



REQUEST FOR PROPOSALS: Employee Compensation and Classification Study for the Spokane Regional Health District	
NUMBER: 2024-150-163-100	SUBMITTAL DATE: September 27, 2024
DIVISION: Administration/Human Resources	CONTACT PERSON: Kari Grytdal at kgrytdal@srhd.org

INTRODUCTION

About SRHD

Spokane Regional Health District (SRHD) is one of 34 local public health agencies serving Washington state's 39 counties. The agency was originally established as the Spokane County Health District (SRHD) in January 1970, when the City of Spokane and Spokane County merged their health departments. In 1994, the official name was changed to Spokane Regional Health District to reflect the increased scope of public health services and geographic coverage. The SRHD serves a population of more than 400,000 in Spokane County.

The Spokane Regional Health District's Board of Health is the governing body of the health district, uniting the cities and county in a cooperative effort to oversee all matters pertaining to public health. The SRHD Board of Health typically hosts a regular meeting on the last Thursday of each month.

As a leader and partner in public health the mission of the SRHD is to protect, improve and promote the health and well-being of all people through evidence-based practices.

Description of Project:

A. General Information

The Spokane Regional Health District (SRHD) is issuing a Request for Proposals (RFP) seeking responses from qualified firms to assist the SRHD in evaluating its overall compensation, benefits, and pay structure by completing a market analysis. The overall goal is to evaluate SRHD employee compensation, benefits and pay structure using comparisons to the Spokane County job market, as well as governmental and other Washington State Local Health Jurisdictions. The project will also include a job audit and analysis for each SRHD position to determine appropriate classification, and accuracy of position description. Currently the SRHD has approximately 267 position descriptions. This project will support the SRHD's goal of ensuring proper pay scales, structures and practices are internally equitable and externally competitive, thus allowing the SRHD to attract and retain its most important asset – its employees.

B. Background

The SRHD maintains an employee pay structure for all positions through a step system for all personnel. Seventy-seven percent of its employees are represented through a Collective Bargaining Agreement while non-represented employees have a structure similar with represented SRHD employees. All regular employees operate under an open structure system where salary increases are provided under a step increase system. SRHD may also provide an annual cost of living increase to all regular employees. Any cost of living increase is based upon SRHD finances and approval by the SRHD Board of Health. The last SRHD compensation review occurred in 2018 and was implemented in 2020. SRHD participates in salary surveys and maintains a salary database through PayScale.

SRHD offers a wide array of employee benefits including health, dental, life, voluntary life, voluntary vision, and long-term disability insurance; voluntary identity theft protection; tuition reimbursement; defined benefit pension plans; deferred compensation plans, Section 125 plan for medical and childcare expenses; vacation and sick leave; and other minor benefits.



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C. Support

SRHD will provide the following information with the understanding there may be additional information requested by the successful consultant over the course of the project:

- Existing position descriptions for the SRHD
- SRHD’s compensation philosophy
- Pay ranges for the SRHD for represented and non-represented positions
- SRHD organizational chart
- Current SRHD employee benefits offerings

Desired Qualifications:

Eligible consultants must have and demonstrate the following qualifications:

- Five years documented experience and expertise with regard to successfully completing and implementing comprehensive compensation and classification studies including experience performing job evaluations and classification and market-based compensation study work. This experience must include classification and market studies for local health districts, local municipal and/or county/state governments or similar agencies.
- Knowledge of and ability to interpret Federal and Washington State laws as they related to pay practices, compensation and non-exempt/exempt designation, including the Fair Labor Standards Act (FLSA).
- Understanding of the principles and practices of compensation, including developing compensation structures.
- Experience with conducting classification and compensation studies and analysis for public sector organizations.
- Experience conducting benchmark salary surveys and analysis for public sector organizations.
- Experience in developing pay plans and policies based on compensation studies and position descriptions.
- Experience developing and conducting training and presentations on compensation and classification studies for different stakeholder groups, including elected officials, managers and employees.
- Consultant staff, management and fiscal resources to complete all elements of the project in accordance with the project schedule.
- Experience in gathering input from various internal stakeholders.

Scope of Work

The successful consultant will be expected to work with SRHD’s Human Resources Department during all phases of this project, either in-person or via TEAMS and will be expected to present the final recommendations to the SRHD Executive Leadership Team (ELT), SRHD Leadership Team and the SRHD Board of Health.

SRHD would like to partner with a consultant to review current pay strategies for each position and benefits offered by the SRHD. In addition, the consultant is expected to assist the SRHD to improve its compensation strategy by analyzing the following:

- 1) Job Audit and Analysis
 - Evaluate current classification positions.
 - Ensure that positions performing similar work with essentially the same level of complexity, responsibility and knowledge, skills and abilities are within appropriate pay grades.
 - Gather necessary employee information through the use of a combination of job analysis questionnaires and information provided by SRHD Human Resources.
 - Examination of equity of pay among present full-time employees based on qualifications, experience, responsibilities, level of responsibility and tenure.



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- Information will be used to analyze the duties and responsibilities of each position to determine the following:
 - Whether positions are appropriately classified.
 - Whether a position should be recommended to be moved to a different pay range.
 - Develop guides for levels within the district based on minimum requirements of positions such as: management, director and professional level.
 - Whether a position should be recommended to be moved to a different pay grade.
 - Whether position titles are appropriate.
 - Other recommendations.

2) Compensation Study and Analysis

- Review the SHRD's existing compensation plans and structures.
- Provide justifiable pay differentials between pay grades.
- Gather necessary survey data from comparable organizations using survey methods. Labor markets should be both public sector and private sector jobs with the same essential duties and functions.
- Review and develop recommendations for SRHD's compensation philosophy last finalized in 2018, however not rolled out and communicated.
- Development of pay policies and review of internal promotional pay practices.
- Review of current internal equity and potential areas of wage compression and If positions are identified the third-party will make recommendations to address compression.
- Compare ratio analysis by gender and race as relates to internal pay analysis.
- Where appropriate determine the spread between minimum and maximum pay ranges and distance between each of the steps.
- Identify for pay ranges: entry level vs competent vs subject matter experience and outline definitions associated with each for awareness and understanding.
- Review and analyze how SRHD pay scales are comparable to market to ensure SRHD is externally competitive for specialized positions, leadership roles and hard to fill positions.
- Development of a total compensation statement.
- Prepare a written report to include a comparison, by position, of the full market compensation.
- Prepare cost analysis for implementation of recommended revisions to the pay and classification system.

3) Benefits Review

- Review SRHD's existing benefit plans to determine if both employer offered and voluntary products are competitive for both recruitment and employee retention.
- Compile employer paid benefit plans with comparable organizations.
- Analysis of benefit offering to include vacation and sick leave accruals and accrual limits.

4) Job Descriptions

- All job descriptions will be reviewed compared to market to ensure appropriateness of duties and responsibilities. Interviews may need to be conducted to ensure the accuracy of job descriptions as currently written. Interviews may need to be conducted with the hiring manager and Human Resources staff.

5) Final Report requirements will include, but not limited to the following:

- Methods used to conduct the salary survey results and methodology of job evaluation.
- Summarization of the position comparison data.
- Recommended pay structures, if any.
- Recommended benefit changes, if any.
- Recommendation for promotional pay practices, if any.
- Recommendations for maintaining future market competitiveness.



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- Recommend cost of living adjustments for the next three years in anticipation of upcoming market adjustments.
- 6) Other miscellaneous consultant requirements
- Provide administration manual with plan maintenance procedures.
 - Provide sample documents to be used to communicate the compensation system change to current employees, and a summary document to communicate the full compensation system to current and future employees, both to be provided in reproducible hardcopy and electronic copies.

The deadline for this RFP is September 27, 2024, by 5:00 p.m. (PST). Earlier responses are welcome.

RFP COORDINATOR

All communications, including any requests for clarification, and final responses concerning this RFP should be addressed in writing to the following: Kari Grytdal, Procurement & Contracts Manager, via email at kgrytdal@srhd.org. Questions via telephone will not be accepted. All questions to this RFP must be received by September 19, 2024, by 5:00 p.m. Pacific Standard Time. Questions received after this date may not be answered. All submitted questions will be addressed via addendum to the RFP on the SRHD website by September 20, 2024.

Below is the schedule for the RFP process (which is subject to change):

Date	Description
September 5, 2024	Issue date of RFP and posting to SRHD website
September 19, 2024	Questions Due
September 20, 2024	Addendum posted on website for all questions
September 27, 2024	Proposal submission deadline
October 10 -17, 2024	Consultant demonstrations
October 18 – November 14, 2024	Review by selection committee
November 15, 2024	Successful Consultant Notified
November 21, 2024	Board of Health Budget and Finance Committee approval
December 5, 2024	Board of Health Contract Award Approval
December 5, 2024	SRHD Contract Award
December 15, 2024	Consultant to begin project work, including distribution of job analysis questionnaires and compilation of survey data
Week of January 27, 2025	Preliminary data collection completed
February 2025	Meeting with Human Resource staff focusing on the detailed findings regarding market compensation and benefits. The exact need to be determined
February 2025	Consultant to meet the SRHD management to discuss job analysis recommendations. Exact need to be determined.
March 2025	Draft report submitted for review to SRHD HR staff
April 2025	Final report submitted to SRHD HR staff
May 5, 2025	Presentation to SRHD ELT of final report and recommendations
May 19, 2025	Presentation to SRHD Leadership Team with pre-negotiation ideas and overview of discovery
June 2, 2025	Final report submitted to SRHD



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Spokane Regional Health District shall have the right to terminate the contract at any time by giving the contractor a thirty (30) day written notice.

PROPOSAL SUBMISSION REQUIREMENTS

- A. Letter of Interest: Maximum one page, stating the interest in the project, provide a brief summary of the qualifications to engage in the services as set forth above in the Scope of Work for municipal clients, a basic summary of the consultant’s experience and identification of the key staff proposed to work on the project.
- B. The answering of the following questions may not exceed ten (10) pages. The ten (10) page response will **not** include any required addendum items. Any response which exceeds this requirement may be marked as nonresponsive and eliminated from the evaluation process.

1. EXPERIENCE AND CAPACITY

Describe the consultant’s minimum five years of experience providing comprehensive compensation and classification studies including experience performing job evaluations, as well as market-based compensation study work. Please address the components set forth in the above Desired Qualifications set forth in the Scope of Work. Address all the expected components, with specific emphasis on the following:

- Experience in job evaluations, classifications and market studies for local health districts, local municipal and/or county/state governments or similar agencies.
- Knowledge of and ability to interpret Federal and Washington State laws as they related to pay practices, compensation and non-exempt/exempt designation, including the Fair Labor Standards Act (FLSA).
- Knowledge in conducting benchmark salary surveys and analysis for public sector organizations.
- Experience in developing pay plans and policies based on compensation studies and position descriptions.
- Experience developing and conducting training and presentations on compensation and classification studies for different stakeholder groups, including elected officials, managers and employees.
- Experience in gathering input from various internal stakeholders

Provide the consultant’s name, telephone number, email address and physical location, including time-zone and office hours of the office which will be providing the services under the awarded contract.

2. STAFFING AND PROGRAM DESIGN

Please provide a general description of the consultant’s organization, including size, number of employees, primary business and other services offered.

Please identify the project manager who will be primary contact person throughout all phases of the project, as well as identify all other personnel who will be performing engagement work and the estimated expected contribution to the project in percentage of hours. Describe the experience of each staff person, including experience in comprehensive compensation and classification studies including experience performing job evaluations and classifications, as well as market-based compensation study work. Attach a bio statement for all identified key personnel who will have a significant role in service delivery. These attachments do not count toward the ten (10) page limit.

Describe the consultant’s plan to ensure an adequate number of qualified personnel will be assigned to meet the service needs described in the Scope of Work.

The proposal shall state whether any portion of work performed under this proposal will be subcontracted or performed



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under a partnership or joint venture. Information on such entities must be included in the proposal such as related experience and qualifications of assigned staff.

Please describe the consultant’s understanding and activities which will be conducted to complete the requested project activities listed in the above Scope of Work. Specifically address the following:

- Job Audit and Analysis
- Compensation Study and Analysis
- Benefits Review
- Job Descriptions

Describe the estimated timelines setting forth each specific milestone regarding each of the Scope of Work activities, including the interim as well as the final work product, taking into account the schedule set forth in the above RFP Schedule. Please identify the consultant’s plan and availability for in-person and/or TEAMS meetings in addressing the Scope of Work activities. Innovative approaches or concerts, especially those reducing project costs are encouraged.

Please provide a written description of the project as it relates to the rollout of the project deliverables which are set forth in the above Scope of Work.

The proposal shall state whether any survey information will be obtained from a centralized database or source.

Please provide a sample interim and final report format that the consultant will intend to use. These attachments do not count toward the ten (10) page limit.

3. REFERENCES

Provide a list of references of at least three (3) public clients for which similar services to those found in the above Scope of Work have been provided. The references should contain client name, address, telephone number and email address for the contact person. Please indicate the services provided and total fees paid by each organization.

4. PRICING

Submit a statement regarding your organization’s solvency and ability to conduct business in a professional manner throughout the life of the contract. Please provide a statement that your organization is not debarred, suspended or ineligible to enter into a contract with a public agency.

Please provide a budget for each Scope of Work activity along with a proposed payment schedule tied to project milestones and/or deliverables.

EVALUATION CRITERIA

A panel of SRHD staff will review the submitted qualifications based on the evaluation factors listed below:

- a. **Experience and Capacity..... Points: 20**
The consultant’s experience in providing comprehensive compensation and classification studies, including experience in performing job evaluations, as well as market-based compensation study work addresses the requirements set forth in the Desired Qualifications and Scope of Work.
- b. **Staffing and Program DesignPoints 50**
Proposal demonstrates a minimum of five years of experience in providing the required service components. Bios of



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key personnel are attached and address experience and qualifications. Adequate number of qualified staff will be assigned to meet the project services. The consultant describes an understanding and provides a project plan to address the project activities listed in the Scope of Work. The consultant provides reasonable timelines ties to the Scope of Work activities, including the interim and final work product. The timeline meets with the RFP timeline. The consultant provided a plan for in-person or TEAMS meetings in addressing the Scope of Worl activities. The consultant stated whether the survey information was obtained from a centralized database or source. The consultant provided a sample interim and final report.

- c. References..... Points: 20**
Contact and fee information is provided for at least three organizations which the consultant provided similar services to those found in the Scope of Work.
- e. Pricing.....Points: 10**
A solvency statement was filed. The budget is reasonable for the work to be performed.

PROPRIETARY INFORMATION / PUBLIC DISCLOSURE

Materials submitted in response to this competitive procurement shall become the property of SRHD.

All received Proposals shall remain confidential until the award of contract is awarded, accepted, signed and posted to our SRHD.org website. Thereafter, the Proposals shall be deemed public records as defined in RCW 42.56, "Public Records."

Any information in the Proposal that the Applicant desires to claim as proprietary and exempt from disclosure under the provisions of state law shall be clearly designated. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on it. Marking the entire Proposal exempt from disclosure will not be honored.

SRHD will consider an Applicant’s request for exemption from disclosure; however, SRHD will decide predicated upon state law and regulations. If any information is marked as proprietary in the Proposal, it will not be made available until the affected Applicant has been given an opportunity to seek a court injunction against the requested disclosure.

All requests for information should be directed to the RFP Coordinator.

REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addendum/or addenda will be provided to all who receive the RFP. For this purpose, questions received, and the associated answers shall be provided as an addendum to the RFP.

SRHD also reserves the right to cancel or to reissue the RFP in whole or in part, prior to final award of a contract.

MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

SRHD encourages participation in all its contracts by Applicants certified by the Washington State Office of Minority and Women’s Business Enterprises (OMWBE). Applicants may contact OMWBE at 360/664-9750 to obtain information on certified Applicants.

ACCEPTANCE PERIOD

Proposals shall remain in effect for forty-five (45) days for acceptance by SRHD from the due date for receipt of Proposals.



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RESPONSIVENESS

The Applicant is specifically notified that failure to comply with any part of the RFP may result in rejection of the Proposal as non-responsive. SRHD also reserves the right, however, at its sole discretion to waive minor administrative irregularities.

COSTS TO PROPOSE

SRHD will not be liable for any costs incurred by the Applicant in preparation of a Proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

REJECTION OF PROPOSALS

SRHD reserves the right at its sole discretion to reject any and all Proposals received without penalty and to not issue a contract as a result of this RFP.

AWARD OF CONTRACT

This RFP does not obligate SRHD to award a contract or to contract for services specified herein.

All contracts that are over \$100,000 must be presented to the Board of Health for approval prior to awarding a contract. The Board of Health has the authority to reject and/or approve all contracts for Spokane Regional Health District.

NOTIFICATION TO APPLICANTS

After an award recommendation has been determined, both successful and unsuccessful Applicants will be notified via email.

DEBRIEFING OF UNSUCCESSFUL APPLICANTS

Upon request, a debriefing conference will be scheduled with an unsuccessful Applicant. Discussion will be limited to a critique of the requesting Applicant’s Proposal. Comparisons between Proposals or evaluations of the other Proposals will not be allowed.

CONTRACT TERMS

Business Registration Requirement

Spokane Regional Health District will not award an agreement with any business that does not have a valid Washington State business license. The Applicant shall be responsible for contacting the State of Washington Business License Services at 1-800-451-7985 to obtain a business registration.

Anti-Kickback

No officer or employee of the Spokane Regional Health District having the power or duty to perform an official act or action related to this contract shall have or acquire any interest in the contract, or have solicited, accepted, or granted a present or future gift, favor, service, or other thing of value from or to any person involved in the contract.

Disputes

This contract shall be performed under the laws of Washington State. Any litigation to enforce this contract or any of its provisions shall be brought in Spokane County, Washington.

Non-Discrimination

In the performance of this proposal, the Applicant shall comply with the provisions of Title VII of the Civil Rights act of 1964 (42 USC 20000e), Section 504 of the Rehabilitation Act of 1973 (29 USC 794f), Chapter 49.60 RCW, the Age Discrimination in Employment Act, and the Americans with Disabilities Act (P.L. 101-336), as now or hereafter amended.

Non-discrimination requirements include, but are not limited to:

1. Non-Discrimination in Employment: The Applicant shall not discriminate against any employee or applicant for



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employment because of race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws. The Applicant shall take affirmative steps to ensure that employees are not discriminated against during employment. Such steps shall include, but are not limited to employment, upgrading, demotion, or transfer; recruitment or selection for training including apprenticeships and volunteers.

- 2. **Non-Discrimination in Client Services:** The Applicant shall not deny any individual any services to other benefits provided under this Agreement, on the grounds of race, color, religion, national origin, sexual orientation, creed, marital status, age, Vietnam era or disabled veterans' status, or the presence of any sensory, mental, or physical disability.

Liability

The Applicant shall indemnify, defend, and hold harmless SRHD, its officers and employees from all claims, demands, or suits in law or equity arising from the Applicant's negligence or breach or its obligations under the contract. The Applicant's duty to indemnify shall not apply to liability caused by the sole negligence of SRHD, its officers and employees. The Applicant's duty to indemnify for liability arising from the concurrent negligence of SRHD, its officers and employees and the Applicant, its officers and employees shall apply only to the extent of the negligence of the Applicant, its officers, and employees. The Applicant's duty to indemnify shall survive termination or expiration of the contract. The Applicant waives, with respect to SRHD only, its immunity under RCW Title 51, Industrial Insurance.

Insurance Coverage

During the term of the contract, the Applicant shall maintain in force at its own expense, each insurance coverage noted below:

- 1. Worker's Compensation Insurance in compliance with RCW 51.12.020, which requires subject employers to provide workers' compensation coverage for all their subject workers and Employer's Liability Insurance in the amount of \$1,000,000.
- 2. General Liability Insurance on an occurrence basis, with a combined single limit of not less than \$1,500,000 each occurrence for bodily injury and property damage. It shall include contractual liability coverage for the indemnity provided under this contract. It shall provide that SRHD, its officers and employees are additional insureds but only with respect to the Firm's services to be provided under this contract; and
- 3. Automobile Liability Insurance with a combined single limit, or the equivalent of not less than \$1,000,000 each accident for bodily injury and property damage, including coverage for owned, hired and non-owned vehicles.
- 4. Professional Liability Insurance with a combined single limit of not less than \$1,000,000 each claim, incident, or occurrence. This is to cover damages caused by the error, omission, or negligent acts related to the professional services to be provided under this contract. The coverage must remain in effect for at least three (3) years after the contract is completed.

NOTE: There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without forty-five (45) days written notice from the Applicant or its insurer(s) to SRHD.

As evidence of the insurance coverages required by this contract, the Applicant shall furnish acceptable insurance certificates to SRHD at the time it returns the signed contract. The certificate shall specify all parties who are additional insured, and include applicable policy endorsements, and the deductible or retention level, as well as policy limits.