

CITY OF BREVARD



REQUEST FOR PROPOSALS FOR CLASSIFICATION AND COMPENSATION STUDY

ISSUE DATE: AUGUST 23, 2022

DUE DATE: SEPTEMBER 16, 2022

1. INTRODUCTION

The City of Brevard is soliciting proposals for a Classification and Compensation Study to assist with maintaining a competitive and equitable classification and compensation system for all positions when considered in relation to each other (internally) and when compared to the external labor market.

2. BACKGROUND

The City of Brevard operates under a Council-Manager form of government. Under this system, the City Council establishes the policies which the City operates and has appointed a professional Manager to oversee the day-to-day operations of the City Government. Brevard is located in Transylvania County and is Western North Carolina.

The City employs approximately 100 full-time benefited employees. There are 63 job classifications on the current pay plan for full-time positions (although not all of them are currently in use); and approximately 55 part-time employees, mostly employed in our Fire Department which has a separate pay plan for these part-time positions. The City last conducted a pay study in 2018 and 2019, done by internal HR staff, with the study being done over a two year period (sworn law enforcement one year and other positions done the second year). Prior to that it had been 6-7 years since a study had been done.

The City's compensation package includes base salary, longevity, on-call pay and overtime/compensatory time for non-exempt positions. Merits and cost of living salary adjustments are considered annually and must be approved by the City Council.

Each classification is assigned to a salary grade in the City Pay Plan. Within each salary grade, there is a hiring rate, minimum and maximum. There are no predefined salary steps in the salary range. If an employee is hired at the hiring rate, the hourly rate is increased to the minimum of the salary grade (5% increase) at the end of the probationary period. If an employee is hired at or above the minimum of the grade, then they may or may not be eligible for an increase at the end of the probationary period; this is determined at the time of hire and based on qualifications, experience, and internal equity.

The City provides a full range of employee benefit programs including health, dental, short-term disability, life insurance, 401(k) contributions, paid leave, retirement, and longevity incentives. Optional insurance programs are available through a third-party broker. Benefits management has focused heavily on program design and offering the

highest level and maximum benefits to all employees.

3. PROJECT OVERVIEW

The purpose of the Classification and Compensation Study is to evaluate the City's existing job classification, compensation, and benefits programs and provide viable options and strategies that would enhance the City's ability to attract and retain a highly qualified and motivated workforce. The City of Brevard invites qualified management consultants to submit proposals to:

- a. Evaluate the external competitiveness of the salary and wages as compared to the market;
- b. Evaluate the internal comparisons of positions to maintain internal equity;
- c. Update the current classification system and salary ranges to ensure competitiveness in the market and appropriate internal equity;
- d. Create, modify and update job descriptions as necessary for accuracy and legal compliance;
- e. Examine and compare benefits in relation to other local governments and relevant private sector organizations, and
- f. Prepare recommendations for compensation policies to maintain competitiveness, reward employees, and ensure equity. Enable ongoing administration and maintenance of the system by internal HR staff.

4. SCOPE OF WORK

The City of Brevard has established the following objectives for this project. Any changes to the specifications or Scope of Work will be made in the form of an Addendum to this Request for Proposal and will be supplied to all prospective contractors and posted on the City of Brevard website. The City of Brevard may negotiate and refine the final Scope of Work with the selected contractor. The City of Brevard reserves the right to negotiate additional services with the selected contractor at any time after the initial contract award.

- a. Study and evaluate all full-time positions within the City for purposes of determining the proper classification.
- b. Conduct a comprehensive salary study to determine if the City's salaries are competitive within the appropriate job market. The current market survey data or survey to be conducted will include the collection and summary of salary and

benefits data from an agreed upon set of participants, both public and private, or other survey sources.

- c. Conduct a thorough benefits survey, including a review of leave and holidays, in comparison to similar public and private sector organizations.
- d. Review of job descriptions for all classifications in conformance with the Americans with Disabilities Act, FLSA and EEO and make changes as necessary.
- e. Review the effectiveness of the City's overall compensation system.
- f. Review the salary structure and pay plan to ensure the City's plan and policies are positioned to support recruitment and retention of employees effectively.
- g. Review accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, on-call requirements, and supervisory requirements.
- h. Provide analysis of existing internal hierarchy and internal career ladders where appropriate and clearly outline job progression opportunities and provide recognizable compensation growth.
- i. Provide recommendations and structure for compensation adjustments for certification and education completion.
- j. Provide analysis of current workforce within pay structure to ensure proper distribution for effective management of compensation system; with recommendations to address any pay equity and/or compression concerns.
- k. Attend meetings, if requested, throughout the process with employees, the City Manager and/or designated staff, and the City Council to explain the methodology, survey results, and recommendations.
- l. Make recommendations to City staff about any changes to the pay plan, strategies, policies, best practices, and other compensation related items in order to maintain a competitive place in the labor market.
- m. Develop and present final recommendations and implementation plan including impact of implementing recommended adjustments to current salaries both immediately and in the future.
- n. Recommend a classification/compensation and position evaluation system that adheres to the following basic elements and characteristics:
 - i. Must meet all legal requirements, be totally non-discriminatory, and provide for compliance with all pertinent federal, state, and local requirements.
 - ii. Must be easy for management to administer, maintain, and legally defend.
 - iii. Must easily accommodate organizational change and growth or conversion.
 - iv. Must be based upon sound compensation principles in which both internal and external equity are considered within the pay structure as well as the

concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.

- v. Must provide for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the compensation plan's effectiveness.

Upon completion of the study, the contractor will:

- a. Prepare a written final report of recommendations, including a discussion of methods, techniques, and data used to develop the classification and compensation plan.
- b. Prepare a report of the total compensation system, including pay, benefits, holiday recommendation, leave, etc., that compares the City and its relation to the market.
- c. Prepare an analysis of the financial impact for various implementation dates of the new classification and compensation plan and define funding issues.
- d. Make presentations to employees, manager, project team, and City Council, as necessary to present the results of the study.
- e. Provide guidance and assistance to include training and procedures for Human Resources staff, enabling them to maintain the recommended classification and compensation plan.
- f. Provide implementation support and training as needed.
- g. Provide work products, materials, documents, results, reports, etc. in to the City in a format that is of the City's choice.

5. Format and Contents of Proposal

The Proposal should include:

- a. Cover letter. Please include the RFP subject, name of firm, address, contact person with all applicable contact information, and date of preparation.
- b. Scope of Services. Provide a scope of services and a proposed outline of tasks, products and schedules. Also, identify the extent of staff involvement deemed necessary, including key decision points at each stage of the project. Major proposed deviations from the desired scope of services outlined above should be clearly noted and justified.
- c. Timeline of deliverables.
- d. Cost. Provide cost proposal for scope of services including fixed costs, fees, expenses, reimbursable costs, and any other anticipated costs.
- e. Consulting staff. Provide the name, title, background and experience of the primary consultant for this project. Identify all staff, amount of effort and provide resume of personnel who would be assigned to work directly or indirectly on this project.

- f. References. Provide a list of at least three clients the firm has contracted with in the past three years who can verify your firm's ability to provide the scope of services requested. Provide name, title and complete contact information for each reference. Provide a list of current clients who are receiving services like those requested in this RFP with a brief description of the work.
- g. Additional Services. The selected firm is welcome to outline additional services or alternative approaches that it feels are in the best interest of the City of Brevard.

6. **Proposal Submission:**

Those interested should submit four (4) hard copies and one (1) digital copy on a USB drive of the proposal. Proposals may be mailed or hand delivered to the following:

ADDRESS:

The City of Brevard
Human Resources
ATTN: Kelley Craig
95 W Main Street
Brevard, NC 28712

Proposals must be received no later than 2:00 PM EST on Friday, September 16, 2022. The City of Brevard will not be responsible for the failure of any mail or delivery service to deliver a proposal prior to the stated date and time. Regardless of the manner of submission, any proposal received after the stated date and time will not be considered.

Incomplete proposals or proposals inconsistent with the required format may be disqualified from consideration.

Questions or requests for further information regarding this Request for Proposal shall be submitted in writing to the attention of Kelley Craig, Human Resources Director, via email at Kelley.Craig@cityofbrevard.com no later than 2:00 PM EST on Monday, August 29, 2022. A copy of all questions, further clarifications and answers will be made in the form of an Addendum to this Request for Proposal and will posted on the City's website.

Contractors are expressly prohibited from contacting any City of Brevard official or employee regarding this Request for Proposal, except in the manner noted in this section. A violation of this provision is grounds for the immediate disqualification of the contractor.

7. **PROPOSAL CONDITIONS**

Submission of a proposal indicates explicit acceptance by the contractor of the terms

and conditions contained in this Request for Proposal and any attachments hereto. The City of Brevard reserves the right to reject, without prejudice or explanation, any or all proposals. The City of Brevard reserves the right to waive informalities or to amend the specifications of this Request for Proposal and request new proposals at any time prior to the award of a contract. All decisions of the City of Brevard shall be final and binding.

Price quotations and other information contained in the proposals must be valid for a minimum of ninety (90) days from the closing date of the RFP. The City expects the successful consultant to begin work on this project within 2 weeks of the execution of a contract.

8. AWARD

The City of Brevard reserves the right to award a contract, based on initial proposals received from contractors, without discussion and without conducting further negotiations. The City of Brevard may also, in its sole discretion, initiate further discussions with contractors that it deems to fall within a competitive range. Award shall be based on the best overall proposal taking into consideration the following factors:

- Demonstration of the contractor's ability to successfully complete all requirements as specified in the Scope of Work.
- The cost of services.
- The proposed plan for completed of work and the overall goals for the project.
- Experience in similar consulting services and performance history (references).
- Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced.
- Demonstration of the firm's ability to utilize existing information in order to reduce initial and future costs of services.
- Other factors deemed relevant by the City.

The City of Brevard shall not be deemed to have finally selected a contractor until a contract has been successfully negotiated and signed by both parties.

9. NON-DISCLOSURE OF INFORMATION

Contractor and its agents shall treat all data and information associated with this Request for Proposal, including, without limitation, the Request for Proposal, all reports, recommendations, specifications and other data as confidential. Contractor and its agents shall not disclose or communicate any information to a third party or use such information in advertising, propaganda and/or in another job or jobs, unless prior

written consent is obtained from the City of Brevard.

10. RIGHT TO SUBMITTED PROPOSALS AND SUPPORTING DOCUMENTS

All written correspondence, proposals and supporting documents received by the City of Brevard in connection with this Request for Proposal will become the property of the City of Brevard. The City of Brevard reserves the right to use any ideas in a proposal or supporting documents regardless of whether the proposal is selected.

11. NORTH CAROLINA PUBLIC RECORDS

All proposals received by the City of Brevard shall be considered public information subject to lawful disclosure under North Carolina Public Records Law. Any proposal material deemed by the contractor to constitute either proprietary or trade secret material shall be designated as such, and each page or section of a page containing such material shall be so marked by the contractor. In addition, it shall be the sole responsibility of the contractor to demonstrate to a court of competent jurisdiction that their designation is proper. The City of Brevard shall not make public any material determined by a court of competent jurisdiction to be proprietary or trade secret. Contractor hereby agrees to indemnify and hold the City of Brevard harmless from any and all claims, suits, damages, penalties or expenses arising out of contractor's proprietary or trade secret designation.

12. CERTIFICATION

Contractor hereby certifies that it has carefully examined this Request for Proposal, that it understands and accepts all terms and conditions and the Scope of Work, and that it has knowledge and expertise to complete the project. By submitting a proposal, contractor certifies that its proposal is in all respects fair and without collusion or fraud.