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REQUEST FOR PROPOSALS 2013 COMPENSATION STUDY

INTRODUCTION

The Whatcom County Library System (WCLS) is requesting proposals for consulting services to conduct a system-wide Compensation Study as described herein. Salaries are regularly adjusted by a negotiated Cost-of-Living Adjustment (COLA) as well as periodic salary comparisons with external entities. Specifications exist for all current WCLS classifications.

The Whatcom County Library System is a rural library district within Whatcom County, Washington which was established in 1944. WCLS is governed by a five-person Board of Trustees with the position of Executive Director selected by the Board. The service area population is approximately 123,400 residents and includes all of Whatcom County with the exception of the City of Bellingham. Like the national economy, Whatcom County's largest job-providing sector is in private services, with an approximate 62 percent share of jobs. The county has some heavy industry at Cherry Point in the northwest corner of the county with crude oil refineries and an aluminum smelter. There is some niche manufacturing and a large variety of other small businesses that create a well-rounded economy.

WCLS consists of 9 branches located throughout Whatcom County. WCLS has 161 employees (90 FTE) on both a full and part-time basis at managerial and non-managerial levels; 62 staff members are represented by the American Federation of State, County and Municipal Employees (AFSCME) union. Positions are professional, paraprofessional, technical, clerical, and service in nature. The existing salary structure is the result of a classification and compensation study conducted during 2003. An update to the compensation study was conducted in 2008. The salary ranges have been adjusted annually with a negotiated COLA, based on local employment and inflation statistics and within budgetary limitations. The existing salary structure consists of 13 levels (see Appendix A). With the exception of the Executive Director, all WCLS positions are placed within this structure based on internal equity and market pricing. Since 2003, WCLS has reviewed and updated job descriptions as needed and in conjunction with ongoing business operations, reorganizations and additional job assignments. An updated position analysis and evaluation is being undertaken by Library staff in conjunction with the Compensation Study in order to support and align WCLS's staffing resources with its future business needs



WCLS Job Analysis, Evaluation, and Compensation Study Project: The Whatcom County Library System is commencing a Job Analysis, Evaluation, and Compensation Study Project in April 2013. This process is intended to be a combination of analysis carried out by WCLS staff and an outside consultant. Congruent with an analysis of future staffing needs conducted by WCLS staff, WCLS intends to engage an outside consultant to review its current compensation structure for internal equity and market competitiveness, to present recommendations based on analysis, and to assist in the implementation of recommendations.

PURPOSE AND OBJECTIVES

The purpose of the Compensation Study is to review and revise compensation ranges for all positions to align organizational resources to meet today's and tomorrow's needs.

The objective is to have a credible Classification & Compensation Structure that ensures positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities are classified together; provides total compensation commensurate with assigned duties; provides recognizable compensation growth; provides justifiable pay differential between individual classes; and maintains currency with relevant labor markets. In addition, WCLS seeks recommendations on staff alignments, reporting relationships and organizational structure.

SCOPE OF WORK

The project shall include, but is not limited to the following activities:

A. Data Gathering

The Data Gathering Phase includes data gathering and revisions related to positions, tasks, and responsibilities through multiple sources (i.e. employees, managers, etc.). All job descriptions will be reviewed in conjunction with the functional business area with a focus on core position details.

This phase of work will be completed by May 31, 2013 by WCLS.

B. Compensation Structure Evaluation (June 1, 2013 – August 31, 2013)

- 1. Job Evaluation and Market Pricing: The Consultant will conduct a comprehensive compensation survey of external regional labor market for an estimated 55 positions (Appendix B) which assures internal equity and external competitiveness. With the approval of WCLS, the Consultant will select a minimum of 12 total external agencies within the State of Washington for comparison from the following:
 - a. Libraries, including those of similar-size, budget limitations, culture
 - b. Other libraries in Whatcom County
 - c. Other government, school districts, and not-for-profit agencies
 - d. Private organizations with similar positional or organizational characteristics

The Consultant will evaluate total compensation against the selected comparable agencies as well as National Compensation Survey data for State and Local Government compiled by the U.S Department of Labor Bureau of Labor Statistics. The total compensation factors to be evaluated shall include the following:

a. Salaries and Wages

b. Benefits

- Access to and level of Health Care including Employer Share of Medical Premiums
- Access to and level of Retirement Benefits
- Access to and level of Paid Vacations
- Access to and level of Paid Holidays
- Access to and level of Paid Sick Leave
- Access to Wellness Programs
- Access to Employee Assistance Programs
- Access to and level of short and long-term disability and life insurance
- Other employer paid benefits such as tuition reimbursement, cell phone allowances, etc.
- 2. **Compensation Structure:** The Consultant will evaluate the existing compensation structure and recommend amendment or adjustment.

C. Compensation Structure Recommendations (July 1, 2013 – August 31, 2013)

- 1. **Job Evaluation and Market Pricing:** The Consultant will complete market pricing of job description and recommend adjustments to placement in the salary structure.
- 2. **Compensation Structure:** The Consultant will recommend amendment and/or adjustment to the existing salary structure.
- 3. Develop Implementation Strategy, Options, and Cost Impact Analysis of Recommendations: The Consultant will design an implementation strategy and options for the updated compensation system with the lowest financial impact on WCLS's operating process and greatest gains to positions that fall outside of a designated range. The implementation of such a plan may be over a 12 to 24 month period beginning in 2014.
- 4. *Implementation Plan:* The Consultant will present Compensation Study results and implementation plan to the WCLS Management Team and Board of Trustees as needed for approval, and will develop a communication plan for project implementation.
- 5. **Compensation Structure Maintenance:** Upon implementation, the Consultant will provide proper training and guidance to designated WCLS representatives as to appropriate methods for indexing overall Compensation Structure, including recommending index and/or source data, to ensure future integrity of the structure.

D. Compensation Structure Implementation

- Consultant to attend meetings, if requested, throughout the process with employees, the Executive Director, and/or the Board of Trustees to explain methodology, survey results and recommendations. The consultant should budget for one Board of Trustee's meeting and four meetings with employees.
- Consultant to provide instructional information to allow WCLS staff to conduct individual salary audits and adjustments consistent with study methods until the next formal study is conducted.

PROPOSAL FORMAT

Each proposal should be organized to clearly address the following requirements, as a minimum:

A. Agents and Address

List the full name, address, telephone and fax numbers of your firm, and, if applicable, of the office from which the services are to be provided. Designate the person to serve as project manager and list the name or names of the persons in your firm authorized to negotiate the proposed contract associated with this RFP. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study.

B. Statement of Methods and Procedures

Provide a statement describing the Scope of Work as you understand it, and describe the approach, means, methods and procedures to be employed to gather the data, analyze findings develop recommendations, and coordinate implementation as requested.

C. Structure and Content of Work Product

Describe the way in which the work product will be structured and presented upon completion. Include computer and software compatibility information.

D. Project Time Table

Provide the anticipated start and completion date for the project and estimated dates for the fulfillment of each work task. This proposed project timetable will be used as the basis for the project timetable to be included in the project contract. WCLS anticipates that the successful consultant will be able to begin this project on or before June 1, 2013 and submit final recommendations and implementation guidelines on or before August 31, 2013.

E. References

All proposals should include a list of the names, addresses and telephone numbers of at least five (5) local government references of the same or larger size and complexity as WCLS who will attest to the successful completion and implementation of a compensation study by your firm during the past five (5) years.

F. Additional Information

The consultant may include any additional information that is believed to be pertinent and helpful but not specifically requested elsewhere in this RFP.

G. Fee Proposal

The fee proposal and project budget shall be sealed in a separate envelope labeled 'FEE PROPOSAL' and included with the proposal document. The fee proposal will not be opened until after other factors have been considered. The fee should include:

 A total cost estimate and not to exceed amount for the work described under Scope of Work. The price must contain all executive, professional, technical and clerical fees (whether for employees of the firm or for associated independent contractors), all travel and related costs, all production costs (including charges for office equipment usage and consumable supplies), all communications costs (including telephone, fax and related charges), all other direct and indirect costs, all overhead and all profit;

- 2. A rate schedule for computing any extra work not specified in the contracted Scope of Work, including hourly rates for all positions plus unit costs for incidental expenses; and
- 3. Amount to be deducted from total cost estimate because consultant is conducting (or has conducted in the past six months) salary surveys of comparable jurisdictions/positions, the data from which can be shared rather than independently gathered.

It shall be the consultant's responsibility to determine the costs of any state and local taxes and business license fees associated with conducting this study and to include the cost of such items in the project budget and fee proposal.

SUBMITTAL

Six (6) identical copies of the proposal shall be addressed to WCLS as follows:

Whatcom County Library System Attn: Administrative Services Manager 5205 Northwest Drive Bellingham, WA 98226 Compensation Study Proposal

and received by WCLS by 3 P.M. on Tuesday, April 30, 2013. Although proposals may be opened and reviewed prior to the closing date, they will not be disclosed to competing firms or the public until after contract award. Such award will not necessarily be based on the lowest maximum fee proposed.

Proposals must be signed by representatives of the consulting firm who have the authority to bind the consulting firm to its provisions. The proposal or a letter accompanying the proposal must state that the proposal remains valid for a period of at least sixty (60) days.

WCLS reserves the right to reject any or all proposals and waive any informality as may occur in the proposal process.

AWARD CRITERIA

All responsive proposals will be evaluated by a committee of at least 6 members and shall be ranked and rated according to the criteria stated below. WCLS may select a short list of highest ranked offerors with which to hold additional discussions and evaluation within the award criteria. The discussions may include, but are not limited to, presentations, qualifications, proposals, cost estimates, or other pertinent information. The committee may permit revisions to the proposals so long as all offerors who are selected for additional discussion are given equal opportunity to revise their proposals.

- 1. <u>Experience and Capability</u>: Respondents will be evaluated on past performance as reflected by evaluation of WCLS and other previous clients of the respondent with respect to such factors as quality of work and success in meeting deadlines. (40%)
- 2. <u>Project Cost</u>: Total project cost will be an important consideration in the selection, although it will not be the sole determining factor. (25%)

- 3. <u>Project Approach</u>: Respondents will be evaluated as to their understanding of the scope of work, how well the proposal addresses the project requirements, and the completeness and innovation evident in the approach to the project and the proposed work. (25%)
- 4. Other Value-Added Tools and Services: Reponses will be evaluated on the inclusion of other related information that will produce a better project outcome. (10%)

CORRESPONDENCE REGARDING THE RFP

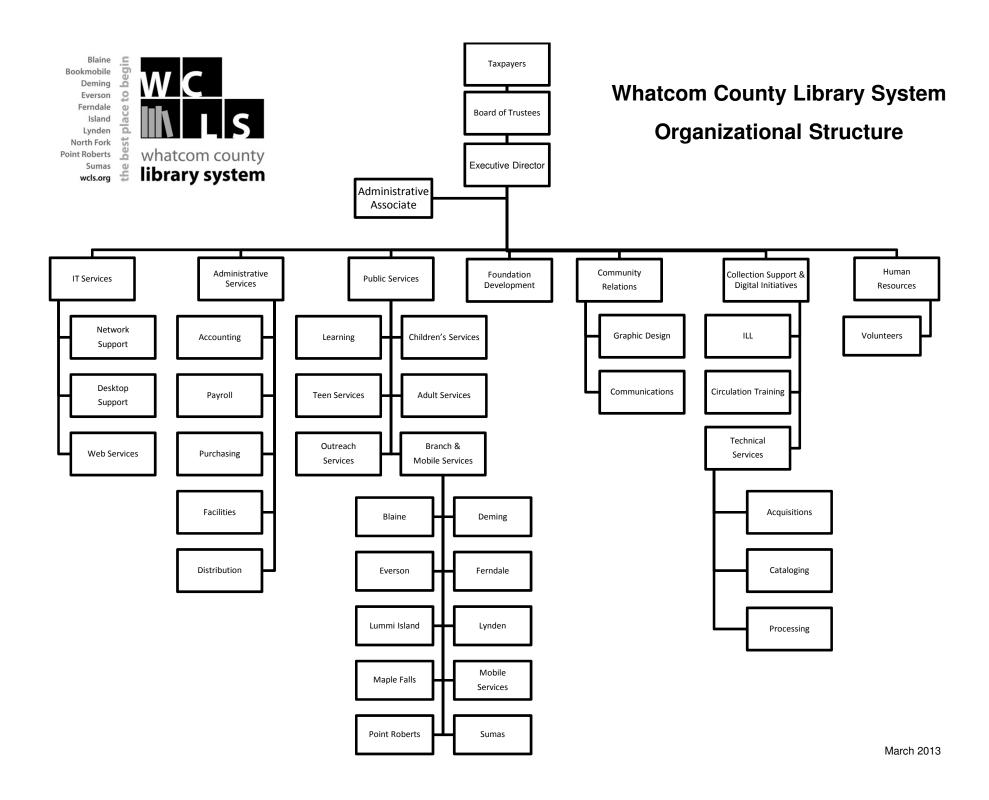
All questions or requests for information should be submitted to Kyle Teeter, Administrative Services Manager, via email at kyle.teeter@wcls.org.

Telephone communication with WCLS staff is not encouraged. It is an explicit provision of this Request for Proposal that any oral communication is not binding on WCLS's proposal process or award of the contract.

ATTACHMENTS

The following attachments are provided for use by consultants in preparing their proposals and estimating performance costs:

Attachment A Copy of existing organizational chart Attachment B Copy of an existing salary structure





WHATCOM COUNTY LIBRARY SYSTEM 2013 SALARY STRUCTURE

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Pay Level	Description	Beginning Rate	Midpoint	Maximum
•	Children's Comisse Aids		*	.
2	Children's Services Aide	\$10.33	\$12.39	\$14.45
	Copy Aide	\$10.33	\$12.39	\$14.45
	Distribution Aide	\$10.33	\$12.39	\$14.45
	Page	\$10.33	\$12.39	\$14.45
3	Collections Assistant	\$11.86	\$14.21	\$16.57
	Custodian	\$11.86	\$14.21	\$16.57
	Distribution Assistant I	\$11.86	\$14.21	\$16.57
	Technical Services Assistant I	\$11.86	\$14.21	\$16.57
4	Circulation Assistant I	\$12.69	\$15.24	\$17.79
	Public Services Clerk	\$12.69	\$15.24	\$17.79
5	Administrative Associate	\$14.10	\$16.92	\$19.74
	Distribution Assistant II-Driver	\$14.10	\$16.92	\$19.74
	Preschool Programmer	\$14.10	\$16.92	\$19.74
	Public Services Program Assistant	\$14.10	\$16.92	\$19.74
	Purchasing Agent	\$14.10	\$16.92	\$19.74
	Technical Assistant III-Acquisitions	\$14.10	\$16.92	\$19.74
	Technical Assistant III-Cataloging	\$14.10	\$16.92	\$19.74
	Technical Assistant III-Collection Maintenance	\$14.10	\$16.92	\$19.74
	Technical Assistant III-Processing	\$14.10	\$16.92	\$19.74
	Teen Services Programmer	\$14.10	\$16.92	\$19.74
6	Distribution Assistant-I.L.L.	\$14.83	\$17.80	\$20.76
	ILL Circulation Specialist	\$14.83	\$17.80	\$20.76
	Public Services Assistant	\$14.83	\$17.80	\$20.76
	Public Services Assistant, Youth Focus	\$14.83	\$17.80	\$20.76
	Safety Inspector	\$14.83	\$17.80	\$20.76
	Technical Assistant IV-Cataloging	\$14.83	\$17.80	\$20.76
	Vehicle Maintenance Assistant	\$14.83	\$17.80	\$20.76
	vollidio inalitici al loc y colocalit	φ14.03	φ17.00	φ20.76
7	Communications Specialist	\$15.70	\$18.83	\$21.95
	Graphics Designer	\$15.70	\$18.83	\$21.95
	Public Services Assistant, Bkm. & Outreach	\$15.70	\$18.83	\$21.95
8	Assistant Branch Manager	\$18.05	\$21.66	\$25.27
	Children's Services Specialist	\$18.05	\$21.66	\$25.27
	Desktop Support Technician	\$18.05	\$21.66	\$25.27



WHATCOM COUNTY LIBRARY SYSTEM **2013 SALARY STRUCTURE**

Pay						
Level	Description	Beginning Rate	Midpoint	Maximum		
8	Payroll Specialist	\$18.05	\$21.66	\$25.27		
9	Accounting Specialist	\$20.76	\$24.91	\$29.06		
	Branch Children's Librarian	\$20.76	\$24.91	\$29.06		
	Branch Manager I (LI, MF, PTR, SU)	\$20.76	\$24.91	\$29.06		
	Children's Librarian	\$20.76	\$24.91	\$29.06		
	Circulation Trainer	\$20.76	\$24.91	\$29.06		
	Collection Librarian	\$20.76	\$24.91	\$29.06		
	Distribution Supervisor	\$20.76	\$24.91	\$29.06		
	Foundation Development Director	\$20.76	\$24.91	\$29.06		
	Network Support Specialist	\$20.76	\$24.91	\$29.06		
	Prepare Program Trainer	\$20.76	\$24.91	\$29.06		
	Reference Librarian	\$20.76	\$24.91	\$29.06		
	Technical Services Supervisor	\$20.76	\$24.91	\$29.06		
10	Adult Services Coordinator	\$22.34	\$27.93	\$33.52		
	Branch Manager II (BL, EV, DE, FE, LY)	\$22.34	\$27.93	\$33.52		
	Children's Services Coordinator	\$22.34	\$27.93	\$33.52		
	Community Relations Coordinator	\$22.34	\$27.93	\$33.52		
	Facilities Coordinator	\$22.34	\$27.93	\$33.52		
	Facilities Manager	\$22.34	\$27.93	\$33.52		
	Learning Coordinator	\$22.34	\$27.93	\$33.52		
	Mobile Services Manager	\$22.34	\$27.93	\$33.52		
	Outreach Coordinator	\$22.34	\$27.93	\$33.52		
	Teen Services Coordinator	\$22.34	\$27.93	\$33.52		
	Web Coordinator	\$22.34	\$27.93	\$33.52		
11	Design & Process Manager	\$24.00	\$00.40	***		
"	Human Resources Manager	\$24.32	\$30.42	\$36.52		
	<u> </u>	\$24.32	\$30.42	\$36.52		
	IT Services Manager	\$24.32	\$30.42	\$36.52		
12	Administrative Services Manager	\$27.41	\$34.94	\$42.46		
13	Public Services Manager		Φ44.44	ΦΕΟ ΟΟ		
13	i dollo oel vices ividilagel	\$35.55	\$44.44	\$53.33		
Exec	Executive Director	Set by Board of Trus	Set by Board of Trustees			

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