, executive leaders, mid-managers, supervisors, and staff across the various departments as identified above.

**TASK 1: HUMAN RESOURCES ADMINISTRATION AND EMPLOYEE RELATIONS SERVICES**

Consultant shall provide miscellaneous human resources administration and employee relations services and support to Drew CDC staff, which includes assistance with employee relations issues, prompt notification of all new labor laws (Fair Labor Standards Act, California Family Rights Act, American with Disabilities Act , Equal Employment Opportunity Commission, etc.), updates or changes before they become law, wage and hour issues for exempt and non-exempt employees, human resources forms, new-hire orientation, performance evaluation programs, discipline and grievances, offboarding and terminations, best practice documentation, policy updates, policy interpretation and implementation, staff development, training (e.g. sensitivity training), coaching, and professional advice and act as a human resource advocate to which employees can bring concerns and issues to be raised with management in a safe environment and confidential

manner, as requested.

### **TASK 2: RECRUITING AND ONBOARDING SUPPORT**

Recruiting and onboarding support will be conducted on an as-needed basis. This task may include:

1. Meeting with hiring manager to develop ideal candidate profile;
2. Developing competencies and screening criteria for application, as well as a Supplemental Questionnaire;
3. Verifying appropriateness of salary range;
4. Developing recruitment and advertisement strategy that targets qualified candidates (regional, statewide, etc., as appropriate);
5. Developing recruitment brochure or job flyer (depending on level of position);
6. Assisting with advertising in appropriate newsletters, job bulletins, websites, professional magazines, industry trade journals, professional organizations, public sector newsletters, LinkedIn, etc.;
7. Supporting and conducting personal outreach efforts to ensure that competitive candidates from diverse backgrounds apply for the position;
8. Reviewing application packets and assessing candidates;
9. Assist with conducting screening for interviews to further narrow down the field of qualified candidates;
10. Participating in interviews;
11. Recommending slate of qualified candidates to Drew CDC;
12. Assist with the development of test questions, as appropriate, for specific positions;
13. Organizing and coordinating selection process with panel members;
14. Conducting final reference and background checks;
15. Maintaining all required legal documentation and ensuring originals are maintained in Drew CDC files;
16. Completing all correspondence;
17. Maintaining regular and ongoing communications;
18. Assisting with the development of the offer letter; and
19. Assisting with onboarding activities.

### **TASK 3: JOB CLASSIFICATION AND COMPENSATION SUPPORT**

Classification and compensation work will be conducted on an as-needed basis. This typically will include the following:

1. Review and assess current job classifications and their alignment across the agency, working titles and related job descriptions, and compensation policies and practices.
2. Review and assess job classification descriptions and job descriptions for accuracy and alignment of level of responsibility across the agency and recommend changes, as appropriate, and develop new classifications and job descriptions, as needed.
3. Conduct total compensation (salary and benefits) surveys of similar agencies: this will generally occur bi-annually to spot-check the labor market or as new positions/classifications are created.

### **TASK 4: EMPLOYEE ENGAGEMENT**

Employee engagement work will be conducted on an as-needed basis. This typically will include the following:

1. Work with the Drew CDC management team to develop employee engagement plans, benchmarks and activities to encourage employees to participate and be engaged in the mission and efforts of Drew CDC.
2. Conduct ongoing professional development on a monthly basis including onboarding new employees with make-up sessions.
3. Present employee engagement activities in the form of a plan, including benchmarks, and work with management to roll out a program of engagement activities over time to keep employees engaged on an ongoing basis.

**TASK 5: ON-CALL HUMAN RESOURCES SUPPORT**

All other services necessary and required of human resources professionals, whether specifically outlined in the scope of services or not, as and when requested by Drew CDC.

**REQUIRED FORMS INCORPORATED BY REFERENCE**

If proposer is unable to provide the documents provided above, the proposer should NOT submit a proposal to Drew CDC:

**INSURANCE REQUIREMENT FORM**

**PROPOSERS MUST COMPLETE AND SUBMIT THIS FORM\*\*\***

The selected consultant under the resulting contract shall, at such firms’ own expense, obtain and maintain in effect at all times the types of insurance, as identified in **Part C**, against claims, damages and losses due to injuries to persons or damage to property or other losses that may arise in connection with the performance of work under this contract. Any firm unable to meet any of the required minimum insurance coverages listed in **Part C** must complete **Part B** to request for exception to such insurance requirements. **IF SUCH EXCEPTIONS ARE NOT REQUESTED IN PART B WITH THE PROPOSAL, COMPLIANCE WITH THE INSURANCE REQUIREMENTS WILL BE ASSUMED AND WAIVERS WILL NOT BE CONSIDERED AT A LATER TIME.** This form must be completed and submitted in its entirety.

<p><b>By signing below, you acknowledge and agree to provide the required Proof of Insurance providing verification of the minimum insurance requirements listed in Part C within ten (10) calendar days of the execution of the resulting contract and prior to performing any work under such contract.</b></p>	
<p>Drew CDC RFP</p>	<p>No.: 0001</p>
<p>Authorized Signature: _____</p>	
<p>Name and Title: _____</p>	
<p>Prime Company Name: _____</p>	
<p>Date: _____</p>	
<p>_____</p>	

**Insurance Requirements for the Resulting Agreement (AGREEMENT)**

<p><b>The following additional insured and insurance coverage is required for this AGREEMENT:</b></p>	
<ul style="list-style-type: none"> <li>• Commercial General Liability – \$1,000,000 combined single limit per occurrence with \$2,000,000 general aggregate, and \$1,000,000 Personal &amp; Advertising Injury.</li> <li>• Workers’ Compensation as required by law, and Employer’s Liability – \$1,000,000 each accident, \$1,000,000 for each employee for bodily injury by disease, and \$1,000,000 overall limit for bodily injury by disease.</li> <li>• Unmanned Aerial Vehicle Insurance (as applicable; see <b>Paragraph 6</b>) – \$1,000,000 combined single limit per occurrence.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Professional Liability (as applicable; see <b>Paragraph 4</b>) – \$2,000,000</li> <li><input type="checkbox"/> Automobile Liability – \$1,000,000 combined single limit per occurrence.</li> <li><input type="checkbox"/> Umbrella or Excess Liability Insurance – \$1,000,000</li> <li><input type="checkbox"/> Deductible Maximum (all policies) \$50,000 deductible or self-insured retention.</li> <li><input type="checkbox"/> Additional Insured – Drew CDC and its respective officers, employees and agents.</li> <li><input checked="" type="checkbox"/> Cyber and Privacy Insurance (if checked, <b>Paragraph 7</b> applies hereto) – <b>\$1,000,000</b></li> </ul>

**The insurance requirements for this AGREEMENT, including for coverage limits and additional insured, are described herein.** CONSULTANT and its subconsultants, vendors, and subcontractors of all tiers (excluding providers of products or services classified as direct expenses in this AGREEMENT) (collectively referenced as “subconsultants” herein) shall carry and maintain all such insurance coverage

throughout the entire term of this AGREEMENT, except as may be specified elsewhere in this appendix. Requests for waivers to any of the insurance requirements set forth in this AGREEMENT with respect to the CONSULTANT or any subconsultant shall be submitted in writing to Drew CDC prior to the start of work or costs incurred by the CONSULTANT or such subconsultant. Drew CDC will review any insurance exception requests and may issue written approval of such waivers at its discretion. All policies will be issued by insurers with a current A.M. Best's rating of A or better, with a Financial Size Category of VIII or better. The insurance requirements as to the types of limits of insurance coverage, to be maintained by CONSULTANT and its subconsultants, are not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by CONSULTANT pursuant hereto, including, but not limited to, liability assumed pursuant to indemnification.

**1. Commercial General Liability Insurance.** CONSULTANT and each subconsultant shall carry and maintain occurrence-based Commercial General Liability Insurance and maintain aggregate limits of liability equal to or greater than the minimum coverage for such insurance shown in this appendix. Such insurance shall name Drew CDC and their respective officers, employees and agents, as additional insureds. The policy shall include an endorsement providing that such insurance is primary and non-contributory with respect to any insurance or self-insurance that is carried and maintained by Drew CDC or additional insured. Such insurance shall include, but shall not be limited to, (a) protection against claims arising from bodily and personal injury (including death resulting therefrom) and damage to property arising from work under this AGREEMENT performed by CONSULTANT or subconsultant, its agents, representatives, or employees, and (b) blanket contractual liability on all written contracts, including this AGREEMENT or the subcontract, as applicable.

**2. Automobile Liability Insurance.** CONSULTANT and each subconsultant shall carry and maintain occurrence-based Automobile Liability Insurance with limits equal to or greater than the minimum coverage for such insurance shown in this appendix for all automobiles owned, used or maintained by the CONSULTANT or subconsultant and its officers, agents and employees, including but not limited to owned, leased, non-owned and hired automobiles covering any auto. Such insurance shall name Drew CDC, and their respective officers, employees and agents, as additional insureds. The policy shall include an endorsement providing that such insurance is primary and non-contributory with respect to any insurance or self-insurance that is carried and maintained by Drew CDC or additional insured. Such automobile liability coverage may be, but is not required to be, provided as part of the commercial general liability insurance described above.

**3. Professional Liability Insurance.** CONSULTANT and each subconsultant performing professional services under this AGREEMENT shall carry and maintain Professional Liability Insurance for errors and omissions in an amount equal to or greater than the minimum coverage shown in this appendix. If such policy is written on a "Claims-Made" (rather than an "occurrence") basis, the insuring party shall maintain continuous coverage in effect for the term of this AGREEMENT and for at least three (3) years beyond the termination or completion of services or until expiration of any applicable statute of limitations, whichever is longer. As used in this Paragraph 4, "professional services" means design, engineering, planning, legal, information technology, and similar services requiring specialized skills, knowledge, or a professional license. Upon request, Drew CDC will advise as to whether any particular service hereunder represents professional services requiring such coverage.

**4. Workers' Compensation Insurance.** CONSULTANT and each subconsultant shall carry and maintain Workers' Compensation Insurance as required by California law, covering all work performed by CONSULTANT under the AGREEMENT, and all personnel performing services under the AGREEMENT. CONSULTANT and each subconsultant shall carry and maintain Employer's Liability Insurance in an amount equal to or greater than the minimum coverage shown in this appendix, and any and all other coverage of its employees as may be required by applicable law. Such policy shall contain a Waiver of Subrogation endorsement in favor of Drew CDC. Such Workers' Compensation Insurance and Employer's Liability Insurance may be waived, if, and only for as long as, CONSULTANT or subconsultant, as applicable is a sole proprietor with no employees.

**5. Cyber and Privacy Insurance.** If the applicable box is checked in the above table hereof,

this **Paragraph 7** shall apply to this AGREEMENT. CONSULTANT and any subconsultant handling Personally Identifiable Information (as defined herein) under this AGREEMENT shall maintain cyber risk coverages including network and internet security liability coverage, privacy liability coverage, first party privacy coverage, and media coverage. Such insurance shall include coverage for liability arising from theft, dissemination, and/or use of confidential information or information that can be linked to a specific individual, including but not limited to, bank and credit card account information or personal information, such as name, address, social security numbers, protected health information or other similar information (collectively, “Personally Identifiable Information”), stored or transmitted in electronic form. If such policy is written on a claims-made (rather than an occurrence) basis, CONSULTANT and such subconsultant shall maintain continuous coverage in effect for the term of this AGREEMENT and for at least one (1) year beyond the termination or completion of services.

**6. Deductible.** A deductible or self-insured retention is permissible on all policies, provided that such deductible shall not exceed the amount shown in this appendix. Further, if any insurance policy includes a self-insured retention, nothing shall prevent any of the parties to this AGREEMENT from satisfying or paying the self-insured retention. If any insurance policy states that the self-insured retention must be paid by a named insured as a precondition of the insurer’s liability (or which has the effect of providing that payments of the self-insured retention by others, including additional insureds or insurers, do not serve to satisfy the self-insured retention), such provisions must be modified by special endorsement so as to not apply to the additional insured coverage required by this AGREEMENT.

#### **Proof of Insurance**

**(a) CONSULTANT’s Insurance.** CONSULTANT shall provide insurance certificates and policy endorsements (collectively, “PROOF OF INSURANCE”) evidencing CONSULTANT’s policies described in this **Article I, Section E** to Drew CDC within ten (10) calendar days of the execution of this AGREEMENT. Neither CONSULTANT nor any of its subconsultants shall perform any work under this AGREEMENT prior to Drew CDC’s receipt of all required proof of insurance for CONSULTANT.

**(b) Subconsultants’ Insurance.** CONSULTANT shall provide PROOF OF INSURANCE with respect to professional liability coverage for each subconsultant required to carry such insurance under this AGREEMENT not less than ten (10) calendar days prior to any work being performed by such subconsultant. Notwithstanding the foregoing, CONSULTANT need not provide PROOF OF INSURANCE for any subconsultant(s) whose aggregate anticipated compensation under this AGREEMENT is less than the greater of (i) fifty thousand dollars (\$50,000) or (ii) five percent (5%) of the aggregate compensation payable hereunder.

**(c) PROOF OF INSURANCE Standards.** All PROOF OF INSURANCE shall provide for not less than thirty (30) calendar days’ prior written notice to Drew CDC of any cancellation, non-renewal or material change of coverage in the policy or policies, and shall further provide that Drew CDC will not be responsible for any premiums or assessments on any policy. At least five (5) business days prior to the expiration date of any policy of insurance carried by CONSULTANT or any subconsultant for which CONSULTANT must provide PROOF OF INSURANCE hereunder, CONSULTANT shall provide PROOF OF INSURANCE confirming that the policy has been extended or a replacement policy has been obtained. If any PROOF OF INSURANCE is not provided in a timely manner as provided in this **Paragraph 9**, Drew CDC shall withhold twenty-five percent (25%) of all payments made to CONSULTANT until such document(s) are provided to Drew CDC.

**7. Maintenance of Insurance.** If CONSULTANT fails to maintain all insurance required by this AGREEMENT, Drew CDC, at its option, may order the CONSULTANT to suspend work at CONSULTANT’s expense until such time as CONSULTANT provides PROOF OF INSURANCE to Drew CDC confirming that all required insurance policies are in effect. If any subconsultant fails to maintain the professional liability insurance required by this AGREEMENT, Drew CDC, at its option, may order the CONSULTANT to suspend work by said subconsultant at CONSULTANT’s expense until such time as CONSULTANT provides PROOF OF INSURANCE to Drew CDC as evidence that the subconsultant’s professional liability insurance policy is in effect.

**8. Subconsultants' Insurance Requirements.** The provisions of this appendix are applicable to all subconsultants hereunder, regardless of tier and subcontract amount. Except as provided in **Paragraph 9** above, CONSULTANT is solely responsible for ensuring that each subconsultant carries and maintains insurance which meets the above specifications, or confirming that each subconsultant has been added to the CONSULTANT's applicable policy as an additional name insured if said policy allows such addition, prior to such subconsultant performing any work under this AGREEMENT, and thereafter so long as such subconsultant is performing work under this AGREEMENT. Any failure to properly monitor all subconsultants' insurance coverage will constitute negligence on the part of CONSULTANT and subject to CONSULTANT's indemnity obligations pursuant to **Article I, Section D** of the AGREEMENT.