

East Coast Migrant Head Start Project
Request for Proposal (RFP)

1. Wage and Fringe Benefits Comparability Study (Phase 1)
2. Compensation and Salary Administration Consultation (Phase 2)

RFP SCHEDULE (Phase 1)	DATE
RFP Release Date	5/6/22
RFP Deadline	6/24/22
Study Duration	7/1/22-8/29/22
Draft Report due to ECMHSP	9/13/22

Phase 2 Schedule: TBD

Contact Information

For questions or concerns related to this RFP, please contact:

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1.) Organization Background

East Coast Migrant Head Start Project (ECMHSP) is a non-profit organization that has provided high-quality and comprehensive Head Start services to farmworker families for more than 30 years. We also advocate for children and families in their other areas of need. Our annual budget is approximately \$64M.

We provide holistic, high-quality early childhood education for nearly 3,000 migrant and seasonal farmworker children in 48 Head Start educational centers across 10 states. Seven of our centers operate year-round; the rest operate seasonally. We currently have 933 employees, 522 (or 56%) of whom are classified as seasonal, whereas 396 (or 42.4%) are classified as year-round. Many center-level employees are scheduled to work 10 hours per day.

For more information about us, please visit our website at www.ecmhsp.org.

2.) Project Overview and Goals

This project has two phases:

- **Phase 1** is a wage and fringe benefits comparability study (“the study”).
 - a. With respect to wages, the offeror will provide a competitive analysis of benchmark positions (one from each grade in our current position classification system) using our pay data in comparison to market salary data.
 - b. Utilizing published reputable benefits survey data, the offeror will provide a high-level review of benefit offerings and summary of market trends. They will illustrate opportunities to modify and/or enhance benefit offerings to remain competitive in the market, and will help ECMHSP ensure that its total compensation is competitive.
 - c. For more information on how to properly conduct the study, please see the following document: <https://eclkc.ohs.acf.hhs.gov/publication/wage-comparability-survey-analyzing-employee-compensation>
 - d. The requirements for the study can be found in the Head Start Uniform Administrative Requirements, a relevant section of which is cited below:
 - **45 CFR §75.430 Compensation—personal services.**
 - “(b) Reasonableness. Compensation for employees engaged in work on Federal awards will be considered reasonable to the extent that it is consistent with that paid for similar work in other activities of the non-Federal entity. In cases where the kinds of employees required for Federal awards are not found in the other activities of the non-Federal entity, compensation will be considered reasonable to the extent that it is comparable to that paid for similar work in the labor market in which the non-Federal entity competes for the kind of employees involved. This regulation is consistent with the purpose of wage comparability which is to link pay levels to those defined by the relevant labor market. The relevant labor market is typically one that the employer must compete in for employees with a particular skill set.”

- In addition, Sec. 653(a) of the Head Start Act address comparability of wages, and “mandates that persons employed in carrying out programs shall not receive compensation at a rate which is (1) in excess of the average rate of compensation paid in the area where the program is carried out to a substantial number of persons providing substantially comparable services, or in excess of the average rate of compensation paid to a substantial number of the persons providing substantially comparable services in the area of the person’s immediately preceding employment, whichever is higher; or (2) less than the minimum wage prescribed in section 6(a)(1) of the Fair Labor Standards Act of 1938. The secretary shall encourage Head Start agencies to provide compensation according to salary scales that are based on training and experience.”
- e. The survey should gather information from at least five other similar organizations. (“Similar” is defined as an organization having a comparable budget, that serves a comparable number of children, non-profit status, and number of staff). The relevant labor market can be defined by employers who compete for employees to do the same jobs, who compete for employees within the same geographic area, and organizations that offer a similar service. The offeror’s focus should be on urban-rural combination types of programs.
- f. The offeror should ensure that job duties, levels of responsibility, and qualifications are clear. In addition, they should ensure that information about individuals employed is consistent: information such as level of education and number of years of experience will help determine how similar the comparability group is to ECMHSP staff.
- g. The survey should provide wage information based on hourly wage. For wage, education, and experience data, it will be useful to report high, low, and median data as well as averages. Measures that reflect the variability or dispersion of reported wages are also useful.
- **Phase 2** involves a proposal to engage in an ongoing consulting relationship with ECMHSP concerning our compensation and salary administration program. We anticipate that this phase will begin as soon as possible after the completion of Phase 1.

Major goals of this phase include:

- a. Request and examine information about ECMHSP to ensure an understanding of the organizational structure, strategic plan, and current compensation structure.
- b. Discuss the process and approach with ECMHSP to ensure an understanding of the project and to answer any questions.
- c. Hold discussions regarding concerns with the existing compensation methodology and assist ECMHSP in exploring various compensation philosophies to support our goals and objectives.

- d. Coach and mentor ECMHSP's compensation project team through the project to enhance understanding and experience in working with compensation and related tools.
- e. Examine our compensation philosophy and recommend any improvements.
- f. Examine and validate our existing salary grade system and recommend any improvements, with particular emphasis on establishing and adjusting for differences in workload, center size, and demographics, among other factors.
- g. Assist in the development of career pathways, with particular emphasis on those employees at the maximum of their salary grade (currently 18 employees, excluding those paid at the salary cap maximum).
- h. Develop hiring and promotion guidelines.

To reach these goals, ECMHSP is now accepting bids in response to this Request for Proposal. We would like to establish a working relationship with one consulting company that can successfully manage both phases of this project.

3.) Current Roadblocks and Barriers to Success

- a. The seasonal nature of many ECMHSP positions, and the long hours required.
- b. Attraction and retention of qualified center-level staff, especially teachers.
- c. Historically low wages in early childhood education.
- d. The impact of the COVID-19 pandemic generally, and the fact that there is not an approved vaccine for the children in the age groups we serve.
- e. Current vacancies in the Human Resources department, and the department's response to overall organizational vacancies.

4.) Quoting and Payment Terms

We are requesting one quote for both phases of this project. The offeror should break down the costs expected for both Phase 1 and Phase 2. We anticipate that Phase 2 would begin soon after the successful completion of Phase 1. Payment terms will be agreed with the offeror.

5.) Technical Qualifications

The offeror, in its proposal, shall, as a minimum, include the following:

a. Understanding our needs

The offeror should describe the current challenges and opportunities specific to our organization. Describe how your firm is best suited to assist ECMHSP in facing those challenges and opportunities moving forward.

b. Understanding the scope of work.

The offeror should clearly describe the scope of work to be performed in conjunction with this RFP.

c. Understanding our work

The offeror should describe its understanding of our work by providing specific industry knowledge and expertise, including

- i. Prior experience working with nonprofit organizations
- ii. Prior experience consulting with organizations similar to ECMHSP.
- iii. Prior experience providing additional services to organizations similar to ECMHSP.

d. Engagement team

The offeror should briefly describe the qualifications of staff to be assigned to the engagement.

Descriptions should include:

- i. Consulting team makeup.
- ii. Prior experience of the individual team members; team bios should include education and position in firm.

e. Organization size and structure

The offeror should describe its organization, size (in relation to work to be performed) and structure. The description should include:

- i. Size of the offeror, including number of employees.
- ii. Explanation of independence.
- iii. Any conflicts of interest that exist.

f. Approach to the engagement

The offeror should describe its approach to the work to be performed.

6.) Proposal Evaluation

a. Nonresponsive proposals

Proposals may be judged nonresponsive and removed from further consideration if any of the following occur:

- i. The proposal is not received in a timely manner in accordance with the terms of this RFP.
- iii. The proposal is not adequate to form a judgment by the reviewers that the proposed undertaking would comply with the requested work.

b. Proposal evaluation

Evaluation of each proposal will be scored on the following six factors.

Understanding our needs <i>0-5 point range</i>	<ul style="list-style-type: none"> a. Understanding our current challenges & opportunities b. Firm’s approach to addressing our challenges
Understanding our industry <i>0-20 point range</i>	<ul style="list-style-type: none"> a. Prior experience working with nonprofit organizations b. Prior experience consulting with organizations similar to ECMHSP.
Organization, size, and structure of offeror’s firm <i>0-5 point range</i>	<ul style="list-style-type: none"> a. Adequate size of the firm b. Expertise within the nonprofit sector
Qualifications of staff to be assigned to perform the work <i>0-20 point range</i>	This will be determined from resumes submitted. Include education, position in firm, and years and types of experience.
Offeror’s approach to the engagement <i>0-30 point range</i>	<ul style="list-style-type: none"> a. Uses comprehensive methodology b. Utilizes diverse set of data sources c. Leverages local, regional and national compensation information d. Aligns market rates more specifically to ECMHSP e. Collaborates with key leadership to achieve the desired outcomes f. Creates realistic engagement timetable
Price <i>0-20 point range</i>	
100	Maximum points

Confidentiality

The offeror agrees to keep the information related to all contracts in strict confidence. Other than the reports submitted to ECMHSP, the offeror agrees not to publish, reproduce or otherwise divulge such information in whole or in part, in any manner or form, or authorize or permit others to do so, taking such reasonable measures as are necessary to restrict access to the information, while in the offeror’s possession, to those employees on the offeror’s staff who must have the information on a “need to know” basis.

The offeror agrees to notify in writing ECMHSP’s authorized representative in the event offeror determines or has reason to suspect a breach of this requirement.