



REQUEST FOR PROPOSALS

Compensation and Job Analysis Study

for

Pueblo City-County Library District

REQUEST FOR PROPOSAL DATE: March 19, 2019

PROPOSALS DUE NLT: April 19, 2019

RFP # 1-2019

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1. General Information:

- A. Overview:** The Pueblo City-County Library District, herein after (“PCCLD”) is soliciting proposals from qualified consultants for a Compensation and Job Analysis study.

Pueblo City-County Library District is located in Pueblo, Colorado with a population of approximately 157,000 residents. The annual operating budget is \$10,000,000 and the District employees 134 regular employees. There are 66 full-time staff and 68 part-time staff. The District also employs substitute staff on an as-needed basis.

Pueblo City-County Library District conducted a market compensation study in 2013. At that time, the District moved from a step-based pay system to a pay-for-performance system and implemented a new compensation structure.

Although PCCLD has attempted to monitor its compensation plan, we have concluded that it is time for a comprehensive market study to review our positions and pay ranges in order to remain competitive in both attracting and retaining the most talented pool of candidates and employees.

B. RFP Schedule:

RFP issued:	March 19, 2019
On-Site Visits and Questions Due:	April 3, 2019
PCCLD Answers Posted to Website:	April 10, 2019
Proposals due by 3:00 pm	April 19, 2019
Rating and preliminary selection:	May 1, 2019
Consultant Selected:	May 15, 2019
Final Product Delivered:	August 26, 2019

- C. RFP Submittal:** Proposals are to be submitted in sealed envelopes, clearly identified with the RFP number and title, with all attachments, no later than 3:00 pm local time on April 19, 2019 to:

Sherri Baca
Chief Financial Officer
Pueblo City-County Library District
Attn: Finance Department
100 East Abriendo Ave.
Pueblo, CO. 81004

Each complete submission is to include a signed original with all required attachments; three complete copies; and one digital version copied onto either a CD or USB and included with the hard copies. All proposals are to be created using a recent version of Microsoft Office Word and/or .pdf file.

Proposals delivered after the above required date and time will be received, but will not be considered and will be rejected for lateness.

All proposals submitted will become property of the PCCLD and will be considered a public document under applicable Colorado State law.

D. Points of Contact: Questions and requests for clarification regarding this RFP must be addressed via US mail or email by 3 pm April 3, 2019 to:

Pueblo City-County Library District
ATTN: Terri Daly, Human Resources Manager
100 E. Abriendo Avenue
Pueblo, CO 81004
Email: terri.daly@pueblolibrary.org

Questions and requests for clarifications may be sent via email, provided that the RFP number, Title, and the words “question” and/or “clarification” are identified in the subject area of the email. Questions and requests without this subject identification may be considered routine emails, and may not get properly addressed.

All questions and requests for clarification will be responded to on PCCLD’s web site <http://www.pueblolibrary.org/about/requests> (click on request for bids) to **all** respondents by April 10, 2019. Any responses by the PCCLD that are considered to be a change in the terms, conditions, and specifications of this RFP will be posted on the web site as an addendum. No communications of any kind may be considered a change to the terms, conditions, and specifications in this RFP unless posted as an official addendum on the web site.

Communication from any other source, other than the above, should be considered as invalid with regard to this RFP.

2. General Terms & Conditions

A. Interested Parties: All interested vendors are invited to submit a proposal in accordance with the terms, conditions, and specifications contained herein.

B. Tax Exemption: PCCLD, as a local government entity, is exempt from sales and use taxes. Bidders shall inform all prospective subcontractors and suppliers from whom they expect to obtain services or supplies of the tax-exempt status of PCCLD. Following the contract award, an exemption certificate will be furnished by PCCLD if the vendor requests.

- C. Expenses:** PCCLD assumes no liability for payment of expenses incurred by vendors in the preparation and submission of proposals in response to this invitation.
- D. Non-Discrimination:** The vendor agrees not to refuse to hire, discharge, promote, or demote, or to discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, gender, age, military status, sexual orientation, marital status, or physical or mental disability.
- E. Governing Law:** The laws of the State of Colorado shall govern any contract executed between the successful vendor and PCCLD. Further, the place of performance and transaction of business shall be deemed to be in the County of Pueblo, State of Colorado, and in the event of litigation, the exclusive venue and place of jurisdiction shall be Pueblo County in the State of Colorado.
- F. Confidentiality:** Proposal submitted to PCCLD for consideration shall be subject to Colorado Open Record Law, Section 24-72-201, et seq., C.R.S., after award is made.
- G. Termination of Contract:** PCCLD may, by written notice to the successful vendor, terminate the contract if the vendor has failed to perform its service in a manner satisfactory to PCCLD per specifications defined in the contract and/or RFP. The date of termination shall be stated in the notice. PCCLD may cancel the contract upon thirty days written notice for any reason other than cause. This may include, but is not limited to PCCLD's inability to continue with the contract due to the elimination or reduction in funding.
- H. Non-Appropriation:** PCCLD presently intends to carry out and perform all of the terms and conditions of an awarded contract, and reasonably believes that funds in amounts sufficient to pay all amounts payable hereunder can legally be provided and made available for that purpose, and PCCLD shall include in its annual budget request amounts sufficient to pay all sums payable pursuant to an awarded contract. Notwithstanding the foregoing, the parties hereto recognize that it is possible that in any given fiscal year of the PCCLD funds might not be available. PCCLD shall have the right to cancel any awarded contract at the end of any calendar year during the term hereof that governmental funding from Pueblo County, Colorado is not granted for the subsequent calendar year. PCCLD shall advise vendor of its intention to cancel the awarded contract due to lack of funds on or before the end of any such calendar year and submit therewith to vendor satisfactory evidence showing PCCLD's inability to obtain the required revenues for the coming calendar year. Upon such cancellation PCCLD shall be released from all further liability under any awarded contract. The right granted to PCCLD by this provision may only be exercised for the express reason stated and for no other reason.

- I. **Confidentiality of Information:** The vendor acknowledges that the vendor will, or may, be making use of, acquiring or adding to information about certain matters and things which are confidential to PCCLD and which information is the exclusive property of PCCLD, including, but not limited to: Internal personnel and financial information, vendor names and other vendor information (including vendor characteristics, services and agreements), purchasing and internal cost information, internal services and operational manuals, and the manner and methods of conducting PCCLD's business.

3. Proposal Preparation

- A. **Exceptions and Deviations:** Any exceptions to or deviations from these Terms & Conditions must be identified, in writing, on an attachment to the proposal submission. PCCLD reserves the right to accept or reject, at its sole discretion, any exceptions or deviations by the vendor.
- B. **Substantive Proposals:** By submitting a proposal, the vendor guarantees that (1) its proposal is genuine and is not made in the interest of, or on behalf of, any undisclosed person, firm, or corporation; (2) it has not directly or indirectly induced or solicited any other respondent to put in a false or sham bid; (3) it has not solicited or induced any other person, firm, or corporation from proposing; and (d) it has not sought by collusion to obtain for itself any advantage over any other vendor or over PCCLD.
- C. **Minimum Qualifications:** To be considered for selection, vendors must meet at least the following minimum qualifications:
 - (1) **Established Business.** Vendor must have been engaged as a consultant or business entity 3 years prior to the release date of this RFP.
 - (2) **Customer Satisfaction, Financial Resources and Ability to Perform.** Vendor must be able to show proof that they have an established satisfactory record and have sufficient financial support, equipment, and organization to ensure that they can satisfactorily execute the services to be performed per this RFP.
 - (3) **Legal Compliance.** Vendor must be in compliance with all applicable laws, rules, regulations, and ordinances of the City of Pueblo, the State of Colorado and the United States.
 - (4) **Insurance:**

The vendor shall not commence work until it has procured, maintains, and provides proof of the policies of insurances and liabilities listed below. The vendor will not be relieved of any liability, claims, or other obligations in conjunction with the signed agreement with the Library by reason of its failure to procure or maintain the necessary insurance and liabilities. Failure on the part of the vendor to obtain such insurance and liabilities prior to, and during the term of the contact, will constitute a breach of contract in which the Library has the right and may immediately terminate

the signed agreement. The Library reserves the right to request and receive a copy of any policy related to services provided to the Library.

- (a) *Commercial General Liability:* The vendor shall secure and maintain, during the term of agreed contract and for such additional time for service being performed, Commercial General Liability Insurance issued to and covering the liability of the vendor with respect to all work performed by vendor and its third party vendors under the contract, to be written on a comprehensive policy form. This insurance shall be written in amounts not less than \$1 million for each occurrence and aggregate for personal injury including death and bodily injury and \$1 million for each occurrence and aggregate for property damage. This policy of insurance shall name the Pueblo City-County Library District, its agents, officers and employees as additional insured. This policy shall have all necessary endorsements to provide coverage without exclusion for explosion and collapse hazards, underground property damage hazard, blanket contractual coverage's, as well as Owners' and vendors' Protective Liability (OCP) coverage. The policy shall also provide coverage for contractual liability assumed by vendor under the provisions of the contract and "Completed Operations and Projects Liability" coverage.
- (b) *Workers Compensation Insurance:* The vendor shall procure and maintain Workers Compensation Insurance, fully complying with the provisions of the Worker's Compensation Act of the State of Colorado, during the period of this contract and for such additional time as work on this project is being performed

D. Submission Information and Documents: The following information and documents shall be included in the proposal submission.

Proposal Format

In order to facilitate the analysis of responses to this RFP, bidders are required to prepare their proposals in accordance with the instructions outlined in this section. Pueblo City-County Library District may make such investigations it deems necessary to determine the ability of the bidder to perform the work proposed. Conditional proposals will not be accepted.

If revisions become necessary to the RFP, Pueblo City-County Library District will provide addenda to all bidders who have received the RFP. All addenda issued by Pueblo City-County Library District must be so noted on any proposals that are submitted to PCCLD. Bidders shall contact the Pueblo City-County Library District to ascertain whether any addenda have been issued. Failure to do so could result in an unresponsive proposal.

Proposals should be prepared as simply as possible and provide a straightforward concise description of the bidder's capabilities to satisfy the requirements of the RFP. Emphasis should be on accuracy, completeness and clarity of content. All parts, pages, figures and tables should be numbered and clearly labeled. The proposal should be organized into the following major sections:

Section	Title
	Title Page
	Letter of Transmittal
	Table of Contents
1	Executive Summary
2	Company Background
3	Responses to General Requirements
4	Client References
5	Pricing Summary

Proposal Content

Executive Summary: (Section 1) This part of the response to the RFP should be limited to a brief narrative highlighting the bidder's proposal. The complete name of the firm or person(s) submitting the proposal, the main office address, the primary and secondary contact person(s) and their respective telephone numbers, and email addresses should be included in this section.

Company Background: (Section 2) Bidders must provide, at a minimum, the following information about their company so that the Pueblo City-County Library District can evaluate the bidder's stability and ability to support the requirements set forth in the response to the RFP. The Pueblo City-County Library District at its option may require a bidder to provide additional support and/or clarify requested information.

The bidder should outline the company's background including:

- How long the company has been in business
- A brief description of the company's size and organization
- A description of the company's qualifications, credentials, experience and resources as they relate to consultation in the areas of compensation and job analysis
- Percentage of its business is in local government (Cities, Counties, Districts and Special Districts) as compared to non-profit, schools or other business organizations.

Responses to General Requirements: (Section 3) The bidder must provide responses to each of the requirements that are listed below.

- PCCLD prefers a single account relationship manager. In the vendor's proposal, list names, titles and locations of the primary and backup employees who will be assigned to PCCLD's account. Also include certifications, education, experience and qualifications of personnel. The vendor must establish one person to serve as project manager and liaison to the PCCLD project manager.
- Describe what differentiates the vendor's service from that of other competitors. Include in the discussion how the consultant keeps abreast of current and future trends. Discuss the consultant's approach to communication.
- Provide an overall description of the methodology you intend to use in conducting the study.

- Include a scheduled timeframe for completion of project, preferably no later than August 26, 2019. PCCLD looks to the vendor to inform the needs of the project, maintain a cohesive schedule, and coordinate, oversee and manage work produced. Therefore, the vendor must establish a work schedule for all parties to ensure timely completion of the project. In addition to the start and completion of various construction stages, the schedule shall also show percentages of work to be completed at any given time, as well as significant dates that will serve as check points to determine compliance with approved schedule.

Client References: (Section 4)

Bidders should provide references from at least three (3) customers to which the vendor has provided the services required under this RFP. These should be recent customers with needs comparable to those of PCCLD. Select a mix of long-standing and new customers. Library or other governmental references are preferred. References should include a contact name, phone number, email address, and postal address of reference.

Pricing Summary: (Section 5)

- Provide a detailed cost estimate for completing the services included in the Scope of Work.
- Provide firm costs, including a list of itemized expenses to accomplish this study.
- Include a payment schedule and terms.
- The Library reserves the right to request a detailed description of the pricing submitted by the bidder.
- Pueblo City-County Library District also is requiring that all services be quoted a fixed “not to exceed” cost. Proposals that do not address this may result in disqualification.

E. Signatures: The proposal must be submitted in ink, signed by an officer or person qualified to bind the proposing company.

F. Withdrawal of Proposal: A Vendor may withdraw its own proposal at any time prior to the proposal due date and time as identified herein. After that date and time, no vendor may withdraw its proposal for any reason. All proposals shall be valid for a period not less than 90 calendar days after the proposal due date.

4. Project Summary

PCCLD’s objective is to obtain market-based job position and wage data that ensures positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities are classified together; ensures that salaries are commensurate with assigned duties; provides justifiable pay differential between individual classes; and maintains currency with relevant labor markets.

The bidder shall lead in a collaborative engagement study with PCCLD to review the District's current compensation structure and propose any modifications to the current structure that will result in alignment and parity between similar staff positions and external market wage data.

The bidder shall evaluate up to 40 position descriptions within 18 pay grades in this study. The bidder shall develop training and communications, to include guides and presentations (electronic and written formats) to support PCCLD staff in implementing all changes adopted, and provide recommendations on additional best practices.

5. Scope of Work

The scope of work shall include but not be limited to the following essential tasks:

1. Develop and conduct an external assessment or compensation survey evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations in similar markets.
2. Analyze the Colorado minimum wage increase to determine how this will impact the pay system.
3. Conduct a comprehensive analysis of PCCLD's current compensation structure based upon an objective analysis and evaluation of job content. Identify opportunities for modifications including but not limited to wage adjustments to mitigate pay compression and job classification alignment.
4. Prepare a draft report including results of the data gathered from internal and external assessments. This report will analyze the findings, conclusions and recommendations of the study.
5. In conjunction with designated Library staff, design and develop a communication plan to inform and educate stakeholders.
6. Hold meetings with management staff and the employee Steering Committee to discuss project goals and receive feedback to be incorporated into the results.
7. Facilitate implementation of any new compensation structure to the staff and to PCCLD Board of Trustees to include staff presentations and handouts that explain the new or modified structure.
8. Prepare final report with recommendations that are affordable, sustainable, competitive and innovative.
9. Submit a final report incorporating District comments.

6. Selection

- A. Vendor Selection:** No proposal will be considered unless it is complete. All proposals submitted will be first screened to determine minimum vendor qualifications as outlined in this RFP. The proposals will be ranked, based on total cost and the ability of the proposing vendor to provide the required services effectively. Proposals that do not meet these minimum requirements will automatically be rejected and shall not undergo further evaluation. The vendor awarded the contract must submit a completed and signed IRS Form W9 to PCCLD before contract begins.
- B. Right of Acceptance and Rejection:** PCCLD reserves the right to accept or reject any or all proposals and to waive any formalities, informalities, and deviations, which, in its opinion, best serve the interests of PCCLD. PCCLD is not bound to accept the lowest priced proposal, but will select the proposal that represents the best value for PCCLD.
- C. Negotiation:** Subsequent to the Proposal due date, PCCLD reserves the right to negotiate terms and conditions with vendors. PCCLD reserves the right to negotiate modifications to a proposal with a single vendor without obligation to negotiate similar modifications with other vendors.