

REQUEST FOR PROPOSAL

CONSULTANT SERVICES FOR TOTAL COMPENSATION STUDY FOR JEFFERSON COUNTY

PROPOSAL SUBMISSION DEADLINE: 4:30 p.m., August 15, 2017 (In the event an insufficient number of proposals are received, the deadline may be extended.)

BACKGROUND:

Jefferson County is located in a rural area on the Olympic Peninsula in Washington State with limited accessibility to Kitsap County and the I-5 corridor. It is approximately 1,815 square miles in size and is divided into two isolated parts by the Olympic National Park. Most of Jefferson County's population (approximately 31,090) lives on the east side of the County where the only incorporated city, Port Townsend, is the County Seat. Jefferson County is adjacent to Kitsap County (across Hood Canal), Island County (access by ferry), and Clallam County to the north and Mason County to the south.

Jefferson County is governed by a three member elected Board of County Commissioners, who hold budgetary authority over 15 departments and offices. Of these, eight are headed by independently elected officials: Assessor, Auditor, Clerk, District Court, Prosecutor, Sheriff, Superior Court/Juvenile & Family Court Services, and Treasurer. The appointed County Administrator is responsible for administrative and operational oversight over six departments: Central Services, Community Development, Emergency Management, Public Health, Public Works, and W.S.U. Extension.

The County's overall 2017 operating budget is \$55 Million of which approximately \$18 Million is devoted to general fund expenses. The County currently employs just over 300 regular and part-time employees combined (equaling 277 FTEs), of which 211 are represented by one of seven recognized union bargaining units. The remaining employees are non-represented; the terms and conditions of their employment are governed by the County's Personnel Administration Manual.

Like many public employers, Jefferson County faced dramatic budgetary shortfalls as we navigated through the serious economic downturn beginning in late 2008. As the local economy slowly recovers, Jefferson County's economic status is also beginning to slowly recover, but with continued constraints from the 1% property tax limitation, relatively small retail sales tax base, and continued uncertainty and declines in revenues from the state and federal governments, creating overall budget uncertainty.

It has been many years since the County’s last compensation review. It is not clear where the County stands in terms of comparability with relevant comparators. The County is currently in negotiations with one bargaining unit for a collective bargaining agreement which expired at the end of 2016, and we will be entering into negotiations with the other six bargaining units for their collective bargaining agreements which expire at the end of 2017. The County is poised to carefully review where we stand among our seven comparable counties: Chelan, Clallam, Douglas, Island, Lewis, Mason, and Pacific.

PROJECT OVERVIEW:

Jefferson County is seeking a qualified consultant to provide a total compensation review. The successful applicant will collect, analyze and evaluate pertinent data and information and provide a well-researched and cogently written report evaluating the County’s total cost of compensation for its various employee classifications as they compare to the total cost of compensation of similar employee classification in our seven comparable counties.

REQUEST FOR PROPOSAL SCHEDULE:

Event	Date/Deadline
RFP released and advertised, sent to vendors by email and mail.	July 31, 2017
Any vendor questions must be submitted in writing to the County Administrator’s Office at jeffbocc@co.jefferson.wa.us	August 7, 2017
All responses to vendor questions emailed.	August 9, 2017
Six (6) copies of proposal must be submitted to: Jefferson County County Administrator’s Office P.O. Box 1220/1820 Jefferson Street Port Townsend, WA 98368 Jeffbocc@co.jefferson.wa.us	4:30 p.m., August 15, 2017 (In the event an insufficient number of proposals are received, the deadline may be extended.)
County Evaluation Team reviews proposal submissions and submits recommendation for Award to the Board of County Commissioners for consideration and approval.	August 18, 2017
Board of County Commissioners approve award	August 28, 2017

SCOPE OF WORK:

The Compensation Study will include data from the following compensation components:

1. Comparable agencies contribution to employee deferred compensation accounts, if any excluding state and federal mandated contributions.
2. Special pays, to include but not be limited to: longevity pay, incentives, shift differentials, educational or other reimbursement programs, stipends noted in table form by employee unit.
3. Accrual of paid vacation/annual leave, annual holidays, sick leave for all classifications reviewed.
4. Both employer and employee contributions for health, dental, vision, life, and STD/LTD insurance (or for a cafeteria benefit plan, if applicable) by group or unit if not applied jurisdiction wide
5. Negotiated increases/enhanced benefits that may be known, but not yet enacted or made effective

The survey will include approximately 208 Jefferson County listed classifications (See Attachment A). This list of classifications is tentative, subject to further input from Consultant to County Administration. The contractor will also gather and report in table format directly from the comparable Counties listed on Attachment B as it may be amended, comparable county salary schedules (number of pay ranges/schedules, number of steps within ranges, percent spread between ranges and steps, and salary differential/gap between supervisory/management classifications and the classifications they supervise.)

The contractor's methodology should include the following steps:

1. For each classification in the study, obtain directly from the comparable Counties listed on Attachment B or as may be amended, pertinent classifications and/or job descriptions, job series information, organizational charts, benefits information (including all options available), collective bargaining agreements (as applicable), and salary schedules.
2. Gather directly from the comparable Counties listed on Attachment B or as may be amended, all key compensation components specified above.
3. Visit and meet with comparable counties in person or by electronic media, as needed to ensure that data gathered is accurate, up-to-date, and pertinent.
4. Examine, analyze, summarize and report the data gathered, along with rationales for each classification identified as comparable.
5. Prepare spreadsheet (using format and software approved by the County) with comparative data and pertinent information gathered for each County listed classification.
6. Meet in person or by telephone/video no less than twice per month (at pre-scheduled intervals and dates) with County Administration to discuss and clarify the study, its progress and status, and to resolve any issues.

7. Provide written findings, including all spreadsheet data, subject to refinement and/or enhancement based upon input from County Administration.
8. Provide to the County all documents associated with the project that verify information in the study.

The consultant shall provide to the County proposed data comparison methods such as: Entry and top step; or mid-point; or 5th, 10th, 15th and 20th year compensation; or other data analysis methods. The County shall, after review with consultant, determine the data presentation methods to be used for the classifications included in the study.

Regardless of methodology proposed for other classifications, in keeping with the historic method of data presentation for “Issue Arbitration” for eligible Deputy Sheriffs and for Corrections Officers, a total cost of compensation method shall be used for the 5th year, 10th year, 15th year and 20th year Deputy. (See Attachment C Sample Methodology - Deputy Comparison).

PROPOSED PROJECT SCHEDULE:

Event or Task
Meet with County Administration to finalize study approach, data needed, reporting format, project schedule and deliverable deadlines
Submit for County review and approval a preliminary draft of all comparable data gathered, organized, formatted and ready for initial report-out meeting with County Administration
Submit for County review and approval overall study and written report refined into final draft, following meeting(s) and consultation with County
Consultant presents findings to County Administration
Presentation to Board of County Commissioners
All deliverables complete, study is completed

PROPOSAL FORMAT:

Proposals should provide a straightforward concise description of the vendor’s capability to satisfy the requirements of this process. Responses should be clear and thorough and should avoid extraneous information not pertinent to the requested project.

All proposal responses must be in the following format:

1. Cover letter: Include the official name of the proposing firm or individual, the address, phone number, email address, as well as the name(s) of the principal contact person(s). The cover letter must be signed by a person or persons authorized to bind the proposing firm.
2. Table of Contents, including a listing of all contents and included attachments, if any.
3. Firm/Vendor Background: a brief description of the firm as well as the name(s), experience and qualifications of the person(s) who will be performing the services. Indicate whether the firm is an independent entity or part of a larger

corporation/organization. Include a general overview of the firm's services as well as a list with dates of the firm's public sector total compensation studies within the past five years.

4. References: Provide three or more client references from similar clients (preferably public sector) with which the contractor/vendor has worked within the past five years. Include a contact person, telephone number, email address, mailing address, and a brief description of the services provided.
5. Description of the approach/method/scope to be used.
6. Timeline: Provide a timeline illustrating how the firm/vendor will complete this project and all deliverables by the proposed project end-date. Include a statement of what steps and actions your firm will take to keep the County abreast of the project's progress.
7. Cost Proposal: Provide a cost-not-to-exceed figure that your firm will require to accomplish all aspects of this Total Compensation Study. **Provide a comprehensive breakdown for all costs required to successfully and fully accomplish the Scope of Work.**
8. Provide at least one work sample of a similar work product (e.g. compensations study).

Jefferson County encourages disadvantaged, minority, and women-owned consulting firms to respond.

Six (6) copies of Proposal must be submitted to:

Jefferson County
County Administrator's Office
P.O. Box 1220/1820 Jefferson Street
Port Townsend, WA 98368
jeffbocc@co.jefferson.wa.us

Submittals must be received in the County Administrator's Office no later than 4:30 p.m., August 15, 2017. (In the event an insufficient number of proposals are received, the deadline may be extended). Submittals received after this date will be returned unopened, unless the deadline is extended. All questions regarding this project should be directed to the County Administrator's Office at jeffbocc@co.jefferson.wa.us

PROPOSAL EVALUATION CRITERIA:

Submissions that do not include all required information as specified in this Request for Proposal will be disqualified from further consideration.

Proposals will be evaluated using the following criteria:

- Completeness, thoroughness, and responsiveness of the submission to all the required elements of this project.

- The strength of the proposed scope of work and methodology.
- Background and experience providing relevant and similar services and products to similar clients.
- The consultant’s ability to manage and coordinate this project effectively with County staff, as evidenced by previous experience, success, and approach taken with this submitted proposal.
- Project staff qualifications and background.
- Total not-to-exceed cost.
- Timeframe – how thoroughly the proposal describes what steps/ approaches would be taken to ensure speedy, timely and complete delivery of services/products, as well as demonstrated past success with timely delivery of excellent work.
- Strength of References.

ATTACHMENT ‘A’: Tentative List of Classifications

ATTACHMENT ‘B’: Comparable Counties

**ATTACHMENT ‘C’: Sample Methodology
Total Cost of Compensation - Deputy Comparison**