

REQUEST FOR PROPOSAL
For
Comprehensive Compensation and
Job Analysis Study
for
PIKES PEAK LIBRARY DISTRICT
Colorado Springs, CO
(PPLD RFP #530-16-01)

Pikes Peak Library District (“PPLD”) invites qualified firms licensed in the State of Colorado to submit a response to a Request for Proposal (RFP) to provide professional services to complete a comprehensive compensation and job analysis study.

Proposal deadline is 2:00 PM Mountain Time on Monday, May 23, 2016.

I. Terms & Conditions

A. General Terms and Conditions

1. **Introduction:** Pikes Peak Library District (PPLD) is a nationally recognized system of public libraries serving a population of more than 616,000 in El Paso County, Colorado. PPLD's fourteen facilities, online resources, and mobile library service make it a vital force for individual and community transformation. PPLD has an employee base of 477 full and part-time staff, and utilizes roughly 1,981 volunteers. It strives to reach all members of the community, providing free and equitable access to information and an avenue for personal and community enrichment. PPLD is recognized for its commitment to diversity and community collaboration, its quality programming, and its excellent customer service. There are approximately 260,000 library card holders.

PPLD is the second largest library district in the State of Colorado and serves a 2,070 mile service area in El Paso County, including all unincorporated areas and the cities of Colorado Springs, Fountain, Manitou Springs, Monument, Palmer Lake, and Calhan.

In 1962, a majority of the citizens of El Paso County voted to establish a special taxing district and PPLD was formed. The District serves all of El Paso County except Widefield School District #3. The City of Manitou Springs joined the District in January 2013. Library policy is set by a Board of Trustees: seven citizens appointed jointly by the Colorado Springs City Council and El Paso County Commissioners for a maximum of two five-year terms.

PPLD's 2016 General Fund budget is \$28,939,560. Included in this total is \$17,067,496 for Personnel Services (or 58.98% of the total General Fund budget). The following is a link to PPLD's 2016 budget:

<http://www.ppld.org/sites/default/files/aboutthelibrary/2016Budget.pdf>

2. **Interested Parties:** All interested firms are invited to submit a proposal in accordance with the terms, conditions, and specifications contained herein. An electronic version of this document can be accessed at:

<http://ppld.org/request-for-proposals>.

3. **Sole Point of Contact:** Questions and requests for clarifications regarding this RFP must be addressed to Sally Jensen, Human Resources Officer, at sjensen@ppld.org. Questions and clarifications email must include the RFP number, title, and word "question" or "clarification" in the subject line. Questions and requests without this subject identification may be considered routine emails, and may not get properly addressed.

All questions and answers will be sent to all known proposers and will be made available to all vendors at:

<http://www.ppld.org/request-for-proposals>

Any responses by PPLD that are considered to be a change in the terms, conditions, and specifications of this RFP will be sent by written addendum. No communications of any kind may be considered a change to the terms, conditions, and specifications in this RFP unless received by the proposers via formal written addenda.

4. **Tax Exemption:** PPLD, as a local government entity, is exempt from sales and use taxes.

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

- 5. **Expenses:** PPLD assumes no liability for payment of expenses incurred by proposers in the preparation and submission of proposals in response to this invitation.
- 6. **Conflict of Interest:** Any contractual relationship with any PPLD personnel in the twelve (12) months preceding the distribution of their RFP, or any similar or potential conflicts of interest, may, at the sole discretion of PPLD, be grounds for rejection of the proposal and/or termination of any contract awarded.
- 7. **Non-Discrimination:** The Contractor 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.
- 8. **Governing Law:** The laws of the State of Colorado shall govern any contract executed between the successful proposer and PPLD. Further, the place of performance and transaction of business shall be deemed to be in the County of El Paso, State of Colorado, and in the event of litigation, the exclusive venue and place of jurisdiction shall be the State of Colorado, and more specifically, El Paso County, Colorado.

9. **RFP Schedule:**

RFP Release date:	April 18, 2016
Proposal Response date:	May 23, 2016 (2:00 PM MDT)
Interviews:	June 6-10, 2016
Recommendation to PPLD Board of Trustees	June 28, 2016
RFP awarded	June 30, 2016
Project Commencement Date	July 1, 2016
Target Completion Date	September 30, 2016

- 10. **Exceptions and Deviations:** Any exception to or deviations from these Terms & Conditions must be identified, in writing, on an attachment to the proposal submission. PPLD reserves the right to accept or reject, at its sole discretion, any exceptions or deviations by the proposer.

B. Proposal Preparation:

- 1. **Substantive proposals:** By submitting a proposal, the proposer guarantees that (a) its proposal is genuine and is not made in the interest of, or on behalf of, any undisclosed person, firm, or corporation; (b) it has not directly or indirectly induced or solicited any other respondent to put in a false or sham bid; (c) 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 proposer or over PPLD.
- 2. **Subcontracting:** The contractor shall be responsible for the performance of all of its sub-contractors, sub-sub-contractors and consultants. The use of specific sub-contractors and consultants is subject to the approval of PPLD. The contractor is responsible for ensuring that all sub-contractors and consultants comply with all the terms of the contractor’s contract with PPLD.
- 3. **Indemnification:** The proposer agrees to, and shall, defend, release, and indemnify, and save and hold harmless PPLD, its officers, agents, and employees from and against any and all damages to property or injuries to or death of any person or persons, including property and officers, employees, and agents of PPLD, and further agrees to, and shall, defend, indemnify, and save and hold harmless PPLD, its officers, agents, and employees, from and against any and all claims, costs, demands, liabilities, suits, actions, causes of action, and other legal or equitable proceedings of any kind or nature whatsoever, of or by anyone whomsoever, including, but not limited to claims arising out of and/or predicated upon negligence, breach of contract, tort, or strict liability, in any way resulting

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

from, connected with, or arising out of the contractor's operations or performance in connection herewith, including operations or performance of subcontractors and suppliers and acts or omissions of officers, employees, or agents of the contractor or its subcontractors or suppliers.

4. **Continuity:** By submitting a proposal the proposer guarantees that the key team members, including consultants and sub-contractors, if any, will remain assigned to PPLD's contract for its duration. Exceptions must be approved in advance by PPLD.
5. **Submission Information and Documents:** The proposal must be comprehensive and address all elements requested in *Section II. Scope of work and Section III. Proposal Requirements, and Section IV, Pricing Information*. In addition, the proposal must include, but not limited, to the submission of the following signed documents:

Addendum A - *PROPOSAL COVER SHEET*,

Addendum B – *IMMIGRATION CLAUSE FOR CONTRACTS*.

6. **Proposal Submissions:** Proposals are to be submitted in sealed envelopes, identified with the proposal number and title, on the forms provided herein, with all attachments, no later than 2:00 pm local time on Monday, May 23, 2016:

Mr. Michael Varnet, CPA
Chief Financial Officer
Pikes Peak Library District
1175 Chapel Hills Drive
Colorado Springs, CO 80920

A complete submission includes the signed original with all the attachments, and ten (10) complete copies. Proposals delivered after that time will be received and read, but will be rejected for lateness.

Vendors must also email a soft copy of the RFP response to mvarnet@ppld.org using e-mail subject: [RFP 530-01-06 Submission] (Company Name). Example: [RFP 530-16-01 Submission] ABC Corporation

7. **Signatures:** The proposal must be submitted in ink, signed by an officer of the proposing company.
8. **Withdrawal of Proposal:** A proposer 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 proposer 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.

C. Vendor Selection Provisions:

1. **Vendor Selection:** It is the intent of PPLD to select only responsible and responsive firms. PPLD is not bound to accept the lowest priced proposal. Your proposal should include your most favorable terms and conditions.
2. **Right of Acceptance and Rejection:** PPLD 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 interest of PPLD. PPLD is not bound to accept the lowest priced proposal.
3. **Basis of Award:** An evaluation team will judge the merit of proposals received in accordance with the general criteria defined within this invitation. The recommendations of this committee will be forwarded to PPLD Board of Trustees for approval and execution. The following criteria will be taken into consideration when making evaluations of proposals. This list is not intended to be exhaustive:

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

- a. Firm history, experience, and expertise
 - b. Pricing
 - c. References
4. **Selection Criteria:** The following table indicates the weight that will be given to each of the key criteria established for decision making.

Criteria	Percentage
Firm history, experience and expertise	60%
Pricing – Includes initial pricing, pricing of add alternates and any escalation	35%
References	5%

D. Contract Formation:

- 1. **Termination:** Either party may terminate the contract without cause by giving written notice ninety (30) days in advance of termination.

In the event of termination pursuant to this section, the sole compensation to the Contractor will be for any unpaid portion of services performed or delivered at the date of termination.

This agreement will automatically terminate on the occurrence of any of the following events: bankruptcy or insolvency of either party, sale of the business of either party, failure to comply with federal, state or local laws, regulations or requirements.

E. Statement of PPLD Responsibilities

The vendor must provide a comprehensive statement identifying the exact tasks, and other needs that are the responsibility of PPLD as part of this project. Any items not included in this statement will become the responsibility of the vendor. This includes cost, coordination, and labor to complete all work associated with the project as defined in this RFP.

F. PPLD Profile

PPLD has an employee base of 477 full and part-time staff. Although PPLD has attempted to monitor its compensation plan, we have concluded that it is time for a comprehensive study to review our compensation philosophy, classification system and compensation schedule in addition to adopting a staffing model using workforce analytics.

The last comprehensive study was completed in 2007 with modifications in 2013. In 2016 we have welcomed a new Executive Director and anticipate organizational changes going forward.

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

PPLD would like a total of 75 position descriptions evaluated in this study and our current pay schedule includes 16 pay grades (series).

II. Scope of work

Vendors may reply to any or all of the consulting services with the expectation that if multiple vendors are selected, all will work together to share information needed by the other (s) to properly complete the overall project.

Service 1: Strategic Focus - Compensation Philosophy, Workforce Analytics, Project Communication Plan and Final Report with Implementation Timetable & Costs

To insure PPLD’s Compensation system is a strategic tool to achieve the overall organizational mission and fulfill organizational goals, the consultant will need to provide strategy development assistance in the following areas.

A. In conjunction with the designated Library staff, assess the Library’s current Compensation philosophy and policy, identify strengths and weaknesses, then developing a philosophy that aligns the compensation plan to the Library’s strategic direction, initiatives and goals. It will clearly identify elements such as competitive outlook and best practices in compensation and total rewards strategies.

Develop recommendations, tools and training for the ongoing internal administration and maintenance of the proposed compensation plan.

B. Identify relevant trends related to the changing nature of the Library workplace and develop methodology/instruments to create a staffing model for use throughout the Library. This model will take into account staffing levels needed to successfully deliver 21st Century Library services. Staff alignments, reporting relationships and organizational structure are part of the analysis.

C. In conjunction with designated Library staff, design and develop a communication plan regarding the compensation study to inform and educate stakeholders including periodic updates on progress and direction.

D. Prepare final report with recommendations for a system that is affordable, sustainable, competitive and innovative.

E. Determine implementation costs to implement the study, including an implementation timetable.

Service 2: Classification Study

To achieve a credible classification system that ensures positions performing similar work with like levels of complexity, responsibility, knowledge skills and abilities are classified together, the following services are required:

A. Review organizational charts and current position descriptions.

B. Develop appropriate data collection instrument(s) for gathering information on all position descriptions, including staff interviews and job audits where necessary.

C. Recommend Job Evaluation methodology that addressed internal relationships of job classes that is consistent with the Library’s overall values and priorities. Identify factors that reflect the value of different kinds of work and do not have a discriminatory effect by race, creed, color, sex, age, national origin, religion, sexual orientation, gender identity, marital status, or mental or physical disability.

D. Apply the selected methodology to the job classes and develop a classification structure.

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

- E. Educate appropriate Library staff on the methodology used to create the methodology to ensure proper implementation and future application including reclassification process or development of new classifications.
- F. Develop or revise position descriptions to ensure full compliance with the requirement of the Americans with Disability Act and reflect the appropriate FLSA status and uniformly reflect essential job functions, minimum qualifications, working conditions, and special responsibilities.
- G. In conjunction with designated Library staff, design and develop a communication plan regarding the classification study to inform and educated stakeholders including periodic updates on progress and direction.
- H. Prepare final report with recommendations for a system that is affordable, sustainable, competitive and innovative.
- I. Determine implementation costs to implement the study, including an implementation timetable.

Service 3: Compensation Study

To achieve the scope of work objectives, information from the classification study along with applicable Personnel Policies and Procedures will be reviewed to complete the following required services:

- A. Conduct a comprehensive analysis of the Library's current compensation program and identify opportunities including but not limited to recruitment, retention, salary compression, equity and propose implementation method to correct.
- B. Develop and conduct an external assessment/compensation survey evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations.
- C. Develop a report analyzing the results of the data from the internal and external assessments. This report should compare the Library's salary schedule as it related to other like organizations – a market competitive analysis, and other observations resulting from the review including equity adjustments and other compensation requests.
- D. Create a salary structure.
- E. Develop a comprehensive compensation plan for all Library employees based upon objective analysis and evaluation of job content that provides internal equity and is external market competitive.
- F. In conjunction with designated Library staff, design and develop a communication plan regarding the classification study to inform and educated stakeholders including periodic updates on progress and direction.
- G. Prepare final report with recommendations for a system that is affordable, sustainable, competitive and innovative.
- H. Determine implementation costs to implement the study, including an implementation timetable.

III. Proposal Requirements

1. Vendors are expected to fully inform themselves as to the conditions, requirements, and specifications before submitting a proposal. The submission of a proposal by a vendor implies vendor acceptance of the terms and conditions herein, unless otherwise stated.
2. This proposal must be summarized in letter form on the vendor's letterhead stationary. An officer of the vendor, or a designated agent empowered to bind the firm in the contract offer must sign the letter. Acceptance or exception to PPLD's terms must be noted in the letter.

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

3. The format of the vendor’s proposal must be consistent with the format of the specifications listed.
4. PPLD reserves the right to request a detailed description of the pricing submitted by the vendor.
5. PPLD reserves the right for a presentation interview of the vendor’s proposal on consulting services for the comprehensive compensation study; this request shall be at no cost to the PPLD.
6. Vendors must submit ten (10) copies of their proposal containing the following items:
 - a. Provide a description of your company’s qualifications, credentials, experience and resources as they relate to consultation in the areas of job analysis and compensation.
 - b. Provide copies of resumes of all staff that will be assigned to the study, including training and/or experience in the areas of job analysis and compensation. List their hours on this project.
 - c. Provide an overall description of the methodology you intend to use in conducting the study. Include a scheduled timeframe for completion of project no later than September 30, 2016.
 - d. Provide a list of three (3) similar projects and services your company has performed within the last 10 years with the names, addresses, and phone numbers of clients for whom work was done, placing particular emphasis on services provided to public sector organizations. Include examples of compensation plan and philosophy descriptions and salary schedules.
 - e. Provide a detailed cost estimate for completing the services included in the Section II, Scope of Services). Provide firm costs, including a list of itemized expenses to accomplish this study. Include a payment schedule and terms.
7. Vendors must complete the pricing information form (Section IV). PPLD is not responsible for the vendor’s failure to provide information and pricing on required items. In this instance the prices submitted will prevail as the proposal.
8. All vendors must be capable of performing the services specified in this Request for Proposal. Before the award of this contract, any vendor may be required to show that they have the necessary experience, ability, and financial resources to perform the work within the time stipulated in a manner that is acceptable to PPLD.

IV. Pricing information:

Provide a detailed cost estimate for completing the services included in Section II, Scope of Services. Provide firm costs, including a list of itemized expenses to accomplish this study. Provide attachments as necessary.

Service 1 Strategic Focus - Compensation Philosophy, Workforce Analytics, Project Communication Plan and Final Report with Implementation Timetable & Costs: \$ _____

Service 2 Classification Study: \$ _____

Service 3 Compensation Study: \$ _____

Est. Expenses: \$ _____

TOTAL: \$ _____

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

**ADDENDUM A
PIKES PEAK LIBRARY DISTRICT
COMPREHENSIVE COMPENSATION/WORKFORCE PLANNING STUDY
PROPOSAL COVER SHEET**

I. GENERAL INFORMATION

- 1. **FIRM NAME** _____
- 2. **ADDRESS** _____

- 3. **PHONE** _____
- 4. **FAX** _____
- 5. **E-MAIL AND WEBSITE** _____
- 6. **CONTACT** _____

II. STATEMENT OF MINIMUM QUALIFICATION

I, _____ (printed name) hereby declare
that I am the _____ (title) of

_____ (name of firm) submitting this
profile and declaration, and that I am duly authorized to sign this profile and declaration on behalf of the
above named firm. All information set forth in this profile and declaration and all attachments hereto are,
to the best of my knowledge, true, accurate, and complete as of the submission date.

The signer further certifies that (please initial):

- a. _____ The Company has carefully examined all instructions, requirements, specifications, and terms and conditions of the RFP for which this proposal is submitted. The company understands all instructions, requirements, specifications, and terms and conditions of the RFP, and hereby offers and proposes to furnish the goods and services described herein at the prices, fees, and/or rates identified in this proposal, in accordance with the instructions, requirements, specifications, and terms and conditions of the RFP.
- b. _____ This proposal is a valid and irrevocable offer that will not be revoked and shall remain open for PPLD's acceptance for a period of ninety (90) calendar days from the proposal due date.

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

- c. _____ The Company is in full compliance with all applicable federal, state, and local laws, rules, regulations, and ordinances governing business practices.
- d. _____ All statements, information, and representations prepared and submitted in this proposal are current, complete, true, and accurate.
- e. _____ Submission of this proposal indicates the signer’s acceptance of the evaluation technique and that some subjective judgments may be made by PPLD as part of the evaluation.
- f. _____ The Company is registered in the State of Colorado. A copy of registration is attached.
- g. _____ A list of exceptions and deviations (if any) is attached.
- h. _____ There have been no claims, litigation, or other issues filed or pending against our company in the past 5 years except as listed below.

- j. _____ The company is aware of and is in compliance with Colorado’s Immigration/illegal alien laws pertaining to public contracts.
- k. _____ Addendum B (Colorado Statutes 8-17.5 – 102) is signed and attached.

Authorized Signature

Date

PIKES PEAK LIBRARY DISTRICT

RFP # 530-16-01

Comprehensive Compensation/Job Analysis Study

**ADDENDUM B
PIKES PEAK LIBRARY DISTRICT
COMPREHENSIVE COMPENSATION/WORKFORCE PLANNING STUDY
IMMIGRATION CLAUSE FOR CONTRACTS**

Pursuant to Colorado Revised Statutes Section 8-17.5-102, PPLD (“PPLD”) shall not enter into or renew a public contract for services with a contractor who knowingly employs or contracts with an illegal alien to perform work under the contract or who knowingly contracts with a subcontractor who knowingly employs or contracts with an illegal alien to perform work under the contract.

Accordingly, Contractor agrees that it shall not:

Knowingly employ or contract with an illegal alien to perform work under this Agreement; or

Enter into a contract with a subcontractor for work under this Agreement that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.

Further, Contractor agrees that it shall comply with the following:

Contractor has verified or attempted to verify through participation in the Basic Pilot Employment Verification Program (the “Basic Pilot program”) of the U.S. Department of Homeland Security that Contractor does not employ any illegal aliens and, if Contractor is not accepted into the Basic Pilot Program prior to entering into this Agreement, that Contractor shall apply to participate in the Basic Pilot Program every three months until Contractor is accepted or the services under this Agreement have been completed, whichever is earlier. This requirement shall terminate if the Basic Pilot Program is discontinued.

Contractor shall not use Basic Pilot Program procedures to undertake pre-employment screening of job applicants while the services under this Agreement are being performed.

Should Contractor obtain actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien, the Contractor shall:

- Notify the subcontractor and PPLD within three days that Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and
- Terminate the subcontract with the subcontractor if within three days of receiving the notice pursuant to Paragraph 1(b)(iii)(1) the subcontractor does not stop employing or contracting with the illegal alien; except that Contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

Contractor shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation that the Department may undertake pursuant to its authority under Colorado Revised Statutes Section 8-17.5-102(5).

Signature

Date