

NCRL

NORTH CENTRAL REGIONAL LIBRARY

REQUEST FOR PROPOSALS FOR A
COMPENSATION AND BENEFITS STUDY

DUE DATE: WEDNESDAY, FEBRUARY 13, 2019 – 12 PM PT

PROPOSALS MUST BE SUBMITTED TO:

NORTH CENTRAL REGIONAL LIBRARY

ATTN: BRIANNA MORE

HUMAN RESOURCES DEPARTMENT

16 N COLUMBIA ST.

WENATCHEE, WA 98801

OR TO:

bmore@ncrl.org

PROPOSALS WILL NOT BE ACCEPTED AFTER DATE AND TIME INDICATED

ABOVE. NO EXCEPTIONS.

FAXED PROPOSALS ARE NOT ACCEPTABLE.

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INTRODUCTION

North Central Regional Library (NCRL) invites qualified consulting firms to submit a written proposal to conduct a district-wide compensation and benefits study. Firms with expertise in the public sector, especially with regional libraries, are preferred. To be eligible for consideration, the proposing firm must demonstrate that the firm and/or the principal(s) assigned to the project, have successfully completed similar services to those specified in the Scope of Services section of this Request for Proposals (RFP).

For consideration, proposals must contain evidence of the proposer's experience and abilities in the specified area and other disciplines directly related to the proposed services. All proposers shall provide profiles and resumes of the staff to be assigned to the project.

Proposals are being solicited for these services in accordance with the terms, conditions and instructions as set forth in the RFP. There is no expressed or implied obligation for NCRL to reimburse responding firms for any expenses incurred in preparing proposals in response to this request or for attending any meetings or conferences.

The successful proposer will work directly with NCRL's Human Resources Manager, Administrative Team, Managers, and any other staff deemed necessary to assist with this project.

SOLICITATION SCHEDULE

SOLICITATION SCHEDULE	DATE
Request for Proposals issued:	Wednesday, January 16, 2019
Sealed proposals due by:	Wednesday, February 13, 2019 - 12:00 PM, PT
Announcement of successful firm made:	Friday, March 1, 2019
Notifications sent via email to unsuccessful candidates:	Friday, March 1, 2019

This RFP has been developed and distributed by North Central Regional Library. NCRL reserves the right to modify the dates in this schedule at its discretion. Notification of changes will be posted on NCRL's website (ncrl.org/rfp) and distributed via email.

BACKGROUND

North Central Regional Library serves five rural counties in Washington State. Geographically, it is the largest of Washington's library systems, covering nearly 15,000 square miles. The population of the area is approximately 250,000 and includes a diverse mix of farmers, ranchers, migrant workers, small-business owners, medical professionals, educators, and more.

North Central Regional Library has thirty public library branches, two bookmobiles, and one administrative office, located in Wenatchee, WA. Due to the nature of our regional library system, there are larger branches in terms of service area, size, and employee population as well as many smaller branches in rural settings. The same classification might be employed to do more specialized duties in a larger branch versus more generalized duties in a smaller branch.

NCRL has an entirely non-unionized workforce. We have a total of 109 benefited employees and 167 non-benefited, hourly employees. We have a variety of position types: regular full-time positions, regular benefited part-time positions, non-benefited part-time positions, on-call positions, and volunteers (non-employees). We have nine staff members with an MLS or MLIS degree from an American Library Association accredited program.

NCRL offers a benefits package which includes paid time off, medical, dental, life insurance, deferred compensation programs, defined benefit retirement, and other supplemental coverage. During the compensation stage of the study, benefits information must be considered along with pay to determine an accurate representation of the total compensation package. The total compensation package must be evaluated to ensure NCRL's market competitiveness while staying within the organization's fiscal resources.

NCRL has not conducted a salary study in the past.

SCOPE OF SERVICES

The consulting firm shall set meetings with members of NCRL's Administrative Team and other stakeholders upon execution of a contract. The firm will perform the following services:

A. Compensation and Benefits Study

Job Classifications

1. Review background material, including existing classifications and related classification "families," job descriptions, the organizational chart, and related information to establish a working knowledge of NCRL operations.
2. In conjunction with designated NCRL staff, compare the content of specific job classifications to others within the same pay grade of NCRL'S current compensation plan and to job classifications in higher and lower pay grades to determine similarities in terms of level of authority, responsibility, span of control, and other relevant factors.
3. Identify factors and appropriate weights that accurately reflect the value of different kinds of work. Avoid anything that may have a discriminatory effect on the outcome including race, creed, color, sex, age, national origin, religion, sexual orientation, gender identity, marital status or mental or physical disability.
4. Update and/or create class specifications as needed to uniformly reflect distinguishing characteristics, essential job functions, minimum qualifications, etc. for all classifications. Recommend, if appropriate, classification series and promotional opportunities within each series.
5. Identify management, supervisory, professional, and general employees, including FLSA status (exempt/non-exempt).

Compensation

6. Review current compensation plan and provide feedback on the efficacy of its structure and pay grades. If changes are recommended, identify for NCRL necessary revisions. Final compensation plan must provide internal equity and be competitive in the marketplace in attracting and retaining qualified employees.
7. Review current compensation philosophy and make any necessary recommendations for changes so that philosophy provides a clear understanding of NCRL's intentions and desired level of competitiveness. The philosophy statement will link the compensation plan to supporting NCRL's mission and vision.
8. Identify key positions to use in the development and execution of an external assessment or market salary survey, and work with NCRL to determine comparable agencies for market survey.

9. Conduct the applicable survey for selected key positions. The market survey should include minimum, mid-point, and maximum base pay comparison, monetary and non-monetary compensation besides base pay, as well as a benefits comparison.
10. Analyze the results of the data from the internal assessment and market salary survey. Compare NCRL's salary and benefits in relationship to other similar organizations. Provide documentation related to pay equity/inequity within NCRL's current structure.
11. Draft and submit recommendations for any changes to compensation and calculate the cost of implementing the recommendations.
12. Develop recommendations for an instrument for the ongoing internal administration and maintenance of the proposed compensation plan.

B. Survey Conclusion

1. Consultant will prepare final reports and an executive summary which cover:
 - ! Study methodology, from initiation to completion
 - ! Compensation study results and recommendations, including costs
 - ! Benefits study results and recommendations, including costs
2. Consultant will work with designated NCRL staff to discuss study implementation strategies.
3. Consultant will work with designated NCRL staff to develop a communication plan for project implementation.
4. Consultant will present study results and proposed implementation plan to NCRL's Administrative Team and Board of Trustees as needed for approval.

EVALUATION OF PROPOSALS

The final award will be based on a best value concept. NCRL shall consider the entire proposal for: consultant expertise and experience, past client references, and cost.

Proposals will be ranked according to the following ratios:

Consultant expertise and experience	50%
Past client references	30%
Cost	20%
TOTAL	100%

Criterion 1: Consultant Expertise and Experience (50 points)

- 4.1 Cover sheet providing the name and address of your firm, a contact person from your firm (including name, address, telephone number and email address), and a signature block for the person authorized to commit the firm to the provisions of the proposal (0 points)
- 4.2 Experience designing and implementing pay plans and overall compensation systems, gathering data, performing job analyses and evaluation, and conducting and analyzing salary study data. (15 points)
- 4.3 Discussion of conceptual approach and process related to the scope of work as well as the ability to manage and coordinate the project effectively with NCRL staff. (15 points)
- 4.4 Previous experience working with libraries or similar public entities. (5 points)
- 4.5 Qualifications of project staff, including internal staff and/or staff that may be involved in duties being outsourced. Include brief resumes and show proposed consultant staffing plan. (5 points)
- 4.7 Plan for communication strategies with employees. (5 points)

- 4.8 Schedule for completion of project no later than August 1, 2019. Include pertinent milestones. (5 points)

Criterion 2: Past Client References (30 points)

- 4.9 References should be from clients that are similar in size and scope to NCRL, preferably from public sector organizations. Include three to five. Include examples of compensation plans, philosophy descriptions, and salary schedules.

Criterion 3: Cost (20 points)

- 4.10 Estimated costs. Provide a detailed cost estimate for completing the services included in the scope of work section of this RFP. The proposal should outline fees for each discrete element of the compensation study and include any categories of direct expenses that are not included within the fee proposal.

Other Required Documents not subject to scoring for selection:

- 4.11 Conflict of interest statement

NCRL RESERVES THE RIGHT TO CONTACT AND EVALUATE ALL REFERENCES. ADDITIONALLY, ONE OR MORE REPRESENTATIVES FROM ANY FIRM MAY BE INVITED TO MEET OR TALK WITH REPRESENTATIVES FROM NCRL FOR THE PURPOSE OF CLARIFICATION OF THE FIRM'S PROPOSAL.

SELECTION SCHEDULE

ACTIVITY	DATE
Proposals due by:	Wednesday, February 13, 2019 12:00 PM, PST
NCRL reviews proposals by:	Friday, February 15, 2019
Interviews conducted with finalists:	Monday, February 18 – Friday, February 22, 2019
References checked:	Monday, February 25 – Friday, March 1, 2019
NCRL approves consulting firm and contract is awarded:	Friday, March 1, 2019

GENERAL AND ADMINISTRATIVE REQUIREMENTS

1. **Terms and Conditions:** The terms and conditions contained in this RFP will govern the execution of any contract resulting from this solicitation.
2. **Preparation cost:** This solicitation does not commit NCRL to pay any costs incurred in the preparation and submission of proposals.
3. **Compliance:** Consultants shall comply with all management and administrative requirements established by the Washington Administrative Code (WAC), and the Revised Code of the State of Washington (RCW), and any subsequent amendments or modifications, as applicable to providers licensed in the state of Washington.
4. **Auditing/Monitoring Requirements:** Auditing or monitoring for the following purposes will be conducted at the discretion of NCRL:
 - a. Financial billings
 - b. Contract compliance
 - c. Program performance
5. **Insurance:** Proposer's firm shall maintain at its expense during the term of the contract, sufficient Professional Liability Insurance to cover any damages caused by errors, omissions or negligent acts.
6. **Maintenance of Records:** Consultant shall maintain all records relating to the scope of work on a general recognized accounting basis and allow NCRL the opportunity to inspect and/or copy such records at a convenient place during normal business hours. All required records shall be maintained by consultant for three (3) years after NCRL makes final payment or three (3) years after all pending matters are closed, whichever is longer.
7. **Conflict of Interest:** All proposals submitted must contain a statement disclosing or denying any interest, financial or otherwise, that any employee or official of NCRL may have in the proposing agency or proposed project.
8. **Subcontracting:** No activities or services included as part of this proposal may be subcontracted to another organization, firm or individual without the approval of NCRL. Such intent to subcontract shall be clearly identified in the proposal. It is understood that the consultant is held responsible for the satisfactory accomplishment of the service or activities included in a subcontract.
9. **Equal Opportunity:** It is the policy of NCRL to require equal opportunity in employment and services, subject to eligibility standards that may be required for a specific program. No person shall, on the grounds of any protected class be denied employment or benefits, or be discriminated against as a consumer, administrator, or staff person under any program or activity receiving funds under

this RFP. The prospective contractor must agree to provide equal opportunity in the administration of the contract, and its subcontracts or other agreements.

10. **Proposals are property of NCRL:** All proposals become the property of NCRL and will not be returned.
11. **Rejection of proposals:** NCRL reserves the right to reject any and all proposals without penalty, to waive all technicalities and irregularities and deviations of proposals from the RFP, to be the final judge as to which is the best overall proposal, and to award the contract to the vendor whose proposal it considers to be in the best interest of NCRL.
12. **Contract negotiation:** Successful proposer will be expected to enter into a contract based on the terms and conditions cited in the RFP and the proposer's response. Failure to complete negotiations will result in disqualification of the proposal, with no claim by proposer for recovery of damages.
13. **RFP response takes precedence:** Contents of the proposal and accompanying response of the selected proposer will become contractual obligations and will be made part of the final contract. If any discrepancy arises between the proposer's standard form contract (should one exist) and the proposal, the terms set forth in the proposal shall prevail. Failure of the selected proposer to accept these obligations may result in cancellation of the award. The presentation of a contract and the acceptance of a proposal do not imply the formation of a contract.
14. **Public disclosure of awarded proposals:** All proposals will be treated with confidentiality prior to award. After award, all proposals will fall under the requirements of the Revised Code of Washington, RCW 42.56 that obligates NCRL to make the documents available for public inspection, if requested.

NORTH CENTRAL REGIONAL LIBRARY RESERVES THE RIGHT TO WAIVE ANOMALIES IN ANY PROPOSAL OR IN THE PROPOSAL PROCESS OR TO REJECT ANY OR ALL PROPOSALS AS IT DEEMS NECESSARY.

PROPOSAL SUBMISSION

The deadline for submission is Wednesday, February 13, 2019. Proposals should be limited in length and be prepared simply and economically, with an emphasis on completeness and clarity of content. Proposals should not contain staples or bindings that impede easy photocopying of materials.

Please submit an original and 5 copies of your proposal to:

North Central Regional Library
Attn: Brianna More
Human Resources Department
16 N Columbia St.
Wenatchee, WA 98801

Proposals may also be emailed to: bmore@ncrl.org

QUESTIONS

NCRL welcomes questions about this RFP. Questions should be directed to:

Brianna More
Human Resources Manager
509-663-1117, ex. 144
bmore@ncrl.org