



Request for Proposal (RFP): Compensation Consultant Services for OPCA

Date Issued: June 3, 2019

RFP Due Date: July 8, 2019, 5pm

INFORMATION FOR BIDDERS

Purpose: The purpose of this RFP is to select a Contractor to provide compensation consultant services for OPCA (Oregon Primary Care Association). The awarded Contractor will provide support to the Senior Leadership Team, as well as select staff and board members, by providing ad hoc compensation consulting services per the scope of work outlined below.

OPCA Background: The Oregon Primary Care Association (OPCA) is a nonprofit membership association, founded in 1984. Our members include all 32 of Oregon's community health centers, also known as federally qualified health centers (FQHCs), other safety net clinics, and those who support them. Our mission is to lead the transformation of primary care to achieve health equity for all.

OPCA provides technical assistance and training to our community health center members. Additionally, OPCA represents its members and beyond, acting as an advocate to governmental agencies regarding policy at the state and federal level. The organization currently employs 26 people (24.75 FTE) with revenues of ~\$2.9M. The majority of employees are of service to member clinics providing consulting services, lobbying, training, and more in support of our mission and strategic plan. There is also a small team of administrative personnel in areas such as accounting, human resources, operations, office coordination, IT Support, etc.

OPCA conducted our last market analysis in the fall of 2016 and plans to complete a market analysis once every three years. OPCA is seeking outside consulting services to market price all jobs and update our salary structure so that it continues to align with the OPCA Compensation Philosophy and external job value. OPCA is also engaging with a consultant in late spring/summer 2019 to assist us with an internal equity audit. We anticipate having preliminary feedback on this equity audit as a means to influence our market compensation review process. Ideally, both the equity consultant and assigned OPCA staff will be able to work with the compensation consultant with any adjustments proposed to our current structure.

Timeframe: Our annual employee performance review process begins in October and will be completed by December 31, 2019. As the compensation market analysis is a critical factor in determining necessary salary adjustments and annual budgeting, we would like the scope of work described below **finalized by November (or sooner if possible)**.

Budget for Services: \$6000-\$9000 - It is recommended that bidders separate items for unique deliverables so that we can evaluate items in an ala carte fashion should we need to eliminate select items due to cost overrun.

SCOPE OF WORK

OPCA is seeking outside services to:

- Gain a clear understanding of OPCA’s market as it relates to comparable jobs at all levels including the Executive Director.
 - In the case of developing a market analysis for the Executive Director, the consultant will likely engage with the Executive Committee of our Board of Directors. This ED market analysis would include benchmarking to recommended surveys, including Primary Care Association (PCA) specific survey, providing feedback and recommendation on ED salary range, and ED specific compensation management in relation to staff standard.
- Develop a database of market competitive pay comparisons that represent the type of work conducted by employees at OPCA within relevant markets, as determined by OPCA and the consultant.
- Align market pay with OPCA jobs.
- Pay equity analysis (in line with Oregon Pay Equity Act)
- Review Title Attribute Matrix and recommend any adjustments.
- Partner with OPCA assigned staff and Equity Consultant on any action items directly related to compensation and position structure.
 - Assist with updating process and policy for compensation administration for increased employee transparency and to ensure fairness across the organization.
 - Propose an evaluation process where we can equitably separate merit increase from evaluation and still allow for rewarding great employee performance.
 - Propose salary placement criteria based on equity practices

Relevant OPCA information which will be made available once consultant is selected:

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| • Compensation Philosophy | Survey positions & PCA bi-annual compensation survey (with blended positions) |
| • Organizational Chart with 26 staff | |
| • Title Attribute Matrix | • OPCA Executive Compensation Principles |
| • Current salary ranges and placement for individual positions | • Standard Operating Procedure – Wage and Salary Administration |
| • Database of employee salary data | • Standard Operation Procedure – Annual Evaluations and Merit Increases |
| • Job Descriptions | |
| • Draft benchmarking to Cascade Employers Association Non-profit | |

PROPOSAL PREPARATION AND SUBMISSION INSTRUCTIONS

Questions: Please direct all questions to Breen Goodwin via email (bgoodwin@orpca.org) and those questions will be routed to the appropriate person for response. Subject title should list “Question - RFP: Compensation Consultant for OPCA”

Items to Include (preferably in the order below):

- Overview of company, including a statement of qualifications for scope of work (specifically addressing similar previous work with local non-profits of similar size and scope) and appropriate contact information. Please also describe your ability to incorporate equity (including the Oregon Equal Pay Act of 2019) into your compensation analysis.
- Technical Proposal: The bidder shall describe its approach and plans for accomplishing the work outlined in the Scope of Work. The bidder must set forth its understanding of the requirement of this RFP and its ability to successfully complete the contract. The bidder shall set forth its overall technical approach (methodology) and plans to meet the requirements of the RFP.

- This information should convince OPCA that the bidder understands the objectives that the contract is intended to meet, the nature of the required work, and the level of effort necessary to successfully complete the contract. The narrative should assure OPCA that the bidder’s general approach and plans to undertake and complete the contract are appropriate to the tasks involved.
- Cost Proposal: Ideally, bidder will be able to present cost information in the following table format. It is also recommended that bidders separate items for unique deliverables so that we can evaluate items in an ala carte fashion should we need to eliminate select items due to cost overrun.

Project Deliverable	Estimated Time/Cost	Project Timeline
Description of project deliverable	2 hours / \$000	Completed September 2019

- Resume for person(s) who will be working on this contract.
- Three professional references for person(s) who will be working on this contract. Please include basic description of relationship with reference.

Submission: Please submit final proposal to Breen Goodwin by email on or before the deadline listed on page 1 (bgoodwin@orpca.org). Only proposals submitted by email will be accepted. Email subject title should list “Final Proposal - RFP: Compensation Consultant for OPCA”

PROPOSAL EVALUATION AND CONTRACT AWARD

Proposals will be reviewed by the OPCA Senior Leadership Team, select members of staff, and select members of our Board of Directors. A bidder may be requested to participate in a phone interview, and/or submit written responses to questions regarding its bid.

The purpose of such communication with a bidder, either through phone conversation, and/or written clarification, is to provide an opportunity for the bidder to clarify or elaborate on its bid.

The following evaluation criteria categories, not necessarily listed in order of significance, will be used to evaluate bid proposals received in response to this RFP. The evaluation criteria categories may be used to develop more detailed evaluation criteria to be used in the evaluation process.

- The bidder’s general approach and plans to meet the requirements of this RFP.
- The bidder’s detailed approach and plans to perform the services required by the Scope of Work Section of this RFP.
- The bidder’s documented experience in successfully completing contracts of a similar size and scope of those required by this RFP.
- The qualifications and experience of the bidder’s management, supervisors, or other key personnel assigned to the contract, including level of experience, background, and references of the consulting team to be assigned to this project.
- The overall ability of the bidder to mobilize, undertake, and successfully provide the services requested by this RFP within the necessary time frame.
- The bidder’s cost proposal (please refer to page 1 for budget).

Once a bid is selected OPCA will produce a contract outlining the scope of work and deliverables to be agreed upon by both the contractor and OPCA.