

**COMMUNITY TEAMWORK, INC**

**REQUEST FOR PROPOSAL FOR  
WAGE AND COMPARABILITY STUDY SERVICES**

**June 1, 2009**

**DIRECT INQUIRIES AND PROPOSALS TO:**

**Maria Solarez, Director of Human Resources  
Community Teamwork, Inc.  
167 Dutton St  
Lowell, MA. 01852  
[msolarez@comteam.org](mailto:msolarez@comteam.org)**

# I. GENERAL INFORMATION

## A. Purpose

This Request for Proposal (RFP) is for Community Teamwork, Inc. The purpose of this study is to meet second year strategic planning goals for staff training and development in the **CTI 2008 ~ Designing Our Future Strategic Plan**

## B. Description of Programs to Receive Wage Comparability Study

1. Community Teamwork, Inc. is a private, non-profit corporation, formed on August 20, 1965, and determined by IRS to be exempt from federal income tax under section 501( c ) (3) of the Internal Revenue Code. CTI is a community action agency and its primary service area includes the city of Lowell and the towns of Billerica, Chelmsford, Tewksbury, Dracut, Westford, Tyngsboro, and Dunstable in Massachusetts. The agency is governed by a 24 member volunteer Board of Directors and employs about 453 employees including 80 part-time, 26 seasonal, and 18 temporary staff. Principle administrative offices are located at 167 Dutton St., Lowell, MA. Additional information on the mission and organization of CTI is available at [www.comteam.org](http://www.comteam.org) and from the CTI 2008 Annual Report.

Revenue is primarily from federal, state and city governments and totaled about \$64 million for the fiscal year ended June 30, 2008. CTI includes the 5 divisions of Child & Family Services, Community Services, Housing & Homeless Services, Property & Energy, Workforce Development and Administrative services.

Child & Family services contribute to the needs of families looking for quality child care and providing a full range of services that meet the mission of the division. This division is the largest in the agency and accounts for over half the CTI staff or 276; with most positions representing a component of Early Learning and 70 position descriptions.

The Community Resources Division oversees the volunteer programs, and assist parents and child care providers through training, education, information and referrals. This division represents 11 position descriptions and 34 staff.

Housing and Homeless Services Division provides housing and community services to low- and moderate-income families and individuals. 67 staff with approximately 38 various positions descriptions.

Property and Energy Services provide services to low-income families, including energy conservation, heating programs, training and education. 14

different position descriptions are represented in this program with a staff of 20.

Workforce Development provides a wide range of services to low-income individuals supporting their efforts to obtain and maintain family sustaining employment. The division includes 11 various positions with 13 staff.

CTI uses BEST Software's MIP Nonprofit Series Pro and BEST Software's ABRA Suite for human resources management and bi-weekly payroll processing.

### **C. Who May Respond**

Responses will be accepted from firms and individuals with previous compensation and wage study experience including a position description review with both for-profit and non-profit sectors.

## D. Instructions to Prospective Contractors

### 1. Registration of Interested Parties

To ensure receipt of any supplemental information issued by CTI regarding this RFP, interested parties should email the following information to [msolarez@comteam.org](mailto:msolarez@comteam.org)

Name of firm  
Name of contact person  
Address  
Telephone Number  
Fax Number  
Email address of contact person

Failure to register will not disqualify interested parties. However, CTI will not be responsible for communicating any supplemental information to prospective contractors who do not register.

### 2. Inquiries

Inquiries concerning this RFP should be directed by email to Maria Solarez, Human Resources Director, at [msolarez@comteam.org](mailto:msolarez@comteam.org) no later than June 15, 2009. Responses will be provided to all registered parties no later than June 19, 2009.

### 3. Submission of Proposals

Proposals must be received at the following address no later than 4.30 PM on Wednesday, July 1, 2009. Late proposals will not be evaluated.

Community Teamwork, Inc.  
Room 206  
167 Dutton St  
Lowell, MA. 01852

Proposals should be submitted in a sealed envelope marked in the lower left hand corner as follows: **“Sealed Proposal for Wage and Comparability Study Services”**

All proposals must include : (a) three copies of: the firms or individuals Technical Qualifications (as described in Section III of this RFP); (b) three copies of the pricing information in a separate sealed envelope, as described in Section II D of this RFP; and, (c) three copies of the signed Certifications, as described in Section V of this RFP. These documents will become part of the contract.

#### 4. Right to Reject

CTI reserves the right to reject any and all proposals received in response to this RFP.

#### 5. Small and Minority Owned Businesses

Efforts will be made by Community Teamwork, Inc to use small businesses and minority owned businesses, and such firms are encouraged to submit proposals. A firm meets the definition of a small business if it meets the definition of small business as established by the Small Business Administration (13 CFR 121).

#### 6. Notification of Award

Upon conclusion of final negotiation with the successful individual or firm, all individuals/firms submitting proposals in response to this RFP will be informed, in writing, of the name of the successful firm. Contract award is anticipated by July 17, 2009.

## II. SPECIFICATIONS

### A. Wage and Comparability Study Requirements and Deliverables

1. Review of position descriptions for the purpose of implementing best practice principles when combining like positions into job families.
2. Standardization of language used for position summary, duties and qualifications.
3. Creation of a database or link to website of generic key and frequently used duties and qualifications to be used for workable templates when revising current and creating new job descriptions.
4. Market wage comparability study including like regional for profit employers and other non-profit agencies.
5. Development of a revised compensation tool utilizing best practices with salary ranges in a point factor matrix and grade range format.
6. Presentation about the job description evaluation and standardization study to Executive Director and management team.
7. Two presentations to Executive Director and Associate Executive Director and Senior Manager team about i)the draft study and recommendations, ii) followed by final study which incorporates revision(s).

### B. Delivery Specifics

Following are the specifics for deliverables. CTI expects periodic progress reports on the following deliverables.

1. Review of position descriptions for the purpose of implementing best practice principles when combining like positions into job families. Review of point assignment evaluation tool.
2. Standardization of language used for position summary, duties and qualifications; including alignment of point assignment evaluation tool with agency strategic goal of integrated services.
3. Implementation of a database or web based site of generic and frequently used duties and qualifications related to CTI positions.
4. Results of the market wage comparability study including like regional for profit employers and other non-profit agencies.
5. A revised compensation tool utilizing best practices with salary ranges in a point factor matrix.
6. Presentation of the draft of the study to Executive Director and Associate Executive Director and Senior Manager Team for feedback and incorporation into final study.
7. Presentation of Final Study to Senior Directors, Associate Executive Director and Executive Director.

### **C. Contract Award**

It is CTI's intention to award this contract to one contractor, therefore proposals must be for all the wage and comparability study services and deliverables described in this RFP.

### **D. Price**

Proposals must include, in a separate envelope, a firm, fixed price for each of the deliverables described in Section II, part A of this RFP. The pricing must identify the estimated number of hours for each deliverable, the hourly rates by staff level, the total price by staff level, any non-hourly costs by type and the total price.

Pricing information must not be included in the Technical Qualifications proposal submission described in Section III of this RFP.

### **E. Payment**

Invoices, payable within 30 days of receipt by CTI, may be submitted by the contractor upon completion and acceptance of the major segments of each contract, as identified in Section II. Part A of this RFP.

### **H. Confidentiality**

1. Except for reports filed with public agencies, the contractor must agree to keep confidential all information gathered in the course of the study. The contractor must agree 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 measures as reasonably necessary to restrict access to information in the contractor's possession. Information should be restricted to employees on the contractor's staff who have a need-to-know in order to perform their duties. The contractor must agree to notify the CTI Executive Director in writing of any known or suspected breach of this requirement.

### III. TECHNICAL QUALIFICATIONS

Proposal must address, at a minimum, each of the technical qualifications in the sections below:

**Note:** Firms having offices in multiple cities should identify which office will lead the proposed work and provide the following requested information for that office.

#### A. Prior Compensation and Wage Study Experience

1. Describe prior experience performing wage and comparability studies for profit and non-profit corporations focusing on organizations similar in size and mission to CTI. Include a description of the experience with
  - a) Recipients of Federal, State and City funding;
  - b) Community Action Agencies
  - c) Agencies administering similar programs to the divisions at CTI.

#### B. Capacity and Qualifications to Perform Requested Wage and Compensation Study Services

1. Describe your experience related to:
  - a) Wage and comp studies of for profit and non-profits
    - i. Point factor matrix revision/creation
    - ii. Job description standardization
    - iii. Grading systems
    - iv. Salary alignments
  - b) Quality review of market studies
2. Describe the general qualifications of the firm or individual. Also, identify:
  - a) The number of employees who are Certified Compensation Professionals (CCP) and
  - b) The number of employees who currently meet the continuing education requirements for maintaining a CCP.

#### C. Understanding of Work to be Performed

For each of the deliverables described in Section II A of this RFP (CTI Wage Comparability Study) describe, in outline form, the work to be performed, including:

1. The procedures used to complete each component of the study;
2. An estimate of the staff hours to complete each portion of the study;
3. An estimate of the on-site calendar days to complete each part of the study.

## IV. PROPOSAL EVALUATIONS

### A. Non-Responsive Proposals

Proposals will be judged non-responsive and removed from further consideration if the proposal:

1. Is not submitted by an individual or firm having 5 years prior experience with Wage and Comparability Studies;
2. Is not timely, as described in Section I D 3 of this RFP;
3. Does not include pricing information in a separate envelope, as described in Section II E of this RFP;
4. Does not include a description of the firm or individual's technical qualifications, as described in Section III of this RFP; or
5. Does not include the required certifications, as described in Section V of this RFP.

### B. Evaluation of Responsive Proposals

Evaluation of each proposal will be based on the following criteria:

<b>Evaluation Factor</b>	<b>Maximum Points</b>
Prior Experience	30
Capacity and Qualifications	30
Understanding of Non-Profit Work	30
Price	20
<b>Total</b>	<b>100</b>

### C. Review Process

CTI may, at its discretion, request presentations by or meetings with any or all individuals or firms submitting proposals, to clarify or negotiate modifications to the proposal. However, CTI reserves the right to make an award without affording firms an opportunity to clarify or modify their proposals.

## V. CERTIFICATION

On behalf of the firm or individual submitting this proposal, the individual signing certifies that:

- A. He/she is authorized to contract on behalf of the firm;
- B. He/she has read and understands the information and requirements for this RFP;
- C. The firm/individual is not involved in any agreement to pay money or other consideration for the execution of this agreement, other than to an employee of the firm;
- D. The prices in this proposal have been arrived at independently, without consultation, communication, or agreement with other firms for the purpose of restricting competition;
- E. The prices in this proposal have not been knowingly disclosed to other firms that may submit a proposal;
- F. The firm/individual has not attempted to discourage any firm from submitting a proposal;
- G. The firm/individual and employees that may be assigned to any wage and study engagement from a contract award under this RFP, have not been in violation of any professional or ethics standard.

**Dated on this \_\_\_\_\_ date of June, 2009**

---

(Firm or Individual Name)

---

(Signature of Authorized Representative)

---

(Printed Name and Title of Authorized Representative)