City of Calabasas
Request for Proposal

Classification and Compensation Study
Due: On or Before 2:00 p.m. Wednesday,
October 4, 2019

City of Calabasas
Administrative Services Department
100 Civic Center Way, Calabasas, CA 91302
Phone: (818) 224-1663
1. INTRODUCTION AND PROJECT

The City of Calabasas is requesting proposals for qualified professional consulting services to conduct a city-wide classification and compensation study.

The City will select one firm, based on demonstrated competence and a cost effective approach to design, conduct, and assist in the implementation of a city-wide classification and compensation study.

2. BACKGROUND

Incorporated in 1991, the City of Calabasas is 13.3 square miles in size and is located 26 miles west of downtown Los Angeles. Nestled in the foothills of the Santa Monica Mountains National Recreation Area and adjacent to the San Fernando Valley, the City is proudly known as the Gateway to the Santa Monica Mountains. Calabasas' distinctive character is in part derived from its natural environment, oak-studded hillsides, and sprawling open space. Furthermore, its physical diversity, small town atmosphere, and active population exceeding 24,000, provide an independent ambience that is distinct to the City of Calabasas.

The City of Calabasas 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. Police and fire protection is provided by the Los Angeles County. The County of Los Angeles also provides sanitary, sewer and other specialized public works services, while library services, planning and zoning activities, recreational activities, and an extensive system of public parks, open space and trails are operated by the City.

City Government: Calabasas is a General Law City and has operated under the Council-Manager form of government since incorporation in 1991. 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 Council is elected on a non-partisan, at-large basis. Council Members are elected to four-year staggered terms with two or three Council Members elected every two years. The Council designates the Mayor and Mayor Pro-Tem for a one-year term. The City Manager is responsible for carrying out the policies and ordinances of the governing council, for overseeing the day-to-day operations of the government, and for appointing the heads of the government's departments. The City is fiscally sound and functions on an annual budget cycle.

Labor Force: The City of Calabasas has 79 authorized full time positions for FY 19-20, and its departments include: City Manager’s Office, Administrative Services Department, City Clerk Department, Community Development Department, Community Services Department, Public Works Department, Finance Department, Communications Department, Library Services Department, and the Public Safety & Emergency Preparedness Department. City Staff do not belong to any unions, employee associations, or bargaining units.
3. SITUATION

The City has not had a comprehensive classification and compensation review in over ten years. Instead, The City performs an annual cost of living adjustment (COLA) to salary ranges based on the Los Angeles Area Consumer Price Index (CPI) to maintain its desired market position.

The City’s classification plan is in need of an update, with class specifications needing to better reflect current job duties and requirements of the position, including physical requirements and essential job functions to comply with any regulatory requirements. Since the time of the last classification and compensation review, the City has realigned or created several positions, resulting in the reorganization of several departments.

4. SCOPE OF SERVICES REQUIRED

The City of Calabasas is seeking the services of a highly qualified consulting firm to assist with the following:

Classification Plan

1. Updating the classification specifications for approximately 55 full-time positions as of August 2019.
2. Develop a unified 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, if applicable.
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 the City Manager, all department heads, managers and supervisors.
6. Conduct interviews with all employees in single position classifications, and appropriate management personnel to validate the information.
7. 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).
8. Develop new classification specifications to reflect current duties, requirements of the position, including physical requirements and essential job functions.
9. The classification specifications shall 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
   g) Appropriate exempt and non-exempt designation under the Fair Labor Standards Act (FLSA).
10. Present the final classification listing that presents the recommended allocation of each position to the City Manager.
11. The classification plan shall include an introductory section that describes class concepts and provides information about distinctions of various levels within a class series and other pertinent information.
12. Provide appropriate implementation and maintenance manuals.
13. Conduct training sessions for designated staff.

**Compensation Plan**

1. Identify survey labor market and benchmark classes in accordance with comparable survey agencies, preferably those listed in *Appendix A*.
2. Conduct a comprehensive compensation survey using the comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the City of Calabasas.
3. Complete an internal salary relationship analysis, including the development of appropriate internal relationship guidelines.
4. Develop a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships.
5. Recommend additional compensation strategies that allow the City’s total compensation practices to be competitive amongst comparable survey agencies.
6. Assist in the development of a strategy for implementing the compensation recommendations and plan.
7. Present the final compensation recommendations to the City Manager.

5. **QUALIFICATION AND CRITERIA**

**Qualifications:** The City of Calabasas will select one firm for all the outlined Scope of Service on the basis of qualifications, experience and cost. The following are the minimum qualifications to be used to evaluate the responses to this Request for Proposals:

1. The proposer has advanced knowledge of the laws and practices relating to employee classification and compensation within a municipal government setting.
2. The proposer has a demonstrated track record of success in handling all aspects of employee classification and compensation and at least five (5) years of providing these services to public entities in the State of California.
3. Each proposer shall provide five references, preferably from governmental agencies, for relevant work performed in the past five years. When possible, include references from cities of a similar size and characteristics to the City of Calabasas.
4. The proposer can demonstrate an understanding of the assignment and knowledge of the skills necessary to serve in the role of the Classification and Compensation Consultant.
Selection Criteria: The City of Calabasas will conduct a comprehensive, fair and impartial evaluation of the proposals received in response to the Request for Proposal. All proposals received from the vendors will be reviewed and evaluated by a committee of qualified personnel. The names, information, or experience of the individual members will not be made available to any vendor. The Administrative Services Manager will first screen all proposals submitted, according to the minimum qualifications set forth above.

The following criteria will be used in reviewing and comparing the proposals and in determining the highest scoring bid:

I. 40%: Qualifications, background and prior experience of the firm, experience of key staff assigned to oversee services provided to the City of Calabasas, evaluation of size and scope of similar work performed and success on those projects.

II. 30%: Cost and Fees to the City of Calabasas for handling matters. Cost is not the sole determining factor but will be taken into consideration. Proposer must offer services at a rate comparable to the rate proposer offers to other governmental agencies for similar work. Offering a higher rate to the City of Calabasas than the comparable rate is grounds for disqualification of the Proposer. If rates differ for different types or levels of service, the Proposer should so state in their proposal.

III. 20%: References including past performance of proposer.

IV. 10%: Responsiveness to the Request for Proposal and quality of the proposal.

6. FORMAT AND DELIVERY OF RESPONSES

Respondents are asked to submit six (6) copies of their proposals in sufficient detail to allow for a thorough evaluation and comparative analysis. The proposal should include at minimum, the following information in a sectionalized format addressing all phases of work in the Request for Proposal.

Format: Proposal shall be limited to 20 typed 8.5” X 11” pages, or fewer, on white bond paper, single sided (excluding cover letter and attachments). The proposer may attach a firm brochure if desired, but it must be as a separate attachment and independent from the required elements noted above.

1. Use a conventional typeface with a minimum font size of 12 points. Use a 1” margin on all borders.
2. The proposal shall be organized in the order described above.
3. Provide one (1) unbound original, in addition to the six, of your firm’s response and one (1) electronic version.
4. Prominently label the package: “RFP for Classification and Compensation Study” and include the name of the prime respondent.

Cover Letter: All proposals shall include a cover letter which states that the proposal shall remain valid for a period not less that ninety (90) days from the date of submittal. If the proposal contemplates the use of sub-contractors, the sub-contractors shall be identified in the cover letter. If the proposal is submitted by a business entity, the cover letter shall be signed by an officer authorized to contractually bind the business entity. With respect to the business entity, the cover letter shall also include: the identification of the business entity, including the name, address and
telephone number of the business entity; and the name, title, address and telephone number of a contact person during the proposal evaluation period.

Introduction: Proposer shall present an introduction of the proposal and his/her 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 his/her identified budget.

General Scope of Work: Briefly summarize the scope of work as the proposer perceives or envisions it for each area proposed.

Work Plan: 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.

Schedule: As time is of the essence for this assignment, recommend a schedule of work indicating specific milestones.

Fee and Costs: 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.

Ability of the Proposer to Perform: Provide a detailed description of the proposer and his/her qualifications, including name(s), title(s), detailed professional resume(s), and past experience in similar work efforts/products of key personnel who will be working on the assignment. Provide a list of specific related work projects that have been completed by the proposer which are directly related to the assignment described in the Request for Proposal. Note the specific individuals who completed such project(s). Identify the role and responsibility of each member of the project team. Include the amount of time key personnel will be involved in the respective portions of the assignment. Respondents are encouraged to supply relevant examples of their professional product. Provide a list of references.

Delivery: Responses are due on or before 2:00 p.m. on October 4, 2019. Late responses will not be accepted. Deliver the responses to:

City of Calabasas
Attention: John Bingham, Administrative Services Manager
100 Civic Center Way
Calabasas, CA 91302

If you have any questions regarding this Request for Proposal, please contact John Bingham at (818) 224-1663.
7. **CONDITION FOR RESPONSES TO REQUEST FOR PROPOSAL**

The following conditions apply to the Request for Proposal process:

A. Nothing contained in this Request for Proposal shall create any contractual relationship between the respondent and the City of Calabasas.

B. This Request for Proposal does not obligate the City of Calabasas to establish a list of service providers qualified as prime contractors, or award a contract to any respondent. The City of Calabasas reserves the right to amend or cancel the Request for Proposal without prior notice, at any time, at its sole discretion.

C. The City of Calabasas shall not be liable for any expenses incurred by any individual or organization in connection with the Request for Proposal.

D. No conversations or agreements with any officer, agent or employee of the City of Calabasas shall affect or modify any terms of this Request for Proposal. Oral communications or any written/e-mail materials provided by any person other than the designated contact staff of the City of Calabasas shall not be considered binding.

E. The City of Calabasas reserves the right, in its sole discretion, to accept or reject any or all proposals without prior notice and to waive any minor irregularities of defects in a proposal. The City of Calabasas reserves the right to seek clarification on a proposal with any source.

F. The dates, times and sequence of events related to this Request for Proposal shall ultimately be determined by the City of Calabasas.

G. Respondents shall not issue any news release pertaining to this Request for Proposal, or the City of Calabasas without prior written approval of the City.

H. All submitted proposals and information included herein or attached thereto, shall become public record upon delivery to the City of Calabasas.

8. **RIGHT BY THE CITY TO WITHDRAW THIS REQUEST**

The City of Calabasas, at its sole discretion and for any reason whatsoever, withdraw this solicitation at any time.

9. **STANDARD TERMS AND CONDITIONS**

Prior to the award of any work hereunder, the City and the proposer shall enter into a written Professional Services Agreement for services.
Appendix A

Recommended Comparator Cities:
Agoura Hills
Beverly Hills
Camarillo
Conejo Recreation and Park District
Culver City
La Canada Flintridge
Las Virgenes Water District
Malibu
Moorpark
Oxnard
Rancho Simi Park District
Santa Clarita
Simi Valley
Thousand Oaks
Ventura
Westlake Village