

REQUEST FOR PROPOSALS

“RFP”

FOR

CLASSIFICATION AND COMPENSATION STUDY

PROPOSALS MUST BE SUBMITTED TO:

**CITY OF SAUSALITO
CITY CLERKS OFFICE
420 LITHO STREET
SAUSALITO, CA 94965**

PROPOSAL DUE DATE: AUGUST 12, 2011, 5:00 P.M.

**PROPOSALS WILL NOT BE ACCEPTED AFTER DATE AND
TIME INDICATED ABOVE
NO EXCEPTIONS**

FAXED PROPOSALS ARE NOT ACCEPTABLE

ALL QUESTIONS REGARDING THIS NOTICE MUST BE DIRECTED TO THE

**HUMAN RESOURCES TECHNICIAN – Susan Nichols at (415) 289-4130 or
ADMINISTRATIVE SERVICES DIRECTOR – Charlie Francis at (415) 289-4105**



July 5, 2011

To Prospective Proposers:

The City of Sausalito invites qualified human resource management firms and consultants to submit a written proposal for conducting a comprehensive classification and compensation study and analysis for the following employee groups: Police Officer Association (POA) represented employees; Service Employees' International Union (SEIU) represented employees; and the management and confidential unrepresented employees.

Proposals are solicited for these services in accordance with the terms, conditions and instructions as set forth in the request for proposal. There is no expressed or implied obligation of the City of Sausalito to reimburse responding firms for any expenses incurred in preparing proposals in response to this request or for attending any meetings or conferences.

The final award will be based on a best value concept, meaning that the City shall consider the entire proposal for, but not limited to, proposal completeness, ability to meet requested service needs, experience in conducting compensation and classification studies and cost to the City of Sausalito.

The City of Sausalito looks forward to reviewing your proposal and we thank you for participating in this proposal process.

Additional information or questions must be submitted in writing to:

Charlie Francis, Administrative Services Director
Classification and Compensation Study
420 Litho Street
Sausalito, CA 94965
Email: cfrancis@ci.sausalito.ca.us

SECTION 1.0 GENERAL INFORMATION AND SCOPE OF WORK

1.1 Introduction

The City of Sausalito (hereinafter referred to as City) invites your organization to submit a written proposal to provide a comprehensive Classification and Compensation Study for the following employee groups: Police Officer Association (POA) represented employees; Service Employees' International Union (SEIU) represented employees; and the management and confidential unrepresented employees. Proposals are solicited for these services in accordance with the terms, conditions, and instructions as set forth in this request for proposal.

Successful proposer will work directly with the Administrative Services Director through the Human Resources Technician for all activities involved with this project. The following activities and/or deliverables are to be included in the study, consistent with the Scope of Work as detailed in Section 2.3:

Classification Study Activities:

- Initial Document Reviews and Meetings with Staff
- Orientation Meetings with Employees
- Distribution of Job Related Questionnaires
- Analysis and Data Review
- Employee/Supervisor/Management Interviews
- Informal Appeal Process
- Project Team Meetings

Classification Study Deliverables:

- Classification Concept/Preliminary Allocation
- Draft Class Description
- Finalized Classification Plan
- Draft Interim Report
- Final Report

Compensation Study Activities:

- Identify Comparator Agencies, Benchmark Classes, Benefits
- Compensation Data Collection
- Internal Relationship Analysis/Internal Alignment
- Analysis and Data Review
- Formal Appeal Process
- Project Team Meetings

Compensation Study Deliverables:

- Draft Compensation Findings
- Salary Structure Recommendations
- Draft Final Report
- Final Report
- Presentation to City Council

The City will receive proposals from firms having specific experience and qualifications in providing classification and compensation studies. For consideration, proposals must contain evidence of the proposer's experience and abilities in the specified area and other disciplines directly related to the proposed services. All proposers shall provide profiles and resumes of the staff to be assigned to the program.

The City intends to select one firm to provide this service. The City reserves the right to waive any and all requirements for this proposal process.

1.2 Background

Sausalito is a beautiful bay front community of approximately 7,500 residents that is nestled at the foot of the Golden Gate National Recreation Area. Located in Marin County just a short trip over the Golden Gate Bridge from San Francisco, Sausalito offers all the small town attributes of a close-knit, community-oriented citizenry located in close proximity to a wide range of cultural opportunities. The blend of historic buildings, wooded hillsides, sweeping bay and San Francisco views combine to make Sausalito a community of unparalleled charm and natural beauty.

Sausalito is a general law city operating under a Council/Manager form of government. Incorporated in 1893, the City government provides a high level of municipal services, including police and fire services, library service 7 days a week, 17 municipal parks, a recreation program that generates more than half of its operating costs in program revenues, and proactive administration, public works and community development departments. The 87+ member workforce enjoys close working relationships across departmental lines. With deliberate intention, Fire Department employees will NOT be included in the classification and compensation study.

The tables in the Attachments to this RFP depict: the employee workforce by current classification, by department and by represented/unrepresented employee group; and current compensation by MOU. This information is also available on the City's web site www.ci.sausalito.ca. *The City currently has a City Council policy of benchmarking compensation to within 5% of the median compensation of comparable classifications within Marin County cities.*

Proposals will be evaluated by the City Manager, Administrative Services Director, and the Human Resources Technician and will be ranked in accordance with the following criteria:

- Relevant experience in similar-sized entities
- Qualifications
- Understanding of city-related issues and employee relations
- Team compatibility, including the ability to work with city staff based on references and other supporting information
- Unique resources the firm may bring regarding innovative techniques
- The professional reputation of the firm

This request for proposals is available on the City website at: www.sausalito.ci.ca.us.

1.3 Action Dates

The following is an outline of the anticipated schedule for the proposal review, contract award and the study. Schedule is subject to change:

RFP Released	July 5, 2011
RFP Closing Date	August 12, 2011
Proposals Reviewed By City staff	August 19, 2011
Top 3 Firms Interviews	Week of August 22, 2011
City Council Awards Contract	September 13, 2011
Work Completed	November 18, 2011
Presentation to City Council	December 6, 2011

The Proposer shall not commence work until a meeting between representatives of the Proposer and the City of Sausalito is held. The meeting will be held at a City of Sausalito site, at a time and date to be established.

1.4 Questions Regarding RFP

All questions concerning this Proposal may be directed to Susan Nichols, Human Resources Technician, at (415) 289-4130 or Charlie Francis, Administrative Services Director, at (415) 289-4105.

SECTION 2.0

PURPOSE/SCOPE/SUBMITTAL REQUIREMENTS

2.1 PURPOSE

The intent of this Request for Proposal is to obtain service proposals and fixed fee price proposals from qualified consultants or firms to provide consulting services related to the classification and compensation study. Respondents to this Request for Proposal should have extensive experience, a knowledgeable background, and unimpeachable qualifications in human resources management.

2.2 COMPETITION INTENDED

It is the City's intent that this Request for Proposals (RFP) permits competition. It shall be the proposer's responsibility to advise the City in writing if any language, requirement, specification, etc., or any combination thereof, inadvertently restricts or limits the requirements stated in this RFP to a single source. Such notification must be received in the City Clerk's office not later than ten (10) days prior to the date set for acceptance of proposals.

2.3 SCOPE OF SERVICES

All proposals must either meet or exceed the requirements contained herein. The consultant or firm shall be responsible for performing the following tasks:

Classification Study shall include but not be limited to:

- Review of background materials including organizational charts, budgets, personnel rules, labor/association agreements, and related information;
- Review of all current classification specifications and analysis for knowledge, skill, ability, education and experience relevance and hierarchical consistency, conformity with ADA language relative to essential job functions (including physical requirements); position definitions, purpose, distinguishing characteristics, supervision received and exercised, position duties and special requirements including licensing and certification requirements;
- Conducting orientation and briefing sessions for all employees covered within the scope of the study;
- Developing and distributing a job analysis questionnaire to each employee;
- Reviewing and analyzing the completed job-related questionnaires for all employees covered by the study;
- Conducting interviews with all (or a representative sample of) covered employees;
- Drafting up-to-date, accurate class specifications in a format approved by Human Resources which reflect all current jobs;
- Developing new classes as appropriate;
- Recommending deletion of outdated or unnecessary classes;
- Developing and identifying viable career progressions within the classification plan;
- Developing accurate ADA-compliant language;
- Designing and conducting an employee review and appeal process including a clear understanding of the process employees must follow and what they should expect in response to their appeal. This process must include personal contact with consultants. Documentation of appeals and recommended resolution is required;
- Allocating all employees to an appropriate job class;
- Reviewing various job series in terms of appropriateness;
- Preparing final version of all class specifications and include same in classification manuals as well as providing electronically. Classification manuals shall also include an introductory section that describes class concepts, and provides information about the distinctions of various levels within a class series and other pertinent information;
- Preparing appropriate implementation and maintenance manuals;
- Conducting comprehensive training sessions for key staff;
- Providing periodic status reports on progress as requested.

Compensation Study - shall include but not be limited to:

- Review of current compensation practices and related issues;
- Recommending salary survey benchmarks in conjunction with relevant benchmark classifications;
- Completing internal salary relationship analysis including the development of appropriate internal relationship guidelines (internal equity);
- Systematically assessing each classification in relation to other Marin County comparable classifications including the use of California Public Agencies Compensation Survey (CalPACS) when warranted;

- Providing written documentation of assessment methodology and assessment for each position;
- Developing externally competitive and internally equitable salary recommendations for each job class included in the study;
- Recommending the vertical salary relationship/differentials between classes in each class series;
- Training City staff in the methodology used to systematically assess job classifications in order to maintain internal compensation equity in the future when adding, changing or deleting classifications.

Proposals to support each task element must include complete listings of all personnel to be assigned to each task and estimated staff and overhead costs on a per hour basis.

2.4 QUALIFICATIONS OF CONSULTANT OR FIRM

List all consulting personnel who will participate in the proposed classification and compensation plan. Indicate the qualifications and experience of each team member.

- A. List of similar services performed during the past year by the personnel listed above, with (1) name of city or county, (2) brief description of the scope of work, and (3) client contact name, title and telephone number.

2.5 PROPOSAL RESPONSE/SUBMITTAL REQUIREMENTS

To be considered responsive, proposals should address all items identified in this section. Please note: Some items require that the proposer provide a detailed response and/or attachments. Failure to provide a complete response may be grounds for rejection of proposal.

Furthermore, proposals should be prepared in such a way as to provide a straightforward and concise discussion of the proposer's ability to provide the services that can best satisfy the requirements herein and the needs of the City. Elaborate or unnecessarily lengthy documents are discouraged.

Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements and on completeness and clarity of content.

In order to facilitate evaluation and comparison, proposals should be submitted in the format described in this section. Format instructions must be adhered to; all requirements and requests for information in the proposal must be responded to; all requested data must be supplied. Failure to comply with this requirement may be cause for rejection.

Answer on 8 1/2" X 11" sheets. Assemble your proposal in the following order. Present your proposal response in the order that the items are listed, identifying each response by the number. Submit 1 (one) original and 6 (six) copies of your proposal. To conserve paper we ask that proposals be photocopied on both sides of the paper.

1. Proposed Summary – a synopsis, prepared for management review, covering the salient features of the proposal including overall costs, conclusions and general recommendations in a summary format.
2. Scope of Work – a detailed breakdown and description of the specific steps, services and study products to be provided as a result of the Scope of Work listed in this RFP (section 2.3). Firms may elect to include in this section any innovative methods or concepts which might be beneficial to the City of Sausalito as long as the minimum requirements as set out in this RFP are still met.
3. Consulting Firm Profile – a brief introduction, limited to no more than four (4) typewritten pages, describing the firm’s organization and services. An organization list identifying key executives and/or staff who would be assigned to this project as well as their professional experiences, qualifications, responsibilities and functions should be included as well. Promotional literature and any other relations documents should not be included. However, the City is very interested in reviewing previous experience for conducting compensation and classification plans for Marin County municipalities.
4. Detailed Cost Proposal – Provide an itemized cost proposal by activity for the classification and compensation studies including all projected reimbursable cost for travel (telephone, reports, and direct man hour rates), professional services, supplies and other related cost.
5. Project Completion Schedule – the proposed implementation schedule to include specific milestones.
6. Additional services (Optional) – any other related and recommended services not specified in this RFP which may be considered essential or beneficial by the firm. These services should be priced separately.
7. Proposer's response shall state on a point-by-point basis whether proposal is in compliance with the requirements/specifications of the RFP. Address each item in the order given; identify each response by item number. Submit a full explanation of, and justification for, any exemptions or deviations.
8. Client References – a list of at least five (5) recent consulting clients, including the organization, contact person, address, telephone number, fax number and brief description of the compensation/classification services provided. California governmental agencies preferred.

2.7 EVALUATION OR PROPOSALS: SELECTION FACTORS

Proposers should carefully examine the entire RFP, any addenda thereto, and all related materials and data referenced herein or otherwise available to proposer.

Proposer shall be presumed to be familiar with all specifications and requirements of this RFP. The failure or omission to examine any form, instrument or document shall in no way relieve proposers from any obligation with respect to this proposal.

2.8 SUBMITTAL OF DOCUMENTS

Proposer shall submit one (1) original and six (6) copies of each proposal to the City Clerk’s Office at the time and date specified (August 12, 2011, at 5:00 p.m.) at the designated time and

place. The City reserves the right to waive any irregularities the proposal. The City will not be responsible for the payment of any expenses incurred as a result of responding to the proposal.

These documents constitute the complete set of specification requirements and forms. It is the responsibility of the proposer to insure that all pages are included. Therefore, all proposers are advised to closely examine this package.

All proposals must be typed or written in ink, and must be signed in ink by an officer or employee having authority to bind the company. Signatures are required where indicated. Failure to do so shall be cause for rejection of proposal.

Time is of the essence and any proposal received after 5:00 p.m., August 12, 2011, whether by mail or otherwise, may be returned unopened. Proposals shall be placed in a sealed envelope, marked with the RFP number and title. The City shall in no way be responsible for delays caused by any other occurrence. Offers by telephone, telegram or facsimile shall not be accepted.

The City may issue written addenda to all recipients to clarify, comment, correct or as otherwise required to facilitate the selection process. Should any questions require revisions to the specifications as originally published, such revision will be by formal written addendum only. For information concerning the RFP, please contact:

City of Sausalito,
420 Litho Street,
Sausalito, CA 94965

SECTION 3.0 SPECIAL TERMS AND CONDITIONS

3.1 RIGHTS AND PRIVILEGES

Rights and privileges granted by the City shall not be assigned or transferred in any manner whatsoever without written approval of the City Manager or authorized authority. At all times during the term of the contract the Contractor shall act as an independent contractor and at no time shall the Contractor be considered an agent or partner of the City. The Contractor shall obtain and pay for all permits, licenses, Federal, State and Local taxes chargeable to its operation.

3.2 LOBBYING PROHIBITED

Proposers are not to contact or lobby any City personnel, agent or elected official related or involved with this Request for Proposals. All oral or written inquiries are to be directed to the Administrative Services Director as instructed herein. Any violation of this condition may result in rejection and/or disqualification of the Proposer.

3.3 DISCLOSURE AND DISCLAIMER

This Request for Proposals (“RFP”) is being issued by the City of Sausalito (hereinafter known as “City”). Any action taken by the City in response to proposals made pursuant to this RFP or in making any award or failure or refusal to make any award pursuant to such proposals, or in any cancellation of award, or in any withdrawal or cancellation of this RFP, either before or after issuance of an award shall be without any liability or obligation on the part of the City or their advisors.

In its sole discretion, the City may withdraw this RFP either before or after receiving proposals, may accept or reject proposals, and may accept proposals which deviate from the RFP. In its sole discretion, the City may determine the qualifications and acceptability of any party or parties submitting proposals in response to this RFP (each such party being hereinafter a “Proposer”). Following submission of a proposal, the Proposer agrees to promptly deliver such further details, information and assurances, including, but not limited to, financial and disclosure data, relating to the proposal and/or the Proposer, including the Proposer’s affiliates, officers, directors, shareholders, partners and employees, as requested by the City.

The information contained herein is provided solely for the convenience of Proposers. It is the responsibility of a Proposer to assure itself that information contained herein is accurate and complete. Neither the City, nor their advisors provide any assurances as to the accuracy of any information in this RFP. Any reliance on the contents of this RFP, or on any communications with City representatives or advisors, shall be at each Proposer’s own risk. Proposers should rely exclusively on their own investigations, interpretations and analyses in connection with this matter. The RFP is being provided by the City without any warranty or representation, expressed or implied, as to its content; accuracy or completeness and no Proposer or other party shall have recourse to the City if any information herein contained shall be inaccurate or incomplete. No warranty or representation is made by the City that any proposal conforming to these requirements will be selected for consideration, negotiation or approval.

The City, and its representatives shall have no obligation or liability with respect to this RFP, or the selection and award process contemplated hereunder. Neither the City nor its representatives warrant or represent that any award or recommendation will be made as a result of the issuance of this RFP. All costs incurred by a Proposer in preparing the responding to this RFP are the sole responsibility of the Proposer. Any recipient of this RFP who responds hereto fully acknowledges all the provisions of this Disclosure and Disclaimer and agrees to be bound by the terms hereof. Any proposal submitted pursuant to this RFP is at the sole risk and responsibility of the party submitting such proposals.

This RFP is made subject to correction of errors, omissions, or withdrawal without notice. Information contained in the RFP is for guidance only and each recipient hereof is cautioned and advised to independently verify all of such information. In the event of any differences between this Disclosure and Disclaimer and the balance of the RFP, the provisions of this Disclosure and Disclaimer shall govern.

Formal presentation by the Proposer shall be made before the City which may include one or more Proposers. Contract negotiation will take place with the first choice of the City and if a suitable contractual arrangement cannot be made, negotiations will commence with the second choice or, the City may, at its sole option, withdraw this RFP.

The City reserves the right to select the proposal which in the opinion and sole discretion of the City will be in the best interest of and/or most advantageous to the City. The City reserves the right to waive any irregularities and technicalities and may at its discretion request re-submittal of proposals. All expenses in preparing the proposal and any re-submittals shall be borne by the Proposer.

The City and the Proposer will be bound only if and when a proposal, as it may be modified, is approved and accepted by the City, and the applicable agreements pertaining thereto, are approved, executed and delivered by the Proposer and the City, and then only pursuant to the terms of agreement executed by the Proposer and the City. All or any responses to this RFP may be accepted or rejected by the City for any reason, or for no reason, without any resultant liability to the City.

All material submitted becomes the property of the City of Sausalito. The City has the right to use any or all ideas presented in any reply to this RFP. Selection or rejection of the Proposal does not affect this right.

3.4 Proposal Validity

Proposals submitted hereunder shall be firm for 90 calendar days from the due date unless otherwise qualified.

3.5 Submittal Deadline

Completed proposals should be sealed and clearly marked: Request for Proposal for Classification and Compensation Study, and must be delivered no later than 5:00 p.m. on August 12, 2011, to City of Sausalito City Clerk, Attn: RFP Compensation and Classification Study, 420 Litho Street, Sausalito, California 94965.

Proposals cannot be changed or modified after the date and time designated for receipt.

3.6 Amendments

If it becomes evident that this RFP has to be amended, a formal amendment will be issued to all prospective proposers. If necessary, a new proposal due date will be established.

Oral communication from the City concerning this RFP is not binding on the City and shall in no way excuse the successful proposer of obligations set forth in this RFP.

3.7 Confidential and Proprietary Data

All materials received relative to this RFP will be kept confidential, until such time an award is made or the RFP is canceled, at which time all materials received will be made available to the public. Proposals received will be subject to Government Code §6250, the Public Information Act. Proposers should mark information they consider proprietary or confidential in the event it is exempt from the requirements of the Act.

3.8 Commitments, Warranty and Representations

The proposal submitted in response to this RFP will be included as part of the final contract. Proposers are cautioned that if a contract is awarded as a result of this procurement process, any written commitment by a proposer within the scope of this procurement shall be binding upon the proposer whether or not incorporated into a contract document. Failure of the proposer/contractor to fulfill any such commitment shall render the proposer liable for liquidated or other damages due the City under the terms of the Contract. For the purpose of this procurement, a commitment by a proposer includes:

Any modification of, or affirmation or representation as to the above, which is made by a proposer in or during the course of negotiation. Any representation by an proposer in a proposal, supporting document, or negotiations subsequent thereto as to services to be performed, regardless of the fact that the duration of such commitment may exceed the duration of the contract.

3.9 Presentations

Proposers may be invited to make oral presentations to City personnel.

3.10 Additional information

If during the evaluation process, the City is unable to determine a proposer's ability to perform, the City has the option of requesting any additional information which the City deems necessary to determine the proposer's ability. The proposer will be notified and permitted five working days to comply with any such request.

3.11 Errors/Defects in Proposals

If discrepancies between sections or other errors are found in a proposal, the City may reject the proposal; however, the City may, at its sole option, correct any arithmetical errors in price. The City may waive any immaterial deviation or defect in a proposal. The City's waiver of an immaterial deviation or defect shall in no way modify the RFP documents or excuse the proposer from full compliance with the RFP requirements, if awarded a contract.

3.12 Award

Proposals will be evaluated by a committee comprised of representatives of various City Officials and will be ranked according to the specification criteria. Award will be by means of a written agreement with the successful proposer. Award will be made to the proposer whose proposals is the most advantageous to the City from the stand point of quality, service, previous experience, cost, ability to deliver or for any other reason deemed by the City to be determined in the best interest of the City and as such will not be determined by price alone.

While the City intends to enter a contract for these services, it will not be bound to do so. The City reserves the right to reject any or all proposals.

The City shall be the sole judge of the successful offers hereunder. The City reserves the right to award a contract to other than the proposer submitting the lowest total price and to negotiate with any or all proposers. Proposers are advised that it is possible that an award may be made without discussion or any contact concerning the proposals received. Accordingly, proposals should contain the most favorable terms from a price and technical standpoint, which the vendor can submit to the City. **DO NOT ASSUME** that you will be contacted or afforded an opportunity to clarify, discuss, or revise your proposal.

3.13 Protest Procedures

To be considered, protests must be made in writing, signed by Proposer's authorized representative, and delivered to the City of Sausalito City Clerk, 420 Litho Street, Sausalito, CA 94565.

The following conditions apply to proposal protest:

1. Before Proposal Submittal Deadline. Protests of specifications, terms, conditions or any other aspects of the solicitation must be made before the Proposal Submittal Deadline.
2. After Proposal Submittal Deadline. Protest of award must be made no later than five (5) calendar days after the aggrieved party knows or should have known the facts giving rise to the protest. All protests must include the following information:
 - a. The name, address, and telephone number of the protestor;
 - b. The signature of the protestor, or protestor's authorized Representative;
 - c. The solicitation or contract number;
 - d. A detail statement of the legal and/or factual grounds for the protest; and
 - e. The form of relief requested.

The City reserves the right to refuse to hear protestors who have not followed the above procedures.

4.0 Equal Opportunity:

Respond with information on your AA/EOE program including a description of your efforts to recruit a diverse workforce.

5.0 Adherence with Federal, State, County and City Policies, Resolutions and Laws:

Contractor shall provide a statement of compliance with all applicable Federal, State, County and City policies/resolutions and laws.

6.0 Insurance

The City Sausalito requires \$1,000,000.00 comprehensive and automotive liability insurance and evidence of workers' compensation coverage. Proof of coverage with the City named, as additional insured is required for the Request for Proposal. Please include details/information on your Professional Liability Insurance.

ATTACHMENTS

PRICE PROPOSAL SHEET

The undersigned hereby proposes to furnish and deliver the services as specified at the prices and terms herein stated and in accordance with this request for proposal, general terms and conditions and requirements all of which are made a part of this offer. All pages of the City of Sausalito request for proposal RFP, including but not limited to the general terms and conditions are incorporated by reference into this RFP for all purposes. **This form must be signed and dated, submitted to the City Clerk's office on the date specified for consideration.**

RFP COMPENSATION / CLASSIFICATION STUDY CLOSE DATE AUGUST 12, 2011, 5 P.M.

Cost for Compensation and Classification Study _____

Company Name _____

Address _____

City/State/Zip _____

Name and Title of Authorized Agent _____

Signature _____

Date _____

Telephone # _____

Fax _____

E-mail _____

