

**Washington State Joint Transportation Committee**  
**STUDY OF WASHINGTON STATE PATROL TROOPER RECRUITMENT AND**  
**RETENTION**

**June 15, 2015**

The following questions were asked by potential bidders submitting letters of intent to bid, concerning the Joint Transportation Committee's RFP for a Study of Washington State Patrol Trooper Recruitment and Retention.

- 1. Is this intended to be a compensation study, or an in-depth, professional inquiry into best practices for recruiting, selecting, training, motivating, developing and retaining this critical workforce? What is the emphasis on compensation?**

RESPONSE: The Scope of Work on page 4 of the RFP outlines the purpose of the study: 'to identify the extent of the recruitment and retention problem in WSP's field force, and its impact on their ability to carry out their mission; identify factors contributing to field force recruitment and retention problems; evaluate future field force recruitment and retention concerns that WSP should anticipate and address; and propose cost-effective solutions to address them.'

Compensation will be evaluated in the course of the study (see Task 1a).

The emphasis of the study will be on those factors identified by the consultant as contributing to recruitment and retention problems.

- 2. How much weight will be given to consultant's experience in law enforcement?**

RESPONSE: The Management Approach category includes 'relevant experience with projects of similar complexity and type' as one factor of the overall Management Approach. The Management Approach category will account for 40% of the total proposal score. The evaluation criteria is fully defined on page 14 of the RFP.

- 3. Can the recent WSP survey on recruitment and retention (RFP page 6) be provided now as a reference?**

RESPONSE: You can find the survey results summarized in the presentation provided to the House Transportation Committee by the WSP on January 15, 2015 (page 8).

Here is a link to the presentation:

<https://app.leg.wa.gov/CMD/Handler.ashx?MethodName=getdocumentcontent&documentId=17DPYXDPp8g&att=false>

The Washington State Patrol (WSP) is in the process of finalizing the survey research paper and will make that available to the successful Consultant.

4. **We are concerned with the confidentiality of work samples submitted. You require paper copies and electronic versions of two previous samples of similar work. Everything that we send is apparently subject to open records and copying (Paragraph XII on page 15), so anyone could obtain copies of anything we send. It appears it will be difficult to gain approval for labeling anything confidential. Can we insure that intellectual property rights will be protected? If not, can this requirement be waived?**

RESPONSE: Section XII, Proprietary Information, lays out the limited circumstances under which a portion of a proposal may be designated confidential. The entire proposal of the successful bidder will be subject to the public disclosure laws regardless of any claim of confidentiality, as stated in Section XII. It is JTC's practice that the proposal attached to the resulting contract does not include the examples of prior work. Provisions are included in Section XII addressing a bidder's ability to obtain a court order to prohibit disclosure of parts of its proposal prior to the execution of the contract; however, Section XII also notes that a delay in the execution of the contract to accommodate a petition to the courts will not be allowed. The requirement to provide work samples will not be waived.

5. **The following questions are being addressed with the same response: What has been done in past to address retention issues? Can you identify the main reasons for WSP attrition? With a large number of troopers eligible to retire in 2017, what succession efforts are place and what recruitment efforts have yielded positive results?**

RESPONSE: The study is intended to answer these questions, and therefore, the information is not available during the RFP process.

6. **Does the agency have exit interview data that can be shared:**

RESPONSE: Yes, the Human Resources Division of the WSP will provide the successful Consultant with aggregate exit interview data.

7. **It appears that many of the questions being asked are intended to independently verify information provided by the WSP. Is that correct?**

RESPONSE: The successful Consultant will compile the body of information indicated in the RFP, and additional information recommended by the successful Consultant

that is not named within the RFP (see page 5). Some of this information is available from the WSP, other information will need to be gathered from other sources.

**8. Could you please provide the list of all bidders who submit their intent to bid?**

Management Engineering Associates, LLC  
3709 NW 16<sup>th</sup> Ave., Camas, WA 98607

Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, CA 94040

Public Financial Management, Inc.  
50 California Street, Suite 2300  
San Francisco, CA 94111

**9. Can you provide the cost of the previous 2009 training survey and the cost of the 2014 salary survey?**

RESPONSE: The Office of Financial Management was provided \$100,000 in the [2009-11 Biennial Capital Budget](#) for the Law Enforcement Academy Evaluation; the cost of the 2014 salary survey was \$48,500.

**10. Is the consultant to use the completed salary survey results from the 2014 study or is consultant to conduct an additional survey?**

RESPONSE: The Consultant should include in their proposal what salary survey results they intend to use (the current survey or a new survey), with justification.

**11. We understand that summary or compiled results for both items a. and b. will be provided to the successful consultant. Is the raw data available to facilitate statistical analysis?**

RESPONSE: It is expected that WSP raw personnel data will be available for Task 1.

**12. Is accurate current and historical data related to the number of vacancies available to the successful consultant?**

RESPONSE: Yes, this information can be provided by the WSP to the successful Consultant.

**13. The department presented to the legislature in January 2015 on vacancy data. Are these the only data that will be provided?**

RESPONSE: Additional vacancy data can be provided to the successful Consultant.

**14. Or is the consultant expected to research historical vacancy and attrition data?**

RESPONSE: The successful Consultant is expected to work with the WSP to gather this information in the course of the study.

**15. Is this data available in raw data form in order to facilitate statistical evaluation?**

RESPONSE: It is expected that WSP raw personnel data will be available for Task 1.

**16. Do you anticipate that the questions asked in d & e can be answered with data from a, b and c, or will additional survey data need to be collected?**

RESPONSE: The Consultant should include in their proposal how they would set out to answer the questions posed in Task 1, items d & e.

**17. Is the consultant expected to predict the composition of the future field force workforce based on potential increases in salary if it is found that salary differentials are a significant cause of retention problems?**

RESPONSE: The Consultant should include in their proposal how they would set out to answer the questions posted in Task 1.

**18. How will recent agreements for pay increases impact the available data? Is the consultant expected to project data and trends based on new salary agreements/pay increases?**

RESPONSE: The Consultant should include in their proposal how they would set out to answer the questions posted in Task 1.

**19. Do you anticipate that the question asked in item a. can be answered with the recent applicant and current officer survey conducted by the department? Or do you anticipate that the consultant will need to conduct a new survey of applicants and current officers from other agencies? It is difficult to evaluate whether**

**additional surveying will need to be done without seeing what data is already available.**

RESPONSE: The RFP states, 'The Consultant may use this survey to inform this task, and may supplement it with additional surveys as needed.' The successful Consultant will need to evaluate the WSP survey and determine if additional surveying will need to be completed to meet the desired outcomes of the study.

**20. Will all the survey data be available in raw data form in order to facilitate statistical evaluation or will only a summary report be provided?**

RESPONSE: It is expected that WSP raw survey data will be available for Task 2.

**21. It appears the data for item c. was collected in the 2009 PERF study to some degree, at least. Are you asking for this type of survey/study to be repeated? Or are you asking for this study/data to be analyzed further?**

RESPONSE: The Consultant should include in their proposal how they would set out to compile the information required by Task 2.