



NOTICE OF REQUEST FOR PROPOSALS
FOR
Classification and Compensation
Study and Analysis

All proposals must be submitted in a sealed envelope and received at the City of Snellville; 2342 Oak Road, Snellville, GA 30078 on or before July 1, 2022 by 2:00 PM with the following notation on the face of the envelope:

Proposal for City of Snellville
Classification and Compensation Study and Analysis
COS 20220602
ATTN: Butch Sanders – City Manager
City of Snellville

Proposals Issuance Date: June 2, 2022

Request for Proposal Compensation and Classification Study and Analysis

Introduction

The City of Snellville, Georgia, (“City”) is requesting proposals for consulting services to conduct a citywide Employee Classification and Compensation Study as described herein.

Background Information

The City of Snellville is located in south Gwinnett County, approximately 25 miles northeast of Atlanta. The City has a population of 20,500 and boasts one of the busiest commercial corridors in Gwinnett County. The City is actively building a new town center that will host a healthy residential and retail mix coupled with a new branch of the Gwinnett Public Library system.

The City operates under the Council-Manager form of government. City departments include the following: Administration (City Manager and City Clerk), Code Enforcement, Economic Development, Finance, Human Resources, Information Technology, Municipal Court, Police, Planning and Development, Parks and Recreation, and Public Works. Overall, the City has 105 full-time employees and 24 part-time employees.

Goals and Objectives

Each year, the City reviews and adopts the Pay and Classification Plan with the budget. The purpose of the Classification and Compensation Study is to address changes in City operations and staffing over the last several years, which may have affected the type, scope, and level of work being performed.

The City’s objectives are to:

1. Attract and retain highly-qualified employees;
2. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas;
3. Provide salaries commensurate with assigned duties;
4. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
5. Clearly outline promotional opportunities and provide recognizable compensation growth; and
6. Provide justifiable pay differential between individual classes.

All work will be done with regular involvement of the City Manager, Assistant City Manager, and Personnel Officer. Department Heads and other key personnel will be involved as necessary.

Regular presentations and meetings with these individuals or groups, incorporating their input into the process, are expected. Presentation to the Mayor and City Council upon completion of the project is also expected.

The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. The consultant shall perform or provide the following:

A. Scope of Services

1. Provide for a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia municipalities as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

B. Information Meetings

1. Consultant to schedule an initial meeting with City Manager, Assistant City Manager, and Personnel Officer, to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel.
2. Consultant to meet with department heads to explain study and process to be used.
3. Consultant to provide frequent updates to City Manager and Assistant City Manager.

C. Classification Study

1. Consultant to review current classification grade methodology, and propose recommended strategies for the City.
2. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
3. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees, including fair Labor Standards Act (FLSA) status (exempt/non-exempt).

4. Consultant to present proposed recommendations to the Assistant City Manager for review prior to making any final classification determinations.
5. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
6. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
7. Consultant to submit recommendations for appropriate implementation measures that the City staff will need to take.
8. Consultant to provide a straightforward, easily understood, maintenance system that the City will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
9. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

D. Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.

7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
9. Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
10. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as a market survey.
11. Consultant to conduct a compression analysis to include any recommendations for implementation.
12. Consultant to conduct a comprehensive training program for Administrative and Human Resources staff to ensure that they can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

City Resources

The City will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant that may be required to complete the study.

Proposal Format and Requirements

The bidder shall submit three complete copies, and one digital copy (flash drive) of their written proposal that presents their qualifications and understanding of the work to be performed. Include all information requested, organized in tabbed sections clearly identified in a table of contents as described in the paragraphs that follow. Any other information thought to be relevant, but not applicable to the enumerated categories, may be provided as a separate appendix to the proposal. The following information/documents shall be included in the proposal package to be considered **responsive** to the Request for Proposals:

A. Agents and Address

Identify who will be the project manager and key staff assigned, if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff's experience with public sector compensation including public safety. Describe successful outcomes. List the address, e-mail address, and telephone number of the office from which the services are to be provided. Promotional literature and other public relations documents should NOT be included.

B. Statement of Methods and Procedures

Provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Management Synopsis

Provide a synopsis prepared for management review, covering the significant features of the proposal including overall costs and term of work.

D. Structure and Content of Work Product

Provide a detailed breakdown and description of the specific steps, services, and study products that will be provided. Describe how the final product will be structured and presented upon completion. Firms may elect to include in the section any innovative methods or concepts that might be beneficial to the City of Snellville as long as the minimum requirements set out in this RFP are met.

E. Work Schedule

Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence within 45 days after the contract is awarded.

F. References

Include the name, address, telephone number, and e-mail address for contact persons at least three (3) other public entities for which comparable services have recently been rendered.

G. Cost of Services

Provide a total cost estimate, including travel expenses, and “not to exceed” amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work; and an amount to be deducted from total cost estimate because bidder is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.

H. Final Product

Provide a statement that the proposer agrees to:

- a. Deliver three (3) copies and a flash drive of the final report to the City Manager and Assistant City Manager.
- b. Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the compensation/classification system in an electronic medium (flash drive); and

- c. Appear at a scheduled Council meeting to discuss the recommendations and final report.

I. Additional Services (Optional)

Provide any other related and recommended products or service not specified in the RFP, which may be considered essential or benefitted by the firm. These services should be priced separately from “G” above and shown here.

J. Other

The complete (all pages) Request for Proposal documents with any addenda acknowledgements filled out, initialed, and signed as required. The person that signed the RFP shall have the authority to negotiate the full scope of services on behalf of the organization and shall be authorized to bind the contract to the terms and conditions of this RFP.

The classification and compensation system to be recommended as responses to this RFP must adhere to the following basic elements and characteristics: (a) the system must meet all legal requirements, (b) be totally nondiscriminatory and provide for compliance with all pertinent federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc.).

1. The system must be easy for management to administer, maintain, and defend.
2. The system must easily accommodate organizational changes and growth.
3. The system should be based on sound compensation principles in which 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.
4. The system should provide for new positions to be incorporated into the compensation plan, as well as, regular adjustments to maintain the plan’s competitiveness.
5. The system should be compatible with current City of Snellville payroll programs/software.
6. The City requests that all information submitted by the successful consulting firm be in Microsoft Word format on a flash drive and in hard copy. The City further requests the complete use of the material developed for the ability to update or change it as needed. All work provided by the consultant under contract with the City of Snellville shall belong exclusively to the City.

Cost Proposal

This request for information does not, under any circumstance, commit the City to pay any costs incurred by any bidder in the submission of qualifications. The bidder is responsible for all costs associated with response to this request.

General Information

The City’s website is www.snellville.org. The City of Snellville’s current budget can be found on the City’s website.

Questions

Questions pertaining to this document should be submitted at least one week prior to the due date (June 24, 2022). Questions should be submitted via e-mail with “Questions about Salary Survey” in the subject line to Matthew Pepper at mpepper@snellville.org.

Addenda

It is the proposer’s responsibility to check the website for any addenda. Go to www.snellville.org and select the “Government” tab on the homepage. Under this tab, select “Administration” in the drop down box. Then, select “Bid Information”.

Criteria and Selection

After city staff has reviewed the proposals, final selection will be determined. The successful contractor will be required to enter into an agreement for professional services with the City.

The following may be considered in the selection of the firm:

- A. Relevant experience in similar-sized entities;
- B. Qualifications;
- C. Proposal Costs;
- D. Understanding of city-related issues and employee relations;
- E. Team compatibility, including the ability to work with the City’s staff based on references and other supporting information; and
- F. Unique resources the contractor may bring regarding innovative analysis techniques;

<p>1. Experience and Qualifications: Consider comparable experience on projects of similar size and scope; background of specific personnel assigned to project including roles and responsibilities; firm's capacity; and references.</p> <p style="text-align: right;">(25 points)</p>	
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<p>2. Project Approach: Understanding of the project scope, the city-related issues and employee relations.</p> <p style="text-align: right;">(30 points)</p>	
<p>3. Resources: Description and/or samples of benchmarking standards, communication materials that will be provided to the Mayor and City Council, Department Heads, and employees; and pay adjustment methodologies.</p> <p style="text-align: right;">(30 points)</p>	
<p>4. Price: Content is orderly and easy to follow; optional services clearly identified; and quote price is reasonable and easy to compare to other quotes.</p> <p style="text-align: right;">(15 points)</p>	

The award will consider price, but it will not be the sole, determining factor.

Submittals

All proposals must be delivered to the City no later than 2:00 PM local time on Monday, July 1, 2022. Proposals must be delivered to the following address:

City of Snellville
 Attn: Butch Sanders, City Manager
 2342 Oak Road
 Snellville, GA 30078

Bidders will be responsible for the delivery of their proposals to the City before the deadline. The City will not consider any proposal received by email or after the deadline.

The City reserves the right to reject any or all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals.

City personnel will evaluate the proposals and then forward their recommendation to the Mayor and City Council for consideration.

The duration of this consultant agreement has not been determined.

The City does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age or marital status.