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Request for proposal for  
Wage Comparability Study and Compensation Analysis  
Including a Review of Employee Benefit Offerings

**RFP # 2021-WAGE**

Responses due by April 7, 2021

No Later Than 5:00 P.M. Central Standard Time

Inquiries and proposals should be directed to:

**Deanna Hernandez**

Procurement and Contract Specialist

**Early Learning Coalition of the Emerald Coast**

Address: 1130 N Eglin Pkwy, Shalimar, FL 32579

Phone: 850-833-3627 Fax: 850-833-9344

Email: [accounting@elc-ec.org](mailto:accounting@elc-ec.org)

Website: [www.elc-ec.org](http://www.elc-ec.org)

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## General information

### A. Purpose

This request for proposal (RFP) is to contract for a well-designed compensation program to give the **Early Learning Coalition of the Emerald Coast (ELC-EC)** “**the Coalition**” better control over salary expenditures and help maintain a proper balance in the relationship between pay levels and the relative value of jobs within the Coalition and the labor market.

### B. Who may respond

Only qualified individuals with experience working with grant-funded programs may respond to this RFP.

### C. Instructions on proposal submission

1. **Closing submission date:** Proposals must be submitted **no later than 5:00 p.m. CST on April 7, 2021.**
2. **Inquiries:** Inquiries concerning this RFP should be directed to [accounting@elc-ec.org](mailto:accounting@elc-ec.org).
3. **Conditions of proposal:** All costs incurred in the preparation of a proposal responding to this RFP will be the responsibility of the Offeror and will not be reimbursed by the Coalition.
4. **Instructions to prospective contractors:**

Proposals should be submitted to Early Learning Coalition of the Emerald Coast via hardcopy to the address below and/or can be submitted electronically to the following email address: [accounting@elc-ec.org](mailto:accounting@elc-ec.org) by the closing submission deadline.

Your proposal should be addressed as follows:

Name: Deanna Hernandez  
Title: Procurement and Contract Specialist  
Entity: Early Learning Coalition of the Emerald Coast  
Address: 1130 N Eglin Pkwy, Shalimar, FL 32579

It is important that the Offeror’s proposal be submitted in a sealed envelope clearly marked in the lower left-hand corner with the following information:

Request for proposal  
**Attn: Procurement Re: RFP # 2021-WAGE**  
**5:00 p.m. CST on April 7, 2021**

Proposal for (Wage Comparability Study and Compensation Analysis  
Including a Review of Employee Benefit Offerings)

5. **Electronic copy submissions:** Proposals can be submitted electronically to the following email address: [accounting@elc-ec.org](mailto:accounting@elc-ec.org) by the closing submission date noted above. It is the responsibility of the Offeror to ensure that the proposal is received by the Coalition by the date and time specified above. Late proposals will not be considered.
6. **Right to reject:** ELC-EC reserves the right to reject any and all proposals received in response to this RFP. A contract for the accepted proposal will be based on the factors described in this RFP.
7. **Small and/or minority-owned businesses:** Efforts will be made by the Coalition to work with small businesses and minority-owned businesses. An Offeror qualifies as a small business firm if it meets the definition of "small business" as established by the Small Business Administration (13 CFR 121.201).
8. **Presentations:** At the discretion of ELC-EC, Offerors submitting proposals may be requested to make oral presentations as part of the evaluation process. Presentations may be delivered in person or via teleconference. Reasonable advance notice will be provided to selected Offerors. Not all Offerors submitting a proposal will be asked to participate in oral presentations.
9. **Notification of award:**
  - a. It is expected that a decision about selection of the successful Offeror will be made within 6 weeks of the closing date for the receipt of proposals.
  - b. Upon conclusion of final negotiations with the successful Offer, all Offerors submitting proposals in response to this Request for Proposal will be informed, in writing, of the name of the successful Offeror.

#### D. Description of entity and scope of work requested

The **Early Learning of Okaloosa and Walton Counties, Inc. dba Early Learning Coalition of the Emerald Coast** is a nonprofit organization that serves two counties in the state of Florida. ELC-EC is a nonprofit corporation and has been determined to be exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. It is governed by volunteer board of directors. Administrative and Operation offices are located at 1130 N Eglin Pkwy, Shalimar, FL 32579.

The Florida Office of Early Learning has certified the Coalition as a local Early Learning Coalition for the purposes of implementing programs authorized by Florida Statute Chapter 1002. Our principal function is the provision of oversight, and policy guidance to the early childhood School Readiness and Voluntary Prekindergarten Education systems in Okaloosa and Walton Counties, Florida.

ELC-EC has 24 full-time positions and 0 part-time positions. Currently, the Coalition has 4 vacant positions and had few job descriptions that have been updated. The following is a list of current benefits offered to ELC-EC employees:

- Paid time off
- Health insurance
- Dental and Vision
- Basic Life and AD&D Insurance
- Long-term disability insurance
- Retirement contributions
- AFLAC
- Paid holidays
- Bereavement, Jury and Military Leave

ELC-EC's goal is to evaluate existing job classifications and conduct wage analysis in order to offer a compensation package that would resonate an equitable and fair wage among employees that is positive enough to motivate people to stay with the organization and to attract the best people for the job. Although, compensation packages are not the only thing that motivates people, compensation is a key component to improve morale, motivation and satisfaction among employees. It can also lower turnover and improve quality of work. It is the Coalition's objective to create a pay structure that reflects the value of the job within the organization, knowledge and skills, and take into consideration labor market changes, industry practices, and in accordance with state and federal laws.

## Specification schedule

### A. Scope of services

Based upon our needs, and the inclusion of approximately 24 positions, we request the following scope and approach:

- Request information about the Coalition to ensure an understanding of the organizational structure, strategic plan, and current performance and compensation structure.
- Discuss ELC-EC's process and design a custom approach to ensure understanding of the project and to answer any questions.
- Hold discussions regarding concerns with the existing compensation structure and assist ELC-EC in exploring various compensation philosophies to support the Coalition's goals and objectives.
- Use the existing job descriptions as the basis for the analysis. It is important that the job descriptions are an accurate reflection of roles and responsibilities.
- Review all job descriptions and titles and make recommendations for title consolidation.

- Coach and mentor the Coalition throughout the project to enhance your understanding and experience in working with compensation and related tools.
- Provide a draft of a formal compensation philosophy for consideration if one does not currently exist. Facilitate customizing the compensation philosophy to reflect specific goals and objectives.
- Conduct a Fair Labor Standards Act (FLSA) exemption status review and identify positions that may need to have their status changed.
- Conduct an independent internal equity analysis for each position using the Point Factor Method to determine the relative value of each position:
  - Provide internal equity analysis training and tools so that the Point Factor Analysis Method defines organizational value to each position. Provide a high-level review of your findings, assist you with making adjustments as necessary to reflect internal conditions and finalize.
- Conduct a competitive pay analysis of market salary data to determine external pay equity utilizing the job descriptions you provide. Create a Competitive Pay Analysis Worksheet for each benchmark position. Published wage survey data will be used as the basis for our analysis.
- Base compensation structure will be addressed by:
  - Updating the current base compensation structure following widely accepted compensation methodology using the Competitive Pay Analysis Worksheets to group similarly valued jobs. Propose pay ranges based on internal and external equity considerations. Pay ranges will be comprised of a series of overlapping ranges with an established minimum, midpoint and maximum. Review with you to determine the most appropriate structure. Modify as appropriate to finalize.
- Perform an employee impact analysis to evaluate how current pay practices align with the newly established ranges. This will show clearly how each employee's pay relates to the newly established ranges and help to identify any budgetary implications.
- Evaluate and discuss positions and/or employees falling outside of the newly established or updated ranges and explore options for responding to these situations.
- Provide an administrative manual template with guidelines and procedures that can be customized to reflect your practices when administering the base compensation plan. This documentation will also provide you with instructions on the continuing maintenance of the plan.
- If a review of employee benefit offerings is requested: Utilizing published reputable benefits survey data, provide a high-level review of benefit offerings and summary of market trends. Illustrate opportunities to modify and/or enhance benefit offerings to remain competitive in the market.

- Prepare a written report summarizing our process, findings, recommendations and resulting documentation.

#### B. Performance

ELC-EC's records should be accessible electronically or provided to you via secured file transfer. Summary of findings, recommendations and resulting documentation is to be presented to the governing board of directors.

#### C. Delivery schedule

The Offeror is to transmit one copy of the draft report to ELC-EC's Executive Director. **The draft report is due on July 15, 2021.**

If needed, the Offeror **shall deliver final reports to ELC-EC no later than July 31, 2021.**

Reports may be submitted earlier than the schedule above. However, if additional time is needed to complete the project, it must be communicated and reflected on the original agreement or for any foreseeable delay during the course of the project, contractor must notify the Coalition in writing stating the reason for the delay. If the Offeror fails to make delivery of the reports within the time agreed upon, or if the Offeror delivers reports that do not conform to all of the provisions of this contract, ELC-EC may, by written notice of default to the Offeror, terminate the whole or any part of this contract. Under certain extenuating circumstances, the contracting agent may extend this schedule upon written request of the Offeror with sufficient justification.

#### D. Pricing

The Offeror's proposed price for services should include a not-to-exceed total fee. Any out-of-pocket expenses should also be indicated.

#### E. Payment

Payment terms will be agreed upon with the Offeror.

#### F. Confidentiality

The Offeror agrees to keep the information related to all contracts in strict confidence. Other than the reports submitted to the Coalition, 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 immediately notify, in writing, the Coalition's authorized representative in the event the Offeror determines or has reason to suspect a breach of this requirement.

## 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 our organization 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 alignment with this RFP.

### C. Understanding our industry

The Offeror should describe its understanding of our industry by providing specific industry knowledge and expertise.

1. Prior experience working with nonprofit organizations
2. Prior experience working with grant-funded organizations
3. Prior experience consulting with organizations similar to ELC-EC
4. Prior experience providing additional services to organizations similar to ELC-EC

### D. Engagement team and Qualifications

The Offeror should briefly describe the qualifications of staff to be assigned to the engagement. Descriptions should include:

1. Consulting team makeup.
2. Overall supervision to be exercised.
3. Prior experience of the individual team members. Team bios should include education, position in firm, years with the firm, industry-specific experience and training on the recent Uniform Guidance.

### E. Organization, size and structure

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

1. Size of the Offeror, including number of employees.
2. Explanation of independence.
3. Any conflicts of interest that exist.

### F. Approach to the engagement

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

## Proposal evaluation

### A. Submission of proposals

Proposals should be submitted to Early Learning Coalition of the Emerald Coast, Attn: Deanna Hernandez via hardcopy by the date provided and/or can be submitted electronically to the following email address: [accounting@elc-ec.org](mailto:accounting@elc-ec.org) by the closing submission date noted above.

### B. Nonresponsive proposals

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

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

### C. Proposal evaluation

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

	Point range
1. Understanding our needs	0-5
a. Understanding our current challenges and opportunities	
b. Firm's approach to addressing our challenges	
2. Understanding our industry	0-20
a. Prior experience working with nonprofit organizations	
b. Prior experience working with grant-funded organizations	
c. Prior experience consulting with organizations similar to ELC-EC	
d. Prior experience providing additional services to organizations similar to ELC-EC	
3. Organization, size and structure of Offeror's firm	0-5
a. Adequate size of the firm	
b. Minority business/small business/women's business enterprise/labor surplus firm	
4. Qualifications of staff to be assigned to be performed.	0-20
a. Prior experience of the individual consulting team members	
b. Overall supervision to be exercised	

5. Offeror's approach to the engagement	0-30
a. Comprehensive methodology	
b. Utilizes diverse set of data sources	
c. Leverages local, regional and national compensation information	
d. Aligns market rates more specifically to (entity name)	
e. Collaborates with key leadership to achieve the desired outcomes	
f. Realistic engagement timetable	
6. Price	0-20
Maximum points	100

#### D. Review process

In compliance with Uniform Guidance 2 CFR Part 200.319 – Competition, ELC-EC has conducted this procurement in a manner that prohibits the use of statutorily or administratively imposed state or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable federal statutes expressly mandate or encourage geographic preference.

The Coalition may, at its discretion, request presentations by or meetings with any or all Offerors to clarify or negotiate modifications to the Offerors' proposals.

However, ELC-EC reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the Offeror can propose.

ELC-EC contemplates award of the contract to the responsible Offeror with the highest total points.