



**REQUEST FOR PROPOSALS**  
**Greater Vallejo Recreation District**  
**Compensation Study**  
**November 27, 2023**

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## **I. INTRODUCTION**

Greater Vallejo Recreation District (District) is located in Solano County within the greater San Francisco Bay Area.

The Greater Vallejo Recreation District (GVRD) is a separate government agency from the City of Vallejo that provides parks and recreation programs for children, families, and seniors in Vallejo. GVRD operates primarily by means of locally controlled funding and receives revenue from fees for services, park entrances, programs, and facility rentals. Grants and park dedication permit fees assist in the provision for new park development projects and ongoing maintenance.

GVRD manages 407 acres of public park space including 33 parks, an Olympic-size swimming pool, children's instruction pool and 4 community centers. GVRD maintains over 1,000 acres of public land and offers programs that benefit over 120,000 Vallejo residents of all ages each year.

GVRD consists of three primary divisions, Administration, Recreation, and Parks/Facility Maintenance and provides a wide range of services and offerings to the community and surrounding region. Youth and adult sports, afterschool care, break camps, community centers, a large-scale aquatics facility, and much more.

## **II. BACKGROUND**

The District is seeking proposals from qualified professional consulting firms (Consultant) interested in conducting a comprehensive Compensation Study (Study) of its full time positions. The District's approved budget includes 35 positions. The District is also considering the reclassification of certain existing positions and the potential addition of new classifications. The District may desire assistance in developing the classifications, job descriptions and salary ranges for the potential new classifications. These additions would be an additional project.

The final scope of services negotiated between the District and the successful Consultant for the Study shall be set forth in the Professional Services Agreement (Agreement) executed by and between the District and the successful Consultant. The Consultant will work under the direction of the District's General Manager, Finance Director, and HR Director. Expertise in public agency salary and benefits programs is required, with experience working with Special District California Parks and Recreation preferred. The Study shall result in an updated benefits and salary package recommendation provided to the Board.

### **III. PROPOSED SCHEDULE AND DELIVERY REQUIREMENTS**

11/27/2023	Release of Request for Proposal
01/12/2024	Deadline to Submit Proposals (4:00 pm)
01/19/2024	Finalist Interviews to be completed by (if necessary)
01/31/2024	Selection to be completed by
02/02/2024	Notice to Proceed

All dates are estimated and subject to change

Responses to this Request for Proposals (RFP) must be received by the District by Friday January 12, 2024 at 4:00pm. Responses received after the date and time will not be considered. Postmark date will not constitute timely delivery. Consultants are solely responsible for ensuring timely receipt of their responses. The District will not be responsible for proposals that are delinquent, lost, incorrectly marked, sent to an address other than that given herein.

Responses to this RFP shall be submitted in a sealed package addressed as below and clearly identifying the Consultant making the submission. Three (3) hard copies and one electronic copy via email must be submitted by each Consultant.

Please submit proposals to:

**Greater Vallejo Recreation District**  
**Attn: Lisa Sorvari, Human Resources Director**  
**CONFIDENTIAL – Compensation Study RFP**  
**401 Amador Street**  
**Vallejo, CA 94590**

Questions shall be directed to Lisa Sorvari at [LSORVARI@GVRD.ORG](mailto:LSORVARI@GVRD.ORG). All questions must be submitted by December 29, 2023. Any questions received by the District that affect the RFP will be issued as an addendum by the District and shall be considered part of the RFP. No verbal conversation or agreement shall modify the terms of this RFP.

The District shall not be liable for any pre-contractual expenses incurred by any applicant or selected Consultant, including preparation and submittal of the proposal, negotiation of agreement, and other miscellaneous pre-contractual expenses incurred. The District reserves the right to cancel this RFP at any time prior to contract award without obligation in any manner for proposal preparation, interview, fee negotiation, or other marketing cost associated with this RFP.

It is anticipated that the Agreement will be completed by June 30, 2024, the end of the current fiscal year. Extensions of reasonable durations will be considered.

#### **IV. SCOPE OF WORK**

The objective of this study is to perform an analysis of the District's employee compensation and benefits to ensure competitiveness in the industry. The Study shall develop recommendations and propose options for compensation, and benefits of positions. The recommendations should be based on the geographic locations, similar budgets, comparable agencies. That list includes, but not limited to, like size Special District Parks and Recreation, as well as other Special Districts that have similar positions.

##### **Task 1: Comprehensive Total Compensation Survey**

1. Conduct a comprehensive survey of external labor market public section agencies for all Full-Time classifications. This will include a review and market analysis of salary and benefits including by not limited to base salary, employer paid retirement contributions, specialty pay, longevity pay, employer paid insurance contributions for medical, dental, vision, life, long-term disability; retirement health savings plan; medical after retirement; and leave benefits including holiday, sick leave, and vacation.
2. Review any information required to conduct the survey, including, the District administrative code, employee handbook, strategic plan, salary table, budget document, job descriptions for existing and plan classifications, organizational charts, and other related information.
3. The consultant will review the current job descriptions and compensation system to assure internal equity and external comparability. When comparing with external agencies, a review of the full job description will be performed by the consultant, not relying solely on the classification's title to make the comparison.
4. Meet with the General Manager, Finance Director, and Human Resources Director to discuss project objectives, processes, and logistics to ensure project success.
5. Meet with the Executive staff and representatives from Unions and Unrepresented to discuss comparable Special Districts, municipalities, or similar agencies.
6. Meet with management to discuss factors to consider when determining the appropriate Consumer Price Index(es) (CPI) to use for the GVRD and make a recommendation for the appropriate CPI for future use by the district.
7. Provide instructional information to allow District staff to conduct individual salary audits consistent with study methods until the next study is conducted.
8. Provide a brief presentation to all full-time staff, highlighting the project and what will be expected of them during the process. This can be done via real life, zoom, email, or a recorded presentation.
9. Conduct interviews and briefing sessions with all full-time employees (35). IBEW and SEIU members will take priority.
10. Develop any necessary forms to gather and present data including employee questionnaires, salary survey comparison charts, salary range change recommendations and necessary presentations.
11. Assess job descriptions and existing employee classifications.
  - a. Compare with job descriptions from other agencies to ensure comparable classifications for compensation and benefits survey.
  - b. Review with employees, supervisors, and management to finalize.

12. Based on the job descriptions and duties, conduct a comprehensive total compensation survey using comparable survey agencies. As a part of this step, the District would like an in-depth study and comparison of the following salary and benefit items:
  - a. Base salary and cash supplements
  - b. Certification, overtime, longevity, or other pay
  - c. CalPERS rate and employee contribution (Classic and PEPRA shown separately)
  - d. Insurance provided; medical, dental, vision and life and other insurance or programs, the amount paid by the employer and by employees
  - e. Allowances; car, phone, and other allowances or reimbursements
  - f. Deferred compensation or retirement savings, education savings
  - g. Leave accrual and balances (and cash value of leave)
  - h. Education reimbursement, etc.
  - i. Conference and certifications
  - j. Medical after retirement

## **Task 2: Reporting and Recommendations**

1. Consultant shall prepare a draft report within 6 months execution of the Agreement on the background data, survey information and findings of the Study for review by management. Prepare a final report within 30 days of receiving all District documents.
2. Based upon the Districts current salary structure, report all positions in an assigned salary range for each classification which reflects the results of the market survey and the analysis of the internal relationships. This will include an explanation of the specific methodology used in determining the competitive salary range and maximum for each classification.
3. Document the resolution of differences between internal worth for positions and market data for the same job to compare internal salaries and positions value to similar external agencies. Conduct an internal base salary relationship analysis, including the development of appropriate salary schedule changes.
4. Provide the District with alternatives to its current salary structure and salary increase process. In this step, the Consultant should provide the District with a more structured and clearly defined recommendation, similar to other public agencies which assign each classification a salary range with distinct equal steps within that range, such as a step approach.
5. Document and assist in developing a strategy for implementing each of these proposed alternative approaches.
6. Design methodology used to maintain fairness and competitiveness relative to the agency's classification and comparison system following implementation.
7. Study should also provide an analysis of and recommendations regarding benefits, including but not limited to the following:
  - a. Employer paid insurance premium contributions for health, dental, and vision insurance, etc. and any recommendations.
  - b. Leave benefits including holidays, sick leave and vacation.
  - c. Health insurance-report on the value of the agency contribution pays for employee, dependent or dependents.
  - d. Retirement – for each individual plan (i.e., PERS 2% @ 55), and detail on the employer and employee contributions.

8. The report shall provide salary and benefits and a matrix by position and by the agency and establish a competitive salary for each position given the current District provided benefits.
9. Conduct conference calls as appropriate during the Study to discuss issues which may affect the outcome of the Study.
10. Recommendations resulting from the Study should include best practices, options and detail cost analysis as indicated below:
  - a. A detailed evaluation of the District's current benefit offerings and recommendations regarding options for potential modifications.
11. Support and Presentations
  - a. Present draft results of the survey and recommendations to the General Manager, Finance Director, and Human Resources Director prior to finalizing the report.
  - b. Present draft results of the survey and recommendations to Board Finance Sub – Committee after discussions with management.
  - c. Present the survey results to the Board of Directors once the report is finalized.
  - d. Consultant should also be able to discuss and defend all challenges to the survey.

Provide instructional information to allow the General Manager and/or Human Resource Director to conduct individual salary audits and adjustments consistent with the Study methods until the next formal Study is conducted.

## **V. SUBMITTAL REQUIREMENTS**

The following minimum information should be provided in each proposal and will be utilized in evaluating each proposal submitted.

1. A cover letter of not more than one (1) page introducing the Consultant and its desire to provide services to the District. The cover letter should also include the company name and address, as well as the name, telephone number and email address of the individual authorized to represent the Consultant on all matters relating to this RFP. The letter must be signed by an individual authorized to bind the Consultant to all terms, conditions, and commitments made in the proposal.
2. Summary of the firm's qualifications, including background and experience, focusing in particular with the firms past undertaking of similar projects with similar agencies.
3. A summary of experience and qualifications of the project manager and other key members of the project team, as well as expected level of responsibility related to this project. List education, training, professional work experience, and a list of work performed which is comparable to that desired within this RFP. Provide a project staffing and organization chart listing proposed personnel assigned to this project. Include assigned duties. Indicate in your proposal any portion of work that would be performed by a subcontractor.
4. General information about the Consultant, including the size of the organization, location of the offices, the number of years in business, names of owners and principal parties, and information regarding any professional associations of which the consultant and its staff are members.
5. Three (3) references with the name of the organization, job title, addresses and phone numbers. References should be for other similar public agencies for which the firm has previously provided compensation Study services for in the last five (5) years.

6. Describe your firm's understanding of the project and detailed scope of services. Discuss your firm's methodologies used and/or approaches taken to prepare the Study. Indicate features, skills, and/or services which distinguish your firm and make it the better choice for the District. Indicate how the resources of your firm will be allocated for this project (e.g., number and type of personnel allocated by hours.)
7. Provide a project schedule identifying start and end dates – include milestones, submittal of deliverables, and each task required for the successful and timely completion of the project. In the schedule, please identify which task will require District staff time, which members will need to be involved and an approximation of hours of their time needed.
8. A fee proposal. In preparing the fee proposal for this project, the Consultant shall take into consideration the following; compensation for services provided will be on a time and materials not to exceed amount, and the Consultant standard billing rates for all classifications of staff likely to be involved in this project shall be included with the fee proposal along with the markup rate for any non-labor expenses and sub-consultants.
9. The Consultant shall, if awarded the contract, provide insurance at the time of signing the contract.

## **VI. GENERAL CONDITIONS**

The District shall retain its authority to provide directions to the project, monitor progress and recommend acceptance of final submissions to the District's Board of Directors.

The District reserves the right to withdraw this RFP or reject all proposals if it deems necessary. All proposals will become the property of the District. Information and responses will become public property and will be subject to the applicable public record laws.

A proposal may be considered non-responsive if conditional, incomplete, or if it contains alterations of form, additions not called for, or other irregularities that may constitute a material change to the proposal.

Issuance of this RFP and receipt of proposals does not commit the District to award a contract. The District expressly reserves the right to postpone the proposal for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one proposer concurrently, or to cancel all or part of this RFP.

The District does not discriminate on the basis of race, color, national origin, religion, age, ancestry, medical condition, disability or gender in consideration for an award of contract

### **Consultants Responsibilities**

Execute the District's Agreement. Maintain insurance at levels required in the Agreement. Selected Consultant shall provide a certificate of coverage, in accordance with the Agreement, prior to the District issuing a notice to proceed. Meet with District staff and selected individuals to discuss the approach and method to proceed. Meet as needed with the General Manager and selected individuals to review the progress of work, discuss any changes in direction or needed details, and in general ensure that work is proceeding as required per the Agreement. The District shall make available to the selected Consultant all relevant plans, studies, reports or documents, as appropriate, for background information and research purposes. The Consultant shall keep itself informed of all local, state and federal laws and



regulations, including but not limited to those pertaining to conflicts of interest, which in any manner affect those employed by it or in any way affect the performance of its duties under the scope of work. The Consultant shall at all times observe and comply with all such laws and regulations. The Consultant shall be properly licensed to practice in California.

### **Evaluation Process and Criteria**

Evaluation of proposals shall be based upon a competitive selection process. The District will select a Consultant who in its sole judgment, best suits the needs of the District. The District may conduct interviews with finalists to obtain further information regarding the Consultant and the proposal. Review and evaluation of submitted proposals will be based upon the following criteria:

1. Experience and demonstrated success on similar projects for small and specialized agencies and of similar scope and complexity, with preference given to Consultants with experience working with government, special districts, and/or California clients.
2. Approach to the project and demonstrated project understanding.
3. Demonstrated ability to perform tasks efficiently and produce a cost-effective report that meets the needs of the preferences of the District.
4. Qualifications of a Consultant and assigned individuals.
5. A detailed and responsive cost proposal.
6. Responsive schedule a completion date.
7. Reference checks.
8. Limited exceptions to the Agreement.

During the evaluation process, the District reserves the right, where it may serve the District's best interest, to request additional information or clarifications from consultants, or to allow corrections of errors or omissions.

Upon selection of a Consultant, the District will endeavor to negotiate a mutual Agreement with the selected Consultant. In the event that the District is unable to reach agreement, the District will proceed, at its sole direction, to negotiate with the next Consultant selected by the District. The District reserves the right to a contract for services in the manner that most benefits the District.

## EXHIBIT A

### **District Classifications**

1. General Manager
2. Board Clerk/ Assistant to General Manager
3. Parks and Facilities Director
4. Recreation Services Director
5. Finance Director
6. Human Resources Director
7. Recreation Supervisor
8. Facilities Supervisor
9. Parks Supervisor
10. Recreation Coordinators
11. Parks Lead Workers
12. Maintenance Specialist
13. Parks Maintenance Worker II
14. Facilities Maintenance Worker II
15. Parks Maintenance Worker I
16. Facilities Maintenance Worker I
17. Administrative Assistant
18. Accounting Clerk II
19. Accounting Clerk I
20. Human Resources Clerk I