



Peninsula Metropolitan Park District

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Request for Proposal PenMet Parks Compensation Study and Human Resources Specialist RFP No. 2021.01

Addendum #1 – May 21, 2021

Proposal Information

RFP No. 2021.01

Proposal Name: PenMet Parks Compensation Study
and Human Resources Specialist

Date Issued: May 5, 2021

Contact Person: Ally Bujacich, Executive Director

E-Mail Address: abujacich@PenMetParks.org

Telephone Number: 253-858-3400

Deadline for Clarifications: Noon on May 17, 2021

Proposals Accepted Until:

~~Noon on May 24, 2021~~ Noon on June 1, 2021

Submit Proposals To:

Ally Bujacich, Executive Director
abujacich@penmetparks.org

Project Description:

PenMet Parks is seeking proposals from human resources consultants to complete a comprehensive staff compensation survey, and to make recommendations in a variety of human resources-related areas across the organization. Work should support PenMet Parks' policies, including to establish and maintain a compensation and benefit package that is competitive with the public and private sectors to attract and retain employees necessary for providing high quality services.

PenMet Parks:

PenMet Parks serves a population of over 40,000 residents in the greater Gig Harbor community. Additionally, the constituents of Tacoma, Pierce and Kitsap County are also served by our recreation programs, parks and facilities. PenMet Parks' mission is to *enhance the quality of life by providing parks and recreation opportunities for our community*. The District has adapted to meet the needs of the community and has seen significant program growth in recent years. Strong demand for high-quality sports and recreation programs, and access to a diverse portfolio of well-maintained parks and properties, is expected to continue. Development of a new Community Recreation Center is planned to be complete in late 2022. This regional facility will attract users from all over the northwest, with a reach of over 400,000 people. PenMet Parks' staffing will grow to expand programs and operations at the CRC.

Scope of Work:

The selected firm will complete tasks including, but not limited to:

- **Phase 1: Leadership positions (*suggested duration: three weeks*)**
 - Analyze position descriptions for three key vacant leadership positions and make recommendations. PenMet Parks will provide content for each position description.
 - Complete a base pay market analysis for each position utilizing relevant comparable data and considering factors such as local market conditions, benefits, and PenMet Parks' policy to establish and maintain a compensation and benefit package that is competitive with the public and private sectors to attract and retain employees necessary for providing high quality services.
 - Provide recruitment strategy recommendations for the three positions.
 - Recommend and implement strategies to ensure the work completed during this phase is transparent and comprehensive.
 - Phase 1 deliverables:
 - Updated position descriptions for three leadership positions.
 - Salary range for three leadership positions.
 - Recruitment recommendations for three leadership positions.

- **Phase 2: Market analysis and compensation survey (*suggested duration: 6 weeks*)**
 - Analyze 13 existing position descriptions and make recommendations. PenMet Parks will provide content for each position description.
 - Complete a base pay market analysis for each position utilizing relevant comparable data and considering factors such as local market conditions, benefits, and PenMet Parks' policy to establish and maintain a compensation and benefit package that is competitive with the public and private sectors to attract and retain employees necessary for providing high quality services.
 - Examine the benefits program for competitiveness in the market and make recommendations.
 - Analyze the current 10-step compensation structure and make recommendations.
 - Analyze PenMet Parks' Pay and Classification Plan (salary grid) and make recommendations.
 - Present findings to the Board of Commissioners.
 - Compile findings in a report.
 - Recommend and implement strategies to ensure the work completed during this phase is transparent and comprehensive.
 - Phase 2 deliverables:
 - Updated position descriptions for 13 positions.
 - Salary and benefit market analysis.
 - Recommended compensation and benefit plan.
 - Updated salary grid.
 - Professional report in electronic form that contains findings from this phase of work.

- **Phase 3: Human resources toolkit and staffing analysis (suggested duration: 12 weeks)**
 - Develop a comprehensive Human Resources toolkit:
 - Analyze Human Resources Policy and make recommendations. A copy of the current policy is available to proposers upon request.
 - Analyze Human Resources procedures. Recommend and develop new procedures if appropriate.
 - Analyze Human Resources documents. Recommend and develop new documents if appropriate to support the Policy or procedures. Advise if documents are intended for general staff use or restricted to administrative use.
 - Review existing staffing structure to determine if gaps exist. Develop a plan to close gaps if they are found to exist. Provide professional support and advice to implement the plan.
 - Recommendations and deliverables should support and allow for future District growth and expansion.
 - Present findings to the Board of Commissioners.
 - Compile findings in a report.
 - Recommend and implement strategies to ensure the work completed during this phase is transparent and comprehensive.
 - Phase 3 deliverables:
 - Comprehensive Human Resources toolkit that supports current operations and contains framework to support future District growth and expansion:
 - Updated comprehensive Human Resources policy.
 - Updated comprehensive Human Resources procedures.
 - Updated comprehensive Human Resources documents.
 - Professional report in electronic form that contains findings from this phase of work.

RFP timeline:

PenMet Parks would like to move quickly in the selection of the firm and implementation of the work. The selected firm should be prepared to commence work immediately after a contract is signed:

RFP issued	May 5, 2021
Deadline for questions	Noon on May 17, 2021
Deadline for responses	Noon on May 19, 2021
Proposals due	Noon on May 24 June 1, 2021
Interviews (if needed)	Anticipated May 26 – June 2, 2021
Selected firm notified of intent to award	Anticipated June 4, 2021
Contract executed	Anticipated June 16, 2021

PenMet Parks reserves the right to adjust the schedule

Minimum Qualifications:

Minimum qualifications are required for a firm to be eligible to submit a response to this RFP solicitation. Responses should clearly show compliance with these minimum qualifications. Those that are not responsive to these minimum qualifications may be rejected without further consideration.

The consultant should have demonstrated expertise and at least five years of human resources-related experience in public organizations of comparable size to PenMet Parks.

Evaluation process and criteria:

The RFP will be published and notice of its release sent to a select number of firms with relevant experience. The RFP and any addenda will also be available on the PenMet website at penmetparks.org.

Following an evaluation of the proposals received, the respondents considered to have submitted the best proposal(s) may be requested to participate in an interview and final selection process.

PenMet will select the firm based on its professed ability to meet the overall expectations of PenMet Parks. PenMet may award limited phases of the project. PenMet reserves the right to reject all proposals.

The following criteria will be used in the selection process:

- Responsiveness and completeness of the submittal.
- Experience and qualifications of firm and key personnel proposed to complete the work.
- Technical quality and methodology of consultant's approach to the work; ability to document information and recommendations clearly in written format.
- Understanding of the objectives and scope of work.
- Ability of the consultant team to communicate and build consensus with the Board of Commissioners and staff.
- References and examples of completed projects. Satisfaction of former clients with competency of completed work.
- Ability to complete the work within the proposed time schedule.
- Fee proposal.

RFP submittal instructions:

It is the obligation and responsibility of the consulting firm to learn of addendums, responses, or notices issued by PenMet Parks relative to this RFP.

All submittal response materials must be received no later than time and date listed in the RFP timeline. Electronic submissions are preferred.

RFP submittal format:

Limit proposals to ten (10) sheets (cover and back not counted). Pages may be printed double sided. Include the following elements in the response to this RFP:

1. Introduction:
 - a. Cover letter with firm's name, address, email, phone number and website.
 - b. Contact person's name, address, email and phone number.
 - c. Statement of firm's philosophy.
 - d. A concise statement that demonstrates the organization's understanding of the project and scope of services sought by PenMet Parks.
 - e. Description of the organization's approach to the project.

2. History and experience of the firm:
 - a. Location of firm.
 - b. Number of years in business.
 - c. Type of organization.
 - d. List of principals and stakeholders.
 - e. Description of size and composition of the organization.
 - f. Geographical areas of operation.
 - g. Relevant completed projects. Include at least three project references.

3. Key project personnel:
 - a. Resumes for key personnel who will be assigned to this project, including relevant experience, credentials, and references.

4. Proposed deliverables:
 - a. List proposed deliverables for each phase of work. Include proposed deliverables not listed in the scope of work above if appropriate.

5. Proposed schedule:
 - a. Provide a proposed schedule, including a start and completion date, for each phase of work.

6. Fee proposal:
 - a. For each phase of work, provide a detailed breakdown of the firm's proposed fee. Identify proposed personnel and respective hourly rates for each task, and provide the estimated hours for each task. Provide a subtotal for each phase. Fees should be structured on an hourly basis, with a proposed not-to-exceed amount identified for each phase.
 - b. If applicable, provide a separate fee breakout for proposed additional deliverables not listed in the scope of work (see 4a above).

Questions/Inquiries:

Direct all questions concerning this RFP to the contact identified below. Responders may submit written questions, by e-mail only, at any time prior to the question deadline identified in the RFP timeline. Unauthorized contact regarding this RFP with other District employees may result in disqualification of a submittal. Only written, e-mailed questions or inquiries will be accepted. Questions and their responses will be shared on the PenMet website (penmetparks.org).

Contact: Ally Bujacich, Executive Director
E-Mail Address: abujacich@penmetparks.org

DISCLOSURES:

- **REJECTION OF PROPOSALS:** PenMet Parks reserves the right to reject any and all proposals and to waive irregularities and informalities in the submittal and evaluation process. This Request for Proposal does not obligate PenMet Parks to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the Request for Proposals does not obligate PenMet Parks to accept or contract for any expressed or implied services.
- **CONTRACT AWARD:** PenMet Parks reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be initially submitted in the most favorable light. PenMet Parks shall not be bound or in any way obligated until both parties have executed a written vendor contract. The respondent selected will be expected to enter into a contract with PenMet Parks.
- **PAYMENT:** All invoices related to the contract shall be paid by a PenMet Parks warrant usually within 30 days of PenMet Parks' receipt of a proper invoice and PenMet Parks approval of the respondent's completed tasks/deliverables to the date of the invoice or monthly report, as appropriate.
- **EQUAL OPPORTUNITY EMPLOYMENT:** The successful respondent must comply with PenMet Parks equal opportunity requirements. PenMet Parks is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality or disability.
- **BACKGROUND CHECK:** The successful respondent may be required to submit to a criminal background check. If a background check is required, the contract award shall be contingent upon PenMet Parks receipt of an acceptable background check report for any persons providing services or work under the agreement.
- **INSURANCE REQUIREMENTS:** The successful respondent shall maintain insurance that is sufficient to protect the respondent and PenMet Parks against all applicable risks.
- **NON-ENDORSEMENT:** As a result of the selection of a respondent to supply products and/or services to PenMet Parks, the successful respondent agrees to make no reference to PenMet Parks in any literature, promotional material, brochures, sales presentation or the like without the express prior written consent of PenMet Parks.
- **NON-COLLUSION:** Submittal and signature of this Proposal swears that the Proposal is genuine and not a sham or collusive, and not made in the interest of any person not named, and that the Firm has not induced or solicited others to submit a sham offer, or to refrain from proposing.
- **COMPLIANCE WITH LAWS AND REGULATIONS:** In addition to the nondiscrimination requirements previously listed, the successful respondent shall comply with all applicable federal, state and local laws, statutes and ordinances relative to the execution of the work. This requirement includes, but is not limited to, protection of public and employee safety and health; environmental protection; waste reduction and recycling; the protection of natural resources; permits; fees; taxes; and similar subjects.
- **PUBLIC RECORDS:** Under Washington state law, the documents (including but not limited to written, printed, graphic, electronic, photographic or voice mail materials and/or transcriptions, recordings or reproductions thereof) submitted in response to this RFP (the "documents") become a public record upon submission to PenMet Parks, subject to mandatory disclosure upon request by any person, unless the documents are exempted from public disclosure by a specific provision of law. If PenMet Parks receives a request for inspection or copying of any such documents it will endeavor to notify the person submitting the documents to PenMet Parks (by U.S. mail or by e-mail if the person has provided an e-mail address, or by fax if the person has provided a fax number) and upon the written request of such person, received by PenMet Parks within five (5) calendar days of the mailing of such notice, will postpone disclosure of the documents for a reasonable period of time as permitted by law to enable such person to seek a court order prohibiting or conditioning the release of the documents. PenMet Parks assumes no contractual obligation to enforce any exemption nor any contractual obligation to provide such notice.