

REQUEST FOR PROPOSALS

for

Wage and Compensation Structure

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Contact:

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REQUEST FOR PROPOSALS

1. BACKGROUND AND PURPOSE

The Southern Poverty Law Center (SPLC) is a national civil rights organization with offices in five states and the District of Columbia. Our current compensation system and salary band structure was instituted five years ago based on recommendations from a nationally known consulting firm. Today, the SPLC's growth — our staff nearly doubling in size and expansion into new states — calls for a thorough review of the compensation structure.

Accordingly, we have initiated a Request for Proposal (RFP) process to identify a qualified vendor to help us:

1. Conduct a comprehensive study of our positions, classifications, and compensation;
2. Propose changes to the salary band structure to ensure we are offering competitive compensation to recruit and retain employees;
3. Propose changes to the salary band structure to ensure our compensation is commensurate with our role as a leading civil rights organization that deeply values its employees;
4. Propose changes to current positions' classifications and salaries so that there is uniformity across all SPLC departments and divisions;
5. Determine if we should continue to use or modify a separate step scale for attorneys where base salaries for non-leadership positions are pegged to their law school graduation date; and
6. Propose a structure to accommodate future growth and creation of new positions.

2. WHO MAY RESPOND

The SPLC seeks a diversity of vendors, including but not limited to, minority-owned and women-owned businesses. In addition, we seek vendors who have:

1. Experience in successfully developing compensation structures with large organizations;
2. An understanding of the type of legal, programmatic, policy, and advocacy work we conduct;
3. Demonstrated experience integrating diversity, equity, and inclusion principles into their work in order to minimize bias and oppression and address systemic inequities; and
4. Created salary tracks specific for attorneys and other non-attorney staff members.

3. ABOUT THE SPLC

Founded in 1971, the SPLC is a 501(c)(3) organization dedicated to fighting hate and bigotry through its three program departments:

- A. **Legal.** The legal department advocates on behalf of individuals and communities impacted by discrimination and/or poverty to bring about systemic reforms through high-impact lawsuits, limited direct representation, and public education and advocacy. It has six focus areas: Criminal Justice Reform, Children's Rights, Economic Justice, Immigrant Justice, Voting Rights, and LGBTQ Rights/Special Litigation. Our work is primarily focused in the Southeast. In recent years, we have increased our state legislative work in Alabama, Florida, Louisiana, and Mississippi.
- B. **Intelligence Project (IP).** In the 1980s and 1990s, we broke new ground suing white supremacist groups, including the Ku Klux Klan. An outgrowth of that work was IP, which tracks and exposes the activities of hate groups. Each year, IP produces a census of active hate groups in the U.S. and almost daily publishes web-based content about hate and extremism. We also monitor the activity of antigovernment extremist groups. Our investigations and research are widely used by lawmakers, corporations, and the media.
- C. **Teaching Tolerance (TT).** TT's mission is to help teachers and schools educate children and youth to be active participants in a diverse democracy. TT provides free resources to educators who work with children from kindergarten through high school. Educators use its materials and services to supplement the curriculum, to inform their practices, for professional development, and to create civil and inclusive school communities where children are respected, valued, and welcome participants.

The aforementioned work is done in close collaboration and support with the following departments:

- Administration/Finance
- Civil Rights Memorial Center
- Communications
- Creative
- Development/Marketing
- Digital
- Human Resources
- Information Technology
- Security

Our operating budget this fiscal year is approximately \$85 million. We have more than 360 staff in 11 offices. Seven of the offices contain staff from multiple departments:

- Decatur, Georgia
- Jackson, Mississippi
- Miami, Florida
- Montgomery, Alabama (national headquarters)
- New Orleans, Louisiana
- Tallahassee, Florida
- Washington, D.C.

There are four additional offices that provide legal services to our clients in nearby immigrant detention facilities in:

- Alexandria, Louisiana
- Folkston, Georgia
- Lumpkin, Georgia
- Ocilla, Georgia

4. SCOPE OF WORK AND DELIVERABLES

The SPLC seeks to ensure that its compensation structure, policies, and salaries:

1. Provide all employees with a living wage;
2. Are competitive with peer organizations;
3. Provide a pay structure where employees' potential salary growth is not dependent on taking on management duties; and
4. Provide a pay structure that is fair and equitable.

The proposal should include:

Description of your organization.

- Describe the general nature of your work and how the racial and gender composition of your staff help create greater value, insights, and viewpoints in the work you produce for your clients;
- Provide examples of similar work, along with contact information for organizations you have served;
- Describe the qualifications and experience of staff who will be assigned to this project. Provide a more detailed background of the proposed project manager, including their CV; and
- Tell us about a situation where you were failing to meet the client's expectations, why that happened, what you learned and how you were able to successfully change course.

Statement of proposed work.

- Methodology: Detail what your process will be for gathering data on the current state of the SPLC's positions, classifications, and compensation.
- Work plan: Estimate how many hours will be needed to complete this project, propose a timeline, and list what information and people you will need to access.
- Budget and deliverables: Provide a detailed budget, description of the specific deliverables that will be produced, and estimated delivery dates.

Minimal deliverables the SPLC expects:

- Study of the SPLC's current positions, classifications, and compensation;
- Based on that study, a comparative analysis that identifies the SPLC's competitive position with peer organizations;
- Based on that study, determine if changes to existing position descriptions are needed; and if so, assist in the development of these descriptions;
- Based on that study, determine if changes are needed to the total compensation and benefits package for both regular and temporary employees, including health insurance, 401(k) benefits, bonuses, and paid leave; and if so, recommend changes;

- Based on that study, determine if changes to existing salary bands are needed; and if so, assist in the implementation of those changes;
- Based on that study, determine if we should continue using a separate step scale for attorneys; and if not, assist in the implementation of that change; or
- If the step scale should be retained, based on that study, determine if changes to the existing step scale are needed; and if so, assist in the implementation of those changes;
- Based on that study, determine if the SPLC must revise its cost of living differentials across its regional offices; and if so, assist in the implementation of those changes; and
- Based on that study, prepare recommendations for compensation rules and policies to maintain competitiveness, ensure equity, and position the organization for future development.

The vendor will not be able to subcontract any of the work without the explicit, written pre-approval of the SPLC.

We understand that you may need additional information about the SPLC to provide a proposal that accurately estimates the full scope of work to complete this project. Please join the bidder conference on Monday, August 19, at 1 p.m. EDT. Register here: <https://bit.ly/2JSdwUz>

5. PROPOSAL EVALUATION CRITERIA

Responses will be evaluated along several dimensions:

- A. Vendor qualifications;
- B. Understanding and practice of diversity, equity, and inclusion;
- C. Work plan and methodology;
- D. Budget; and
- E. References.

We may request one-hour phone and/or video interviews with the intended project manager and the proposed team for a limited number of submissions. We will then invite finalists to make an in-person pitch between September 9 and 13.

6. PROCESS FOR PROPOSAL SUBMISSIONS

- A. **Closing date:** Proposals are due by 5 p.m. EDT on August 30.
- B. **Inquiries:** Please direct them to Twyla Williams, director of human resources, no later than 5 p.m. EDT on August 23: twyla.williams@splcenter.org
- C. **Conditions of the proposals:** All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by the SPLC.
- D. **Submission instructions:** Proposals must be a single PDF document, no longer than 10 pages, and the file name must include your organization's name. Email them to SPLCrfp@splcenter.org. Please do not email submissions directly to Twyla Williams. Mail submissions will not be accepted.