

II.C.3.



**AGENDA REPORT
January 9, 2018**

SUBJECT:

Request Permission to issue an RFP for Pay and Classification Plan Study

FISCAL IMPACT:

To be Determined based on responses to the RFP

DEPT/OFFICE:

Human Resources

REQUESTED ACTION:

It is requested that the Board of County Commissioners authorize the Office of Human Resources to release a Request For Proposals from established companies for a pay and classification plan study. It is also requested the Board authorize the Director of Human Resources, The Human Resources Personnel Manager and the Brevard County Clerk of Courts Human Resources Director to act as the Selection Committee to evaluate all proposals submitted and to make recommendations to the Board.

SUMMARY EXPLANATION and BACKGROUND:

In the course of Board discussions during the 2017/2018 Budget Workshops a recommendation was made that the County conduct a salary study in an effort to obtain information necessary to address Pay and Classification Plan issues existing throughout the organization. Special emphasis was placed on identifying positions in which it has become difficult to recruit and retain staff due to current market conditions as well as addressing the need to become more competitive in STEM (Science, Technology, Engineering and Math) related position.

In order to accomplish this, a comprehensive evaluation of Brevard County's Pay and Classification Plan, compensation philosophy, competitive market, compensation policies and procedures as they relate to over 700 job classifications, involving approximately 2,014 full-time employees, 338 part-time employees is needed. Such an evaluation must benchmark the County's Plan against its competitive market and other potential competitor jurisdictions within the context of the County's financial position. The proposed study would also be required to provide recommendations for a multi-year implementation plan designed to address any identified issues with the Pay and Classification Plan.

To provide for the best opportunity to develop a fair, comprehensive and objective pay and classification plan study, it is requested the the Board authorize the release of this Request for Proposals in order to solicit professional firms experienced in the type of analysis required for this study.

ATTACHMENTS:

Description

- Draft Pay and Classification Study RFP

REVIEWERS:

Department
Human Resources

Reviewer
Visco, Gerard



Tammy Rowe, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

Telephone: (321) 637-2001
Fax: (321) 264-6972
Tammy.Rowe@brevardclerk.us

January 10, 2018

M E M O R A N D U M

TO: Jerry Visco, Human Resources Director

RE: Item II.C.3., Permission to Issue a Request for Proposals (RFP) for Pay and Classification Plan Study

The Board of County Commissioners, in regular session on January 9, 2018, authorized you to release an RFP from established companies for a pay and classification plan study; and authorized the Director of Human Resources, Human Resources Personnel Manager, and Brevard County Clerk of Courts Human Resources Director, to act as the Selection Committee to evaluate all proposals submitted and to make recommendations to the Board.

Your continued cooperation is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS
SCOTT ELLIS, CLERK

for 
Tammy Rowe, Deputy Clerk

/kp

cc: Committee Members

RFP # X-X-XX-XX
CONSULTANT FOR PAY & CLASSIFICATION STUDY

I. GENERAL SPECIFICATIONS

1. DESCRIPTION OF SERVICE

The Board of County Commissioners of Brevard County, Florida is inviting proposals from vendors licensed to do business in the State of Florida for an analysis of the County's Pay and Classification Plan. It is the County's intent to conduct a comprehensive review of its compensation program, with an emphasis on addressing those positions that have become difficult to fill / recruit and those positions the County has had difficulty in retaining staff as a result of competitive market conditions. The selected firm will be working with County staff in this comprehensive review.

2. GENERAL INFORMATION

- a) Brevard County is located on the Space Coast in East Central Florida. The County currently has 2,014 full-time employees. In addition to full-time employees, the County currently has 338 part-time positions. (These figures do not include temporary and seasonal workers that during temporary/seasonal season, averages over 400 additional employees.)
- b) The County's workforce consists of administrative, professional and clerical staff, emergency response personnel, water/wastewater workers, recreation/parks personnel and maintenance staff. The normal workweek (except for emergency response personnel) is 40 hours.
- c) All requirements set forth in this RFP shall be incorporated into the contract between the County and the selected firm, unless otherwise specified in the contract.
- d) Qualified firms submitting a proposal in response to this RFP are responsible for providing all professional services described herein, whether directly or through the use of subcontractors or sub-consultants. The County reserves the right to approve or deny the use of any sub-consultants or subcontractors. It is the intent of the County to award the contract to one Firm to provide all requested services.

3. EFFECTIVENESS AND DURATION

The agreement(s) resulting from this solicitation is for the items and work described in this proposal document.

Either party may cancel this agreement, either in whole or in part, by giving at least thirty (30) days prior notice in writing.

4. REFERENCES

Proposers will complete and return, with the Proposal, a list of at least three (3) client/customer references including company name, address, contact person, telephone number and length of time you provided the services to the client. The List of References form provided in these documents should be used. References in the State of Florida, especially municipalities, are preferred. If the Proposer already has a preprinted list of references, then indicate on the County's List of References form "See Attached List." Attach the preprinted list to the County's form and submit both with the Proposal.

5. SAMPLE AGREEMENT

Provide a sample of a proposed agreement for your firm's services.

6. REQUIRED DOCUMENTS

The following documents included in this Request for Proposal package are required to be submitted along with the Information Requested for this proposal:

- a. List of References Form
- b. Social Media Account information
- b. Statement of Insurance Compliance Form
- c. Non-Collusion Affidavit of Proposer
- d. Conflict of Interest Statement
- e. Disputes Disclosure Statement
- f. Drug Free Workplace Certification Form
- g. Samples of Work Product
- h. Signed/Notarized Proposer Acknowledgement Form

7. EFFECTIVE PERIOD OF PROPOSALS

All proposals must state the period for which the proposal shall remain in effect. Such period shall not be less than 120 days from the proposal date.

8. RIGHT OF REJECTION BY THE COUNTY

Notwithstanding other provisions of this RFP, the County reserves the right to award this contract to the supplying firm that best meets the requirements of the RFP, and not necessarily, to the lowest bidder. Further, the County reserves the right to reject any or all proposals prior to execution of the contract, with no penalty to the County.

9. CONTRACT NEGOTIATIONS

After review of the proposals, the County intends to enter into contract negotiations with the selected supplying firm. These negotiations could include all aspects of service and fees. If a contract is not finalized in a reasonable period of time, the County will open negotiations with the next ranked firm.

10. AWARD OF CONTRACT

The proposer to whom a contract is awarded shall be required to enter into a written contract with the County in a form approved by legal counsel for the County. This RFP and the proposal, or any part thereof, may be incorporated into and made a part of the final contract. The County reserves the right to negotiate the terms and conditions of the contract with the selected proposer.

11. QUESTIONS CONCERNING RFP/NO CONTACT PROVISION

Proposers are hereby notified not to contact any member of the Selection Committee or any member of the County Commission, respective staff, except as provided herein regarding this proposal until such time, as a contract has been awarded. All inquiries pertaining to this RFP shall be directed through the County Purchasing Services. Failure to abide by this condition of the RFP may be cause for rejection of the firm's proposal.

Questions concerning any portion of this RFP shall be directed in writing via mail or facsimile to the below named individual who shall be the official point of contact for this RFP. Questions should be submitted at least five (5) days prior to the closing date.

Mark envelope(s) and submit questions to:

QUESTION: RFP. X-X-XX-XX

Leslie Rothering
Brevard County Purchasing Services
2725 Judge Fran Jamieson Way
Bldg. C, 3rd Floor, Suite C303
Viera, Florida 32940

Tel: (321) 617-7390
Fax: (321) 617-7391

12. **QUESTIONS**

All questions concerning this RFP shall be submitted in writing via mail or facsimile only to the name and address below before **xxxxxxx** at 5:00 p.m. All responses to questions will be in the form of an addendum that will be distributed to all vendors listed as receiving a proposal package.

Leslie Rothering
Brevard County Purchasing Services
2725 Judge Fran Jamieson Way
Bldg. C, 3rd Floor, Suite C303
Viera, FL 32940
Phone No: (321) 617-7390
Fax No: (321) 617-7391
E-mail: Leslie.Rothering@brevardfl.gov

Contact made with any other employee of, and/or elected County officials of Brevard County regarding this RFP will be grounds for the rejection of the contacting individual/firm submittal.

13. **SUBMITTAL OF PROPOSAL**

All firms submitting a proposal will need to submit one (1) marked original and six (6) marked copies of their documents in a sealed package. The left front of the package shall read:

Request for Proposals to Provide Salary/Benefits Survey and Related Services
RFP #
Due Date: xxxxxxxxxx – Time: 3:00 p.m. E.S.T.
Company Name and Address

Documents shall be mailed or hand delivered to:

Brevard County Purchasing Services
2725 Judge Fran Jamieson Way
Bldg. C, 3rd Floor, Suite C303
Viera, FL 32940

All documents will need to be delivered to, or received in the mail by the due date and time. Any document submitted or received after this date and time shall not be considered and will be returned to the sender unopened. The County takes no responsibility for late mail or late delivery service.

Note* Please ensure that if you use a third party carrier (Federal Express, Airborne, UPS, etc.) that they are properly instructed to deliver your proposal only to Purchasing Services on the third (3rd) floor at the above address. To be considered, **a proposal must be accepted in Purchasing Services no later than the RFP closing date and time.** If the proposal is delivered anywhere else, it may not reach Purchasing Services in time. US Postal Services (USPS) express mail packages are not delivered directly to County offices but are delivered to a Post Office box and distributed to County offices by a contracted courier service.

14. **ADDITIONAL INFORMATION**

The proposer shall furnish such additional information as the County may reasonably require. This includes information that indicates financial resources as well as ability to provide the services. The County reserves the right to make investigations of the qualifications of the proposer or any of its agents, as the County deems appropriate.

II. SCOPE OF SERVICES

1. Conduct a comprehensive evaluation of Brevard County's Pay and Classification Plan, compensation philosophy, competitive market, compensation policies and procedures within the context of the County's financial position, as they relate to over 700 classifications, involving approximately 2,014 full-time employees, 338 part-time employees. Benchmark the County's system against its competitive market and other potential competitor jurisdictions.
2. Conduct a comprehensive review and evaluation of policies governing Brevard County's current job classification system within the context of the County's financial position. Benchmark the County's system against its competitive market and other potential competitor jurisdictions.
3. Work with County Staff in a review of turnover data (positions available), vacancy data (the time positions remain unfilled) and other factors to identify those County positions that have become difficult to fill / recruit and those positions that the County has had difficulty in retaining staff.
4. Work with the County staff to determine the appropriate entities to be considered as the competitive labor market and other potential competitor jurisdictions.
5. Based upon results of the survey and review of internal relationships between positions and classifications, recommend to the Board of County Commissioners options for a multi-year implementation of adjustments, if needed, to the Pay and Classification Plan with an emphasis on addressing those positions that have become difficult to fill / recruit and those positions the County has had difficulty in retaining staff as a result of competitive market conditions.
6. Recommend procedures, policies, and methods to maintain an on-going Pay and Classification Plan that remains fair and competitive.
7. Recommend policies and procedures for developing and maintaining a career track/progression/retention program or modifications to existing programs.
8. Submit a comprehensive report, including but not limited to, a description of the project and methodology, a description of the work performed, a summary of all findings both for Brevard County and for its competitive market, a discussion of best practices of public employers, a comprehensive and detailed description of all recommendations, an outline of recommended next steps including a description of how to implement the recommendations, and an executive summary.
9. Attendance at an initial meeting with the County Manager and Director of Human Resources to discuss the process and tasks to be performed, the methodology to be used, the key personnel to be involved in the project and accessibility to the Firm's point of contact.
10. Attendance at a Contract Kick-Off meeting with County Staff.
11. A comprehensive presentation in-person summarizing the written report inclusive of a Power Point document to be given on up to three occasions including to Brevard County Human Resources, Brevard County's Senior Management Team and the Brevard County Board of County Commissioners.

III. EVALUATION CRITERIA

Selection will be made from the proposer who was deemed to be the best suited among those submitting proposals on the basis of the evaluation factors listed below.

The County desires to award the contract to the most responsive and responsible proposer that demonstrates the ability to provide the highest quality of service at the best cost. To accomplish this goal, the County's criteria for selection shall include, but not be limited to, the following criteria, which are not presented in any order of priority:

1. General experience.
2. The firm's specific local government experience conducting salary and benefit surveys and evaluating job descriptions and compensation plans. Additional consideration will be given to those firms with relevant experience in Florida.
3. Examples of work product with an emphasis on related local government work product.
4. Extent to which the most current technology and compensation practices are incorporated into the envisioned work products.
5. Timeliness of process envisioned producing the requested services.
6. Database resources relative to salary information from the appropriate labor markets to include both public and private entities.
7. Additional services currently available even though the County does not require them at this time.
8. Responses of references.
9. Fee proposal.
10. Demonstrated understanding of County's requirements.
11. Completeness of response to this RFP.
12. Other similar relevant criteria.
13. Relevant experience of the staff expected to be assigned to the project.

The most important evaluation emphasis will be placed upon the experience and past performance of the firms including samples of work product. The RFPs will be evaluated based on the criteria described below and any other criteria deemed relevant to serve the best interests of this contract.

	Evaluation Criteria	Potential Points
1.	Demonstrated Ability to meet or exceed requirements	30
2.	Fee Proposal	35
3.	Proposed Action Plan	20
4.	Credentials, Relevant Experience of Staff and References	15

IV. PROPOSAL FORMAT

A. PROPOSAL FORMAT

The proposal shall consist of the following sections labeled as such (in order):

Required Submittals

- a. **Overview:** Please provide an executive summary of two (2) pages or less which gives a concise summation of the proposal. Must include a statement that all terms and conditions of the RFP are understood and acknowledged.
- b. **Experience/Resources:** Provide the general experience of the firm and staff as well as any specific experience in conducting municipal and/or local government salary and benefit surveys and evaluating job descriptions and compensation plans. Describe the extent that current technology and compensation practices will be incorporated into the end product. Indicate the resources relevant to salary information that will be utilized for the project.
- c. **Project Timeline:** Provide a projected timeline for the completion of the requested services.
- d. **References:** Provide required reference information and Social Media Account information on the form provided.
- e. **Additional Services:** Indicate any additional services available beyond the Scope of Services.
- f. **Fee Proposal**
- g. **Acknowledgement of Addenda:** Include a signed and dated copy of the last addendum issued by the County, if any.
- h. **Sample Work Product**
- i. **Compliance Forms**

The following documents must be completed, signed and/or witnessed. Proposals, which do not conform to the instructions provided herein, shall be subject to disqualification.

- PROPOSAL INVITATION ACKNOWLEDGEMENT (provided)
- NON-COLLUSION AFFIDAVIT OF PROPOSER (provided)
- DRUG-FREE WORKPLACE CERTIFICATION (provided)
- INDEMNIFICATION AND INSURANCE REQUIREMENTS (provided)
- DISPUTES DISCLOSURE STATEMENT (summary of any litigation, claim(s), or contract dispute(s) files by or against the Proposer in the past five (5) years which is related to the services that Proposer provides in the regular course of business. The summary shall state the nature of the litigation, claim or contract dispute, a brief description of the case, the outcome or projected outcome, and monetary amounts involved.

DRAFT

REFERENCE FORM

RFP #x-x-xx-xx

REFERENCES - PROJECTS

List a minimum of three (3) customers for the services specified in the solicitation in the spaces provided below giving the company name, contact person, address, telephone number, and date services were performed, as described.

Note: A contact person shall be someone who has personal knowledge of the bidder's performance for the specific requirement listed. Contact person must have been informed that they are being used as a reference and that the County may be calling them. DO NOT list persons who will be unable to answer specific questions regarding the requirements.

- 1. Customer/Client, Date of Services, Description of Services, Contact Person, Address, Telephone Number
2. Customer/Client, Date of Services, Description of Services, Contact Person, Address, Telephone Number
3. Customer/Client, Date of Services, Description of Services, Contact Person, Address, Telephone Number

VENDOR NAME, ADDRESS, SOCIAL MEDIA ACCOUNT INFORMATION, PRINTED SIGNATURE, AUTHORIZED SIGNATURE, PHONE #, FAX#, DATE

U:\PURCHASE\PURFORMS\Purchase Agent

**BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS
INDEMNIFICATION AND INSURANCE REQUIREMENTS
RFP # X-X-XX-XX CONSULTANT FOR PAY & CLASSIFICATION STUDY**

INDEMNIFICATION

The County shall be held harmless against any and all claims for bodily injury, sickness, disease, death or personal injury, or damage to property or loss of use of any property or assets resulting therefrom, arising out of or resulting from the performance of the products or from the services, for which, the County is contracting hereunder, provided such is caused in whole or in part by any negligent act or omission of the vendor, or any subcontractor or any of their agents or employees, or arises from a job-related injury.

The vendor agrees to indemnify the County and pay the cost of the County's legal defenses, including fees of attorneys as may be selected by the County, for all claims described in the hold harmless clause herein. Such payment on behalf of the County shall be in addition to any and all other legal remedies available to the County and shall not be considered to be the County's exclusive remedy.

It is agreed by the parties hereto that specific consideration has been received by the Vendor under this agreement for this hold harmless/indemnification provision.

INSURANCE REQUIREMENTS

The vendor providing services under this agreement will be required to procure and maintain, at their own expense and without cost to the County, until final acceptance by the County of all products or services covered by the purchase order or contract, the following types of insurance. The policy limits required are to be considered minimum amounts.

General Liability Insurance policy with a \$ 1,000,000 combined single limit for each occurrence to include the following coverage: operations, products and Completed Operations, Personal Injury, Contractual Liability covering this contract, and "X-C-U" hazards, with errors & omissions.

Auto Liability Insurance which includes coverage for all owned, non-owned and rented vehicles with a \$ 1,000,000 combined single limit for each occurrence.

Workers' Compensation and Employers Liability Insurance covering all employees of the vendor and subcontractors

In the event that the contract involves professional or consulting services, in addition to the aforementioned insurance requirements, the vendor shall also be protected by a Professional Liability Insurance Policy in the amount of \$500,000 per claim.

The vendor shall provide certificates of insurance to the County demonstrating that the aforementioned insurance requirements have been met prior to the commencement of work under this contract. The General Liability and Auto Liability certificates of insurance shall indicate that the policies have been endorsed to cover the County as an additional insured and that these policies may not be canceled or modified without thirty (30) days prior written notice to the County.

The insurance coverage enumerated above constitutes the minimum requirements and shall in no way lessen or limit the liability of the vendor under the terms of the contract. Sub-Contractor's insurance shall be the responsibility of the vendor.

ACCEPTED BY: _____

Vendor Name _____

Address _____

Authorized Signature _____ Date _____

Print Name _____

Telephone Number _____ Fax # _____

BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS
RFP # xx-x-xx-xx
DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that _____
_____ does:

(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies with the above requirements and the Florida Statutes Section 287.087. This form is in conjunction with Brevard County's General Conditions, Item 27, Drug Free Workplace.

Bidder's Signature

Date

Bid Name and Number

**NONCOLLUSION AFFIDAVIT TO BE EXECUTED BY
PROPOSER AND SUBMITTED WITH PROPOSAL OFFER**

STATE OF FLORIDA)
)ss
COUNTY OF _____)

_____, being first duly sworn, deposes and says
(name)

that he or she is _____ of
(position title)

(the proposer)

The party making the foregoing proposal certifies that this proposal is made without prior understanding, agreement, or connections with any corporation, firm or person submitting a proposal for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this proposal and certify that I am authorized to sign this proposal for the proposer. In submitting a proposal to the County of Brevard the proposer offers and agrees that if the proposal is accepted, the proposer will convey, sell, assign or transfer to the County of Brevard all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the County of Brevard. At the County's discretion, such assignment shall be made and become effective at the time the County tenders final payment to the proposer.

DATED: _____

By _____
(Person signing for proposer)

Subscribed and sworn to before me on

(Notarial Seal)

(Notary Public)