



CAMANO ISLAND FIRE & RESCUE

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Executive Summary

Camano Island Fire & Rescue (CIFR) is seeking Proposals from qualified software vendors (Vendors) to provide Human Resource Information System (HRIS) solutions and implementation services. This will be the department's first HRIS solution; it currently relies on paper-based or manual HR processes. A detailed description of the specific solutions and services required are contained in the following Request for Proposals (RFP) outlined below.

It is the Vendor's responsibility to submit proposals by the date and time specified in this RFP. No late proposals will be accepted. CIFR accepts no responsibility for lost or misdirected submittals and is not liable for costs incurred by the Vendor prior to issuance of a contract. All materials and information submitted in response to this RFP become the property of CIFR. Submission of a proposal shall constitute acknowledgment and acceptance of all terms and conditions contained in this RFP and all exhibits and attachments hereto.

Overview

As a growing agency with increasingly complex workforce management requirements, CIFR recognizes the need to strengthen its technological foundation to streamline administrative processes, improve efficiency, and enhance internal communication and collaboration. Implementing a modern Human Resources Information System (HRIS) is a key component of this strategy.

Key HRIS components

- Maximize efficiency in the administration of CIFR's HR processes
- Be intuitive and easy to use
- Include configurable tools to maximize system capabilities
- Minimize the need for dedicated IT staff and/or reliance on vendor technical
- Include future payroll system compatibility and integration options

Features & Implementation Timeline

The selected HRIS will serve as a central hub for managing employee data, automating onboarding processes, and will include a fully integrated Applicant Tracking System (ATS) as part of the core implementation.



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The project is expected to begin upon Board of Fire Commissioner approval, anticipated to be on or about Oct. 13, 2025. Initial implementation is expected to be completed in Q1 of 2026.



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INTRODUCTION:

Camano Island Fire and Rescue (CIFR) is a combination fire district serving Camano Island, Washington. CIFR provides fire and life safety services to more than 17,400 residents and visitors in a 40 square-mile area. It relies on full-time, part-time and volunteer emergency personnel who respond to an average of 2,400 calls per year. Personnel provide advanced life support and basic life support services, fire prevention, specialty rescue services, and public education. CIFR operates four stations, an administration office, and a maintenance facility.

The Camano Island population continues to grow, as does seasonal tourism, driving an increased demand for emergency services. Operational efficiency and workforce growth are critical to the success of the fire district.

As our organization grows and the complexity of workforce management increases, CIFR recognizes the need to strengthen its technological foundation to streamline administrative processes, improve efficiency, and enhance internal communication and collaboration. Implementing a modern Human Resources Information System (HRIS) is a key component of this strategy.

The selected HRIS must:

- Maximize efficiency in the administration of CIFR's HR processes, reducing manual workloads and paper-based systems;
- Be intuitive and easy to use for all end-users and subject matter experts (SMEs).
- Provide configurable tools that enable SMEs to fully utilize the system's capabilities without requiring dedicated IT staff or heavy reliance on vendor technical support or costly customizations;
- Offer the capability to integrate with a payroll system in the future if CIFR chooses to expand to include payroll functionality.

Ultimately, CIFR's goal is for the HRIS to serve as a foundational tool that enables our employees to spend less time on administrative tasks and more time focusing on what matters most: serving our community with selfless service, Integrity, and professionalism.

For additional information about CIFR, we recommend reviewing our website and annual reports, as well as our social media pages, to better understand our organization and the community we serve.



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2025 HRIS PROJECT REQUIREMENTS

Overview

CIFR is seeking proposals from qualified vendors to provide the district's first comprehensive and integrated Human Resources Information System (HRIS). The system must serve as a central hub for managing accurate and accessible employee data, streamline and automate electronic onboarding processes, and include a fully integrated Applicant Tracking System (ATS) as part of the core implementation. In addition, the HRIS must empower employees through robust self-service capabilities. While our initial implementation will focus on these core functions, the selected system must also have the flexibility to expand in the future to include additional functionality, such as performance evaluations, emergency shift scheduling and vacation bidding, and other workforce management tools, as organizational needs evolve.

System Highlights

Respondents must clearly explain in their proposal how their HRIS solution can address the unique and complex needs of a public-sector emergency services agency operating under a Collective Bargaining Agreement (CBA) specifically for fire department first responders. This includes accommodating CIFR's distinct scheduling requirements and Fair Labor Standards Act (FLSA) periods. Currently, CIFR utilizes both a standard 1-week, 40-hour maximum FLSA period, as well as a 24-day, 182-hour maximum FLSA period.

While not all functionalities are expected to be part of the initial implementation planned for 2025, the selected HRIS must support core Human Resources functions as the system of record for employee data and related records, employee self-service, and electronic onboarding and offboarding. It must also include an integrated Applicant Tracking System (ATS) and provide capabilities for compliance and reporting, leave administration, workforce planning and analytics, payroll and performance evaluations.

If any part of the respondent's proposed HRIS solution does not fully meet these functional requirements, their proposal must include a clear plan outlining how CIFR can address these gaps and evolve the technology vision for the HRIS over a 2- to 5-year planning horizon to ensure future needs are met.

CIFR and the selected vendor will finalize a detailed implementation timeline following contact award.

2025 Implementation Timeline

The project is expected to begin promptly following the Commission's approval of the selected vendor and contract, which is targeted for the Commissioners' meeting on Monday, October 13, 2025. The initial implementation will focus on key capabilities including the Applicant Tracking System (ATS), electronic



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onboarding, and personnel file management—with features to assign, approve, and electronically sign forms entirely within the platform.

CURRENT TECHNOLOGY

Without a legacy HRIS as a foundation, CIFR has historically relied on paper-based or manual processes, along with stand-alone systems tailored to individual department needs, which has resulted in some data redundancies. All existing non-HRIS and HRIS-adjacent systems referenced in this section are cloud-based/SaaS solutions.

- **Integration/Replacement:** Specify whether the proposed HRIS integrates with or can fully replace existing legacy systems.
- **Manual Record Import:** If integration is not available, state whether manual paper records can be uploaded or imported for personnel file management.

CIFR Key Legacy Technology

1. Springbrook Express (BIAS) for Accounting

- a. Payroll administration will remain outside the scope of the initial HRIS implementation; however, the selected HRIS must be capable of future integration with or replacement of Springbrook Express should CIFR choose to add payroll functionality at a later date.

2. Vector Scheduling (Crewsense) – Shift Scheduling Management and Timekeeping

- a. If the respondent proposes an HRIS solution intended to replace Vector Scheduling's capabilities for managing complex fire department shift scheduling, schedule change administration, and timekeeping (the "planned versus actual" time recording system), they must clearly explain how their solution will manage planned schedules, schedule changes, and actual employee time records.
- b. If the respondent proposes an HRIS solution that will continue to utilize Vector Scheduling as the system of record for timekeeping, they must clearly describe how time data will transfer between systems, including how late corrections or changes will be handled to ensure accurate and auditable employee time records.

3. Vector Solutions (Target Solutions) – Training and Compliance Tracking

- a. In addition to Vector Solutions, CIFR currently utilizes Microsoft 365 tools (primarily Excel) to track training requirements and completions.
- b. Respondents must identify how CIFR can transfer legacy training records—primarily training completion records, but potentially some training content as well—from Excel, Vector Solutions, and external training platforms managed by partner agencies.

4. SIMON Enrollment Portal – Benefits Administration (Medical, Dental, and Vision)



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- a. CIFR uses the SIMON enrollment portal, provided through the IAFF Health and Wellness Trust, for medical, dental, and vision benefits administration.
- b. CIFR anticipates continued use of SIMON for this limited set of benefit plans. Respondents must describe how benefit elections, life event changes, annual open enrollment, and related functionality would be managed in a hybrid environment where SIMON remains the platform for core benefit enrollment, while other benefit enrollments may occur within the proposed HRIS solution.

RECORD RETENTION AND TECHNOLOGY AS SYSTEM OF RECORD

As a Washington State public agency, CIFR is required to retain records in accordance with prescribed records retention schedules. The current lack of system integration and the absence of a unified technology strategy and roadmap—including clear designation of the system of record for employee data—creates a risk of misidentifying data as eligible for deletion or purge when vendors or CIFR seek to reduce stored data volumes.

The selected HRIS vendor must ensure that CIFR maintains full control over decisions and timing related to the retention or purging of records within the proposed system. This includes prohibiting any automatic purging of data and enabling CIFR to review, log, and authorize any record destruction in compliance with state retention requirements. Such authorization must include documented approval from CIFR's Public Records Officer prior to the permanent deletion of data.

The HRIS implementation presents an opportunity to streamline processes, reduce or eliminate duplicate systems, and establish a single system of record for many employee-related records. This will simplify records management and enhance compliance as a Washington State public agency.

CIFR WORKFORCE HIGHLIGHTS

The proposed solution must effectively manage the District's unique workforce requirements, including multiple pay types, benefit eligibilities, and core training needs across full-time, part-time, volunteer, exempt, non-exempt, and 1099 contractors. The system must also accommodate varied FLSA periods, including 24-day cycles (182-hour maximum), standard 40-hour workweeks, and alternative schedules such as 4/10s.

In general, the various workgroups within CIFR include:

- 34 full-time, non-exempt first responders - Emergency Medical Services and Operations Administration, all represented by the International Association of Fire Fighters Local 3438 (IAFF);



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these employees are primarily on a 24-day FLSA Cycle, scheduled 48 hours on/96 hours off “rotations”, with a maximum of 182 working hours per FLSA period.

- 18 part-time, non-exempt first responders - 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, 24 hour shifts per month.
- 2 full-time, non-exempt, non-union craft workers – these employees work a standard 40 hour FLSA week with a 4/10 schedule.
- 5 full-time, exempt leadership personnel – (Uniformed and non-Uniformed) working a 40 hour week with a typical 4/10 schedule.
- 4 part-time, non-exempt administrative personnel – these hourly employees typically work 3 days or less per a 40 hour FLSA week.
- 13 Volunteer Firefighters – these personnel are paid specific stipends when volunteer “call credits” are met.
- 6 ongoing, non-employee contractors – “employee” data must also be kept on 1099 personnel.

IMPLEMENTATION PROJECT MANAGEMENT

During the implementation of our HRIS, CIFR expects the selected vendor to provide comprehensive project management to guide the process from planning through post-go-live support. Respondents should outline their proposed approach to managing the initial implementation and supporting CIFR after the system is live.

This should include:

- Dedicated Implementation Manager assigned for the duration of the project and for at least three (3) months of post-go-live support
- Project Timeline & Resource Planning, including key milestones, internal resource requirements, and go-live planning
- Stakeholder Communication Plan with defined milestones and updates for key groups (e.g., Fire Commissioners, Union representatives, employees)
- A dedicated test environment for system configuration, training, and user acceptance testing prior to go-live.
- Comprehensive Test Plan for HRIS processes and functionality, including multiple defined user scenarios and administrative workflows
- Training for HR and Subject Matter Experts (SMEs) including formal and ad hoc training during implementation and continued support for at least one year post-go-live



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- Project Presentations (minimum of two) for internal stakeholders, including Fire Commissioners and end users
- Legacy Data Migration & Configuration Support to ensure historical employee records are accurately transferred and accessible within the new HRIS

DESIRED FUNCTIONALITY AND FEATURES

Respondents must clearly explain how their proposed HRIS meets the functional requirements outlined in this RFP. If the solution does not meet all requirements, respondents must describe how CIFR could leverage existing legacy systems or other tools to address gaps. Alternate approaches may also be proposed, provided a clear plan is included for enabling CIFR's use of this functionality during initial implementation. Proposals that do not adequately address CIFR's functional requirements may be disqualified.

Solutions A – C are current priorities

A. Recruitment, Testing, and Employee Lifecycle Management

- **Job Postings & Branding** – CIFR-branded internal (promotional) and external job portals, with the ability to link to benefit summaries, career information, and other recruitment resources
- **Customizable Applications** – Ability to configure applications by employee type/status, including customizable job announcements, scored and disqualifying questions
- **Automated Communications & Self-Scheduling** – System-managed applicant communications, configurable email templates, and applicant self-scheduling capabilities, ideally integrated with Outlook calendars to streamline interview scheduling and reduce conflicts.
- **Applicant Scoring & Workflow Management** – Resume parsing, applicant scoring, and configurable workflows routed to hiring managers; workflows must accommodate different recruitment processes by position type (e.g., part-time vs. full-time firefighters, volunteer recruitment, administrative positions)
- **Promotional Testing Support** – Full support for promotional processes, including letters of interest, written exams, tactical/skills assessments, panel and chief interviews, scoring/ranking, and creation of eligibility lists
- **Pre-Employment Processing** – Tracking and management of background checks and contingent/final job offers



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- **Role-Based Onboarding Workflows** – Configurable workflows for onboarding (and offboarding) by role, including completion and tracking of I-9s, W-4s, policy acknowledgments, equipment assignments, access provisioning, policy reviews, required training, and welcome messaging

B. Employee Records Management and Reporting

- **Internal Personnel Action Workflows** — Configurable approval levels with role-based and delegate approvals
- **Centralized Personnel Records** — Secure storage of employee records, including the ability to upload PDFs; employees should also be able to upload documents, with clear indication if uploads require HR review and approval before being added to official records.
- **Certification and License Tracking** — Tracking certifications and licenses with automated expiration alerts; specify if this functionality is integrated within the LMS or other HRIS modules *(nice to have)*
- **Secure Document Management with Audit Trails** — Full audit trails on document access and changes; clear vendor policies ensuring CIFR's ownership and ability to export employee data prior to any system purging, with advance notice and adherence to retention schedules
- **Seniority and Service Credit Management** — Management of seniority lists and lateral service credits, including tracking multiple service dates, hire and rehire dates, and differentiating employee statuses as detailed in this RFP *(nice to have)*
- **Workforce Analytics and Dashboards** — Delivered templates for standard workforce analytics and management dashboards covering headcount, FTEs, turnover, attrition, pending actions, recruiting cycle time, onboarding progress, and more
- **Regulatory Compliance Reporting** — support for reporting EEO-4 *(should CIFR continue to grow)*, Veteran status tracking, HIPAA, and other privacy and compliance requirements, including clear description of data privacy and security controls
- **Public Records Law Compliance** — Configurable retention and purge workflows aligned with Washington State Public Records Act requirements

C. Employee Relations

- **Discipline tracking with expiration rules**
- **Tracking of employee Last Chance Agreements and follow up drug/alcohol testing.**
- **Employee reporting of workplace concerns with an anonymous option (nice to have)**



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Solutions D – H are anticipated future needs:

D. Performance Management – EE & ER

- Continuous performance evaluation capabilities
- Annual performance evaluations with customizable forms, scoring methods, and cycles tailored by workgroup
- Configurable 30, 60, and 90-day probationary review workflows
- Configurable Performance Improvement Plan (PIP) evaluations
- 360-degree feedback and employee development planning tools, with option to collect feedback from non-employee stakeholders.
- Employee learning dashboards with automated alerts, integrated with Learning Management System (LMS) tracking for development plans
- Support for pulse surveys delivered via text/SMS and confidential detailed employee surveys such as annual surveys, stay interviews, and exit interviews

E. Learning Management System (LMS)

- Assignment and tracking of mandatory and elective training
- Support for certifications, continuing education units (CEUs), and skill gap analysis
- LMS dashboards with role-based visibility for employees, managers, HR, and command staff
- Integration with existing training platforms such as EMS Connect and Vector Training to establish the HRIS LMS as the single system of record; if integration is not available, clearly describe how training data can be imported via CSV, Excel, Power BI, or other methods
- Support for ad hoc creation of training content, including procedures and “How To” guides; compliance with SCORM standards; and categorization of all training materials as defined by administrators

F. Payroll Administration

- Multiple pay schedules (semi-monthly, monthly) across or within workgroups
- Union pay structures with various premium pays (overtime, holiday, longevity, education) and detailed calculation methods
- Multiple FLSA periods with retroactive pay and adjustments
- Monthly salary, stipend pay types, and dynamic acting role/fatigue alerts
- Export or integration with BIAS/Springbrook for General Ledger reconciliation, or alternative methods
- Tax filings (W-2, 1099) and year-end processing



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- Customizable pay stub layouts with mobile and external employee access
- Advanced payroll processing capabilities, including off-cycle and retroactive adjustments
- Secure testing environment for test workflows, pay types, and wage adjustments
- Modeling of individual pay changes with appropriate user access controls
- Automated service milestone and longevity pay adjustments with approval workflows
- Management of multiple leave accruals and benefit limits
- Employee and manager time approvals with mobile-enabled workflows
- Additional payroll features that differentiate the solution

G. Time and Attendance

- Clearly explain interdependencies between payroll administration and Time & Attendance (T&A), including limitations if CIFR delays or opts out of T&A implementation, and detail integrations with Vector Scheduling or Excel/CSV imports.
- Support scheduling for multiple shift types (48/96 “3-platoon,” vacation/Kelly day picking), 40-hour part-time shifts, absence, and overtime tracking.
- Provide web, mobile, desktop, app, or biometric clock-in/out options; describe time approval workflows, including role-based, batch, and mobile approvals, with override capabilities for unapproved timesheets.
- Optional replacement or integration with Vector Scheduling.
- Support multiple concurrent shift schedules and FLSA periods (e.g., 24/48, 48/96 shifts).
- Track acting assignments, hazard pay, FEMA OT, Kelly/Debit days, and shift trades.
- Timecard approval workflows with correction tracking and employee access to time change history.
- Address annual vacation picks, shift bidding, and overtime call-out via system-driven text notifications or alternatives.
- Identify additional unique T&A features or market differentiators in your HRIS solution.

H. Health and Welfare Benefits and Leave Administration

- Self-service benefits enrollment and updates
- Integration with NW Fire Fighters Health & Wellness Trust, HRA VEBA, etc. *(nice to haves)*
- Automated benefit enrollment and termination
- Management of pre-tax and post-tax deductions
- ACA compliance and reporting, including Administrative Look Back periods and benefit eligibility changes due to hours worked



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- Leave request workflows with tracking and cascading usage (sick, FMLA, PFMLA, military); clearly describe any integration with Time and Attendance and/or Payroll administration
- ADA requests and interactive process workflows, tracking, and administration

Technical System Requirements

- Cloud-based with secure web and mobile access
- Role-based access controls for user permissions
- Open APIs and data exchange capabilities for integration
- Real-time dashboards and customizable reporting
- Detailed audit logs and transaction histories
- Secure internal messaging (e.g., system-generated texts/emails, instant messaging) and external messaging (e.g., applicant communications) with archiving compliant with CIFR retention policies
- Encryption of emails, text messages, and instant messages both during transmission and while stored.
- Respondents must specify any CIFR hardware, software, or system requirements needed for implementation (e.g., servers, Windows 11, MS 365, iOS vs. Android, etc.)

I. ADDITIONAL SERVICE REQUIREMENTS

Post Implementation Support

- Dedicated Account Manager for escalated support
- Service Level Agreements for uptime, support, and response times.

Future Growth & System Ownership

- **Core vs. Add-On Modules** – Provide a clear delineation of core system components versus optional add-on modules, including associated costs, implementation dependencies, and recommended sequencing. For example, indicate whether payroll administration must be implemented before LMS functionality, or if ATS implementation should be deferred due to planned system upgrades.
- **Product Roadmap & Customer Input** – Describe your organization's technology roadmap process, including how customer feedback influences future features, functionality enhancements, and overall system improvements.
- **Artificial Intelligence (AI)** – Outline current AI functionality and provide a roadmap for future AI development, including safeguards for accuracy, data privacy, and regulatory compliance.



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- **Vendor Partnerships & Integration** – Identify any current or planned collaborations with other vendors (e.g., partnerships to supplement LMS capabilities) and explain how these partnerships enhance your system's overall functionality and technical capabilities.

CONTRACTUAL REQUIREMENTS

Standard Terms and Conditions will be provided to finalist respondents for review. Respondents must include in their proposal any required terms, conditions, or standard contract templates that CIFR would be expected to accept as a condition of entering into a contractual agreement for the provision of an HRIS solution and implementation services.

At a minimum, CIFR anticipates that the final contract will address the following:

- **Contract Terms & Termination** – Standard contract terms, renewal provisions, and termination requirements. CIFR anticipates including a provision allowing termination without cause with at least 60 days' advance written notice.
- **Privacy, Security & Compliance** – Vendor guarantees regarding data privacy, system security, and compliance with applicable laws and regulations.
- **Service Level Agreements (SLAs)** – Defined performance standards, including system uptime, support availability, and response times.
- **Data Ownership & Transition** – CIFR will retain ownership of all data, with full control over data retention, purging, and access to audit logs. The vendor must provide CIFR with the ability to export all data, including in support of a future system transition, upon contract termination.
- **Pricing & Payment Structure** – A detailed cost breakdown, including licensing, implementation, support, training, and optional modules.

PROPOSAL REQUIREMENTS

Electronic proposals must be submitted via email no later than September 19, 2025, at 2:00 p.m. PDT to drunnels@camanofire.com

Due to the anticipated size of proposal documents, respondents may submit proposals in multiple, clearly labeled sections, either as separate emails or in a compressed (Zip) file format.

Late responses will not be accepted. CIFR is not responsible for delays in delivery. Responses must be submitted per the instructions provided in the RFP.

Respondents are strongly encouraged to submit proposals in advance of the deadline to avoid disqualification resulting from last-minute technical or email transmission issues.



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Minimum Components to Include in Proposal with Weighted Scoring

Respondents must ensure that all items identified in the RFP are fully addressed and incorporated within the sections outlined below or provided in a separate, clearly labeled section. Any areas of deficiency must be clearly identified, along with the respondent's proposed alternatives to address those deficiencies.

- **Executive Summary**
- **Narrative demonstrating compliance** with all Scope of Work categories. If any listed items are not included in the proposed HRIS solution, limitations must be clearly identified, and alternative approaches (if available) must be described.
- **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 members, as applicable**
- **Account management and ongoing customer service structure**

EVALUATION CRITERIA & WEIGHTED SCORING

- a. **Alignment with CIFR's Functional Needs:** The proposed system should meet the key functional requirements outlined in this RFP. Where gaps exist, respondents must provide practical and clearly articulated alternatives that meet or exceed CIFR's overall HRIS objectives.
- b. **Technical Viability and Data Security:** The system must demonstrate compatibility with CIFR's technical environment and include strong data security protocols. It must also support CIFR's ability to manage HR data in full compliance with Washington State's Public Records Act, including proper retention and destruction of records.
- c. **Employee-Focused Design:** Interfaces should be intuitive, user-friendly, and promote voluntary "self-service" adoption. The goal is to empower employees to independently access and manage their personal information without added burden.
- d. **Managerial Usability:** The system should be designed to streamline administrative tasks for supervisors and managers, allowing them to manage teams effectively while minimizing disruption to day-to-day operations. Tools such as dashboards or visual reports that promote proactive management are highly valued.



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- e. **Administrative Flexibility and Ease of Configuration:** Solutions should include pre-built workflows and templates that are easily customizable without advanced technical skills. The system should support asynchronous and group-based training to ensure CIFR administrative staff can manage the system effectively and take full advantage of its capabilities.
- f. **Experience with Public Sector and Union Environments:** Vendors should demonstrate successful implementation in unionized, public-sector organizations. The system must allow for flexibility in configuration to avoid triggering unnecessary labor negotiations if core functionality is limited.
- g. **Implementation Strategy and Internal Support:** Vendors must outline a thoughtful and phased implementation approach that supports CIFR personnel who have limited availability to dedicate to this project. Clear sequencing, staff onboarding, and a proactive problem-solving strategy are essential to successful implementation.
- h. **Scalability and Long-Term Support:** The selected HRIS must be capable of scaling with CIFR's evolving organizational needs, including the smooth onboarding of personnel resulting from any future agency mergers or expansions. Vendors should present a clear technology roadmap outlining planned enhancements and provide evidence of a proven track record in delivering timely system upgrades and new features.
- i. **Client References and System Performance:** Respondents must provide references from agencies with similar use cases. These references will be used to evaluate both vendor responsiveness and the real-world effectiveness of the system across different user groups.



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- j. Cost and Value Over Time: Proposals must include a clear, itemized cost breakdown covering implementation, licensing, support, training, and future module upgrades. Total cost of ownership will be a key consideration in CIFR's evaluation.

Total Possible Points = 100

Proposal Component	Max Points
Executive Summary (clarity, understanding of agency needs, overall value proposition)	5
Narrative demonstrating compliance with Scope of Work (completeness, limitations disclosed, alternatives proposed)	25
System architecture and security approach (data protection, cybersecurity standards, uptime/redundancy)	15
Technical and integration capabilities/requirements (fit with current systems, scalability, interoperability)	15
Implementation methodology and support plan (timeline, training, change management, post-go-live support)	20
Three public-sector or emergency services references (relevance, satisfaction, longevity of client use)	8
Biographies of implementation account manager(s) and team (experience, qualifications, fit for public-sector projects)	5
Account management and ongoing customer service structure (responsiveness, escalation paths, dedicated support model)	7