

REQUEST FOR PROPOSALS

For

Compensation Analysis RFP

issued by

COMMUNITY BEHAVIORAL HEALTH

Date of Issue:

March 2, 2021

**Applications must be received no later than
2:00 p.m. on March 30, 2021**

All questions related to this RFP should be submitted via e-mail

to Hans Leach at hans.leach@phila.gov

**EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER – WOMEN,
MINORITY INDIVIDUALS AND PEOPLE WITH DISABILITIES ARE
ENCOURAGED TO RESPOND**

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1. Project Overview

1.1. Introduction/Statement of Purpose

Community Behavioral Health (CBH) is seeking proposals from a qualified consulting firm specializing in job evaluation and compensation/salary studies. It is the intent of this Request for Proposals (RFP) to solicit proposals from all interested firms possessing expertise in these studies, within the guidelines established in this RFP. The CBH Human Resources Department will be managing the contract.

1.2. Project Background

The purpose of this CBH RFP is to solicit proposals to evaluate CBH's current structure and recommend updates/changes to the job classifications, executive compensation, a review/change of the overall compensation philosophy, including an implementation strategy. All the requirements are specified in the scope of work section of this RFP (2.2. Services to be Provided/Required Tasks).

CBH's objectives are to:

- Attract and retain qualified employees;
- Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together;
- Provide salaries commensurate with assigned duties;
- Clearly outline promotional opportunities and provide recognizable compensation growth;
- Provide justifiable pay differential between individual grades;
- Outline plan for compensating employees for performance (merit increases);
- Provide an executive compensation strategy;
- Plan and maintain a competitive position with other comparable employers within the same geographic area and industry;
- Provide training to leadership team and employees; and
- Train internal Human Resources Staff to maintain and administer plan.

Currently, 535 employees are compensated on a 14-step graded pay plan, with 10% differentials between grades. There are approximately 232 job descriptions covering these 535 employees. The system is based on an internal ranking process, with benchmark positions cross-walked to the City of Philadelphia pay plan for comparative purposes only.

1.3. Request for Proposals

CBH anticipates selecting one vendor to provide all the services specified in this RFP.

1.4. General Disclaimer

This RFP does not commit CBH to award a contract. This RFP and the process it describes are proprietary and are for the sole and exclusive benefit of CBH. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written

documents and verbal communication, by any Applicant to this RFP, shall become the property of CBH and may be subject to public disclosure by CBH.

2. Scope of Work

2.1. Project Details

The overall objective of this RFP is to identify a qualified vendor who can develop and administer the compensation/job analysis as defined below:

- Reviews of available information, policies, and practices, which will impact the work and its results. This will include department organization and staffing, as well as current practices and policies that impact performance.
- Review current job descriptions and recommend revisions (ensuring compliance with state and federal requirements).
- Evaluate exempt and nonexempt status for each position and provide recommended changes along with written documentation and rationale for making that determination.
- Evaluate responsibilities, duties, qualifications, working conditions, physical requirements, and all other considerations for each position to determine its job value and make recommendations for revisions to ensure compliance with the Americans with Disabilities Act (ADA) and other state and federal requirements.
- Develop principles of comparability to external labor markets and perform job evaluation and wage/labor market comparability study.
- Provide options and recommendations for a classification and total compensation plan, including the feasibility of implementation that takes into consideration budget constraints.
- Develop an executive compensation strategy and plan.
- Train all levels of staff on the CBH compensation philosophy and plan.
- Provide training to the CBH HR Team to ensure maintenance and administration of the plan.

2.2. Services to be Provided/Required Tasks

More specifically, CBH is seeking a vendor to provide the following services/project deliverables:

- **Goal Setting/Project Planning**
The selected consultant will work with CBH to assess its goals and recommend appropriate methodologies for achieving those goals. The selected consultant must be prepared to guide CBH through these decisions. Once this process is complete, the selected consultant will present the project plan to CBH leadership.
- **Job Classification and Compensation Plan**
Perform a comprehensive, valid, and reliable job analysis/evaluation of each job class to determine if the current pay grade levels are still appropriate. The purpose of the job evaluations is to ensure the pay structures continue to possess internal and external equity, relative worth (equal pay for equal work), and is inherently non-discriminatory. The

evaluation method should seek to systematically analyze the duties, responsibilities, specifications, and content of each job.

- Detail the appropriate number of pay ranges/grades and the weight given to internal equity and the external market comparisons.
 - Recommend changes to structure, adjustments, and/or reassignment of positions to appropriate pay grades, etc., as needed.
 - Integrate job evaluation rankings and market comparisons into the recommended pay levels.
- **Job Descriptions**

Review and prepare new written job descriptions to include Fair Labor Standards Act (FLSA) designation, pay grade, general statement of the job, essential and non-essential duties, minimum training/experience, minimum physical requirements, and certification/license requirements for classifications, as needed.
- **Presentation of Findings and Communications Plan**
 - Present findings and recommendations to project team and other staff as designated.
 - Detail a launch plan to include, at a minimum, an employee kick-off meeting and communications with executive staff, managers/supervisors, and employees during the study and during implementation.
 - Submit a final report with an executive summary of project results and the approved recommendations by the project team.
- **Executive Compensation Plan**
 - Analyze executive positions and compensation levels to include salary and other benefits.
 - Confirm comparable positions and present benchmark findings.
 - Develop recommendations for compensation increases that are tied to performance, as well as future salary and compensation packages.
- **Maintenance Program/Merit Increases**
 - Develop a maintenance program to address the need for new job analysis/evaluation, creation of new job description(s), and continued maintenance of the Pay Classification Plan.
 - Develop a maintenance program and structure tying compensation increases to performance.
- **Implementation and Sustainability**
 - Recommend policies, guidelines, and procedures for administration, including how the plan can be adjusted for the cost of living and how employees advance through salary ranges.
 - Provide training, tools, resources, and documentation for the CBH HR Staff to independently maintain the system post-implementation.
 - Determine the validity for requests for reclassification and/or compensation changes outside of the routine review process.

2.3. Monitoring

The CBH Human Resources Department will be managing the contract. An individual from that unit will be identified as the point person for the work to be conducted under the contract that is developed through this RFP and will monitor those activities for the duration of the contract.

2.4. Reporting Requirements

Written progress reports will be required on a mutually agreed upon, periodic basis to document the progress of the work to be performed and will be no less frequent than bi-monthly. In addition, CBH may request additional reports over the course of the contract.

2.5. Compensation/Reimbursement

A cost proposal must be provided based upon best understanding of the scope of the project and the services to be delivered. This should be presented as the total cost, itemized by each phase of the project (i.e. expected project deliverables detailed in Section 2.2.), and included in a detailed list of charges for services, including hourly personnel rates for all staff assigned to this project, subcontractor fees, reimbursable expenses, and other miscellaneous costs and fees. Services for the proposed project will be reimbursed as they are incurred through submission of invoices to CBH.

While CBH may award a contract based on the initial offer, an Applicant should make its initial offer on the most favorable terms available. However, CBH reserves the right to have discussions with those potential consultants falling within a competitive range, request revised pricing offers from them, and make an award or conduct negotiations thereafter.

2.6. Organization and Personnel Requirements

CBH is seeking a vendor with the requisite skills and abilities to perform the work being sought through this RFP. The selected vendor must have at least three years of experience in human resources consulting with a focus in compensation and/or related work. Applicants should include any credentials from any certifying organization that attest to the capabilities of the organization or of any of the individuals employed by the organization that will be working on the proposed project.

2.7. Technological Capabilities

Applicants must have the technological capabilities required to perform the proposed activities in this RFP.

3. Proposal Format, Content, and Submission Requirements; Selection Process

3.1. Required Proposal Format

3.1.1. Format Structure

3.1.1.1. Proposal Cover Sheet

The cover sheet (see Attachment A) should be completed with the Applicant's information and included as the first page of the proposal.

3.1.1.2. Table of Contents

A table of contents should be included as the second page of the proposal with each section of the proposal included and with a page number for the first page of each section.

3.1.1.3. Format Requirements

Proposals must be prepared simply and economically, providing a straightforward, concise description of the Applicant's ability to meet the requirements of the RFP. Each proposal must provide all the information detailed in this RFP using the format described below. The narrative portion of the proposal must be presented in 12-point, Times New Roman font, single spaced on 8.5" by 11" sheets of paper with minimum margins of 1". For each section where it is required, the Applicant must fully answer all the listed questions in the outline form in which they are presented in the RFP. Answers to each question must be numbered/lettered and correspond to the numbered/lettered questions in this RFP. Failure to number and letter the questions or to respond to all questions may result in the proposal being considered non-responsive. Each attachment, appendix, or addendum must reference the corresponding section or subsection number.

Applicants are required to limit their narrative responses to five single-spaced pages. This page limit includes sections 3.1.2.1. to 3.1.2.5. below. There are no limitations for the cost proposal and organizational requirements, sections 3.1.2.6 and 3.1.2.7. If you have responded to a requirement in another part of your proposal, refer to that section and do not repeat your response. Applicants whose narrative exceeds five single-spaced pages may have their proposals considered non-responsive and be disqualified.

3.1.2. Proposal Content

The proposal should follow the format below. Information should be complete and demonstrate that the consultant can perform the required work in a professional manner.

3.1.2.1. Applicant Profile/Statement of Qualification/Relevant Experience

Provide company contact information, including how long you have been in business and the specific services you provide. Please provide a brief narrative description of the purpose, corporate status (profit or non-profit), and organizational structure of the company. Organizational charts may be used to support appropriate aspects of this

narrative and may be included as an attachment to your proposal. Identify and briefly describe related work completed in the last three years. Describe only work related to the proposed effort and include any examples of similar work in governmental, non-profit, or human services related organizations. Include evidence of satisfactory and timely completion of similar work performed for past projects.

3.1.2.2. Project Understanding and Proposed Scope of Work

Prepare a brief introduction including a general demonstration of your understanding of the scope and complexity of the required work. Provide a description of how the proposed services will be provided. Please include a description of each item identified in the scope of work section (Section 2.2.) and describe creative solutions and alternative approaches where feasible. Please describe how you would prefer work be developed, shared, mutually agreed upon, and assessed by CBH.

3.1.2.3. Personnel

Identify key personnel who will be assigned to this project. Detail their experience in work related to the proposed assignment. Specify the project manager who will serve as a contact person. Provide resumes and job descriptions for all individuals proposed to participate in the project. Provide copies of certifications of any individual whose job description requires a certification. In this section, also state the intention, if that is the case, to utilize subcontractors to perform any of the work for this project. For each subcontractor, provide the name and address of the subcontractor, a description of the work the subcontractor will provide, and whether the subcontractor will assist in fulfilling the goals for inclusion of minority, woman, or disabled-owned businesses.

3.1.2.4. References

Please include references with contact information from at least three organizations that have used your organization's services in the past three years and have been customers for a minimum of 12 months.

3.1.2.5. Project Plan and Timeline

Provide a description of the project plan and timeline for providing all job evaluation, compensation/salary studies, and related services being sought through this RFP.

3.1.2.6. Cost Proposal

Please provide a cost proposal based upon your best understanding of the scope of the project and the services to be delivered. This cost proposal should include the total estimated cost for this project, itemized by the expected project deliverables detailed in section 2.2. This cost proposal should also include the provision of a detailed list of charges for services. The list of services should include, but not be limited to:

- a. Hourly personnel rates for all staff assigned to this project

- b. Fees for subcontractors
- c. Reimbursable rates for expenses such as printing, copies, etc.
- d. Other miscellaneous costs and fees

Final rates will be determined in negotiations with the qualified Applicant after the proposal submissions have been reviewed and contract negotiations have begun. Although CBH may begin contract negotiations based on the submitted proposal, CBH reserves the right to have discussions with those Applicant(s) falling within a competitive range, request revised pricing offers from them, and make an award or conduct negotiations thereafter.

3.1.2.7. Operational Documentation and Requirements

Please make sure to include completed and signed (where applicable) attachments with your submission:

- Attachment A: CBH Administrative RFP Response Cover Sheet
- Attachment B: City of Philadelphia Tax and Regulatory Status and Clearance Statement
- Attachment C: City of Philadelphia Disclosure Forms
- Attachment D: City of Philadelphia Disclosure of Litigation form
- Attachment E: Acknowledgement of CBH Administrative Procurement Terms and Conditions

Additionally, in this section, please include the following information, either within the section itself or by reference to an attachment to your proposal. If not applicable, please indicate “N/A”:

- Tax Identification Number
- Letter attesting that all required federal, state, and local taxes (including payroll taxes) for the past 12 months have been paid
- In the case of for-profit organizations, group, or individual practices, disclosure of any person or entity holding any shared ownership or controlling interest of 5% or more
- MBE/WBE/DSBE Status – For-profit Applicants

3.2. Selection Process

An application review committee will review all responses to this RFP. Based on the criteria detailed below, the committee will make recommendations concerning the submissions that are best able to meet the goals of the RFP.

Submissions will be reviewed based upon the merits of the written response to the RFP.

Specific scoring criteria upon which the review will be based include:

3.2.1. Threshold Requirements

Threshold requirements provide a baseline for all proposals, which means they provide basic information that all Applicants must meet. Failure to meet all these requirements may disqualify an Applicant from consideration through this RFP. Threshold requirements include timely submission of a complete application with all sections outlined in Section 3.1. completed, having the requisite experience and qualifications to implement the program, and being a vendor in good standing with the City and CBH.

Threshold requirements also include consideration of the Applicant's financial status, including any potential delinquencies to the City and CBH. Proposals may be rejected, if, in CBH's judgment, the Applicant has failed to provide all information required by this RFP; has been delinquent or unfaithful in the performance of any contract with CBH or others; is delinquent and has not made arrangements satisfactory to CBH with respect to the payment of City taxes or taxes collected by the City, or other indebtedness owed to the City or other taxing authorities; is not in compliance with regulatory codes applicable to the Applicant; is financially or technically incapable; or is otherwise not a responsible Applicant.

CBH reserves the right to conduct investigations with respect to financial, technical, and other qualifications, and references without notice to the Applicant.

3.2.2. Scoring by Review Committee

Applicants that do not meet all threshold requirements may have their proposals disqualified. For Applicants meeting the threshold requirements, the scoring criteria for this RFP upon which the review will be based are as follows:

- Demonstrated qualifications and relevant experience **(25 pts.)**
- Demonstrated understanding of the project, as indicated by a description of each item in the scope of work section **(25 pts.)**
- Appropriateness of project approach and effectiveness of proposed project plan and timetable **(25 pts.)**
- As stated in the cost proposal section, likelihood that the proposal will provide the best value compared to other submitted proposals **(15 pts.)**
- Appropriateness of staffing to complete the project **(10 pts.)**

3.2.3. MBE-/WBE-/DSBE-owned and Local Businesses

Special consideration will be given for the following:

- Businesses owned and controlled by minorities, women, and disabled persons
- Philadelphia-based Applicants

4. Proposal Administration

4.1. Procurement Schedule

The anticipated procurement schedule is as follows:

RFP Event	Deadline Date
RFP Issued	Tuesday March 2, 2021
Deadline to Submit Questions	Tuesday March 16, 2021
Answers to Questions on Website	Friday March 19, 2021
Application Submission Deadline	Tuesday March 30, 2021 @ 2:00 PM EST
Applicants Identified for Contract Negotiations	Friday April 16, 2021

CBH reserves the right to modify the schedule as circumstances warrant.

This RFP is issued on March 2, 2021. In order to be considered for selection, all applications must be delivered to the e-mail address below **no later than 2:00 p.m. on March 30, 2021.**

- Application emails should be titled “**Compensation Analysis, Planning, and Strategy RFP.**” Applications submitted by any means other than submission to the email below will not be accepted.
- Applicants must submit an electronic version of the application prepared as a PDF document – please email to hans.leach@phila.gov.
- Applications submitted after the deadline date and time will be returned.
- The individual Applicant or an official of the submitting agency, authorized to bind the agency to all provisions noted in the application, must sign the cover sheet of the application (See Attachment A).

4.2. Questions Relating to the RFP

All questions concerning this RFP must be submitted in writing via email to Hans Leach at hans.leach@phila.gov by March 16, 2021. CBH will respond to questions it considers appropriate to the RFP and of interest to all Applicants, but reserves the right, in its discretion, not to respond to any question. Responses will be posted on the CBH website by March 19, 2021. Responses posted on the CBH website become part of the RFP upon posting. CBH reserves the right, in its discretion, to revise responses to questions after posting by posting the modified response. No oral response to any Applicant question by any CBH employee or agent shall be binding on CBH or in any way considered to be a commitment by CBH. *Contact regarding this RFP with CBH or related staff other than the individual named above is not permitted, and failure to comply with this restriction could result in disqualification.*

4.3. Interviews/Presentations

Applicants may be required to make an oral presentation concerning various aspects of their application to CBH. Such presentations provide an opportunity for Applicants to clarify their application to ensure a thorough and mutual understanding. CBH will schedule such presentations on an as-needed basis.