

# **Request for Proposal**

## **Human Resources Information System (HRIS)**

### **for**

## **North County Regional Fire Authority**

<b>RFP Issued</b>	<b>June 3, 2025</b>
<b>Q &amp; A Session</b>	<b>June 9, 2025 9:30 a.m. – 10:30 a.m. (PDT)</b> <i>(Optional – TEAMS invitation for Interested Respondents- email <a href="mailto:HR@ncrfa.com">HR@ncrfa.com</a> to request invitation/link to Q&amp;A session)</i>
<b>Responses Due</b>	<b>June 26, 2025, 2:00 p.m. (PDT)</b>
<b>Initial Proposal Review/Scoring</b>	<b>June 27-July 7, 2025</b>

**The following dates are estimated:**

<b>Finalists Presentations/Demos</b>	<b>July 8-July 18, 2025</b>
<b>Vendor Selected/Contract Terms</b>	<b>July 21-July 25, 2025</b>
<b>Commission Meeting (w/Finalist)</b>	<b>August 13, 2025</b>
<b>Contract Signing</b>	<b>August 14, 2025</b>

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## **I. INTRODUCTION**

North County Regional Fire Authority (NCRFA) is a regional fire authority located in Stanwood, Washington, in the northern part of Snohomish County, providing fire and emergency medical service to Stanwood and Arlington, Washington and surrounding communities. Our employee growth has been commensurate with growth in the communities we serve, and as the population congestion South King County and into Snohomish County, we expect our growing communities to increase the demand for our services and our workforce will grow accordingly.

In 2008, NCRFA was formed when two small Fire Districts (“FD”) serving small area communities joined to form a regional fire authority. After serving the City of Stanwood through Inter Local Agreements (ILAs) for years, in 2014, the City Stanwood Fire Department merged into NCRFA, followed by the City of Arlington’s Fire Department in 2021. Today, NCRFA has ILAs and other cooperative agreements to serve residents of and/or provide mutual aid to the communities served by FD 19, FD 21, the Stillaguamish Tribe, and other agencies in the northern part of

Snohomish County. In addition, NCRFA employees deploy to regional fire emergencies as part of our trained Wildland response, including deploying a NCRFA team recently to assist the fire response in the greater Los Angeles area.

For additional information on NCRFA we recommend reviewing our website, including the 2023 Annual Report (the 2024 annual report is in final stages prior to publication) located on the website, and our Facebook page.

The majority of our paid 130+ employees and elected Fire Commissioners and our 20+ unpaid interns, volunteers, and Explorer Cadets/Junior Firefighters live in the communities directly served by NCRFA or nearby, bringing a mix of small-town dedication and community spirit as well as a need to increase the technology foundation of our workforce to maximize current and new technologies. NCRFA views the selected HRIS as part of its overall strategy to leverage technology to reduce administrative processes, improve our efficiency and service response, as well as build internal connections with each other through technology-enabled communications and collaborations. Ultimately, our intent is that the HRIS system will be a foundational enabler so our employees are better prepared and available to focus on what they do best: serving our communities with professionalism and compassion.

Our selected HRIS, therefore, must maximize efficiency in administration of NCRFA processes and workflow; ensure ease of use for the end-user (EU), Subject Matter Expert (SME) and power user (PU); and provide configuration tools designed to enable full technology capability by SMEs and PUs, without need for trained in-house Information Technology personnel or heavy reliance on vendor Tech Support or customizations.

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## **II. 2025 HRIS IMPLEMENTATION PROJECT**

### **Overview**

North County Regional Fire Authority (NCRFA) is seeking proposals from qualified vendors to provide our first comprehensive and integrated Human Resources Information System (HRIS). We anticipate selecting a system with capability to provide an end-to-end employee lifecycle solution (“Hire to Retire” or “H2R”), though initial *implementation* is likely to be limited to core employee data and payroll administration, followed by smaller projects to implement other HRIS functionality in subsequent implementations once the HRIS has been implemented and payroll fully stabilized in early 2026.

## **System Requirements and Highlights**

Respondents must articulate in their proposal how their HRIS solution is capable of addressing the complex needs of a public-sector emergency services agency operating under a Collective Bargaining Agreement (CBA) for fire department first responders, including their unique scheduling and Fair Labor Standards Act (FLSA) periods (we currently utilize *both* a standard 1 week, 40 hour maximum work hour FLSA period, and a 24-day 182 maximum work hour FLSA period).

Though not all functionality is planned for *initial* implementation during 2025, the selected system must support core Human Resources as the system of record for employee data and associated records, payroll administration, employee onboarding and offboarding, learning management, applicant tracking, compliance and reporting (EEO-4, OSHA, etc.), leaves administration, and workforce planning and analytics. If a respondent's proposed HRIS solution does not meet all areas of functionality, the gaps must be addressed with a plan for how NCRFA could amend our technology vision for our HRIS to meet our needs in the coming 2 to 5 year planning horizon.

### **Milestones for 2025 Implementation of HRIS – Core HR and Payroll Administration**

The project is anticipated to commence as soon as possible after Commission approval of proposed vendor and contract, targeted for the Commission meeting Wednesday, August 13, 2025. Parallel payroll testing is targeted to occur beginning with the October pay period(s), with full cutover/go live January 1, 2026. For a period of two months, heavy monitoring will be expected, with final project closure estimated to be no later than March 31, 2026.

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## **III. CURRENT TECHNOLOGY STATE (Legacy Systems)**

Without a legacy HRIS serving as a foundation for a new system, NCRFA has relied on stand-alone systems that meet needs of individual divisions within NCRFA, resulting in some redundancies. All non-HRIS and HRIS-adjacent legacy systems listed in this section are cloud-based/SaaS solutions.

As a regional public agency, in addition to the systems we directly license with vendors, NCRFA participates in county-wide collaborative workgroups which provide additional shared cloud solutions to round out our overall technology profile, to include systems tracking county-wide training assignments and completion, such as tracking EMS-related training and compliance to protocols overseen by Snohomish County Emergency Medical Services (SCEMS), a delegate local

agency with authorities from Washington State Department of Health. For these collaborative technology systems, NCRFA has no design or configuration control and no current ability to ensure employee record data is transferred (or copied) to an NCRFA-controlled system of record, but we remain nonetheless accountable for retaining such records pertaining to our employees.

Respondents must clearly identify whether their proposed HRIS solution integrates with or exports/imports data to these legacy technology systems and/or fully replaces their functionality. If there is no integration or capability to export to/import from the above systems, respondents must clearly state that in their proposal submitted.

**Key NCRFA legacy technology includes:**

- **Springbrook Express (BIAS)** for payroll administration and accounting
  - NCRFA will continue to utilize the accounting functionality post-HRIS implementation;
  - Currently all paid employees are on a once-monthly pay frequency; *during implementation* of an HRIS in 2025, all paid-status NCRFA workgroups (with the potential exception of elected Commissioners) will transition to a twice-monthly pay frequency, so that beginning or prior to January 2026, a minimum of two payroll administration processes using the new HRIS will occur each calendar month;
- **Vector Scheduling (Crewsense)** for shift scheduling management and timekeeping
  - If respondent proposes an HRIS solution intended to replace the Vector Scheduling capabilities to manage complex fire employee scheduling and scheduling administration/change administration and employee timekeeping (combined, this is the “planned versus actual” time recording system), they must clearly articulate how their proposed solution will manage the planned schedules, changes to schedules, and actual employee time records used for payroll administration.
  - If respondent proposes an HRIS solution intended to utilize the time records maintained in Vector Scheduling for administering payroll within their proposed HRIS solution, respondent must clearly articulate how the time data will be transferred between systems, including late corrections/changes once payroll administration has commenced for a given pay period, and how the final time record is corrected in Vector Solutions as the system of records for approved employee time.

- **Vector Solutions (Target Solutions)** for training and compliance tracking
  - In addition to Vector Solutions, NCRFA utilizes MS 365 to track training requirements and completions; there is no SCORM functionality built in. Respondent must identify how NCRFA may transfer legacy training records (primarily training tracking, but some training content may be transferred as well) from Excel, Vector Solutions, and external training platforms managed by other agencies in which NCRFA collaborates in the use of county-wide LMS documenting training requirements and completions for fire and emergency services agencies.
- **SIMON** enrollment platform for benefit administration for medical, dental, and vision only (access for employees to the Simon platform is provided by the IAFF Health and Wellness Trust)
  - NCRFA anticipates continued use of Simon for a limited set of benefit plans. Respondent must identify how benefit elections, life event changes, annual open enrollment, and similar functionality would happen in a hybrid environment where Simon was used for core benefit enrollment and other benefits enrollments may occur within respondent's proposed HRIS solution.

### **Microsoft 365 E3/Teams**

In addition to these systems, NCRFA uses various components of MS 365, and intends to continue to maximize our use of the available MS 365 technology. NCRFA will continue looking for opportunities to integrate MS 365 functionality with selected HRIS and other systems where possible, to eliminate redundancies, maximize EU experience, and ensure our technology spend is utilized in the most fiscally responsible approach, as stewards of the resources our communities entrust to us. As of RFP publication, the primary systems used are Excel, Teams, Power BI, Power Automate, and SharePoint. Workflows are being leveraged, and to a lesser degree, NCRFA is utilizing enterprise searching to locate public records contained within MS 365 in response to various public records requests under RCW 42.56 - Public Records Act (PRA).

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## **IV. RECORD RETENTION AND TECHNOLOGY AS SYSTEMS OF RECORD**

As a Washington public agency required to retain records in accordance with prescribed records retention schedules, the lack of system integration and a lack of an overall technology strategy and roadmap including designation of the system of record for employee data creates the potential of misidentifying system data as “ok to delete.” or purge when a vendor and/or NCRFA

may want to decrease the volume of stored data. The selected vendor must ensure NCRFA is able to control the timing of and decision to retain or purge various records contained in the HRIS proposed. This includes a prohibition on all automatic purging of data, and enabling NCRFA to prepare system records for destruction when retention is no longer required, including enabling HRIS data review, logging, and authorization from NCRFA's Public Records Officer documented, prior to purging data.

The HRIS Implementation Project presents an opportunity to continue the current efforts to leverage MS 365 features and functionality, and further streamline processes, reduce or eliminate other systems that duplicate the features and functionality of the selected HRIS, and, ultimately result in *one* system of record for many employee-related records of NCRFA, vastly simplifying our approach to managing records as a Washington State public agency.

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## V. NCRFA WORKFORCE HIGHLIGHTS

North County Regional Fire Authority provides 24/7 emergency services and manages a diverse workforce that includes multiple employee and non-employee workgroup types/statuses. Respondents must articulate in their proposal how their HRIS solution will address NCRFA's need to manage multiple employee and non-employee groups, customizing to the different requirements for each unique workgroup. For example, each paid employee status may vary in eligibility for pay types, benefit programs, may have different core training requirements, and may require a unique workflow associated with applicant tracking and onboarding steps. In general, the various workgroups associated with NCRFA include:

1. **~100 full-time non-exempt first responder employees (FTEs)** - Emergency Medical Services (EMS) and operations administration, all represented by the International Association of Fire Fighters Local 3438 (IAFF); these employees are primarily on a 24-day FLSA cycle, scheduled for 48 hours on/96 hours off "rotations", and a maximum of 182 working hours per FLSA period before FLSA-required OT commences;
2. **~30 to 40 part-time non-exempt first responder employees ("PTEs")** - Emergency Medical Services providing basic (EMT) level response and fire suppression, paired with full-time first responders; these employees work a standard 40 hour FLSA week, on approximately 5 shifts of 24 hours per month);
3. **~10 full-time non-exempt non-union employees** including administrative support, paraprofessionals, professionals, and craft workers; these employees work a standard 40 hour FLSA week, with various start/end times each day but primarily a standard Monday-

Friday work week (NCRFA would like to explore deploying alternate work schedules for these employees, including 4 ten-hour days, etc.); these employees are eligible to participate in the Compensatory Time Off program at NCRFA;

4. **~7 full-time exempt Executives** (uniformed and non-uniformed); these employees are generally the executive team of NCRFA, covering both operations leadership and administration);
5. **7 elected Fire Commissioners** who receive per-meeting compensation;
6. **~3 temporary employees** (scheduled for a full- or part-time number of hours per week, likely no longer than 6 months in total); these employees are non-union;
7. **~5 volunteers** working in various areas of NCRFA – primarily non-first responder roles
8. **~unpaid college interns** (2 or more each year);
9. **~5 to 15 Explorer cadets/junior firefighters** (high school and upper middle school ages);
10. **~10 regular non-NCRFA Chaplain volunteers** affiliated with NCRFA;
11. **~5 ongoing non-employee contractors** (Medical Director, Information Technology contractors, peer support leader, etc.) for whom “employee” data must be kept and tracked (annual compliance training, onboarding, emergency contacts, assigned equipment and access badges, etc.).

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## **VI. PROPOSED BENEFITS TO NCRFA – Implementing an HRIS solution**

The decision to invest in an HRIS comes after recognizing the current size of NCRFA is not well-served by a piecemeal approach to the features and functionality of modern cloud-based workforce technology. The investment in an HRIS technology solution are recognized by NCRFA as broader than licensing fees. Effective use of the selected HRIS will include dedicating adequate time and resources associated with initial implementation and subsequent smaller implementations of features and functionality not prioritized in initial implementation; ongoing licensing; training of system administrators, PUs, SMEs, and EUs; participation in user groups and other vendor-offered events, and other time and resource investments. As a responsible public agency, therefore, we must fully understand the proposals from respondents, and the benefits NCRFA can anticipate in response to the investments made.

### **NCRFA anticipates key benefits of the selected HRIS will include:**

- Streamline and modernize HR and payroll infrastructure; align with provisions of the Collective Bargaining Agreement (negotiations for a successor agreement are underway, which will be retroactive to 01/01/2025)

- Enable ease of compliance with local, state, and federal regulations
- Provide self-service and automation tools for employees and managers, including access via employee's personal email and personal mobile devices, as well as via NCRFA-owned devices
- Enable delivered and ad hoc workflow configurations, as well as provide key workflows for H2R lifecycle
- Enhance visibility for administration, company officers, and employees to their daily and ongoing responsibilities, as well as enable data-driven strategic workforce reporting
- Save employee and SME time by reducing manual data entry and administrative burden

Respondents should clearly identify how their proposed HRIS solution addresses these core benefits, as well as describe additional benefits NCRFA will see from their proposed solution.

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## **VII. SCOPE OF WORK – 2025 Implementation Project**

During the implementation of our HRIS system, NCRFA expects the selected vendor to provide overall implementation project management. Respondents should include an overall approach proposed for respondent to provide project management for the initial implementation and post-go-live support. This should include:

- Dedicated implementation manager during implementation project and post-go-live support (3 months after go-live);
- Setting of a project timeline and identification of internal resource requirements, to include key milestones and go-live planning
- Clear stakeholder communication plan and milestones (Commission updates, Union updates, employee updates, etc.);
- Clear articulation of NCRFA minimum data requirements and other deliverables for internal staff;
- Launching of a sandbox environment for testing and training;
- A comprehensive test plans for testing HRIS processes and functionality, including multiple defined user scenarios and administrative processes;



- A comprehensive plan and implementation of parallel payroll testing pre-go live and post-go live;
- Training (formal and ad hoc) of HR, Payroll, SMEs and PUs during project and post-project, for a period of at least one year post-go live (anticipated to be through 2026);
- Prepare project presentations (minimum of 2) for internal stakeholders, including Commission and end users;
- Manage coordination with the Human Resources Director and HR Generalist (internal project leadership), as well as the Finance Director, primarily for payroll administration;
- Other project management deliverables as recommended and defined in respondent's proposal.
- Legacy data migration and configuration support

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## VIII. HRIS SOLUTION - DESIRED FUNCTIONALITY AND FEATURES

Respondents must clearly articulate within submitted proposals how their proposed HRIS solution meets the requirements within each area of functionality described in *this section and as otherwise identified in this RFP, or, if the proposed HRIS solution does not address all requirements, respondent must adequately address their proposed approach for NCRFA to leverage NCRFA legacy system(s) to address some functionality*. Respondents may also propose alternate approaches that achieve the overall functional requirement outside of their proposed HRIS solution or a legacy NCRFA system (such as, Respondent may propose NCRFA utilize Power BI functionality in MS 365 to create workforce dashboards not currently offered by their HRIS solution proposed, provided they also include how respondent would ensure NCRFA was able to access this functionality during initial implementation).

Failure to adequately address NCRFA's desired functionality and features of an HRIS solution may result in respondent disqualification, depending on the overall context of the solutions proposed.

### A. Payroll Administration

- Multiple concurrent pay schedules (biweekly, monthly, semi-monthly) depending on workgroups or within workgroups
- Union pay structure with support for premium pay types: multiple overtime types (including with different rates of overtime), holiday, longevity, education/certification,

shift differential, etc.; premium calculations must be described, including how respondent's system will calculate premium pay as a flat amount, as a percentage of base pay earned, monthly salary rate (whether full salary is earned or not), etc.

- Multiple FLSA periods (One week, maximum 40 hours worked per FLSA period; 24 day FLSA period, maximum of 182 hours per 24-day FLSA period before Overtime required, etc.), retroactive pay, reissues, tax jurisdiction handling
- Monthly salary non-exempt, salaried exempt, and stipend pay types
- Export or integrate with BIAS/Springbrook for General Ledger reconciliation; if no existing integration, clearly identify ways in which the system allows reconciliation of payroll with General Ledger
- Tax filings, W-2, 1099, year-end processing
- Dynamic adjustments for acting roles and fatigue/OT limits with alerts
- Clearly identify "delivered" paycheck ("paystub") layout, options for customized configuration, maximum limits of earnings types, benefits, etc.; clearly identify the ways in which the system enables employee access to view their paystub (mobile, external account access/log in, etc.)
- Clearly identify ways in which the system allows full payroll administration in advance of normal cycle, such as when the payroll administrator will be on a planned vacation when payroll is normally processed
- Clearly identify areas in which payroll issues may be suppressed to enable completion prior to resolution of all issues (override on exception basis)
- Clearly identify how the system allows (or limits) use of *future* dating for personnel actions (e.g., enter and approve two pay periods in advance of the effective date of a pay change)
- Clearly identify how the system allows (or limits) use of *past* dating for personnel actions (e.g., correction of missed pay step increase from two months prior or missed Longevity Pay percentage increase that was effective in prior pay period, going from 2% of base rate to 4% of base rate)
- Clearly identify how the system allows (or limits) direct deposits into multiple employee bank accounts

- Clearly identify how the system allows (or limits) off cycle payroll processing and retroactive pay adjustments (e.g., new Collective Bargaining Agreement approved July 1, 2026 but effective January 1, 2026)
- Clearly identify how the system provides a “sandbox” in which to test new configurations of work flows, new pay types, etc., including how NCRFA may utilize the sandbox for modeling comprehensive impacts of proposed wage increases/COLAs, etc.
- Clearly identify how the system allows modeling of individual employee pay changes or corrections; identify if this is a functionality the employee (EU) can access, limited to payroll administration, etc.
- Clearly identify how the system enables automatic adjustments based on service milestones, longevity, etc. across multiple pay and benefit components (i.e., a 10 year milestone may trigger a 2% increase in Longevity premium pay and an increase in vacation accrual per month from 10 hours per month to 15 hours per month); do automatic adjustments allow for final approval (in pending queue), or other opportunities to suspend automatic actions on an exception basis
- Clearly identify how the system addresses accumulators and usages of multiple benefits (e.g., vacation and sick leave accruals to a maximum threshold, front-loaded sick leave, accumulation of compensatory time off maximum hours, must-use hours per year (fifteen days of 24 hour shifts of “Kelly Days” must be used per year, front loaded then depleted through the year), maximum deferred compensation contributions per IRS regulation, maximum number hours of training for Continuing Education credits on overtime per year, etc.)
- Clearly identify how employee and manager approvals of employee’s time are managed in the payroll system (or if in the Time and Attendance module, clearly identify that); identify employee and manager access options (mobile enabled, etc.) for approvals
- Clearly identify other payroll administration components provided by respondent’s proposed HRIS solution which are differentiators in the HRIS market, added features and benefits, etc.

## **B. Time and Attendance**

- Clearly identify the interdependencies between payroll administration and Time and Attendance, if any; clearly identify limitations on payroll administration functionality if NCRFA chooses to delay implementation of respondent's proposed Time and Attendance functionality, or if NCRFA chooses not to implement at all (and retain Vector Scheduling as NCRFA's Time and Attendance system, including integrations required, use of Excel/CSV files, etc.
- Scheduling for multiple shift types (48/96 "3 platoon" shift, vacation picking, Kelly day picking, etc. and scheduling for 40 hour/week part-time employees working Real-time shift, absence, and OT tracking
- Web, mobile, on-premises time entry and corrections; desktop, app, or biometric clock-in/out; clearly identify how time approvals are handled (role based approval, etc.) and if batch and mobile approving of time is a function of system proposed; clearly identify if time sheet approval overrides (such as by payroll administrator) when necessary due to remaining unapproved timesheets
- Optional replacement or integration with Vector Scheduling
- Support for multiple concurrent shift schedules and FLSA weeks (e.g., 24 hours on, 48 hours off; 48/96; and other complex schedules)
- Record acting assignments, hazard pay, FEMA OT tracking, Kelly/Debit Day support, and track shift trades
- Timecard approval workflows, including corrections and providing employee record of all time changes post-approval, etc.
- Clearly identify how the system addresses annual vacation picks and other planning functionality; identify how the system addresses shift bidding; identify how the system addresses overtime calling or texting functionality (i.e., offering available employees the opportunity to accept an overtime shift via system-driven text notifications and acceptance, etc.); if not offered, clearly identify alternative options
- Clearly identify other time and attendance components provided by respondent's proposed HRIS solution which are differentiators in the HRIS market, added features and benefits, etc.

### **C. Employee Records Management, Reporting, and Workforce Analytics**

- Internal Personnel Action workflows with configurable approval levels and role-based approvals/delegate approvals (i.e., approval queue for HR Director to approve pay step increases, with an approval override or delegation to address absences without impacting payroll administration)
- Centralized personnel records; ability to upload employee records as OCR pdfs; ability for employee to upload records (clearly identify if such uploads go into a queue for HR review and approval prior to being added to employee records)
- Certification/license tracking with expiry alerts (or identify if this functionality exists in LMS or other HRIS functionality)
- Secure document management with audit trails; clearly identify NCRFA's ability to export employee data prior to vendor system purging, prior notice of purging, NCRFA retention of/ownership of employee records upon ending contract with HRIS vendor, etc.
- Washington State DRS reporting and compliance
- Seniority list and lateral service credit management; ability to track multiple service dates, hire dates/rehire dates, and differentiate employee statuses as specified in RFP Section V.
- Delivered templates for standard workforce analytics and workforce management dashboards (headcount, FTEs, turnover, attrition, workforce diversity, actions due, recruiting cycle time, onboarding actions due, etc.)
- OSHA 300A/301
- EEO-4, AAP, Veteran, HIPAA, and other privacy requirements (clearly identify how respondent addresses privacy and data security)
- Public records law compliance with configurable retention and purge workflows

### **D. Health and Welfare Benefits and Leaves Administration**

- Self-service benefits enrollment and updates
- Integration with NW Fire Fighters Health & Wellness Trust, HRA VEBA, AFLAC, Colonial Life, etc.
- Automated benefit enrollment/termination

- Pre-tax/post-tax deduction management
- ACA compliance and reporting (Administrative Look Back periods, exception enrollment in benefits when employee reclassified as benefits-eligible due to exceeding threshold hours in Look Back period, etc.)
- Leave request workflow, tracking and cascading usage (sick, FMLA, PFMLA, military); respondent must clearly state any integration between Leaves administration and Time and Attendance and/or Payroll Administration
- ADA requests and interactive process workflow, tracking and administration

#### **E. Application and Recruiting, Testing, and Onboarding/Offboarding**

- Job Postings – NCRFA branded internal-only (promotional) and external job portal with ability to configure hyperlinks to benefits summaries, information about careers in the fire and emergency services, etc.
- Customize various internal and external applications based on status/employee type (see Section V); customizable job announcements and ability to add scored and disqualifying questions
- Enable system-managed applicant communications and creation of template emails; enable applicant self-scheduling
- Applicant scoring, resume parsing and workflows to hiring manager(s), configurable interview workflows differentiated by position type (i.e., Part Time Firefighters have a different recruitment process/work flow than Full-Time Firefighter vacancies; “recruiting” for volunteers to work at NCRFA is a very different workflow than a paid employee recruitment, etc.)
- Full promotional testing support: letters of interest, written exams, tactical/skills assessments, panel & chief interviews, scoring/ranking to create an “eligibility list”
- Background checks, pre-employment physicals, and contingent and final job offers
- Role-based onboarding workflows including I-9, W-4, policy acknowledgement, access provisioning, equipment assignments and tracking, policy reviews and training, welcome messaging, etc.

- Clearly identify the system capabilities of pre-first day access, action items, and information sharing and set up to streamline Day 1 activities

## **F. Learning Management**

- Assignment and tracking of mandatory and elective training
- Support for certifications, CEUs, and skill gap analysis
- LMS dashboard with visibility at EU, manager, HR, and command staff levels
- Integration with EMS Connect, Vector Training (LMS) to ensure the HRIS LMS is the single system of record; if no integrations, clearly describe how training data could be imported (CSV/Excel, Power BI, etc.)
- Support ad hoc creation of training for procedures, How To's, etc.; SCORM compliance; cataloging of all training into categories defined by administrators

## **G. Performance & Development; Employee Surveying**

- “Continuous Performance Evaluation” functionality
- Annual Performance Evaluations – different forms, scoring, cycles depending on work group
- Configurable 30/60/90-day and probationary reviews
- Configurable Performance Improvement Plan evaluations
- 360-degree feedback and development planning
- Employee learning dashboards and automated alerts; integration of employee development plans with LMS tracking
- Enable pulse surveys via text/SMS; enable confidential detailed employee surveying (annual employee surveys, stay interview surveys, exit interviews, etc.)

## **H. Employee Relations & Safety**

- Grievance and discipline tracking with expiration rules

- Injury/illness/exposure reporting with incident type customization and workflow routing
- Exposure incident tracking and follow up by type (bloodborne, asbestos, etc.); tracking of follow up requirements (e.g., offering of HEPb and other healthcare support)
- Tracking of employee Last Chance Agreements and follow up drug/alcohol testing
- Employee reporting of safety concerns
- Employee reporting of EEO concerns (harassment, discrimination, retaliation, unfair treatment) outside of grievance process
- Employee reporting of whistleblower and related public agency concerns

## **I. Technical Requirements**

- Cloud-based with web/mobile access
- Role-based access controls
- Open APIs and data exchange capabilities
- Real-time dashboards and customizable reports
- Audit logs and transaction history
- Secure internal messaging (e.g., system-generated texting or emailing with employees, IMs) and external messaging (e.g., system-generated texting or emailing with applicants) with archiving in accordance with NCRFA requirements
- Encryption of emails, texts, IMs (in transit and at rest)
- Respondents must clearly identify any NCRFA hardware, software, and system requirements necessary to implement proposed HRIS solution (servers, Windows 11, MS 365 E3, iOS vs Android, etc.)

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## **X. ADDITIONAL HRIS REQUIREMENTS**

### **Post-Implementation Support and Training**

- Dedicated account manager for escalated support



- Service Level Agreements for uptime, support, and response times
- Minimum notification period of 60 days for regular system updates; clear delineation between mandatory and optional updates; sandbox environment to conduct system update pre-testing to minimize NCRFA process disruption (e.g., system updates occurring during payroll week, disruption of applicant process during job posting deadline windows, etc.) to minimize disruptions post-update
- Respondent must assist NCRFA with developing a post 2025 multi-phase implementation plan, to include recommended sequencing of additional delivered functionality (LMS, performance management, onboarding, etc.); the implementation plan must identify any constraints (such as, performance management must be implemented prior to LMS, etc.);

### **Future Growth & Ownership**

- Clear delineation of core vs add-on modules in terms of cost and implementation inter-dependencies or sequencing (i.e., does your HRIS require implementation of payroll administration prior to LMS, is the ATS recommended for 2026 implementation because a major system change is planned for late 2025, etc.)
- System roadmap transparency and customer input; identify how respondent develops technology roadmap using customer input on future features and functionality, and on system improvements
- Artificial Intelligence (AI) – current use of and vendor roadmap for future use of AI; address accuracy/compliance safeguards
- Current or planned collaboration with other vendors (e.g., partnership with another vendor specializing in LMS, to address gap in vendor’s technical array)

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## **XI. CONTRACTUAL REQUIREMENTS**

Standard Terms and Conditions will be provided to finalist respondents for review. Respondent must submit with proposal any required terms and conditions or standard contract template respondent will propose NCRFA must agree with as a condition of entering a contractual arrangement for provision of a HRIS solution and implementation services. At a minimum, NCRFA anticipates a contract will address:

- Contract terms, including notice of termination and renewals; 60 day advance notice of NCRFA intent to terminate for no cause is anticipated contractual provision
- Vendor privacy and security and other compliance guarantees
- Service Level Agreements (system up time, etc.)
- NCRFA data ownership, control over data purging, rights to audit logs, and export rights at contract termination (including support for transition of data into new system)
- Pricing breakdown (licensing, implementation, support, training, optional modules, incremental payments during 2025 Implementation based on milestones, etc.)

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## V. PROPOSAL REQUIREMENTS

To be considered responsive, vendors must provide a *minimum* of 2 complete original proposals in *print* form (maximum of 6 printed proposal copies may be submitted) PLUS a complete electronic proposal.

1. **ELECTRONIC proposal must be emailed** on or prior to June 26, 2025 at 2:00 p.m., PDT to [HR@northcountyfireems.com](mailto:HR@northcountyfireems.com). Given the anticipated size of the proposal documents, respondents will be allowed to send proposals in clearly identified sections, over several emails and/or via Zip file. Respondents are encouraged to submit early to avoid disqualification due to experiencing last minute challenges sending email attachments.

**OR**

2. **PRINTED proposal documents (4 full original sets) sent via courier or US Postal Service (USPS) or other mail carrier** must be postmarked on or prior to June 26, 2025, or proposals may be submitted by courier to NCRFA Administration Office during normal business hours (8:00 a.m. to 4:30 p.m.) on or prior to June 26, 2025. The required printed proposals sent via USPS or other mail carrier may be received by NCRFA after the response deadline, provided the printed proposals have been *postmarked* on or prior to June 26, 2025 and are sent via Return Receipt or Signature Required with a Tracking Number. Proposals postmarked on or prior to June 26, 2025 but which have not been received at the NCRFA Headquarters by 4:30 pm on Monday, July 1, 2025 will be disqualified for untimely submission.

**Mail or Courier Delivery Address:**

NCRFA – Administration Office  
Attention: Human Resources Director – Response to HRIS RFP  
8117 267<sup>th</sup> St NW  
Stanwood, WA 98292

**Minimum Components to Include in Proposal**

Respondents must ensure all items identified in the RFP are addressed and incorporated within the below sections, or added as a separate section, including clearly identifying any areas of deficiency, which shall also include respondent's proposed alternative to address areas of deficiency. In addition, respondents must include:

- Executive Summary
- Narrative demonstrating compliance with all Scope of Work categories; if items listed are not delivered with proposed HRIS solution, the limitations must be clearly identified and alternative approaches (if any) must be articulated by respondent
- System architecture and security approach
- Technical and integration capabilities and requirements
- Implementation methodology and support plan
- Three public-sector or emergency services references
- Brief biographies of proposed implementation account manager(s) and team, as applicable
- Account management and ongoing customer service structure

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**VI. EVALUATION CRITERIA**

1. Proposed HRIS system meets key functional specifications or proposal includes feasible alternative; Proposed system meets or exceeds NCRFA HRIS benefit goals.

2. Feasibility of foundational technical requirements NCRFA must ensure before HRIS implementation; HRIS system compliance with technical specifications and demonstration of robust data security protocols; NCRFA's ability to manage the HRIS records and comply with all public records retention and destruction requirements of the Public Records Act.
3. End-user experience and ease of use; intuitively designed interfaces driving towards empowering employees and encourage "self-service by choice" through high technology adoption levels.
4. Supervisor/Manager experience and ease of use; intuitively designed interfaces designed to ease the administrative burdens of front-line and next-level managers; empower managers to manage people and processes quickly and with minimal disruption to operations and external-facing service to community; provide dashboards and other visual management supports to enable proactive management.
5. SME, PU, and Administration users and ease of configuration; intuitively designed delivered products (workflows, templates) and ease of creating additional workflows by modifying templates or other ease of design features; minimal requirement for back-end system configuration experience; user group and asynchronous training to ensure core system administration use and maximize the features and functionalities of the selected HRIS system.
6. Experience with public agencies and unionized environments; demonstrates the adaptability of system configuration to minimize area in which NCRFA must meet and confer with Union should the HRIS selected have limitations in functionality that are difficult or impossible to address in an effective way or without being cost-prohibitive.
7. Implementation plan quality and support for internal staff engaged in the project; demonstrates strong support for internal staff with limited dedicated time to implementation; clear implementation sequencing and demonstrates the experience necessary to anticipate implementation challenges and articulate the most effective approach to meeting project requirements without over-deploying in the first phase of HRIS implementation.
8. Ongoing vendor support and service structure; vendor's technology roadmap aligns with NCRFA current and future anticipated needs for HRIS; the HRIS is scalable for a growing organization, and vendor demonstrates the HRIS will readily incorporate new employees should future mergers bring on groups of employees from other organizations who have joined NCRFA. If vendor's current technology offerings do not include key functionality,

vendor demonstrates meaningful progress and a track record of delivering on planned HRIS enhancements.

9. Customer references and system performance; references will be asked to rate both the quality of the vendor support, but the user experiences (EUs, front line leaders, SMEs and administrators); alignment of customers with similar deployments (core HR, payroll administration, etc.) will be essential to this analysis.
10. Pricing and total cost of ownership; the evaluation will include evaluating the respondent's specific breakdown on implementation project costs, initial and annual HRIS pricing, training, follow up and service/maintenance needs, and future modules/functionality if not included in delivered HRIS system.

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*End of Document*