



City of Rancho Palos Verdes

Request for Proposals

Classification and Compensation Study and Organizational Review

Human Resources Department

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RFP Release Date: May 21, 2021

Request for Clarification Deadline: June 11, 2021

RFP Submittal Deadline: June 21, 2021

Classification and Compensation Study and Organizational Review

The City of Rancho Palos Verdes is requesting proposals from qualified consulting firms to conduct a classification and compensation study and organizational review.

All correspondence and questions regarding this RFP should be submitted via email to:

Julie DeZiel, Human Resources Manager
Email: jdeziel@rpvca.gov

To be considered for this project, submit an electronic copy of the proposal to the above email address by 4:30 p.m. on Monday, June 21, 2021.

TABLE OF CONTENTS

I.	Introduction	Page 4
II.	Project Objective	Page 4
III.	Project Description and Background	Page 5
IV.	Scope of Services	Page 6
V.	Preliminary Project Schedule	Page 8
VI.	Necessary Qualifications and Submittal Requirements	Page 9
VII.	Submission of Proposal	Page 11
VIII.	Evaluation and Selection Process	Page 11
IX.	Attachments	(forthcoming)

I. INTRODUCTION

The City of Rancho Palos Verdes (City) is a scenic, upscale, residential coastal community, with a population of approximately 42,000, located on the Palos Verdes Peninsula of southwestern Los Angeles County.

The City is a contract city, meaning that some services are provided by contract with agencies (both public and private) and some services are delivered by the City's own employees.

The City of Rancho Palos Verdes is a General Law City and has operated under the Council-Manager form of government since its incorporation in 1973. Policy-making and legislative authority are vested in the governing City Council, which consists of five Council Members, including the Mayor and Mayor Pro Tem. The City is fiscally sound and functions on an annual budget cycle.

The City of Rancho Palos Verdes has 150 full-time and part-time employees. For FY 2020-21, a total of 68 positions were funded out of the 74 full-time positions. Their departments include the Administration Department, Finance Department, Community Development Department, Public Works Department and a Recreation and Parks Department. Presently there is one bargaining unit that incorporates all employees minus the management and part-time staff.

The purpose of this document is to provide proposers with the information needed to submit a proposal for review by the City and, if selected, enter into a Professional Services Agreement with the City.

II. PROJECT OBJECTIVE

To hire a consultant to conduct a comprehensive classification and compensation study to ensure its ability to hire and retain qualified employees, maintain equitable internal relationships among employees, complies with state and federal laws, and review the City's current organizational structure for efficiency and effectiveness.

III. PROJECT DESCRIPTION AND BACKGROUND

The City had a comprehensive classification and compensation conducted and approved by City Council in 2015 and the City's classification plan requires periodic updates. The consultant will review current class specifications and ensure they are in line with current changes and requirements in the law, identify class specifications that need to be updated to reflect current job duties and requirements of the position and include physical requirements and essential job functions to comply the American with Disabilities Act (ADA).

Over the past few years, the City has realigned several positions, resulting in a slight reorganization of several departments. The consultant will review the current City's organizational structure and provide recommendations to ensure it is efficient and effective.

IV. SCOPE OF SERVICES & SCOPE OF WORK

The City is accepting proposals to review the organizations classification and compensation plans, as described below:

Classification Study - shall consist of the following:

1. Update the classification plan for approximately 50 classifications representing approximately 68 full-time and 63 part-time employees as of June 2020.
2. Develop a classification structure that reflects the City's overall classification and compensation strategy and includes the clear definition of terms and the development of career ladders for full-time and part-time employees.
3. Review the background materials including existing classifications, organizational charts, budgets, salary resolutions and schedules, personnel rules and related information.
4. Conduct orientation and briefing session(s) with employees.
5. Conduct orientation and briefing session(s) with all department heads, managers, and supervisors.
6. Develop a comprehensive questionnaire to be completed by all employees.
7. Conduct interviews with all employees in single position classifications, a representative sample of employees in multiple position classifications, and appropriate management personnel to validate the information.
8. Allocate all employees included within the scope of the study to an appropriate job title, job classification and exempt and non-exempt designation pursuant to the Fair Labor Standards Act (FLSA).
9. Develop new classification specifications to reflect current duties, requirements of the position, including physical requirements and essential job functions.
10. Develop classification specifications to include the following items:
 - a. A definition of the job classification.
 - b. A complete description of the essential job functions;
 - c. Requirements of education, experience, knowledge, skills and abilities;
 - d. Supervision exercised and received with definition of lead or supervisory roles;
 - e. Working environment and/or conditions;

- f. Licenses, certifications, driving requirements and physical requirements in compliance with the American with Disabilities Act (ADA); and
11. Coordinate the varying presentation styles of the project team to ensure a unified philosophy and standardization across all the classifications.
12. Present the final classification and listing showing the recommended allocation of each position.
13. Include an introductory section that describes class concepts and provides information about distinctions of various levels within a class series and other pertinent information.
14. Provide appropriate implementation and maintenance manuals.
15. Conduct training sessions for designated staff.

Compensation Study - shall consist of the following:

1. Identify a suggested list of comparable cities to consider in the compensation study.
2. Identify survey labor market and classifications that represent most closely to the City of Rancho Palos Verdes. This will include an explanation of the specific methodology (i.e., articulable factors) used to identify the survey agencies.
3. Conduct a comprehensive total compensation survey based on comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the City of Rancho Palos Verdes.
4. Complete an internal base salary relationship analysis, including the development of appropriate internal relationship guidelines.
5. Develop external competitive and internal equitable salary recommendations for each classification included within the study.
6. Assign a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships.
7. Present draft results of the survey to management and bargaining unit in a group meeting.
8. Assist in the development of a strategy for implementing the compensation recommendations and plan.
9. Present the final Classification and Compensation Report to the City Council.

Organizational Review - shall consist of the following:

1. Review the City's current organizational structure, reporting relationships, span of control, and staffing levels;

2. Review operational requirements, infrastructure, services, and ratios of staffing to population served and other productivity measures; and,
3. Determine and recommend best management practices and standards.

Consultant shall complete other tasks deemed necessary for the accomplishment of a complete and comprehensive outcome as described in the project objective. Consultant shall expand on the above-noted tasks, where appropriate, and provide suggestions which might lead to efficiencies and enhance the results or usefulness of the work.

Deliverables

As part of the Services, Consultant will prepare and deliver the following tangible work products to the City.

1. Submit an electronic copy of proposal in sufficient detail to allow for a thorough evaluation and comparative analysis.
2. Present an introduction of the proposal and your understanding of the assignment and significant steps, methods, and procedures to be employed by the proposer to ensure quality deliverables that can be delivered within the required time frames and your identified budget.
3. Briefly summarize the scope of work as the proposer perceives or envisions it for each area proposed.
4. Present concepts for conducting the work plan and interrelationship of all products. Define the scope of each task including the depth and scope of analysis or research proposed.

City staff may request that check-sets or working versions of documents be submitted for ongoing routine review. City staff will review all deliverables, including preparatory or record materials for service deliverables, and provide comments. Consultant is required to revise draft deliverables to address City staffs’ comments.

V. PRELIMINARY PROJECT SCHEDULE

A. RFP Schedule

The following is the anticipated schedule for the RFP process:

Request for Proposal available	May 21, 2021
Request for Clarification due	June 11, 2021
Proposals due	June 21, 2021
Firm Interviews (if necessary)	July 2021
Anticipated Notice of Award	July 2021

B. Anticipated Project Schedule

Review Scope of Work with HR Staff	August 2021
Finalize orientation, briefing and meetings with Staff	September 2021
Present Draft report to HR Staff	December 2021
Present Final report to City Council	December 2021

Please note that this schedule is preliminary. It is included to provide the Consultant with a sense of the expected timeline for the Scope of Service and emphasize the urgent nature of the work and the City's expectation that the Scope of Services will be completed as quickly as possible. The ideal Consultant candidate will have available resources and personnel, either in-house or under subcontract, to ensure the completion of the Scope of Services at the earliest possible time.

VI. NECESSARY QUALIFICATIONS AND SUBMITTAL REQUIREMENTS

1. Only one proposal per firm will be considered.
2. The submittal should be as brief as possible while adequately describing the qualifications of the firm. The final submittal shall be sent as a PDF via email to Julie DeZiel, Human Resources Manager at jdeziel@rpvca.gov
3. The proposing firm shall submit the following information with the package, including the same information for subcontractors, in the following format:
 - a) Cover Letter: Provide the name, address, and phone number of the firm; the present staff (size, classification, credentials); the primary contact's name, phone number, and email address; any qualifying statements or comments regarding the proposal; and identification of any sub-consultants and their responsibilities. Identify the firm's type of organization (individual, partnership, corporation), including names and contact information for all officers, and proof that the organization is currently in good standing. The signed letter should also include a paragraph stating that the firm is unaware of any conflict of interest in performing the proposed work. (No more than two pages)
 - b) Approach to Scope of Services: Briefly summarize the scope of work as the proposer perceives or envisions it for each area proposed. Although an important aspect of consideration, the financial cost estimate will not be the sole justification for consideration. Negotiations may or may not be conducted with the proposer; therefore, the proposal submitted should contain the proposer's most favorable terms and conditions, since selection

and award may be made without discussion with any firm. All prices should reflect "not to exceed" amounts per item. (No more than two pages)

- c) Organization and Staffing: Identify the person who will be the Project Manager and primary contact person responsible for the overall delivery of the project. Provide an organizational chart of the project team that clearly delineates communication and reporting relationships among the project staff and among the sub-consultants involved in the project. Identify key personnel to perform work in the various tasks and include major areas of subcontracted work. Indicate the expected contributions of each staff member in time as a percentage of the total effort. Specifically show the availability of staff to provide the necessary resource levels to meet the City's needs. Indicate that the Project Manager and key staff will remain assigned to this project through completion of the Scope of Services. (No more than two pages)
- d) Staff Qualifications and Experience: Describe qualifications of the assigned staff and sub-contractors including relevant technical experience. Staff assigned to complete the Scope of Services must have previous experience in providing the necessary services as described under the Scope of Services. A registered Professional Engineer must be the Project Manager. Description of Consultant's experience should include:
- **Prior Experience**: Demonstrate that the firm has significant experience providing services similar to those described under the Scope of Services. (No more than two page)
 - **Staff Qualifications**: Provide resumes for the Project Manager and any other key staff members to be assigned to contribute to the Scope of Services, with an emphasis on similar services which they provided to other agencies. (No more than ten pages)
 - **Reference Projects**: Include at least three projects with similar scope of services performed by the project team within the past three years and indicate the specific responsibilities of each team member on the reference project. Provide contact information for each client. (No more than ten pages)
- e) Project Schedule: Provide a detailed critical-path-method schedule for completion of the tasks and sub-tasks required to accomplish the scope of work. Note all deliverables and interim milestones on the schedule. (No more than one 11" x 17" page)

- f) Quality Control Plan: Describe the quality control procedures and associated staff responsibilities which will ensure that the deliverables will meet the City's needs. (No more than one page)
- g) Acceptance of Conditions: State the offering firm's acceptance of all conditions listed in the Request for Proposal (RFP) document and Sample Professional Services Agreement (Attachment D). Any exceptions or suggested changes to the RFP or Professional Services Agreement (PSA), including the suggested change, the reasons therefore and the impact it may have on cost or other considerations on the firm's behalf must be stated in the proposal. Unless specifically noted by the firm, the City will rely on the proposal being in compliance with all aspects of the RFP and in agreement with all provisions of the PSA. (No more than one page)

VII. Submission of Proposal

A. Requests for Clarification

Requests for clarification of the information contained herein shall be submitted in writing prior to **4:30 p.m. on Monday, June 21, 2021**. Responses to any clarification question will be provided to each firm from which proposals have been requested. It is highly recommended that the prospective consultant firms visit the City to view the project location prior to submitting a request for clarification.

B. Confirmation Email

Upon submission of proposal to the City, the proposing firm shall request an email confirmation that the proposal was received and retain the email as a record. If an email confirmation is not received, the proposing firm shall correspond with the City until a confirmation is received.

VIII. EVALUATIONS AND SELECTION PROCESS

1. Proposals Will be Evaluated Based on the Following Criteria:

- a) Approach to Scope of Services (25%)
 - Understanding of the Scope of Services as demonstrated by the thoroughness of the proposal, introduction of cost-saving or value-adding strategies or innovations (including those applying to overall project schedule), and an overall approach most likely to result in the desired outcome for the City.
- b) Proposal Schedule (20%)

- Ability to complete the work in the shortest schedule possible (excluding time for review and community meetings).
- c) Staff Qualifications and Experience (30%)
- Relevance of experience of the proposing firm (to provide support resources to the project team)
 - Relevance of experience and strength of qualifications of the Project Manager
 - Relevance of experience and strength of qualifications of the key personnel performing the work
 - Relevance of referenced projects and client review of performance during those projects
- d) Organization and Staffing (15%)
- Availability of key staff to perform the services throughout the duration of the project
 - Assignment of appropriate staff in the right numbers to perform the Scope of Services
 - Appropriate communication and reporting relationships to meet the City's needs
- e) Quality Control (10%)
- Adequate immediate supervision and review of staff performing the work as well as appropriate independent peer review of the work by qualified technical staff not otherwise involved in the project.

2. Selection Process

An evaluation panel will review all proposals submitted and select the top proposals. These top firms may then be invited to make a (virtual) presentation to the evaluation panel, at no costs to the City. The panel will select the proposal, if any, which best fulfills the City's requirements. The City reserves the right to negotiate special requirements and proposed service levels using the selected proposal as a basis. If the City is unable to negotiate an agreeable fee for services with top firm, the City will negotiate with the next firm chosen among the top firms.

3. Award Notification

The City will notify all proposers in writing of the outcome of the selection process and intent to award. This RFP does not commit the City to award an agreement, nor pay any costs incurred in the preparation and submission of the proposal in anticipation of an agreement. The City reserves the right to reject any or all proposals, or any part thereof, to waive any formalities or informalities, and to award the agreement to the proposer deemed to be in the best interest of the City and the Department.

4. Award of Agreement

The selected firm shall be required to enter into a written agreement with the City, in a form approved by the City Attorney, to perform the Scope of Services. This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final agreement; however, the City reserves the right to further negotiate the terms and conditions of the agreement with the selected consultant. The agreement will, in any event, include a maximum "fixed cost" to the City.