

LEWIS COUNTY REQUEST FOR PROPOSALS

TOTAL COMPENSATION STUDY

**Please Submit Ten (10) Paper Copies
and One (1) Electronic PDF by:
April 27, 2020
5:00 PM**

**Lewis County
351 NW North St
Chehalis, WA 98532**



REQUEST FOR PROPOSALS (RFP): TOTAL COMPENSATION STUDY

Estimated RFP Schedule

RFP Issued:	April 6, 2020
Final Date for Questions Related to RFP:	April 20, 2020
Proposal Deadline:	April 27, 2020
Applicant Interviews: (if necessary)	May 11-15, 2020*
Selection of Consultant by Board of County Commissioners and Contract Development:	May 18, 2020*
Desired Study Completion	August 31, 2020

**Exact dates are subject to change at the County's discretion*

Any interested individual may request to be on an email list to receive updates on the RFP process, including addenda to the RFP if any are issued. Lewis County may alter the RFP at any time.

Submittal Instructions

Written proposals and an electronic PDF must be received by Lewis County no later than 5PM PDT on April 27, 2020. Proposals received after this deadline will not be accepted or considered. Due to the COVID-19 emergency, hand deliveries must be scheduled in advance. Please contact Steve Walton at steve.walton@lewiscountywa.gov to arrange a time and location for delivery.

All proposals must be clearly marked on the outside of the envelope:
"Lewis County Total Compensation Study".

Send proposals to:
Steve Walton
HR & Risk Mgmt Director
Lewis County
351 NW North St
Chehalis, WA 98532

Direct questions regarding the RFP to:
Daleyn Coleman
HR Generalist
360.740.1408
daleyn.coleman@lewiscountywa.gov

Purpose

Lewis County is seeking proposals from qualified consultants experienced in the development of a Total Compensation Study as further described under the scope of services section of this RFP.

Background

Lewis County is a beautiful rural county with a long history. As Washington's first county, Lewis County has deep economic and cultural roots in the timber and agriculture industries. Lewis County has nine incorporated cities/towns and over a dozen other established communities. Lewis County is bordered by Grays Harbor County, Thurston County, Pierce County, Yakima County, Skamania County, Cowlitz County, Wahkiakum County and Pacific County. The annual operating general fund budget is approximately \$41 Million. Lewis County has a growing population approaching 80,000 and Chehalis is the County seat.

Lewis County operates under the commission form of government with three Commissioners and a County Manager. Elected officials include the Assessor, Auditor, Clerk, Coroner, Prosecutor, Sheriff, Treasurer, and Judges for District and Superior Courts.

Lewis County has approximately 580 employees; approximately 560 being full-time with insurance benefits. There are 285 distinct job descriptions.

Request for Proposals

Lewis County invites proposals from qualified consulting firms and desires to obtain fixed price proposals to:

1. Complete a Total Compensation Study of public employees who are providing equitable services, and
2. Based on that study, determine if changes to existing position descriptions are needed; and if so, assist in the development of these descriptions, and
3. Based on that study, prepare a comparative analysis that identifies Lewis County's competitive position in a comparative labor market, including comparative governmental employers, and
4. Based on that study, provide a recommendation for total salaries and benefits, including the total compensation package of insurance and other benefits (including paid leave), and including a recommended compensation policy, and,
5. Based on that study, prepare recommendations for compensation rules and policies, to maintain competitiveness, ensure equity, and position the organization for future development.

Responding firms should have significant experience conducting Total Compensation Studies, preferably involving jurisdictions of a range of sizes, including sizes similar to Lewis County.

The resulting classification and compensation program shall enable the County to competitively recruit and retain employees, motivate employees to excel in job performance, and fit with the organization's current size and culture.

The County encourages any inquiries with respect to the expectations and/or scope of work sought through this proposal by email to the attention Daleyn Coleman, Daleyn.Coleman@lewiscountywa.gov. All inquiries will receive a response. A consultant will be selected for this project based on criteria stated in "Evaluation of Proposals". All proposals received by 5:00 p.m. PDT on Monday, April 27, 2020 will receive full consideration.

RFP Process

It is expected that one (1) consultant team will be selected as a result of the RFP, although the County is under no obligation to award a contract as a result of the selection process. Based on the proposals received, the selection committee (comprised of Directors and Elected Officials) will select individuals/firms to be interviewed. As a result of those interviews the top-rated consultant will be selected for contract negotiations. The County may also elect to forego interviews and select a consultant team based on the information provided in the submitted proposals.

Scope of Services

Lewis County seeks proposals from consultants experienced in classification and compensation structure, analysis and comparison to assist Lewis County in reviewing and evaluating our compensation practices and program. The County is particularly interested in obtaining a recommendation on possible wage adjustments as well as an objective comparison of its benefits package with those offered in the same markets identified in the pay analysis. It is expected the study will indicate what actions should be taken, if any, to avoid loss of qualified staff and difficulties in recruiting new employees to County employment.

The scope of work will include, but not limited to, a process which includes the following:

- a) Meet with County leaders to review/discuss and finalize needs assessment and project goals, process, schedule, and other administrative details.
- b) Review and analyze existing pay philosophy. Make recommendations for updates and/or changes to existing policies, practices, and other information.
- c) Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
- d) Develop, design, and recommend a compensation philosophy, which aligns with the County's strategic plan, operations, competitive outlook, and compliments our vision to be the employer of choice.
- e) Conduct a comprehensive analysis of the current compensation program and make recommendations for improvement and suggest plans to address issues including but not limited to: target comparison market, internal equity assessment, competitive salary analysis, index or standards for cost of living comparison, and strategies for critical skill recruitment and retention.
- f) Create and propose a classification structure with recommendations for assignment for all positions within this structure commensurate with level of complexity, responsibility, knowledge, skills and abilities and/or other compensable factors. Provide implementation plan, process outline, and materials/guidance documents for future internal administration.
- g) Identify comparable organizations and competitive labor market comparisons

- for position classifications and conduct a full compensation survey, complete with recommendations and cost of implementation.
- h) Analyze existing compensation, identify recommendations for review and propose implementation methods to address issues/concerns.
 - i) Recommend compensation levels, range spread, and range placement for positions based on market survey and internal analysis.
 - j) Provide alternative methods to address internal inequities, pay compression, retention, hard-to-fill positions and market adjustments.
 - k) Present rationale for recommendations in written report and present new compensation plan and implementation plan. (Prepare and present an analysis outlining the fiscal impact of recommendations).
 - l) Develop employee communications plan to explain the process and implementation of recommendations.
 - m) Work with the Human Resources & Risk Management Director, County Manager, Chief of Internal Services and other key staff in implementing the plan and strategies maintaining the program in the future.
 - n) Serve as a resource for the Human Resources Department for compensation requests such as position classification, equity adjustments, and hiring salaries during the project.
 - o) Review key benefit components to provide a total compensation comparison with the identified target market and provide solutions for a multi-generational workforce.

County's Responsibilities

The County staff will provide the consultant with all relevant information it has pertaining to the County and its operations including existing job descriptions, organizational charts, and collective bargaining agreements. The County may provide additional documents and information, as appropriate.

Specifications

Bidders are requested to present the following information:

1. Provide name and contact information.
2. Location of the office(s) from which the work is to be done and number of professional staff employed at that office.
3. Detail the scope of services your company would offer and how your firm would accomplish the work described.
4. Provide a brief overview of your firm and how it differs from your competitors.
5. Provide the name and contact information of the primary contact, as well as other key consulting staff who will be assigned to our account. Describe their relevant work experience, credentials, and the role they will play on our account.
6. Outline your ability to provide expertise and experience in the areas of compensation plan analysis and design, especially for local government entities.
7. Description of the approach and plan for performing services outlined in the Scope of Services (see above), including:

- a. Statement of Methods and Procedures – a detailed description of the plan for accomplishing the work including: approach, methodology and procedures used to gather the data analysis findings and develop recommendations. If the consultant has a pre-designed system, provide a description of the job analysis or compensation methodology.
 - b. Content of Work Product – describe how the work product will be presented upon completion. Provide a sample of how information will be presented or a copy of previously completed similar study. Include information that the County will be expected to provide to enable the work to commence.
 - c. Work Schedule – provide a timeline indicating the status/completion dates and indicate key tasks/milestones for implementation of the proposed plan.
8. Provide at least three references of equivalent clients (similar employee size, industry (government), and complexity). Include the contact name, address, phone number, email, and the number of years you have provided consulting services to this client.
9. Please indicate any other services, capabilities, designations or experience that differentiates your organization from competition.
10. What types of Subject Matter Experts do you have and what types of services do they provide?
11. Fee Schedule – provide a detailed fee schedule outlining the services as presented in your proposal. If proposal includes any expenses to be billed separately from professional fees, provide a detailed estimate of such expenses.
12. A sample contract requested to be used, if selected, by the County. Lewis County reserves the right to require its own contract or contract terms including, without limitation, terms generally used by Lewis County or required by Washington or Federal law, or otherwise protective of Lewis County or that which is deemed helpful.

Proposal Submission Requirements

Proposal Content: The bidder is responsible for providing all information requested in this RFP and failure to do so may result in disqualification of the proposal. During the evaluation process, the County may request firms to answer further questions about their proposal. Lewis County has the right to select any proposal it may choose or none at all in its sole discretion based on any requirements it chooses.

1. Cover letter of interest and transmittal not to exceed one page in length.
2. Legal name of the consultant firm, address, phone, fax, and email address, year the firm was established, and type of business.
3. An organization chart indicating roles of all individuals and firms involved in this project, as appropriate. Include brief resumes for all individuals identifying their proposed roles and applicable qualifications and experience. The name of the person intended to be the project coordinator for this Total Compensation Study and a list of recently completed projects relevant to the scope of this RFP.
4. A summary of qualifications, related experience and references.
5. Proposed scope of work and, project approach and plan to accomplish the work. Describe in

detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a Total Compensation Study. Key elements include:

- Project Understanding
 - Project Methodology and Deliverables
 - Roles & Responsibilities
 - Project Management
6. A minimum of three (3) examples of relevant written work related to Total Compensation Studies, with no less than one example prepared on behalf of a local government organization or comparable entity.
 7. Fee schedule and proposed fee to accomplish the work (separate, sealed envelope marked Fee Schedule).
 8. Proposals must be complete in order to be considered by the evaluation committee.

Budget/Contract

Lewis County wishes to negotiate a contract with a "not to exceed" dollar total based on a clearly defined scope of work. It should be noted that the selected consultant will be required to enter into a professional services contract.

Proposal Delivery

Submittals may be mailed or delivered to: Steve Walton, HR & Risk Management Director: Lewis County, 351 NW North St., Chehalis, WA 98532. Due to the COVID-19 emergency, hand deliveries must be scheduled in advance. Please contact Steve Walton at steve.walton@lewiscountywa.gov to arrange a time and location for delivery.

Applicants must submit ten (10) hard copies to the County by the deadline. The submittals shall be clearly marked on the exterior to denote both the names of the submitting firm and the particular professional services contract for which the proposals are offered, "Lewis County Total Compensation Study". For items 1-6 under Proposal Submission Requirements must be limited to ten (10) pages, front and back, in length.

All proposals should also be submitted as computer files in PDF format. Electronic files may be transferred via email to Steve Walton at Steve.Walton@lewiscountywa.gov or provided on a portable electronic storage device. The County is not responsible for returning portable storage devices. Large files should be uploaded with a link to download files provided via email.

Lewis County is not responsible for communication errors. Applicants are advised to call the County

Human Resources Department at 360-740-1408 to confirm that a submittal has been received.

Evaluation of Proposals

Lewis County's selection committee will review and evaluate all properly submitted proposals received on or before the deadline. The committee will first review each proposal for compliance with the minimum qualifications and mandatory requirements of the RFP. Failure to comply with any mandatory requirements may disqualify a proposal. The committee shall participate in the analysis of RFPs, the interview process and the final recommendation of the selected consultant for the project. Upon successful negotiations with the selected consultant, the contract will be recommended for approval by the committee to the Board of County Commissioners for final approval.

The County will rank proposals based on the criteria stated below:

1. Responsiveness of the Proposal in clearly stating an understanding of the professional services to be performed.
2. Responding firm's experience in completing work of a similar size and scope. Considerable weight will be given to projects in similar sized, rural communities. Considerable weight will be given to projects in mid-sized rural communities similar to Lewis County prepared within the last five (5) years.
3. Specific qualifications of the primary staff who will manage, supervise, and provide services, including past experience on projects of similar size and scope.
4. Public sector experience and qualifications of the firm. This includes past project experience and/or research projects conducted for recognized industry associations.
5. Proposer's project management methodology and experience.
6. Responses of the client references.
7. Firm's overall approach, philosophy and strategic direction in matching needs of the County.
8. Cost of services and payment policies.
9. Such other information that may be required or secured.

Lewis County Rights

Lewis County reserves the right to reject any or all proposals, make counter proposals and/or engage in negotiations with any or all firms or individuals, waive any requirements or otherwise amend this RFP, or cancel the RFP in order to achieve the County's goals and objectives for this project. Any changes in the status of the RFP will be brought to the attention of all parties that provide contact information for updates. The information contained in this RFP represent the County's best information at the time of the release of the RFP and the County reserves the right

to modify any term or condition contained herein.

Responsibility for Proposal Preparation

Except as otherwise specifically agreed to in writing by the County, each consulting individual or team submitting proposals shall provide and pay for all materials, labor, transportation, charges, levies, taxes, fees or expenses incurred, including all costs to prepare a response to this RFP, travel and presentation costs, and all other services and facilities of every nature whatsoever necessary for the preparation of the RFP.

It is neither the County's responsibility nor practice to acknowledge receipt of any proposal as a result of the RFP process. It is the proposer's responsibility to assure that a proposal is delivered and received in a timely manner.

No Conflict of Interest

No member of the Board of County Commissioners, member of the evaluation committee for this RFP, and any other officer, employee or agent of Lewis County who exercises any functions or responsibilities in the selection of a proposal, shall have any personal or business interest, direct or indirect, in the consulting firm that is selected for this project.

Open Records/Proprietary Information

Lewis County recognizes that in responding to this RFP, the proposer provide proprietary information in order to clarify and enhance their response. However, that information is proprietary does not mean it is not disclosable under applicable public disclosure laws. To the extent permitted by law, Lewis County will keep confidential such information provided that:

1. The proprietary information submitted is exempt pursuant to RCW 42.56.270(1) or meets the definition of trade secret pursuant to RCW 19.108.100(4) , and
2. The proprietary information is submitted in a separate file or section that is clearly identified as containing proprietary information, according to the submittal instructions of this RFP. Only information that meets the exemption requirements pursuant to RCW 42.56.270(1) or is a trade secret may be included. Inclusion of proprietary and non-proprietary information that does not meet these standards in the sealed portions may render a submittal ineligible.

Responders should note that Lewis County is a county in Washington State, and as such, its files are available for public review pursuant to all applicable public disclosure laws, including the Public Records Act (RCW 42.56), and the Washington State Open Public Meetings Act (RCW 42.30).