



CITY OF FORT BRAGG

REQUEST FOR PROPOSALS FOR CLASSIFICATION AND COMPENSATION STUDY

The City of Fort Bragg is seeking proposals from qualified professional consulting services interested in contracting with the City of Fort Bragg to conduct a citywide classification and compensation study.

The City will 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.

AGENCY DESCRIPTION

The City of Fort Bragg is a general law City, with a five-member City Council and operates under the Council-Manager form of government. The Council appoints the City Manager, who appoints other City Officials and is charged with overseeing the City's daily operations.

The City provides a wide range of services to its residents including public protection through the Police Department, the construction and maintenance of streets and infrastructure, water service, community development, financial management and administrative services. Special Districts and Joint Powers Authorities (JPAs) under the jurisdiction of the City provide emergency services, fire protection, wastewater treatment, and redevelopment services throughout the City.

The City of Fort Bragg is located approximately 165 miles north of San Francisco and 188 miles west of Sacramento. The city occupies 2.7 square miles, 1/3 is zoned industrial, consisting primarily of property owned and operated by Georgia Pacific Corporation. Fort Bragg is the largest city on the scenic Mendocino coast. The mild climate and picturesque coastline makes the City a popular tourist and recreational area.

The City employs approximately 60 employees consisting of 4 part-time and 56 regular full-time employees. During the busy tourist season, the City traditionally hires four temporary employees for parking enforcement and to help maintain city streets and parks.

The City of Fort Bragg's geographical location and physical size of the City creates unique challenges for the recruitment and retention of qualified staff. The relative remoteness of the city attracts tourists and recreational enthusiasts and keeps local hotels and restaurants busy in the tourist season, primarily during the months of April to September. The off season months of October through March are much slower and coincide with the traditional rainy season where the city normally receives most of its annual rainfall. The city's businesses are heavily focused on tourism, such as hotels and restaurants. A recent and emerging industry is cannabis.

The heavy focus on tourism can make finding professionals and skilled tradespersons a true challenge. It can be very difficult for family members to find jobs that will satisfy a family's income needs in today's two wage earner household environment. In addition, the City is experiencing a shortage of affordable housing which has been exacerbated by the current COVID-19 pandemic.

The City's current Classification and Compensation plan has developed over time. The most recent compensation plan was approved July 26, 2021. The City has not conducted a classification and

compensation study, except on a very limited individualized basis, for well over a decade. As an exception to the aforementioned statement, those classifications covered under the Fort Bragg Police Association (FBPA) Memorandum of Understanding are required by City ordinance to have annual compensation studies conducted. Since the FBPA classifications are conducted annually, those positions will not be included in this classification and compensation study. In addition, the City Manager classification will also be excluded to help foster a fair and unbiased study. Over time, classifications have been added, revised, and removed based on economic realities present at the given time in a somewhat haphazard way due to a variety of factors. Due to all of the factors mentioned above, the City Council has requested a Classification and Compensation study to be done. Currently, the City's position listing consists of 39 individual classifications, however only permanent full time classifications need to be incorporated into the study.

GOALS AND OBJECTIVES

The City's goal is to attract and retain qualified employees. Therefore, the overarching objective of this study is to develop and implement a credible Classification and Compensation Plan. The purpose of the Classification and Compensation Study is to address changes in the City's operations and staffing over the past years, address anomalies within the current classification and pay systems, ensure the attraction and retention of qualified employees, ensure parity amongst positions (i.e. similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together); align salaries commensurate with assigned duties; outline career pathing and promotional opportunities; justify pay differential between individual classes; provide City staff competitive wages commensurate with other comparator government agencies; and take into consideration current employment trends – such as demographics (there are currently 5 generations in the workforce), digitization, micro-credentials and re-skilling the workforce.

The City desires to have a final product that is sustainable that allows for new positions to be incorporated into the structure as well as maintain classifications to remain competitive over time with the limited budgetary and staffing restrictions of a small municipality.

PURPOSE

The consultant shall perform or provide the following:

- a) Perform a comprehensive evaluation of every job in the City to determine proper classification, level of responsibility, place in organization hierarchy, pay range and steps within pay range.
- b) Prepare and present study to ad hoc Committee, employee groups, and City Council.
- c) Recommend implementation strategies that are reflective of the City's compensation philosophy that any compensation increases must be sustainable and conditioned upon the current and long-term fiscal ability of the City to pay for that level of total compensation while maintaining an engaged and effective work force and continuing to provide the level and mix of services to the public while maintaining prudent reserves.

SCOPE OF WORK

All work will be done with the assistance of the City's ad hoc Classification and Compensation Committee ("Committee"). The Committee consists of key personnel from various functional areas and management levels to ensure adequate representation of employees being affected by this study. Regular presentations and meetings with the Committee and incorporation of their input into the process is expected. A final report including findings and recommendations shall be presented to City Council.

The study shall evaluate the present classification and compensation structure as compared to the City's comparator agencies. The City recommends comparator agencies be selected based on public sector best practice and published works on economic factors that determine compensation, including: similarity of an agency's revenue mix; number of employees; services provided; per capita general fund revenue; and demographics such as city population, area of city, and cost of living.

Classification

1. A comprehensive evaluation of every job within the City (City Manager, temporary, seasonal, and FBPA bargaining unit classifications excepted) to determine proper classification, level of responsibility, place in organizational hierarchy, pay range, and steps within pay range.
2. Review current classification system methodology and propose recommended strategic methodology.
3. Conduct interviews and/or job audits as appropriate, using City provided position description questionnaires (PDQs), Exhibit B, individually or in groups based upon body of work, team alignment and classification series.
4. Update classifications to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (separated by Education, Experience, Knowledge/Skills/Abilities (KSAs), Certifications/Licenses, Desirables), physical demands, sensory requirements, and environmental factors.
5. Identify distinct groups and specific codes per Fair Labor Standards Act (FLSA), Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, Service Employees and status (exempt or non-exempt).
6. Identify opportunities to convert career ladder positions to series, outlining promotional requirements to move from position to position.
7. Provide finalized class specifications and/or recommend suitable classification for each employee, outlining discrepancies between existing and proposed classifications by Department.
8. Recommend a maintenance plan that allows Human Resources/Management Team to keep classification system current and equitable over time. This includes annual activities and the review of individual classifications.

Compensation

9. Review of current compensation schedule (position, salary grade levels, and steps) as well as challenges in recruiting and retaining employees.
10. Provide recommendations for comparator agencies for the study who have similar classifications of employees who may compete for similarly qualified positions. Key criteria for selecting comparator agencies is outlined in the Scope of Work section.
11. Conduct a comprehensive compensation and benefits survey, including the value of the total benefits package to employees and the total cost to the employer of salary and all benefits, including:
 - a. Salary – base salary, employer paid retirement contributions, longevity pay, certification pay, educational incentive, special assignment or special duty pay, standby pay, bonus pay, employer paid insurance contributions.
 - b. Benefits – health, dental, vision, life insurance, accidental death and dismemberment (AD&D), short term disability (STD), long term disability (LTD) retirement
 - c. Leave Benefits – holiday leave, floating holiday leave, sick leave, vacation, management leave, administrative leave, maximum accruals.
12. Conduct salary surveys from selected comparators and establish benchmark standards.
13. Address compaction issues and future pay compression related to the increase in minimum wage and recommendations to remedy situations.
14. Identify and recommend competitive market position based on the current career level of staff and estimated turnover, allowing the City to run a consistent program.
15. Provide outline for determining starting pay for all new hires that considers experience, licensure, or difficult to fill positions.

16. Recommend appropriate salary ranges for each position based on the classification plan, compensation survey results and internal classification relationships and equalities, identifying any individual or group inequities and providing corrective action for remediation.
17. Recommend implementation strategies (including the cost of implementation by Department) addressing key compensation practices, skill pay, certification pay, bilingual pay, promotional pay, special duty pay and acting assignment pay.
18. Recommend implementation measures for Human Resources/Management Team plan(s) appropriate for the City's financial position.

PROPOSAL SUBMITTAL REQUIREMENTS

1. Proposers should send a complete digital proposal, collated into one PDF document, five (5) printed copies of the completed proposals and cost bid so that it is received by the City no later than **2:00 p.m. on September 10, 2021** to:
City of Fort Bragg
Attention: June Lemos, CMC, City Clerk
416 North Franklin Street
Fort Bragg, CA 95437
jlemos@fortbragg.com
2. Format: Printed proposal should be 8 ½ x 11 inches, printed two-sided on recycled and recyclable paper with removable bindings, bound in a single document and organized in sections following the order specified under contents.
3. Contents: Proposal shall contain the following information:
 - A. Firm Description
Provide a description of your firm and list relevant information about capabilities, size, rate of services, and length of time in existence.
 - B. Relevant Experience
Describe relevant experience, including list of all agencies your firm has completed similar projects for in the last five years.
 - C. Key Personnel Qualifications
Identify key personnel who would work on the project as assigned, their respective roles, and a synopsis of relevant experience. When responding, please address the following questions:
 1. How long has the present management team been in place? Provide resumes with background information on the lead staff members who would be assigned to this study project.
 2. Have you ever withdrawn from implementation of a study prior to completion of the project? If so, why?
 3. Provide a description of how your firm will staff the project; outline the tasks/responsibilities of staff members and approximate allocation of each respective staff member associated with the study.
 - D. References
List of public agencies or clients for whom similar work has been performed, with the name, title, and phone number of a contact person. The City may request a copy of a similar report prepared previously by the firm for another agency.

- E. Scope of Work
Provide an explanation of tasks associated with the project, including how you propose to complete each task.
- F. Study Design and Approach Work Plan
A detailed work plan and schedule is required for this project. Consultant Work Plan must include, but not be limited to the following:
1. The City's responsibilities
 2. Consultant responsibilities
 3. Project milestones
 4. Target dates
 5. Critical decision points
 6. Project evaluation
 7. Other resource needs
 8. Any assumptions or constraints identified by the consultant
- G. Budget and Schedule of Charges
Provide a "Not to Exceed" amount and a list of Personnel Rates, Equipment Charges, Travel Reimbursement Costs, and other fees. The proposal must contain a detailed line item budget showing the total cost of proposed services for each component listed in Item E (Scope of Work) by phase and a total for the project.
- Fee schedules and other proposed costs included with the submitted Proposal shall remain effective for 90 days beyond the submitted date. Proposals without the required cost information will not be considered.
- H. Work Schedule
Provide a time schedule for completion of work.
- I. Insurance
The individual or firm receiving the contract shall procure and maintain for the duration of the contract, insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Consultant, their agents, representatives, employees or subcontracts as set forth in Section 5.0 of Exhibit A which is attached hereto and incorporated by reference herein. Any requests for reduction in the insurance amount shall be included in the proposal. The consultant shall bear all costs associated with the required insurance.
- L. Consultant Agreement
The City's standard Professional Services Agreement is attached as Exhibit A. Please identify if your firm would have any issues with the provisions of the City's standard consulting services agreement. All requests for amendments to language in the agreement **must** be included in the proposal.

EVALUATION CRITERIA

Proposals will be evaluated on the basis of the following criteria:

- Capabilities and resources of the firm.
- Qualifications and experience of key individuals.
- Experience of the firm.
- Schedule for completion of work.
- Cost of services.

The above selection criteria are provided to assist proposers and are not meant to limit other considerations that may become apparent during the course of the selection process.

Proposals will be reviewed and evaluated by the City ad hoc Committee and a recommendation for award of contract will be presented to the Fort Bragg City Council.

OTHER CONSIDERATIONS

The City of Fort Bragg reserves the right to reject any and all proposals. This Request for Proposals does not commit the City to award contract, pay any costs incurred in the preparation of proposals, or to procure or contract for supplies or services.

The City of Fort Bragg reserves the right to negotiate with any qualified respondents or to cancel, in part or in its entirety, this Request for Proposals, if it is in the best interest of the City to do so. The City may require the selected consultant to participate in negotiations, and submit such price, technical or other revisions of the proposal that may result from negotiations.

RFP SCHEDULE

RFP Release	August 10, 2021
Deadline for Written Questions	August 24, 2021
Proposals Due (2:00 p.m.)	September 10, 2021
Interviews	TBD
Selection	October 11, 2021

QUESTIONS

Questions should be directed to:

Juli Mortensen
City of Fort Bragg
416 North Franklin Street
Fort Bragg, CA 95437
Email: jmortensen@fortbragg.com

ATTACHMENTS

Exhibit A – City’s standard Professional Services Agreement

Exhibit B – City’s Position Description Questionnaire (PDQ)