



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: November 9, 2007
TO: General Manager
FROM: Administrative Services Manager
SUBJECT: Request for Proposals for Compensation Study for Positions within Management Bargaining Unit

RECOMMENDATION: Authorize issuance of Request for Proposals (RFP) to conduct a compensation study for the Management Unit.

DISCUSSION

This request came before the Board at the September and October meetings and was tabled until the November meeting. Staff has evaluated the feasibility of replacing this study with a compensation survey developed by the California Special Districts Association (CSDA); received input from Donna Williamson, District negotiator, regarding the possibility of giving up the study in exchange for unspecified terms applicable to upcoming negotiations; and modified the RFP so that the focus is on a compensation analysis that evaluates the competitiveness of the management positions within the labor market.

Several days ago the CSDA Administrative Salary & Benefits Survey was received and sent to members of the management unit. The study, based on data from 350 districts statewide, has useful information, particularly in regard to employee salaries; however, the benefit portion has limited application in that it does not provide the costs associated with benefits. In addition, the Management Unit has reiterated its opposition to such a substitution, favoring a local agency comparison instead of a statewide survey.

Donna Williamson recommends that the District proceed with a study since the contract with the Management Unit states that the District will conduct a compensation study before the end of the current contract.


The RFP has been modified. Instead of a request for a "Classification and Compensation Study" it is a "Compensation Study". The scope has been altered and descriptions related to review and analysis of the classifications has been removed. Also, the time schedule has been changed with submission of the final report now planned for April 2008 instead of March. Finally, Donna Williamson recommended two firms that conduct such studies and they have been added to the consultant list.

Regarding the desirability of contracting out an outside firm in place of conducting the study internally with District employees, staff recommends that the study be conducted by an outside firm for the following reasons:

1. Surveys do not produce identical comparators. Even benchmark jobs which have the greatest uniformity, have differences in organizational structure and assignment of duties. Analysis of the data involves judgment on which opinions may legitimately differ and consultants bring the benefit of professional experience and training to this specialized area;
2. Credibility – Consultants are engaged as the independent third party whose job is to obtain and report the information in an objective manner;
3. Lack of time and expertise internally;
4. Several days ago in a meeting with representatives of the group, they again voiced their opposition to an internal study. They believe that the intent of the contract, consistent with past practices, is to use an outside consultant.

CONCLUSION

Staff requests that approval to issue the RFP be granted as soon as possible. With concurrence of the Board, staff would issue a notice of engagement following the January Board Meeting. The Professional Services Budget includes \$25,000 for this work.



Richard Norton

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DISTRICT ENGINEER

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COUNSEL



MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Last Chance Mercantile

REQUEST FOR PROPOSALS

COMPENSATION STUDY

November 16, 2007

Monterey Regional Waste Management District (MRWMD) is seeking proposals from qualified firms to serve as a consultant to MRWMD for the preparation of a compensation study.

The terms of the successful proposal will be incorporated into a professional services contract between MRWMD and the consultant. Proposals that meet the requirements described for this project herein, will be received no later than 5:00 pm on Monday, December 10, 2007 and should be sent to the following address:

Richard Norton
Administrative Services Manager
Monterey Regional Waste Management District
PO Box 1670
Marina, CA 93933-1670

(Respondents shall submit three (3) copies of said proposal)

This call for proposals does not commit Monterey Regional Waste Management District to award a contract or to pay any costs incurred in the preparation of any proposal responsive to this request. MRWMD reserves the right to waive any information or irregularities in this call for proposals, to reject any or all proposals, to be the sole judge of the suitability of the materials offered, and to award a contract for the services it deems to be in the best interest of MRWMD.

GENERAL INFORMATION

MRWMD is an independent special district operating under the authority of the California Public Resources Code. It is governed by a nine-member Board of Directors. MRWMD provides integrated solid waste management services to the western portion of Monterey County by operating a sanitary landfill, recycling programs, and a landfill gas-to-electrical energy system. MRWMD serves a population of approximately 170,000, with a staff of 140 employees. This study will involve 10 managers employed in 10 positions. The last classification and compensation study for these classifications was conducted in 2002.

SCOPE OF WORK

The main objectives in conducting this study is to determine the total compensation competitiveness of the positions to enable the organization to effectively recruit and retain competent staff in the local labor market; and, internally align compensation based on differences in duties and responsibilities.

In general, the tasks to be considered for this work include, but are not limited to:

- Coordinate involvement/input from an internal employee team to discuss objectives, design, and procedures. Consult with management staff at appropriate times during the course of the study.
- Analyze the internal wage relationships among classifications and recommend modification where appropriate. These recommendations shall be made with consideration for internal relationships as well as external benchmark survey results from agencies selected by MRWMD.
- Submit a draft report of recommendations, provide an opportunity for appeal or comment concerning recommendations, and respond to concerns expressed.
- Submit a final report outlining the methodology of the study and the recommendations of the consultant.
- Present the findings of the study to a committee of the Board of Directors and possibly to the Board of Directors.

PROPOSAL FORMAT

Provide the MRWMD with three (3) copies of the proposal, which should include the following items to ensure ease of review and comparability. All proposals shall address the following items in the order listed below and shall be numbered one (1) through seven (7) in the proposal document:

1. Understanding of the Project: A statement of the firm's interest in and understanding of the project.
2. Description of Firm: A description of the firm, including size, location(s), nature of work done by the firm, and number of years in existence.
3. Experience of Firm: A summary of studies in which the firm has acted as consultant, including a list of public agency clients for whom salary and total compensation studies have been completed within the past twenty-four (24) months. Please provide a list of client references and contact persons who can verify this experience.
4. Background of Individual Consultant's Experience: The name of the person(s) and alternate(s) who will participate in the study including identification of the person who will be directly responsible for the day-to-day work on the study on behalf of the firm, and a brief resume of those persons' pertinent work experience.
5. Work Plan and Methodology: Outline the procedures and methods that will be used in conducting all phases of the study, addressing each item listed under "Scope of Services".
6. Time Schedule: Submit a proposed time schedule identifying when each major component will be started and completed. This schedule must include a study report completion date of no later than April 4, 2008.
7. Proposed Cost: Indicate the proposed fee to complete the study as described, including all out-of-pocket expenses including travel, lodging and meals, which shall be estimated in the proposal and shall be identified as "Actual Costs Not To Exceed A Total Of \$_____."

PROPOSAL REVIEW

The proposals will be reviewed by the management team and, possibly, a Board subcommittee. Telephone and/or in-person interviews with the selected finalists may be conducted. Proposals will be considered only from consultants who meet the following qualifications:

MINIMUM QUALIFICATIONS:

- Have demonstrated recent experience in conducting the type of study specified in this Request for Proposals for public entities similar to MRWMD.
- Have resources available to commence work immediately upon the award of this agreement and can complete work in accordance with the needs of MRWMD as specified in this Request for Proposals.

EVALUATION CRITERIA:

1. Qualifications and experience of the consultants; Monterey County experience preferred.
2. The Consultant's understanding of the project.
3. Consultant's methodology as described in the proposed scope of work.
4. References.
5. Cost estimate.

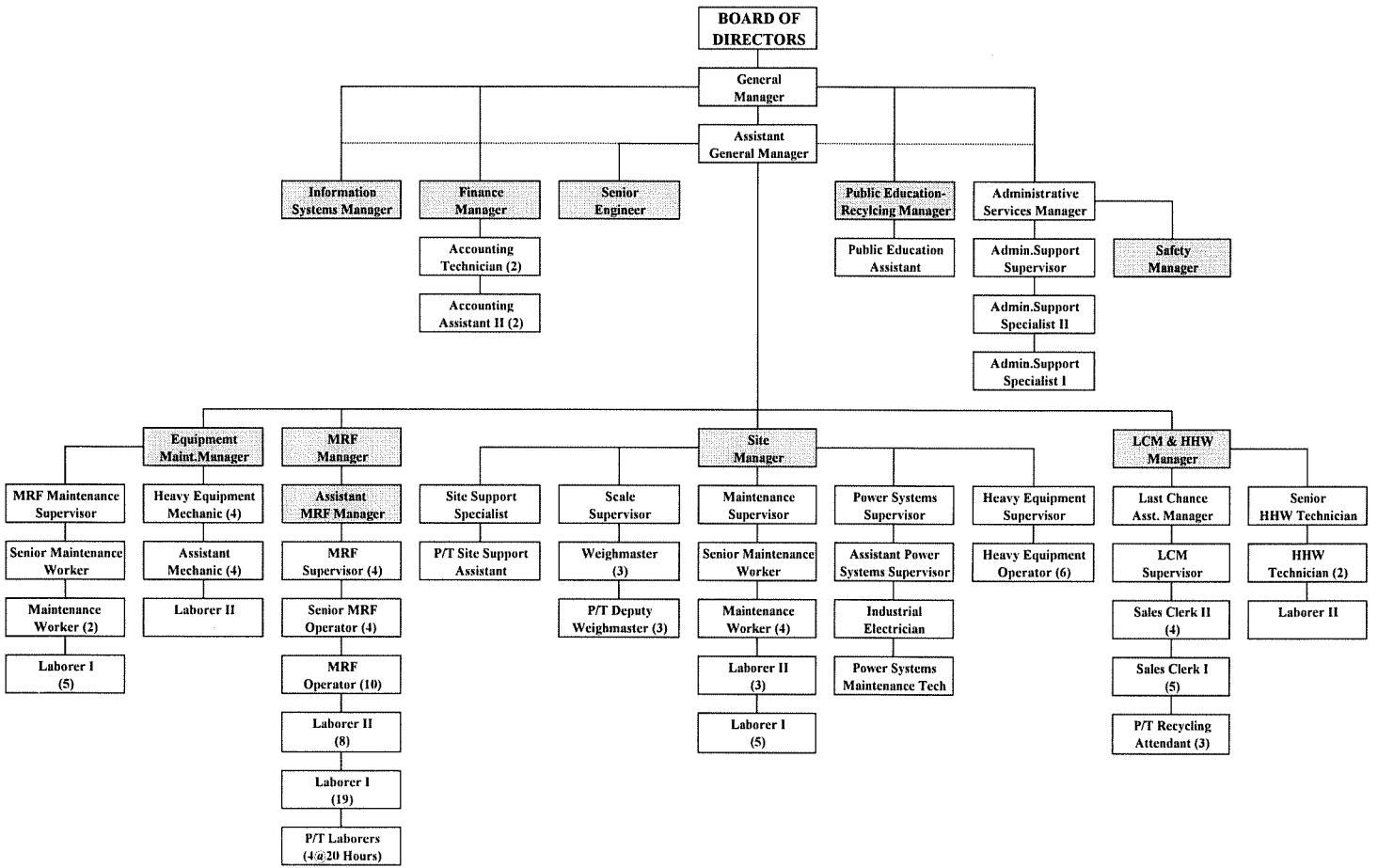
TIME SCHEDULE

Mail Request for Proposals to Selected Firms	November 16, 2007
Proposals Due from Consultants	December 14, 2007
Board Selection and Notice of Engagement Issued	January 18, 2008
Submit Draft Report	March 10, 2008
Meeting with Board Ad Hoc Personnel Committee	March 19, 2008
Submit Final Report	April 4, 2008
Presentation to the Board of Directors (if requested)	April 18, 2008

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
CLASSIFICATION & COMPENSATION STUDY
NOVEMBER 2007

<u>FIRM</u>	<u>ADDRESS</u>	<u>TELEPHONE</u>
Becker and Bell	1166 P Broadway Placerville, CA 95667	(530) 626-6010
Bryce Consulting	2545 Boatman Ave., #106 West Sacramento, CA 95691	(916) 375-0199
BHI Management Consulting	2459 Neptune Ct., Ste 110 Tracy, CA 95304	(209) 740-6779
Cooperative Personnel Services	241 Lathrop Way Sacramento, CA 958115	(916) 263-3600
Johnson & Associates	5800 Stanford Ranch Rd., Ste 420 Rocklin, CA 95765	(916) 630-1990
L.B. Hayhurst & Associates	27 Commercial Boulevard Novato, CA 94949	(415) 884-0544
Public Sector Personnel Consultants	4110 North Scottsdale Rd., Ste 140 Scottsdale, AZ 85251	(480) 947-6164
Renne Sloan Holtzman Sakai LLP	350 Sansome St., Suite 300 San Francisco, CA 94104	(415) 678-3800
TPO Human Resource Management	60 Garden Court, Suite 100 Monterey, CA 93940	(831) 647-7292

**MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT
ORGANIZATIONAL CHART
JULY 2007**



140 Budgeted Positions with 129 Full-Time and 11 Part-Time

POSITIONS INCLUDED IN MANAGEMENT CLASSIFICATION AND COMPENSATION STUDY ARE SHADED