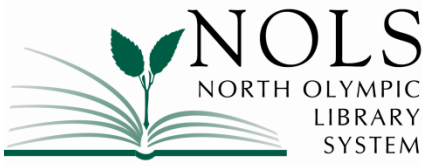


REQUEST FOR PROPOSALS FOR 2026 COMPENSATION STUDY

**Released: January 21, 2026
Closes: February 11, 2026**

**North Olympic Library System
2210 South Peabody Street
Port Angeles, WA 98362
360-417-8500 • HR@nols.org**





REQUEST FOR PROPOSALS 2026 Compensation Study

I. INTRODUCTION AND GENERAL INSTRUCTIONS

- A. The North Olympic Library System (NOLS) is requesting information for a comprehensive compensation study. The desired outcomes for the compensation study would be to review accurate market data that considers regional census data, comparable organizations, costs of living for the county served, and actual market competition for talent. All qualified firms interested in providing these services to NOLS are invited to respond to this Request for Proposals (RFP).
- B. NOLS reserves the right, without penalty, to add, remove, modify or otherwise update this RFP, in any way NOLS sees fit, provided that such modifications shall be submitted with due notice prior to the deadline for submission.
- C. This invitation does not commit NOLS to pay any costs incurred in the preparation of proposals nor commit NOLS to select any proposer that responds.
- D. NOLS reserves the right to waive any irregularities or informalities in procedure, and to reject any or all proposals without penalty. Any and all submissions may be rejected for any cause. Further, NOLS reserves the right to cancel this project with or without reason.
- E. Vendors shall comply with all management and administrative requirements established by the Washington Administrative Code (WAC), and the Revised Code of the State of Washington (RCW), and any subsequent amendments or modifications, as applicable to providers licensed in the State of Washington.

2. BACKGROUND

- A. NOLS is a junior taxing district serving all of Clallam County, Washington. NOLS is primarily funded through property taxes. The Library also receives funding from fees, investments, and miscellaneous charges. It is governed by a five-member governing Board of Trustees. Trustees are appointed at large by the Clallam County Commissioners for five-year terms. The System consists of the main library in Port Angeles and branches in Clallam Bay, Forks, and Sequim, as well as outreach services for patrons who cannot travel to the library, and an array of online services. NOLS has also launched a Bookmobile service in late 2023. The NOLS collection includes about 200,000 items ranging from books and DVDs, to eBooks and streaming music, to telescopes and community passes. The Library also offers Wi-Fi access, public computers, a full calendar of programs for all ages, community meeting rooms, and more.
- B. NOLS has 72 employees. There are 51 full-time employees, 17 part-time employees, and 4 on-call employees. NOLS maintains Collective Bargaining Agreements with two Union bargaining units – a General Employees unit that represents 51 employees, and a Management Unit that represents 6 employees. The Library has a total of 32 classifications (job titles).

- C. With the exception of two minimum wage positions and the Executive Director, the Library's current compensation plan includes 27 pay ranges, each containing five steps. Employees advance through the steps annually on their classification anniversary date.
- D. The Library conducted an internal classification study in 2021, which resulted in an update of all position descriptions and then conducted an external compensation study in 2022 which resulted in an adjustment of the organization's wage and salary schedule, based on internal comparisons and relationships of the positions on the schedule.

The Board of Trustees determines whether or not a cost-of-living allowance (COLA) will be given as part of annual budget process. The last COLA given to employees was a 2.25% increase effective January 1, 2026.

- E. If the Library decides to make any changes to its compensation practices based on the results of a compensation study, January 2027 is the soonest any changes would be implemented.
- F. A full-time workweek for a NOLS employee is 37.5 hours, which is significant as most employers operate on a 40 hour/week schedule.

3. SCOPE OF WORK

- A. The vendor's scope of work includes, but is not limited to, the following services:
 - 1. Take into account the NOLS 37.5 hour/week schedule in all salary and benefit comparisons.
 - 2. Determine comparable organizations in Washington State based on economic, demographic and geographic factors.
 - 3. Identify minimum, 25th percentile, midpoint, 75th percentile and maximum base salary for benchmark classes.
 - 4. Develop a comparison between NOLS and other comparable organizations of accrual of paid vacation/annual leave, annual holidays, and sick leave to be able to develop a total compensation package.
 - 5. Develop a comparison between NOLS and other comparable organizations of employer and employee contributions for health, dental, vision, and life insurance to be able to develop a total compensation package.
 - 6. Develop a comparison between NOLS and other comparable organizations of additional employee benefits, such as longevity pay, to develop a total compensation package.
 - 7. Obtain pertinent class specifications and/or job descriptions, job series information, organizational charts, benefits information (including all options available), and collective bargaining agreements (as applicable), and salary schedules from comparable agencies.
 - 8. In conjunction with the Library, compare the content of specific job classifications to other job classifications within the same pay range of the Library's current compensation plan and to job classifications in higher and lower pay ranges to determine similarities in terms of level of authority, responsibility, span of control and other relevant factors.

9. Identify factors and appropriate weights that accurately 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.
10. Develop and conduct an external assessment or compensation survey evaluating benchmark job classifications by comparing actual job content and duties of the classification to comparable job classifications in other like organizations.
11. Develop a report analyzing the results of the data from the internal and external assessment survey. This report will not be in the form of a pay schedule, but general information showing the Library's salary and benefit relationship to other like organizations. The report will also provide documentation of pay equity within the Library's structure.
12. Develop recommendations and calculate the cost of implementing the study.
13. Develop recommendations and an instrument for the ongoing internal administration and maintenance of the proposed compensation plan.

4. TIMELINE

A. Tentative Timeline:

RFP Issued	January 21, 2026
Deadline for Vendors to Submit Questions	February 2, 2026
Final Date for NOLS to Issue Responses and Addenda (if any)	February 6, 2026
Proposals Due	February 11, 2026
Vendor Selected	February 27, 2026
Compensation Study Completed	July 31, 2026
Present Findings and Recommendations to Board of Trustees	August 28, 2026

5. HOW TO RESPOND TO THIS RFP

- A. All questions about this RFP should be directed to Shaina Lent, HR & Business Manager, at 360-417-8500 x7710 or HR@nols.org. Questions must be submitted no later than February 2, 2026.
- B. Response to this RFP should be submitted electronically in either Word or PDF format. Print submissions are permitted. If submitting a print copy, please avoid bindings, glossy covers and other superfluous additions.
- C. To be considered for selection, proposers must submit a complete response to the RFP as defined in this section. Proposals must be received on or before 4:00pm on February 11, 2026 at HR@nols.org or the North Olympic Library System's Administrative Department, 2210 South Peabody Street, Port

Angeles, WA 98362 or by. Confirmation of receipt of email submissions are the responsibility of the vendor.

6. PROPOSAL REQUIREMENTS

- A. 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.
- B. The format of the vendor's proposal must be consistent with the format of the specifications listed.
- C. The Library reserves the right to request a detailed description of the pricing submitted by the vendor.
- D. The Library 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 Library.
- E. Vendors must submit a proposal containing the following items:
 - 1. 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.
 - 2. 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 July 31, 2026.
 - 3. Provide a list of three (3) similar projects and services your company has performed within the last 3 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.
 - 4. Provide a detailed cost estimate for completing the services included in the Scope of Work section. Provide firm costs, including a list of itemized expenses to accomplish this study. Include a payment schedule and terms.
- F. Vendors must complete and sign Non-Collusion Affidavit and Legal Status of Bidder forms (attached).
- G. 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 the Library.

7. SELECTION

- A. Proposals will be evaluated by a committee consisting of the Executive Director, HR & Business Manager, and other employees as needed. Proposals will be evaluated on the basis of vendors' qualifications, references and current clientele, responsiveness to this RFP including functionality of proposed Compensation Study, and any other factors deemed relevant and in the best interests of NOLS. Price will be a factor in the final selection, but functionality is more important.

- B. The evaluation committee may conduct discussions with any vendor that submits an acceptable or potentially acceptable proposal. Vendors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals. During the course of the discussions, the evaluation committee shall not disclose any information derived from one proposal to any other vendor. The evaluation committee reserves the right to request the vendor provide additional information during this process.

8. TERMS AND CONDITIONS

- A. NOLS reserves the right, without penalty, to:
 - 1. Add, remove, modify or otherwise update this RFP, in any way NOLS sees fit, provided that such modifications shall be made with due notice prior to submission date;
 - 2. waive any irregularities or informalities in procedure, and accept any proposal or part thereof which shall be deemed to be the most favorable to NOLS;
 - 3. reject any submissions for any cause;
 - 4. cancel the project with or without reason;
 - 5. retain all proposals submitted and to use any ideas in the proposal regardless of whether that proposal is selected;
 - 6. have the option to continue with the vendors selected and/or to conduct a new selection process for future services, beyond those services advertised in this RFP.
- B. Proprietary information/Public Disclosure. All proposals received shall remain confidential until a vendor is selected for contract award, if any, resulting from this RFP, or it is determined by NOLS that no contract will be entered into pursuant to this RFP. Pursuant to RCW42.56, all proposals submitted under this RFP shall thereafter be considered public records and, with limited exceptions, will be available for inspections and copying by the public.

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2026 COMPENSATION STUDY**

NORTH OLYMPIC LIBRARY SYSTEM

NON-COLLUSION DECLARATION

I, _____ (*name*), as _____ (*title*)
of the party making the foregoing proposal, hereby declare under penalty of perjury that such
proposal is genuine and not collusive or sham; that said Proposer/Bidder has not colluded,
conspired, connived or agreed, directly or indirectly, with any Proposer/Bidder or person, to
put in a sham proposal or to refrain from proposing, and has not in any manner, directly or
indirectly, sought by agreement or collusion, or communication or conference, with any person
to fix the proposal price of affiant or of any other Proposer/Bidder, or to fix any overhead,
profit or cost element of said price, or of that of any other Proposer/Bidder, or to secure an
advantage against the North Olympic Library System or any person interested in the proposed
contract; and that all statements in said proposal or bid are true.

Sworn this _____ day of _____, 20_____, at
_____ (*city/county and state*).

Signature

**REQUEST FOR PROPOSAL FOR
COMPENSATION STUDY**

NORTH OLYMPIC LIBRARY SYSTEM

LEGAL STATUS OF BIDDER

The Proposer/Bidder declares the following legal status:
(Complete one)

A Corporation organized and existing under the laws of the State of _____

A Partnership consisting of the following partners: _____

An individual doing business as: _____

AUTHORIZED SIGNATURE OF PROPOSER/BIDDER

Firm Name: _____

Signed By: _____

Title: _____

Business Address:

Date: _____

(END)