



REQUEST FOR PROPOSALS FOR EMPLOYEE CLASSIFICATION AND COMPENSATION STUDY

Proposal Deadline: May 14, 2023

1.0 INTRODUCTION AND PURPOSE

The City of Unalaska, Alaska (“City”) is requesting proposals for consulting services to conduct an Employee Classification and Compensation Study for our non-represented employee group. The Scope of Services is outlined in section 3.0 of this request.

The study should investigate the current compensation plan and provide recommendations for updating areas the study finds to be lacking and/or providing a new compensation plan if and where necessary.

Goal:

The goal of the City is to update the current classification titles, job titles, and compensation system, utilizing accepted practices in the management and design of a compensation system in accordance with applicable federal and state laws. In doing so, the objectives of the City are:

- To attract and retain qualified workers who will be paid equitable salaries;
- To provide market rate salaries to all workers;
- To enable the City to maintain a competitive position with other comparable municipalities and private companies within the same geographic area, considering the unique challenges of living and working on a remote island; and
- To establish practices and policies to continue to meet the aforementioned objectives in future years.

2.0 BACKGROUND INFORMATION

Located just 50 miles from the North Pacific Great Circle Route, the City of Unalaska is 800 miles southwest of Anchorage in the heart of the North Pacific and the Bering Sea fisheries. Our community is a vibrant mix of industry and history connected by 40 miles of roads linking our port, harbors, and private docks with local businesses and our thriving residential community, population 4,195. The City is located on the coast of Unalaska and Amaknak Islands and is home to one of the busiest and most prosperous stretches of coastline in Alaska

Unalaska is the anchor for commercial fishing activity in the Bering Sea and the Aleutian Islands. Unalaska’s Port of Dutch Harbor is the #1 Commercial Fishing Port in the U.S. with the greatest quantity of fish and shellfish harvested, a designation held for more than 25 years.

Unalaska's economy is based on commercial fishing, seafood processing, fleet services, and marine transportation. The Port of Dutch Harbor is the only deep draft, year-round ice-free port from Unimak Pass west to Adak and north to the Bering Strait. Our port has been designated a "Port of Refuge" and provides protection and repair for disabled or distressed vessels as well as ground and warehouse storage and transshipment opportunities for the thousands of vessels that fish or transit the waters surrounding the Aleutian Islands daily. Unalaska is also the home of the western-most container terminal in the United States and is one of the most productive ports for the transshipment of cargo in Alaska. In addition to products shipped domestically to and from this regional hub, the product is shipped to ports around the world with weekly shipments headed to Europe and Asia by container ship and freighter.

Unalaska is unique among Alaska's coastal communities in the support services provided. In addition to the four seafood processing facilities in Unalaska, the business community provides a wide range of support services including accounting and bookkeeping, banking, cold storage, construction and engineering, diesel sales and service, electrical service and marine electronics, equipment, freight forwarding, gear replacement and repair, hydraulic services, logistical support, marine pilots and tugs, maritime agencies, stevedoring, trucking, vehicle rental, vessel repair, warehousing, and welding. Because of the wide variety of services provided every day, no other community in the region has Unalaska's capacity to support commercial fishing in the Bering Sea.

The City is a full-service City, with a Mayor and six-member City Council operating under the Council/Manager form of government (strong City Manager). City departments and divisions include Fire & EMS; Police, Corrections and Communications; Parks Culture and Recreation; Planning; City Manager; City Clerk; Administration, HR and Risk Management; Public Works (Engineering, Roads, Vehicle Maintenance, Facilities Maintenance and Supply), Public Utilities (Water, Wastewater, Electric Production and Distribution and Solid Waste); Ports, Finance and Information Systems.

The City's current Classification and Compensation plan was adopted in 2013. Many of the positions evaluated at that time have been reviewed and updated when necessary. Some new positions have been created and have been incorporated into the plan. Other positions have been eliminated. Since the plan was adopted, inequities and compression have developed, and the criteria and weighting of various factors of the system need to be updated. Finally, a new wage scale needs to be developed to encourage recruitment and retention.

The City employs a total of 172 employees. Of the total, 132 are represented by three different labor unions and 40 are unrepresented.

3.0 SCOPE OF SERVICES

The study involves 40 +/- position titles comprised of executive, professional, administrative, technical and clerical positions. It excludes elected officials and those represented by protective unions or labor associations.

The contract awarded as a result of this Request for Proposals (RFP) requires that the successful consultant provide services which meet or exceed the following objectives:

- To review the salary grades to quantitatively evaluate and determine market competitiveness of each position using a methodology that will construct a relative

ranking of position and to produce or update the classification and compensation plan, including pay and structure. This plan should be internally equitable and competitive in external markets both public and private, utilizing both public and private sector data.

- To review and update current job descriptions.
- To review and recommend proper classification of each position relative to exempt and non-exempt status in accordance with Fair Labor Standards Act (FLSA) and State of Alaska Wage and Hour regulations.
- To determine the City's level of market competitiveness, including wages, cost of living, inflation and the value of health and welfare benefits (including employer contributions toward premiums), paid time off, and any other fringe benefits.
- To review and recommend any changes to the current fringe benefit and salary structure due to comparable benefits.
- To review the current system and identify any problems with the current system.
- To present, in person, the final results of the classification and compensation plan to the City Council.
- To make recommendations on keeping the plan current, equitable and up to date.

The City of Unalaska will provide the following information to the successful consultant:

- Existing job descriptions for the 40 position titles
- All wage and salary schedules
- City of Unalaska organizational charts
- Current Collective bargaining agreements for represented employees
- Access to Payscale/Payfactors.

4.0 EVALUATION OF PROPOSALS: SELECTION FACTORS

This section sets forth criteria which will be used in the evaluation of proposals and selection of the successful firm. Each responsive proposal will be evaluated and selection will be made on the basis of the criteria listed below:

- Experience of the firm and proposed project team in regard to compensation studies, particularly with government agencies. 25 points
- Demonstrated understanding of City's needs with respect to the compensation study, quality of the firm's described approach, and the ability to meet or exceed the criteria set forth in Section 3.0 of the RFP. 25 points
- Compliance with contract terms, conditions and overall quality and completeness of proposal submission. 15 points
- References. 10 points
- Cost of services. 25 points

The City may conduct interviews and have discussions with one or more firms. Once these interviews and discussions are completed, the award will be made to the top-ranked firm, and other consultants will be advised of the decision. Proposals will remain confidential until a firm has been selected.

5.0 REQUIRED CONTENT OF PROPOSAL

Consultants must submit written proposals that present their qualifications and an understanding of the work to be performed. Proposals must address each of the specific topics

listed below as a minimum. Failure to include all of the requested information may be cause for the proposal to be considered non-responsive and rejected.

General Requirements:

The City has limited funding allocated for the completion of this project. Consultants are encouraged to be creative and resourceful in proposing the most cost-effective and efficient solutions for the needs outlined in this RFP.

All costs incurred in the preparation and presentation of this proposal are the responsibility of the consultant.

Required Documents for RFP Submittal:

Cover Letter

This letter confirms your interest in performing the subject study and indicates your agreement with, or specific exceptions to, any of the objectives, requirements, terms or conditions contained in this request for proposal document. It must also list the official name, address, phone number, fax number, email address of the consultant, as well as the name of the principal contact person and the name of the person authorized to execute the contract.

Consultant's Qualifications:

A description of the experience and qualifications of the proposed staff member(s) who will be performing the services. This information must include at a minimum: number of years with the consultant; education; major projects worked on or completed within the past five years, and any experience relevant to this RFP. Individuals identified in the response to this RFP can't be removed from the project team for the duration of the contract without the express written permission of the City of Unalaska.

Experience with both public and private sector entities is preferred. Include a description of the organization and experience the firm has had in developing classification and compensation plans for public employers, and in evaluating compensation systems for internal equity, and any other related experience in classification and compensation management consulting.

A list of municipalities for which the consultant has conducted, and is currently conducting comprehensive classification and pay studies in the last five (5) years, including a description of the particular work done, or being done for each municipality.

A list of three (3) recent public sector client references, including contact person, telephone, email and mailing address.

Provide details of any instances in which the proposed individual consultants or firm have had to legally defend themselves relative to services provided.

Proposed Methodology and Related Information:

Provide a detailed description of the services and methods by which the work will be performed, including the following:

Consultant's understanding of the services to be provided as set forth in Section 3.0 of the RFP.

Description of how the consultant proposes to conduct the study, including descriptions and documentation of proposed methodology. Describe and outline the tasks that the consultant believes are necessary to complete the study.

Estimated time the project will take from beginning to completion, including a proposed timeline, dates, and milestones, i.e. the project schedule for review and feedback by the City's review team, as well as a presentation of the final recommendations to the Common Council.

Explanation of what work, if any, City staff will be required to perform.

Proposed employee communication plan for educating employees during the study, and regarding the results and validity of the study at completion.

In light of the consultant's other business obligations, indicate the extent of the consultant and project manager's availability to perform the study.

Recommendations for annual or ongoing maintenance and review of the plan, either by consultant or City staff over the next ten years.

Proposed Cost of the Project:

Provide a detailed project budget. The associated costs must be identified for each phase, providing alternative costs, if available.

Any incidental expenses, such as copying, mailing, and travel charges must be clearly stated in the proposal.

Costs quoted shall be firm and not subject to increases during the term of any contract that the consultant and City may enter into as a result of the proposal. The proposal must clearly specify the expiration date of the quoted cost.

6.0 SUBMITTAL INSTRUCTIONS

The City of Unalaska reserves the right to reject any or all proposals, to waive any defects in the proposals received, and to select the consultant considered the most advantageous to the City.

Proposal responses must be delivered to:

City Clerk
City of Unalaska
43 Raven Way, P.O. Box 610
Unalaska, AK 99685
Phone: 907.581.1251 Fax: 907.581.1417

Email: mveeder@ci.unalaska.ak.us & emagdaong@ci.unalaska.ak.us with the email subject:

(Name of Firm) – Compensation Study RFP

Proposals may be submitted by email, mail, courier, or in person and received on or before May 14, 2023, at 5:00 p.m. local time. Proposals received after the deadline will not be accepted.

All proposals, responses, inquiries, correspondence or other documents relating to this RFP will become the property of the City when received. The City reserves the right to use any or all ideas presented in any proposal, whether amended or not; selection or rejection of a proposal does not affect this right.

7.0 TERMS AND CONDITIONS

The City reserves the right to reject any or all proposals, to waive technicalities, or to accept the proposal deemed to serve the City's best interest.

All costs associated with preparation, submittal and presentation of proposals are the responsibility of the consultant.

The selected consultant will be required to sign a contract with the City, the form and substance of which must be acceptable to the City.

Termination: If for any reason, the consultant selected fails to fulfill the obligations agreed to in a timely manner, the City has the right to terminate the contract by specifying the date of termination in a written notice to the firm at least seven (7) days before the termination date. In that event, the consultant would be entitled to just and equitable compensation for the work satisfactorily completed.

The contract to be signed between the City and the contractor may include the following terms and conditions:

- The firm selected must be an independent contractor.
- All work products become the City's property.
- A timeline for performance objectives.
- Provisions for termination in the event of non-performance, force majeure, or by either party upon ten (10) days written notice prior to cancellation.
- Prohibition against assigning or transferring the awarded contract without prior written consent of the City.
- Requirement that the contractor abide by the City's Ethics Code to the extent it is applicable.
- Consultant will be required to carry, maintain and furnish proof of insurance coverage, including worker's compensation coverage.
- An indemnity provision by the consultant to the City covering damages, losses, expenses, attorney's fees, etc. against the City for claims involving patent, copyright infringement or related claims, negligent performance, or any tortious conduct by contractor, its employees, agents, representatives, or anyone else associated with contractor.
- Final work product will be due from contractor by deadline established in the contract.
- Any and all other provisions deemed necessary by the City.