REQUEST FOR PROPOSAL (RFP)

For

COMPREHENSIVE COMPENSATION STUDY

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PART 1: INTRODUCTION

The Kitsap Regional Library System (Library) is a junior taxing district under the laws of the State of Washington established in 1955 as a rural library district under Chapter 27.12 RCW. The library system serves over 260,000 Kitsap residents with nine locations across Kitsap County, online at KRL.org and through a variety of outreach services, including a bookmobile, providing access to over 500,000 items in its physical collection as well as access to downloadable eBooks, audiobooks, magazines, music and research databases. Approximately 83,200 people hold Library cards.

Kitsap Regional Library is a primarily tax-funded organization overseen by a five-member Board of Trustees. Board members represent the five geographic regions of Kitsap County - Bainbridge, Bremerton, North Kitsap, South Kitsap and Central Kitsap - and are appointed for five-year terms. The 2018 operating budget for the Library is $15,360,127.

Nestled between the Puget Sound to the east with the Olympic Peninsula to the west and just a ferry ride away from Seattle, is Kitsap County. From commuting professionals and industry workers, to fishermen and loggers, ours is a diverse community. In Kitsap, there are a number of sub-communities with varied needs, from the Suquamish and S'Klallam tribal reservations to Naval Base Kitsap, as well as some of the most and least affluent populations in the region.

PART 2: LIBRARY EMPLOYMENT PROFILE

Kitsap Regional Library has 183 employees. There are 88 full-time employees and 95 part-time employees, and about 20 employees in the bargaining unit. The Library organization structure includes a Leadership Team made up of seven managers: the Library Director, the Chief Financial Officer, the Foundation Executive Director, the Director of Human Resources, the Director of Collection and Technology Services, the Director of Community Relations and the Director of Public Services.

The last comprehensive study was completed in 2006. Since that time organizational changes have occurred and some classification changes have been made using an internal classification system.

Although the Library has attempted to monitor the compensation plans, we have concluded that it is time for a comprehensive study to review all positions to remain competitive for both attracting and retaining the most talented pool of candidates and employees.

The Library would like a total of 59 classifications (job titles) evaluated in this study. This includes:

- 1 exempt, union-represented classification
• 28 non-exempt, non-represented classifications
• 30 exempt, non-represented classifications
• Substitute employees are non-represented and work in a variety of non-exempt classifications in which regular employees are not represented.

The Library’s current compensation plan for all classifications includes 17 pay ranges, each containing 16 steps. Employees advance through the steps annually on their classification anniversary date. The Board of Trustees determines whether or not a cost-of-living allowance (COLA) will be given as part of annual budget process. The last COLA given to employees was in 2014 and a 2% increase in 2018 because of a successful tax levy.

PART 3: ESTIMATED TIMELINE AND INSTRUCTIONS TO PROPOSERS

The purpose of this RFP is requesting proposals for a comprehensive compensation study.

ESTIMATED TIMELINE

• Monday February 12, 2018, 5:00PM PST Vendors notify Library of intent to respond to proposal
• Thursday February 22, 2018, 10:00AM PST Informational conference call for proposers
• Friday March 2, 2018, 5:00PM PST Final date for any questions regarding request for proposals
• Friday March 9, 2018, 5:00PM PST Answers to questions will be delivered to vendors
• Friday March 16, 2018, 5:00PM PST Proposals due at Kitsap Regional Library
• Friday April 13, 2018, 5:00PM PST Projected date to award contract

a) Informational Meeting: Vendors who have notified Library of intent to respond by Monday February 12, 2018 at 5:00PM PST will be given a conference phone number to call. An informational meeting will be held at 10:00AM on Thursday February 22, 2018 by conference call. General questions regarding the RFP will be addressed.

b) Questions about the RFP: Additional questions about this RFP should be directed to Kelly Syhre, Human Resources Coordinator, by email at ksyhre@krl.org, Fax (360) 405-9156, or in writing to Kitsap Regional Library, Attn: Kelly Syhre, Human Resources, 1301 Sylvan Way, Bremerton, WA 98310. The Library reserves the right to share answers with other proposers if it is determined that the answers would give unfair advantage to one proposer.

c) Proposal Submission: To be considered for selection, vendors will provide SIX (6) copies of their sealed proposal. The proposals shall be addressed as follows:
Sealed Proposal for: Compensation Study

**d) Date of Submission:** Sealed proposal will be submitted to Kitsap Regional Library at 1301 Sylvan Way, Bremerton, WA 98310, no later than 5:00PM PST, on Friday March 16, 2018. Proposals received after this date may be deemed not responsive and may not be considered, at the Library’s discretion. The Library reserves the right, without penalty, to extend the date of submission and will provide vendors due notice of such date extension, including an updated RFP schedule.

**e) Signatures:** A corporate official who has been authorized to make such commitments must sign the proposal.

**f) Withdrawal or Modification of Proposals:** The vendor may, without prejudice to itself, modify or withdraw its proposal by written request, provided that proposal and any request is received by the Library prior to the date of submission above. Following the withdrawal of its proposal the vendor may submit a new proposal provided it is received by the Library at the address and by the date as shown in d) above.

**g) Modification of RFP:** The Library reserves the right, without penalty, to add, remove, modify, or otherwise update the RFP, in any way the Library sees fit, provided that such modifications shall be submitted to all proposing vendors with due notice prior to the deadline for submission.

**h) Proposing Procedures and Forms:** All proposers must comply with the specification and requirements attached. To be considered, proposals must be signed. Proposers may only submit one proposal for consideration. Proposers may submit additional information with their proposal as desired.

**i) RFP Takes Precedence:** The contents of the proposal and accompanying response of the selected vendor, specifically including those parts that deal with contractual requirements, purchase prices, and official published specifications will become contractual obligations, and will be made part of the final contract. If any discrepancy arises between the vendor’s form contract and the proposal, the terms set forth in the proposal shall prevail. Failure of the selected vendor to accept these obligations in a purchase agreement, purchase order, delivery, or similar acquisition instrument may result in cancellation of the award.

**j) Rejection of Proposals:** The Library reserves the right to reject any and all proposals without penalty. Any and all proposals may be rejected for cause.

**k) Validity of Price Quotations:** Proposers must confirm in writing that prices quoted will be valid and in effect for a minimum of sixty (60) days after proposal opening.

**l) Award of Proposal:** The contract shall be awarded to the responsive, responsible vendor who best meets the Library’s need and interests per the process outlined in Part 7: Evaluation Process. Only one award will be made. The Library reserves the right to waive all technicalities and irregularities and deviations of proposals from the
RFP, and to be the final judge as to which proposal is accepted by the Library. Award is anticipated no later than thirty (30) days of proposal closing.

m) **Vendor’s Cost to Develop Proposal:** Costs for developing and presenting proposals in response to this request for proposals are entirely the obligation of the vendor and shall not be chargeable in any manner to the Library.

n) **Contract Negotiation:** The successful vendor will be expected to enter into a contract based on the price, terms, and conditions cited in the RFP and vendor’s response. Failure to complete negotiations will result in disqualification of the vendor’s proposal and quotation.

o) **Public Disclosure of Awarded Proposal:** All proposals will be treated with confidentiality prior to award. After award of the proposal, the proposal will fall under the requirement by Washington State law (Chapter 42.17 RCW) that obligates the Library to make the document available for public inspection, if requested.

p) **Final Inspection Upon Award:** Vendor will verify proposal on all existing conditions.

q) **Insurance:** Winning vendor shall provide a current Certificate of Insurance to the Library prior to the project’s commence date. Such Certificate shall include limits for liability, errors/omissions.

**PART 4: STATEMENT OF KITSAP REGIONAL LIBRARY RESPONSIBILITIES**

The vendor must provide a comprehensive statement identifying the exact tasks, and other needs that are the responsibility of the Library as a part of this project. Any items not included in this statement will become the responsibility of the vendor. This includes cost, coordination, and labor required to complete all work associated with the project as defined in this RFP.

At minimum, the Library and its representatives will work closely with the vendor in identifying benchmark positions and identifying market comparables.

**PART 5: SCOPE OF SERVICES**

Vendor’s scope includes, but is not limited to, the following services:

1. Identify minimum, 25<sup>th</sup> percentile, midpoint, 75<sup>th</sup> percentile and maximum base salary for benchmark classes.

2. Develop a comparison between Kitsap Regional Library and other comparable organizations of accrual of paid vacation/annual leave, annual holidays, and sick leave to be able to develop a total compensation package.

3. Develop a comparison between Kitsap Regional Library and other comparable organizations of employer and employee contributions for health, dental, vision, life, and STF/LTD insurance (or for a cafeteria benefit plan, if applicable) to be able to develop a total compensation package.
4. Obtain pertinent class specifications and/or job descriptions, job series information, organizational charts, benefits information (including all options available), and collective bargaining agreements (as applicable), and salary schedules from comparable agencies.

5. In conjunction with the Library, compare the content of specific job classifications to other job classifications within the same pay range of the Library’s current compensation plan and to job classifications in higher and lower pay ranges to determine similarities in terms of level of authority, responsibility, span of control and other relevant factors.

6. Identify factors and appropriate weights that accurately reflect the value of different kinds of work and do not have a discriminatory effect by race, creed, color, sex, age, national origin, religion, sexual orientation, gender identity, marital status, or mental or physical disability.

7. Develop a comprehensive compensation plan for all employees based upon an objective analysis and evaluation of job content. Such a compensation plan must provide internal equity and yet be competitive in the marketplace in attracting and retaining qualified employees. Determine comparable geographic and economic areas in Washington state.

8. Develop and conduct an external assessment or compensation survey evaluating benchmark job classifications by comparing actual job content and duties of the classification to comparable job classifications in other like organizations.

9. Develop a report analyzing the results of the data from the internal and external assessment survey. This report will not be in the form of a pay schedule, but general information showing the Library’s salary relationship to other like organizations. The report will also provide documentation of pay equity within the Library’s structure.

10. Develop recommendations and calculate the cost of implementing the study.

11. Develop recommendations and an instrument for the ongoing internal administration and maintenance of the proposed compensation plan. Develop a salary schedule document that can realign current salary ranges and will accommodate minimum wage requirements of Initiative 1433 per RCW 49.46.020.

**Part 6: Proposal Requirements**

1. Vendors are expected to fully inform themselves as to the conditions, requirements, and specifications before submitting a proposal. The submission of a proposal by a vendor implies vendor acceptance of the terms and conditions herein, unless otherwise stated.

2. This proposal must be summarized in letter form on the vendor’s letterhead stationary. An officer of the vendor, or a designated agent empowered to bind the firm in the contract offer must sign the letter. Acceptance or exception to the Library’s terms must be noted in the letter.
3. The format of the vendor's proposal must be consistent with the format of the specifications listed.

4. The Library reserves the right to request a detailed description of the pricing submitted by the vendor.

5. The Library reserves the right for a presentation interview of the vendor's proposal on consulting services for the comprehensive compensation study; this request shall be at no cost to the Library.

6. Vendors must submit six (6) copies of their proposal containing the following items:
   a. Provide a description of your company's qualifications, credentials, experience and resources as they relate to consultation in the areas of job analysis and compensation.
   b. Provide an overall description of the methodology you intend to use in conducting the study. Include a scheduled timeframe for completion of project no later than August 1, 2018.
   c. Provide a list of three (3) similar projects and services your company has performed within the last 3 years with the names, addresses, and phone numbers of clients for whom work was done, placing particular emphasis on services provided to public sector organizations. Include examples of compensation plan and philosophy descriptions and salary schedules.
   d. Provide a detailed cost estimate for completing the services included in the Objectives section (Part 5, Scope of Services). Provide firm costs, including a list of itemized expenses to accomplish this study. Include a payment schedule and terms.

7. Vendors must complete and sign Pricing and Declaration Forms (Parts 8 and 9). The Library is not responsible for the vendor's failure to provide information and pricing on required items. In this instance the prices submitted will prevail as the proposal.

8. All vendors must be capable of performing the services specified in this Request for Proposal. Before the award of this contract, any vendor may be required to show that they have the necessary experience, ability, and financial resources to perform the work within the time stipulated in a manner that is acceptable to the Library.

**PART 7: EVALUATION PROCESS**

An evaluation committee will independently evaluate the merit of proposals including the vendor's qualifications, capability to perform the work, references, cost analysis and projection, previous experience with the Library and the vendor's ability to comply with the requirements of this Request for Proposal.

Each proposal submitted stands alone and will be evaluated on its own merits for meeting the Library's requirements and terms and conditions, pricing, and overall responsiveness to the Request for Proposal. The evaluation committee may conduct discussions with any vendor that submits an acceptable or potentially acceptable
proposal. Vendors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals. During the course of the discussions, the evaluation committee shall not disclose any information derived from one proposal to any other vendor. The evaluation committee reserves the right to request the vendor provide additional information during this process.

Failure of the vendor to provide any information requested in the RFP may result in disqualification of the proposal and shall be the responsibility of the vendor.
PART 8: PRICE/COST ESTIMATE & PAYMENT SCHEDULE

Provide a detailed cost estimate for completing the services included in Part 5, Scope of Services. Provide firm costs, including a list of itemized expenses to accomplish this study. Provide attachments as necessary.

Service: ____________________________ $________
Service: ____________________________ $________
Service: ____________________________ $________
Service: ____________________________ $________
Service: ____________________________ $________
Service: ____________________________ $________
Est. Expenses: ________________________ $________
Est. Expenses: ________________________ $________

TOTAL:$________

Payment Schedule/Terms:
PART 9: DECLARATION

Company Name: 

Authorized Representative: 

Title: 

Address: 

Phone Number:  

Email Address:  

Fax Number:  

Website Address:  

The undersigned proposer declares to have read and fully understand the request for proposal and agrees to all of the terms, conditions, and provisions contained therein; and proposes and agrees that if this proposal as submitted is accepted, vendor will contract to perform in accordance with the specifications and proposals. Said price is to include and cover all materials, labor, supervision, overhead, profit, and taxes to complete the job to the Library’s satisfaction.

_________________________________________  ____________
Signature of Authorized Representative           Date