

Request for Proposal #23-1093 – Review of SCF’s Total Rewards Practices

Introduction: Southcentral Foundation is soliciting proposals from qualified consulting firms to conduct a comprehensive review of SCF’s total compensation practices in order to provide suggestions for changes or additions to improve the organization’s ability to recruit and retain a committed workforce.

Background: Southcentral Foundation is an Alaska Native-owned, nonprofit health care organization serving nearly 65,000 Alaska Native and American Indian people living in Anchorage, Matanuska-Susitna Borough and 55 rural villages in the Anchorage Service Unit.

Incorporated in 1982 under the Tribal authority of Cook Inlet Region, Inc., Southcentral Foundation is the largest of the CIRI nonprofits, employing more than 2,700 people in more than 80 programs.

Southcentral Foundation’s Vision is a Native Community that enjoys physical, mental, emotional and spiritual wellness; its Mission is to work together with the Native Community to achieve wellness through health and related services. The organization has developed and implemented comprehensive health-related services to meet the changing needs of the Native Community, support individuals and families on their wellness journey.

Southcentral Foundation’s first compact agreement under Public Law 93-638 began in 1984. The compact agreement provided dentistry, optometry, community health representatives and injury control services. A funding request to provide substance abuse treatment service was added in 1987.

Gradually, Southcentral Foundation increased its compact agreement capacity within the Anchorage Service Unit so that by late 1994 it was administering nearly half the primary care services for Alaska Native people.

The Alaska Native Medical Center opened its doors in May 1997. Earlier that year, Congress had passed Public Law 105-83, which included a section that enabled Alaska Native people to obtain ownership and management of all Alaska Native health care services.

In 1997, Southcentral Foundation completed the assumption of ownership and management of primary care and other programs located in the Anchorage Native Primary Care Center. Since the beginning of the assumption of services, Southcentral Foundation instituted significant philosophical changes and other changes in the design and administration of these programs. Southcentral Foundation instituted a total system-wide transformation of care, increasing the quality and adaptability of programs —and more importantly—the accountability of providers and customers alike. Alaska Native people are in charge of designing and delivering health care.

RFP Schedule:

This RFP will follow the schedule in the table below; SCF reserves the right to modify this schedule.

RFP Release Date	March 2, 2023
Proposal Due Date	March 22, 2023, By 3:00 pm AKST
Anticipated Notice of Award	March 24, 2023
Anticipated Service Start Date	April 5, 2023

Project Overview: The purpose of the study is to evaluate the effectiveness of SCFs total compensation practices, and to make recommendations for changes to current practices and to make suggestions for additional compensation and benefits that would support SCF efforts to recruit and retain workforce. SCF invites qualified consultants to submit proposals to:

1. Evaluate SCF's approach and deployment of the salary system structure, processes, and approach to pricing jobs
 2. Evaluate SCF's offer process
 3. Evaluate SCF's annual merit-based increase process
 4. Recommend management tools for salary survey data and participation
 5. Evaluate SCF's Compensation and Benefits team structures against prevalent team structures for organizations of our size including what should be outsourced versus done within SCF
 6. Evaluate SCF's additional cash offerings such as sign on bonuses, retention bonuses, variable compensation practices, and make recommendations for additional offerings.
 7. Evaluate funding level of SCF's health benefits.
 8. Evaluate SCFs leave programs.
 9. Evaluate SCF's financial wellness programs (401(K), 457(b), FSAs, complimentary life and accidental death insurance, short- and long-term disability, enhanced long term disability, and elective death benefits.
 10. Make recommendations for leading edge compensation and benefits offerings.
 11. Evaluate and make recommendations for identified gaps in compensation and benefits.
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RFP Compliance: Prior to evaluation, each proposal will be reviewed to determine whether or not it is compliant with RFP requirements. Noncompliant proposals will not be evaluated. Factors that may result in a proposal being declared noncompliant are:

1. Substantial and material conflicts of interest that were not declared.
2. Substantial and material noncompliance to requirements of RFP section on format for proposals.
3. Insufficient information regarding scope of work or compensation.

Evaluation Process

An evaluation committee consisting of (3) three or more qualified individuals will independently evaluate proposal compliance and content.

Bid evaluation will be based on Table 3 criteria and point values and will be documented by recording a final score calculated as the average score of the three committee members' individual point value totals.

Evaluation Criteria and Point Value

	Evaluation Criteria	Point Value	Details
1	Qualifications	15	Evaluation of qualifications.
2	Timeline	15	Evaluation of Bidder's proposed timeline
3	Price Proposal	35	Evaluation of the fee schedule provided in Bidder's proposal. (An average value for all fees provided will be used for evaluation)
4	Strength of Proposal	30	Evaluation of proposed methods and means of study presented in Bidder's response.
5	AN / AI Preference	5	Evaluation of Bidder's Alaskan Native / American Indian ownership.
	Total Point Value - 100		

Table 3, Evaluation Criteria and Point Value

Discussions

As determined by the evaluation process, Bidders may be offered the opportunity to discuss their proposal with appropriate SCF personnel or evaluation committee and the proposal may be adjusted as a result of that discussion. Bidders may also be allowed to submit a best and final proposal as a result of any discussion.

Presentations

SCF reserves the right to require a verbal presentation of their proposal. If presentation is requested, Bidders will be notified in writing of the request, date, time, location, and amount of time allowed for the presentation and/or questions and answer period. Time frames will be strictly enforced.

The entire evaluation committee will be present for oral presentations. All costs associated with a verbal presentation will be the Bidder's responsibility.

Notice of Award

A notice of contract award will be provided to all Bidders.

Scope of Work: Southcentral Foundation has established the following objectives for this project. Southcentral Foundation will negotiate and refine the final scope of work with the selected contractor. Southcentral Foundation reserves the right to negotiate additional services with the selected contractor at any time after the initial contract award.

- Meet with SCF to review discuss and finalize a needs assessment and project goals, process, schedule, and other administrative duties.
- Review SCF's compensation philosophy and recommend best practices approach for an organization of our size and maturity.
- Review SCFs salary structure, processes, and salary grades. Make recommendations on how to update the structure annually and position jobs within that adjusted structure.
- Evaluate and recommend changes to SCF's offer practices, focusing on recruitment and retention while ensuring internal equity and minimizing administrative burden.
- Evaluate pay competitiveness during the employee lifecycle; review SCFs approach to pay increases related to competency and performance.
- Review SCF's approach to managing relationships with survey vendors, how we participate in surveys, how we manage the results reported back to us.
 - Recommend best practices to adjusting the salary data to current date from effective date, as well as geographically adjusting data to the Alaska market.
 - Evaluate SCFs approach to managing data through Excel.
 - Recommend what functions should be done internally and what functions should be outsourced.
- Evaluate SCFs additional Cash Offerings
 - Are there benefits we should be offering but are not?
 - Make recommendations regarding variable pay.
 - Who should receive sign-on bonuses and what amount is prevalent in the market
 - Evaluate the retention bonus program.
- Review health benefits offering for competitiveness against similar employers.
- Review SCF's Leave Programs.
 - Personal Leave bank and accrual rates
 - Leave types and prevalence within the market.
 - Rolling over / cashing out leave on a yearly basis.
- Review SCF's financial wellness plans for competitiveness.
- Review of SCF Employee Wellness offerings and suggestions for additions or changes.

Upon Completion of the study the bidder will:

- Prepare a written final report of recommendations, including methods, techniques, and data used to make recommendations to SCF.
 - Include potential benefit and cost/savings of adopting recommendations.
 - Provide all data results used to make recommendations.
 - Provide implementation support and training as needed.
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Conflict of Interest Restrictions: If bidder, Bidder's employee, subcontractor, or any individual providing services under contract to SCF has a possible conflict of interest affecting the objectivity, analysis, and/or performance under contract, the Bidder is required to submit details in writing to SCF within ten days of issuance of this RFP: SCF will determine if the conflict is significant and material and if so, may notify the Bidder in writing of elimination from the RFP process.

Addendum to the RFP and Right to Award: SCF reserves the right to issue addendums to revise or clarify the RFP, respond to questions, and/or extend or shorten the due date of the proposals.

SCF reserves the right to not award or cancel the award of the contract to a Bidder who will not agree to all of the provisions and terms and conditions as contained within this RFP.

Cancellation of the RFP: SCF retains the right to cancel the RFP process if it is in SCF's best interest. SCF will not be responsible for costs incurred by Bidders for proposal preparation.

Contract Negotiations: This RFP does not obligate SCF or the selected Bidder until a contract is signed and approved by both parties. Upon completion of the evaluation process, contract negotiations may commence. If the selected Bidder fails to provide necessary information for negotiations in a timely manner and/or, negotiate in good faith, SCF may terminate the award of the contract. SCF will not be responsible for costs incurred by the Bidder resulting from contract negotiations.

SCF reserves the right to include additional terms and conditions during contract negotiations. However, these terms and conditions must be within the scope of the original RFP and will be limited to price, clarification, definition, administrative, and legal requirements.

Please submit any questions and bid to: Kate Lynch via email to SCFContracts@southcentralfoundation.com