INTRODUCTION

The City of Sammamish, Washington invites proposals from qualified consulting firms to complete a Classification and Compensation Study. The City of Sammamish ("City") has not conducted an in-depth, agency-wide review of the classification and compensation structure since 2007. This project includes a comprehensive study of positions, classifications and total compensation.

The City strives to competitively recruit and retain employees, motivate employees to excel in job performance and structure work to provide the best service to the community.

The deadline for submittal of proposals is 3:00 PM, Pacific Time, January 18, 2017.

Three copies of the proposal with one original must be submitted to the City of Sammamish, City Hall no later than the deadline listed above. All proposals must be sealed in an opaque envelope and clearly marked “Proposal for Classification and Compensation Study.” The official clock for submissions is located at City Hall (address listed below). All proposals and accompanying documentation will become the property of the City and will not be returned. Vendors accept all risks of late delivery of mailed proposal regardless of fault. Costs for developing the proposal in response to the RFP are entirely the obligation of the vendor.

RFP Delivery Address:
Sammamish City Hall
Re: Proposal for Classification and Compensation Study
801 - 228th Ave SE
Sammamish, WA 98075
This Request for Proposals includes the following sections:

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1. CITY BACKGROUND

The City of Sammamish incorporated on August 31, 1999, and operates as a noncharter optional code city with a Council–Manager form of government. The City Council is comprised of seven members, elected at large by the citizens of Sammamish. They are part-time officials who exercise the legislative powers of the city and determine matters of policy. The Mayor is a Councilmember selected by the Council to chair meetings, authenticate documents and serves as the ceremonial head of the city. The Council is supported by several advisory boards and commissions. The Council appoints a full-time City Manager who is the head of the executive branch and serves as the professional administrator of the organization, coordinating day-to-day activities.

The City provides a full range of municipal services including:

- Police protection (contracted from the King County Sheriff)
- Fire protection (contracted from Eastside Fire & Rescue)
- Parks and Recreation
- Public Works
- Community Development
- General Administrative Services

For 2017, there will be approximately 115 full-time employees of the City, excluding seasonal workers. There are no bargaining units representing City employees.
2. **OBJECTIVES**

The City invites proposals from qualified consulting firms to:

1. Complete a Classification and Compensation Study of similarly situated public employers who are providing equitable services.

2. Determine if changes to existing position descriptions are needed; and if so, assist in the development of these descriptions.

3. Prepare a comparative analysis that identifies the City’s competitive position in a comparative labor market, including comparative city employers.

4. Provide a recommendation for total salaries and benefits, including the total compensation package of insurance and other benefits (including paid leave), and an appropriate salary schedule that provides for the logical progression of movement, when needed, between classifications.

5. Prepare recommendations for compensation to maintain competitiveness, ensure equity and position the organization for future development.

6. Prepare and implement a communication program that ensures full communication to employees throughout the project and provides opportunities for meaningful engagement without unduly prolonging the process.

Responding firms should have significant experience conducting salary surveys and comparative analyses, preferably involving jurisdictions of a range of sizes, including sizes similar to the City of Sammamish, and offering a set of programs and services that overlaps with the City’s.

The resulting classification and compensation program shall enable the City to competitively recruit employees, motivate employees to excel in job performance and fit with the organization’s current size and culture.

3. **CITY’S RESPONSIBILITIES**

City staff will provide the consultant with all relevant information it has pertaining to the City and its operations including existing job descriptions and organizational charts. The City may provide additional documents and information, as appropriate.
4. PROPOSAL FORMAT

Proposals shall be a maximum of 15 pages and include the following information:

1. Cover letter summarizing the proposal.

2. Scope of work (a description of the work program including a description of deliverables, activities and time estimates for completing each element).

3. Description of the Project Team. The names, title and qualifications (resumes) of the proposed project manager and support staff who will be conducting the work on this assignment, including their experience and projects in which they had “hands on” responsibility. The project manager will be expected to be fully involved and familiar with the details of the project on a day-to-day basis. Describe the organizational structure of staff members and sub-consultants (if any).

4. Outline of the proposed work plan.

5. Schedule of billing rates and an all-inclusive fee that includes associated costs (i.e. printing costs, attendance at meetings, travel).

6. A list of four (4) references for similar projects, including contact information.

5. BUDGET/CONTRACT

The City wishes to negotiate a contract with a “not to exceed” dollar total based on a clearly defined scope of work. The selected consultant will be required to enter into a professional services contract (see the sample contract in Attachment B).

6. SCHEDULE

The following is an outline of the selection procedure and a tentative time schedule:

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
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<tbody>
<tr>
<td>Release RFP</td>
<td>December 22, 2016</td>
</tr>
<tr>
<td>Questions about RFP due</td>
<td>January 11, 2017 at 3:00 pm</td>
</tr>
<tr>
<td>Deadline for submission of proposals</td>
<td>January 18, 2017 at 3:00 pm</td>
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<tr>
<td>Proposal evaluation complete</td>
<td>Week of January 23, 2017</td>
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<tr>
<td>Contract award - Work begins on the contract</td>
<td>February 7, 2017</td>
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7. SELECTION CRITERIA

Proposals will be evaluated based on the following criteria:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Staff expertise and overall experience of personnel assigned to the work.</td>
<td>15</td>
</tr>
<tr>
<td>Thoroughness and understanding of the tasks to be completed. Overall content quality and responsiveness to RFQ requirements.</td>
<td>25</td>
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<tr>
<td>Background and experience in organizational analysis and evaluation. Recent public sector experience, preferably in a municipal setting, conducting similar studies.</td>
<td>30</td>
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<tr>
<td>Cost.</td>
<td>30</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
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</tbody>
</table>

8. DISCRETION AND LIABILITY WAIVER

The City reserves the right to reject all proposals or to request and obtain supplementary information as may be necessary for City staff to analyze the proposals pursuant to the consultant selection criteria listed above.

The consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

9. CONTACTS

All communication concerning this RFP should be directed in writing to the RFP Coordinator listed below. Any oral communications will be considered unofficial and non-binding on the City.

Beth Goldberg
Administrative Services Director
801 228th Ave SE, Sammamish, WA 98075
Phone: (425) 295-0510
Email: BGoldberg@Sammamish.us

10. ATTACHMENTS

A. Scope of Services

B. Sample Professional Services Contract

C. 2017 Salary Schedule

Current Job Descriptions, Authorized Positions and Organizational Charts are available upon request.
ATTACHMENT A:
SCOPE OF SERVICES

Note: This scope is not final until a consultant is selected and negotiations are completed.

PROJECT UNDERSTANDING

During the term of this Agreement, the Consultant shall perform a classification and compensation study and provide detailed recommendations regarding comparable employers, City salaries and benefits and compensation rules and policies.

TASK 1: PROJECT MANAGEMENT/CONSULTANT COORDINATION

1. The Consultant shall coordinate with the City’s project manager throughout the project.

2. The Consultant shall develop a mutually agreeable project management plan that clearly describes all phases of the project with schedules, milestones, responsibilities, constraints, and deliverables.

3. The Consultant shall prepare and implement a communication program that ensures full communication to employees throughout the project and provides opportunities for meaningful engagement without unduly prolonging the process.

4. The Consultant shall submit monthly invoices with a written summary of project progress.

TASK 2: CLASSIFICATION AND COMPENSATION ANALYSIS

1. Identify and evaluate appropriate options for the City:

   A. Conduct a job audit of all positions, including a general task analysis by department, which shall include interviews with department directors/managers and other key personnel to determine the organizational structure and essential functions of each position.

   B. Review and revise existing job descriptions, as needed. Ensure consistency in formatting and content among all City job descriptions. Identifying Fair Labor Standards Act designation for each job title/classification shall be included in this review.

   C. Evaluate jobs by developing, then reviewing, a job-ranking structure; verify ranking by analyzing pertinent market data concerning the ranking; compare the initial ranking with that of the market’s hierarchy and adjust as determined; prepare a matrix with an organizational review on the basis of required tasks and future forecasts; develop a matrix of jobs crossing lines and departments; compare the matrix with the City structure.

   D. Determine recommended comparable cities and present to City staff for discussion.

   E. Determine recommended compensation philosophy and present to City staff for discussion.

   F. Develop a new salary range table(s) that will encompass all City jobs. Establish pay grades, grade
pricing and salary range for all classifications.

G. Determine an appropriate salary structure including minimum and a maximum percent spread, and the difference between each salary step.

H. Develop and present to staff recommendations and impact studies including the cost, if any, of implementing the proposed compensation policies with current employees, and the future impact of recommended changes.

I. Schedule and attend meetings with City staff and the City Council.

**TASK 3: MEETINGS**

1. The Consultant shall lead a kick-off meeting with City staff.

2. The Consultant shall meet with City staff to discuss and identify information that is relevant to the analysis.

3. The Consultant shall meet with City staff as needed to coordinate progress and review draft findings with City staff.

4. The Consultant shall attend a meeting to review the final report with City staff.

5. The Consultant shall attend a City Council meeting to present on the findings of the study.

**TASK 4: DELIVERABLES**

1. The Consultant shall prepare a draft report for review and comment by City staff.

2. The Consultant shall prepare a final report for presentation to the City Council, City staff and the community.

3. The Consultant shall produce revised job descriptions, as needed.

4. The Consultant shall be responsible for preparing the materials and exhibits for the presentation to the City Council.

5. The Consultant shall also prepare written responses to additional questions posed by the Council as practicable and prepare additional information as requested.

**TASK 5: PUBLIC MEETINGS**

1. The Consultant shall make a presentation and be prepared to answer questions from City Council at a Council meeting where the proposed recommendations are discussed.

2. The Consultant may then be asked to provide additional rate proposals based on additional questions or assumptions discussed in those presentations.
ATTACHMENT B:
SAMPLE PROFESSIONAL SERVICES CONTRACT

CITY OF SAMMAMISH
AGREEMENT FOR SERVICES

Consultant: __SAMPLE____________________

This Agreement is entered into by and between the City of Sammamish, Washington, a municipal corporation, hereinafter referred to as the “City,” and __hereinafter referred to as the “Consultant.”

WHEREAS, the City desires to have certain services performed for its citizens; and

WHEREAS, the City has selected the Consultant to perform such services pursuant to certain terms and conditions;

NOW, THEREFORE, in consideration of the mutual benefits and conditions set forth below, the parties hereto agree as follows:

1. **Scope of Services to be Performed by Consultant.** The Consultant shall perform those services described in Exhibit “A” of this agreement. In performing such services, the Consultant shall comply with all federal, state, and local laws and regulations applicable to the performance of such services. The Consultant shall perform services diligently and completely and in accordance with professional standards of conduct and performance.

2. **Compensation and Method of Payment.** The Consultant shall submit invoices for work performed using the form set forth in Exhibit “B”.

   The City shall pay Consultant:

   [Check applicable method of payment]

   ___ According to the rates set forth in Exhibit "__"

   ___ A sum not to exceed $___

   ___ Other (describe): ____________________________________________________________

   The Consultant shall complete and return to the City Exhibit “C,” Taxpayer Identification Number, prior to or along with the first invoice submittal. The City shall pay the Consultant for services rendered within ten days after City Council approval.

3. **Duration of Agreement.** This Agreement shall be in full force and effect for a period commencing upon execution and ending December 31, 2017, unless sooner terminated under the provisions of the Agreement. Time is of the essence of this Agreement in each and all of its provisions in which performance is required.

4. **Ownership and Use of Documents.** Any records, files, documents, drawings, specifications, data or information, regardless of form or format, and all other materials produced by the Consultant in connection with the services provided to the City, shall be the property of the City whether the project for which they were created is executed or not

5. **Independent Contractor.** The Consultant and the City agree that the Consultant is an independent contractor with respect to the services provided pursuant to this Agreement. The Consultant will solely be responsible for its acts and for the acts of its agents, employees, subconsultants, or representatives during the performance of this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the parties hereto.

6. **Indemnification.** Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or
resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Consultant's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

Furthermore, should subcontracting be agreed to by the parties, the Consultant shall cause each and every Subcontractor to provide insurance coverage that complies with all applicable requirements of the Consultant-provided insurance as set forth herein, except the Consultant shall have sole responsibility for determining the limits of coverage required to be obtained by Subcontractors. The Consultant shall ensure that the City is an additional insured on each and every Subcontractor’s Commercial General liability insurance policy using an endorsement at least as broad as the Insurance Services Office Additional Insured endorsement CG 20 38 04 13.

7. Insurance

A. The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

B. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of such services, or bodily injury to persons or damages to property, caused by or resulting from the concurrent negligence of the Consultant and the City, its officers, officials, employees, and volunteers, the Consultant's liability hereunder shall be only to the extent of the Consultant's negligence.

Minimum Scope of Insurance

Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Contractor’s Commercial General Liability insurance policy with respect to the work performed for the City.

3. Workers’ Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability insurance appropriate to the Consultant’s profession.

Minimum Amounts of Insurance

Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of $1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than $1,000,000 each occurrence, $2,000,000 general aggregate.

3. Professional Liability insurance shall be written with limits no less than $1,000,000 per claim and $1,000,000 policy aggregate limit.

Other Insurance Provisions
The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability, Professional Liability and Commercial General Liability insurance:

1. The Consultant’s insurance shall not be cancelled by either party except after thirty (30) days prior written notice has been given to the City.

**Verification of Coverage**

Consultant shall furnish the City with original certificates and a copy of the amending endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work.

8. **Record Keeping and Reporting.**

A. The Consultant shall maintain accounts and records, including personnel, property, financial, and programmatic records, which sufficiently and properly reflect all direct and indirect costs of any nature expended and services performed pursuant to this Agreement. The Consultant shall also maintain such other records as may be deemed necessary by the City to ensure proper accounting of all funds contributed by the City to the performance of this Agreement.

B. The foregoing records shall be maintained for a period of seven years after termination of this Agreement unless permission to destroy them is granted by the Office of the Archivist in accordance with RCW Chapter 40.14 and by the City.

9. **Audits and Inspections.** The records and documents with respect to all matters covered by this Agreement shall be subject at all times to inspection, review, or audit by the City during the performance of this Agreement.

10. **Termination.**

A. This City reserves the right to terminate or suspend this Agreement at any time, with or without cause, upon seven days prior written notice. In the event of termination or suspension, all finished or unfinished documents, data, studies, worksheets, models, reports or other materials prepared by the Consultant pursuant to this Agreement shall promptly be submitted to the City.

B. In the event this Agreement is terminated or suspended, the Consultant shall be entitled to payment for all services performed and reimbursable expenses incurred to the date of termination.

C. This Agreement may be cancelled immediately if the Consultant’s insurance coverage is canceled for any reason, or if the Consultant is unable to perform the services called for by this Agreement.

D. The Consultant reserves the right to terminate this Agreement with not less than fourteen days written notice, or in the event that outstanding invoices are not paid within sixty days.

E. This provision shall not prevent the City from seeking any legal remedies it may otherwise have for the violation or nonperformance of any provisions of this Agreement.

11. **Discrimination Prohibited.** The Consultant shall not discriminate against any employee, applicant for employment, or any person seeking the services of the Consultant under this Agreement, on the basis of race, color, religion, creed, sex, age, national origin, marital status, or presence of any sensory, mental, or physical handicap.

12. **Assignment and Subcontract.** The Consultant shall not assign or subcontract any portion of the services contemplated by this Agreement without the prior written consent of the City.

13. **Conflict of Interest.** The City insists on the highest level of professional ethics from its consultants. Consultant warrants that it has performed a due diligence conflicts check, and that there are no professional conflicts with the City. Consultant warrants that none of its officers, agents or employees is now working on a project for any entity engaged in litigation with the City. Consultant will not disclose any information obtained through the course of their work for the City to any third party, without written consent of the “City”. It is the Consultant's duty and obligation to constantly update its due diligence with respect to conflicts, and not the City's obligation to inquire as to potential conflicts. This provision shall survive termination of this Agreement.
14. **Confidentiality.** All information regarding the City obtained by the Consultant in performance of this Agreement shall be considered confidential. Breach of confidentiality by the Consultant shall be grounds for immediate termination.

15. **Non-appropriation of funds.** If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the City will so notify the Consultant and shall not be obligated to make payments for services or amounts incurred after the end of the current fiscal period. This Agreement will terminate upon the completion of all remaining services for which funds are allocated. No penalty or expense shall accrue to the City in the event that the terms of the provision are effectuated.

16. **Entire Agreement.** This Agreement contains the entire agreement between the parties, and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or bind either of the parties. Either party may request changes to the Agreement. Changes which are mutually agreed upon shall be incorporated by written amendments to this Agreement.

17. **Notices.** Notices to the City of Sammamish shall be sent to the following address:

City of Sammamish  
801 228th Avenue SE  
Sammamish, WA 98075  
Phone number: (425) 295-0500

Notices to the Consultant shall be sent to the following address:

Company Name: ______________________  
Contact Name: ________________________  
Street Address: ________________________  
City, State Zip: ________________________  
Phone Number: ________________________  
Email: ________________________________

18. **Applicable Law; Venue; Attorneys’ Fees.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the parties specifically understand and agree that venue shall be exclusively in King County, Washington. The prevailing party in any such action shall be entitled to its attorneys’ fees and costs of suit, which shall be fixed by the judge hearing the case and such fee, shall be included in the judgment.

The Consultant will be required to obtain a City of Sammamish business license prior to performing any services and maintain the business license in good standing throughout the term of its agreement with the City. A city business license application can be found at: [http://www.bls.dor.wa.gov/cities/sammamish.aspx](http://www.bls.dor.wa.gov/cities/sammamish.aspx).”

19. **Severability.** Any provision or part of this Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken and all remaining provisions shall continue to be valid and binding upon the City and the Consultant, who agree that the Agreement shall be reformed to replace such stricken provision or part with a valid and enforceable provision that comes as close as reasonably possible to expressing the intent of the stricken provision.

CITY OF SAMMAMISH, WASHINGTON  
By: ________________________________  
Print Name: ________________________  
Title: ______________________________  
Date: ______________________________

Attest/Authenticated: ____________________
City Clerk

CONSULTANT  
By: ________________________________  
Print Name: ________________________  
Title: ______________________________  
Date: ______________________________

Approved As To Form: ____________________
City Attorney
## ATTACHMENT C:
### 2017 SALARY SCHEDULE

City of Sammamish - Fiscal Year 2017 - Effective January 1, 2017

<table>
<thead>
<tr>
<th>Grade</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
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<th>Step 5</th>
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<th>Step 7</th>
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City Manager* Per contract
Maintenance/Recreation Summer Help Minimum wage up to $17.00/Hour Lifeguards/Temporary Office Help $10 - 16/Hour
Beach/Contract Manager $17 - 23/Hour
Asst Beach Manager $14 - 20/Hour
On-Call Pay $33/Day
Limited Term Employee Per contract
* = exempt positions

Request for Proposals - Sammamish Classification and Compensation Study 12 of 12