

REQUEST FOR PROPOSALS CLASSIFICATION AND COMPENSATION STUDY

City of Watsonville

RFP Release Date: December 7, 2023
Inquiry\Question Due Date: December 20, 2023
Proposal Due Date: January 12, 2024

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Watsonville
CALIFORNIA

Introduction

The City of Watsonville is seeking proposals from qualified professional consultants to conduct a citywide classification and compensation study. The selected consultant will assist the City in reviewing and updating all job classifications and reviewing the compensation system (including benefits) and making salary recommendations based on external market analysis and internal equity of the total compensation for all positions. The City expects to select one firm based on demonstrated competence and cost-effective approach to design, conduct, and assist in the implementation of a citywide classification and compensation study.

The City of Watsonville is a full-service Charter City located on the Central Coast of California. The City employs approximately 400 full time employees in the following departments: Administration, City Clerk, City Attorney, Police, Fire, Airport, Community Development, Parks and Community Services, Finance, Public Works and Utilities and Library.

Approximately 400 full time employees are employed in approximately 175 job classifications. There are approximately 40 full time classifications included on the current salary schedule that are not utilized and may be proposed for elimination as part of the study. Many of the utilized classifications have been created, reviewed, and revised as needed, but a comprehensive city-wide classification review has not been conducted. The City last conducted a city-wide compensation study in 2018.

The City includes 11 employee groups including:

- Police Officers Association (POA)
- Public Safety Mid-Management (PSMM)
- International Association of Fire Firefighters (IAFF)
- Operating Engineers Local No. 3 (OE3)
- Service Employees International Union (SEIU)
- Laborer's International Union of North America (LiUNA), Local 792/Mid-Management
- Management Unit
- Police Management Unit
- Fire Management Unit
- Confidential Unit
- Executive Team

Additional information regarding salary schedules, job classifications, MOUs, etc. may be found on the City's website: <https://www.watsonville.gov/171/Human-Resources>.

Objectives

The purpose of the Classification and Compensation study is to address objectives such as:

- Attract and retain qualified employees by ensuring that we have relevant and accurate job classifications and that compensation for the classification is competitive in the market.
- Ensure positions with similar responsibility, complexity, knowledge, skills, and requirements are classified comparatively.
- Ensure reasonable pay differential between classifications in a series and between lead, supervisors, managers, etc.
- Outline career pathways and update job classifications to clearly define requirements for advancement.
- Address existing anomalies in current classification system
- Offer recommendations to assist City with better aligning compensation system with industry best practices where applicable.

Scope of Work

The City of Watsonville is requesting proposals for consulting services to conduct a City-Wide Total Classification and Compensation Study of full-time positions to include, but may not be limited to, the following services:

CLASSIFICATION REVIEW

1. Review current classification specifications and analyze essential duties, knowledge, ability, skill, education, and experience relevance, series/class hierarchy, conformity with ADA language related to essential job functions including physical requirements, classification characteristics, supervision exercised and received, special license and certification requirements, bargaining unit alignment, and exempt/non-exempt designation pursuant to Fair Labor Standards Act status.
2. Conduct orientation and briefing sessions to explain scope of study to employees and bargaining unit representatives.
3. Develop, review, and analyze survey tool to assist in determining appropriate job classification/descriptions.

4. Update job classification specifications and, as appropriate, recommend new or updated classifications and identify outdated or unnecessary classifications for elimination.
5. Draft updated and accurate job classification specifications in a format approved by Human Resources including agreed upon components.
6. Provide finalized class specifications for each employee including identifying any discrepancies between existing and proposed classifications and explanation of recommendations.
7. Communicate updates and participate in discussions with employees and bargaining units as needed.
8. Participate in meet and confer process with bargaining units as requested.
9. Present information to the Personnel Commission and/or the City Council as needed.

TOTAL COMPENSATION

10. Review and propose potential updates to current comparable cities/labor market area and provide specific methodology utilized for selection of survey agencies. Meet and consult with bargaining unit representatives.
11. Recommend salary survey benchmarks in conjunction with relevant benchmark classifications.
12. Meet with bargaining groups and city representatives to discuss and explain benchmark and comparable market recommendations. Participate in meet and confer process as requested.
13. Develop and conduct a comprehensive total compensation survey using comparable survey agencies using not only job title but duties and responsibilities based on classification specifications. Consult with City representatives regarding key compensation components to include and methodology of measurement.
14. Complete an internal salary relationship analysis, including the development of appropriate internal relationship guidelines.
15. Develop external competitive and internal equitable salary recommendations for each classification included within the study based on total compensation data.
16. Assign a salary range to each classification which reflects the results of the market survey and analysis of internal relationships between classifications.

17. The consultant shall obtain copies of classification specifications, organizational charts, budgetary and staffing information, and other useful reference materials to substantiate the accuracy of the matches.
18. Prepare and Present the Draft Compensation Report. The consultant will develop a Draft Compensation Report detailing the results of the labor market survey and draft salary recommendations. The Draft Compensation Report will be reviewed by the consultant and submitted to the Deputy City Manager for review and input. The draft report will contain the following:
- Scope of Study
 - Labor Market Agencies
 - Survey Procedures
 - Labor market data analysis/methodologies
 - Results of total compensation analysis
19. Identify individual total compensation components that are significantly out of line with defined labor market and make potential recommendations for correction.
20. Prepare a Final Compensation Report- The Consultant will meet with and present draft results to Human Resources staff. Any issues, concerns, and comments will be addressed and resolved prior to the preparation of the Final Compensation Report. Additional presentation of the materials to City Management, Personnel Commission and/or City Council and labor representatives may also be required.

Projected Timeline

EVENT

DUE\TARGET DATES

Inquires\Questions

Wednesday, December 20, 2023

RFP Due Date

Friday, January 12, 2024

Proposal Evaluations and selection

TBD-estimated January 2024

Agreements signed and submitted to the City
(including all insurance documentation)

TBD-estimated February 2024

Project initiation and discussion of timeline

TBD-estimated February 2024

Proposal Format

Each proposal should be organized to clearly address the following requirements, as a minimum:

- 1) Experience/Background: Provide a brief history of the firm and any sub-consultants undertaking the work. Provide details on the firm's experience conducting similar studies and projects. Please specify the roles performed in those projects by key personnel.
- 2) Agents and Address: List the address and telephone of the office from which the services are to be provided and designate the person to serve as project manager. Resumes summarizing the qualifications and expertise of the individuals who will be conducting the study must be provided, along with a clear indication of their responsibilities with the project.
- 3) Statement of Methods and Procedures: Provide a statement describing the Scope of Work as you understand it. Provide a detailed description of the plan to achieve the necessary requirements and a plan for accomplishing the work- this plan should describe the approach, methodology and procedures to be employed to gather the data, analyze findings and develop recommendations as requested.
- 4) Structure and Content of Work Product: Describe the way in which the work product will be structured and presented upon completion.
- 5) Work schedule: Provide a timeline indicating tasks required and the estimated start/completion dates for each.
- 6) Fees: The fee proposal shall include:
 - A total cost estimate and not to exceed amount for the work described under Scope of Work.
 - A rate schedule for computing any extra work not specified in the contracted Scope of Work or if it must be separated out from scope of work.
 - Amount to be deducted from total cost estimate because consultant is conducting (or has conducted in the past 6 months) salary surveys of comparable jurisdictions/positions, the data from which can be shared rather than independently gathered.
- 7) References: Proposals shall include names, addresses, e-mail addresses, telephone numbers and contact persons for at least three (3) other public sector agencies for which comparable services have been rendered in the past five (5) years.

Submittal

One (1) electronic .pdf copy shall be **received** via email by the City by 5:00 p.m. (Pacific) on Friday, January 12, 2024 and directed to:

Nathalie Manning, Deputy City Manager at nathalie.manning@watsonville.gov

Although proposals may be opened and reviewed prior to the closing date, they will not be disclosed to competing firms or the public until after a selection is made.

Statement of Interest\Questions

Any questions regarding this RFP should be submitted in writing and directed to Nathalie Manning (Nathalie.manning@watsonville.gov) no later than December 20, 2023. Consultants wishing to receive answers to all inquiries directly shall e-mail Nathalie Manning no later than December 20, 2023. As necessary, responses to questions may be issued via an addendum.

This RFP and any subsequent addendums are available online at the City of Watsonville's website at www.cityofwatsonville.org.

Award Criteria

The final award will be based on consideration of the entire proposal for, but not limited to, proposal completeness, ability to meet requested service needs, experience in conducting classification and compensation surveys, and the cost to the City.

A short list of contractors submitting proposals may be selected to interview and make a presentation as part of the selection process. The City encourages contractors to demonstrate experience and expertise by proposing alternatives or changes to the draft scope of work if necessary. If the contractor decides to do so, please include the reasoning for the omission or change.

Stipulations

- All proposals will become the property of the City of Watsonville and will not be returned to Consultants. Consultants are advised that all documents submitted with their proposals are public records open to inspection without redaction,

and are directed to California Government Code Section 6250 (Public Records Act), which is available on the State Internet site (www.ca.gov).

- The City of Watsonville reserves the right to reject any and all proposals, whether or not minimum qualifications are met, and to modify, postpone, or cancel this Request for Proposal, in whole or in part, or decide to award a contract to perform only some of the services outlined in this Request For Proposal, without liability, obligation, or commitment to any party, Consultant, or organization.
- In addition, the City reserves the right to request and obtain additional information from any individual or firm submitting a proposal, and to negotiate the final scope of services with the selected consultant.
- The City reserves the right to waive or permit cure of minor informalities and/or insignificant mistakes such as matters of form rather than substance and to conduct discussions and negotiations with any qualified respondent in any manner deemed necessary by the City to serve its best interests. The City also reserves the right, based on its sole judgment and discretion, to award a contract based upon the written proposals it receives without conducting discussions, interviews or negotiations.
- The City reserves the right to obtain written clarification of any point in a proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure to comply with these instructions, and the other specific provisions of the RFP, may result in the Consultant's proposal not being reviewed.
- The City reserves the right, without qualification, to select a respondent for further discussions based solely on the content of the RFPs and relevant information obtained from others concerning the respondent's respective records of past performance.
- The City will not be liable for any costs incurred by the contractor in preparation of the proposal submitted in response to the RFP, in conducting a presentation or any other activities related to responding to this RFP.
- Every proposal submitted is considered a firm offer that must be valid for a minimum of 90 calendar days.
- In the event that it becomes necessary to revise any part of this RFP due to inquiries raised, an email notifying an addendum, supplement or amendment to this RFP will be provided to Consultants who received an original invitation to bid via email OR responded to us with their contact information expressing interest in receiving responses. Changes to the RFP shall be accomplished by an amended page or pages.
- Selected consultant must enter into a Contract for Consultant Services and be able to satisfy all requirements pertaining to insurance.