

Q. Is the pre-bid conference on April 24, 2026, mandatory? Is the pre-bid conference virtual or in person?

A. The pre-bid conference is not mandatory but is strongly encouraged for vendors who wish to ask questions or gain additional insight into the project scope. The conference will be held virtually via video conference. Vendors may request a calendar invitation by emailing bidsubmission@inspirecenters.org at least 12 hours prior to the meeting time.

Q. Are you looking for a custom survey of select peer organizations, or can published surveys be used to conduct the compensation study?

A. IDC expects the selected vendor to utilize a combination of methods, including Custom surveys of peer organizations operating in comparable labor markets; Published compensation surveys, if appropriate; Additional market data sources relevant to early childhood education, human services, and nonprofit organizations. Peer organizations should reflect organizations IDC competes with for talent, such as early learning providers, school districts, nonprofit human service agencies, and other comparable employers in Washington State.

Q. For leadership (those identified on IDC's Form 990) positions, is IDC interested in an analysis of peer Form 990s?

A. Yes. IDC welcomes Form 990 analysis for executive and senior leadership roles. This may be used as one of several data sources to ensure reasonable and comparable executive compensation.

Q. Are job descriptions current for all positions?

A. IDC maintains job descriptions for all active positions. However, vendors should assume that some job descriptions may require validation or minor updates as part of the study process to ensure accurate benchmarking and classification. IDC currently maintains **91 active job codes**.

Q. When were pay ranges last updated?

A. IDC's pay ranges have been updated periodically (every 3 years or if COLA applies); however, the agency is seeking this study to fully evaluate the current structure and determine whether updates or restructuring are necessary.

Q. Are ranges traditional (e.g., minimum, midpoint, maximum), step system, or other?

A. IDC currently utilizes grades with minimum, midpoint, maximum salary ranges aligned with job classifications.

Q. Is the design of a new salary structure an expected deliverable, or only suggested changes as an outcome of the compensation study (#3 under Sope of Services)?

A. The vendor is expected to recommend options for compensation structure design based on the findings of the study.

This may include:

- Recommended adjustments to existing ranges
- Proposed restructuring of job groups
- Options for revised salary structures

However, IDC does not require a fully implemented salary structure design, unless it is recommended as part of the findings.

Q. Please clarify if the internal equity analysis is an equity study of age, race/ethnicity, and gender.

A. The internal equity analysis should focus primarily on:

- Internal pay alignment across job classifications;
- Consistency in compensation relative to responsibility, education, and experience;
- Identification of potential pay compression or inequities;

While demographic equity indicators (e.g., gender, race/ethnicity) may be considered where appropriate, the primary objective is internal compensation alignment across positions.

Q. Can you please provide details on the current compensation plan at IDC?

A. IDC's compensation framework includes:

- Job classification system with **91 active job codes**
- Salary ranges aligned to classifications via grades
- Compensation determined based on:
 - Position responsibilities
 - Education and credentials
 - Years of experience
 - Internal equity considerations benefits package that includes health insurance, retirement contributions, and leave benefits. The selected vendor will be provided with detailed compensation and job data during the project.

Q. Please clarify the expectation of the recommended wage adjustments to be provided (6 under Scope of Services)? Is the expectation that the vendor will provide

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general suggestions on where salary or market adjustments may be appropriate, or are specific salary recommendations by employee, an expected deliverable?

A. The expectation is that the vendor will provide:

- Market comparison findings
- Identification of positions that fall below, within, or above market
- Recommended wage adjustment strategies
- IDC would like the review of individual employees within each grade / job to access parity and provide recommendations or adjustments.

Q. Are on-site meetings required, or are virtual meetings acceptable?

A. Virtual meetings are acceptable.

Q. Has IDC worked with a vendor on prior compensation studies? If so, have they been invited to submit a proposal?

A. Yes. Any prior vendors may respond to the RFP; however, the process is open and competitive.

Q. Does IDC have an estimated budget range for this project?

A. No, however, IDC has contracted these services historically and has made some assumptions as to the cost. The contract will be awarded to the lowest qualified contractor.

Q. Regarding the internal equity analysis: is the intention to compare the relationships between job classifications within certain job families/group/career ladders and across the organization, or is IDC interested in a pay equity study that would review pay practices in relation to protected classes such as gender, race, ethnicity, etc.?

A. IDC's intent for the internal equity analysis is to evaluate compensation alignment across the organization, including relationships between job classifications, grades, and levels of responsibility. The analysis should assess whether compensation practices are internally consistent and appropriately reflect differences in job duties, qualifications, and experience requirements.

While IDC's primary focus is internal alignment of pay ranges and classifications, vendors may note potential indicators of pay equity considerations where relevant. However, a formal statistical pay equity study focused specifically on protected classes (e.g., gender, race, ethnicity) is not a required component of the scope of work.

Q. Regarding the external market analysis: who are IDC's main competitors for talent? Do competitors include public agencies with similar services, e.g., neighboring counties, larger cities, etc.? If so, is IDC interested in a custom survey of those agencies, which would involve identifying a list of comparator agencies and then surveying them individually?

A. IDC competes for talent primarily with organizations providing similar services within the human services and early childhood education sectors. These may include:

- Head Start and Early Head Start programs
- Childcare and early learning providers
- School district early learning and pre-kindergarten programs
- Social service and community action agencies
- Public agencies providing family and community services
- Other nonprofit organizations operating in comparable geographic areas

Geographic assessment may be needed for locations in the Western part of the state.

Q. Regarding private sector non-profit and/or for-profit competitors, we use published surveys (e.g., Economic Research Institute, Mercer, etc.) to obtain reliable market data. Is this an acceptable approach?

A. IDC expects the selected vendor to utilize a combination of methods, including Custom surveys of peer organizations operating in comparable labor markets; Published compensation surveys, if appropriate; Additional market data sources relevant to early childhood education, human services, and nonprofit organizations.

Q. Does IDC have a preference of doing a custom survey of public agencies only, using published surveys only, or do you prefer a combination of the two approaches?

A. IDC expects the selected vendor to utilize a combination of methods, including Custom surveys of peer organizations operating in comparable labor markets; Published compensation surveys, if appropriate; Additional market data sources relevant to early childhood education, human services, and nonprofit organizations.

Q. Are IDC's job descriptions up to date?

A. IDC maintains job descriptions for all active positions. However, vendors should assume that **some job descriptions may require validation or minor updates** as part of the study process to ensure accurate benchmarking and classification. IDC currently maintains **91 active job codes**.

Q. Is IDC okay with the entire project being conducted virtually/remotely with no onsite visits/meetings at ICD offices?

A. Virtual meetings are acceptable.

Q. Does IDS have a budget for this project?

A No, however, IDC has contracted these services historically and has made some assumptions as to the cost. The contract will be awarded to the lowest qualified contractor.

Q. Page 3, A, 1: Please define your organization's meaning of "internal equity analysis and your expectations for deliverables.

A. For the purposes of this RFP, IDC defines an internal equity analysis as an evaluation of the consistency and alignment of compensation across positions within the organization. This analysis should assess whether compensation levels appropriately reflect differences in job responsibilities, qualifications, experience requirements, and job group classifications. IDC expects the vendor to review current pay ranges and compensation data to identify potential issues such as pay compression, inconsistencies between similar positions, or misalignment between job classifications and compensation levels. Deliverables should include a summary of findings, identification of potential internal equity concerns, and recommendations for addressing any identified inconsistencies at the job classification or pay range level.

Q. Page 4, Section III, B, c: Please define "Project Illustrations".

A. These illustrations are intended to help IDC understand the vendor's proposed approach and how the project would be structured and delivered. These may include sample project timelines, workflow diagrams, example reporting formats, or visual representations of how findings and recommendations may be presented to IDC leadership.