

City of Tukwila
Request for Proposal
Market Based Classification & Compensation System
Due Friday, December 23, 2022, at 5:00 p.m.

The City of Tukwila (“City”) invites you to respond to a Request for Proposal (“RFP”) to design a comprehensive market-based classification and compensation system for non-represented positions. The purpose of this RFP is to solicit proposals from consultants experienced in designing compensation systems and conducting market surveys and classification analysis.

Please review the full RFP following this notice for details.

Responses are due no later than **Friday, December 23, 2022 at 5:00 p.m.** Pacific Standard Time. Respondents must submit one electronic copy (either flash drive or email) to:

City of Tukwila
Attn: TC Croone, Chief People Officer
6200 Southcenter Blvd.
Tukwila, WA 98188
TC.Croone@tukwilawa.gov

Proposals must be received at the address above on or before the deadline. Responses received after such time will be disqualified. The City will not be liable for the respondent’s failure to respond accordingly. Proposals must be received at the address above on or before the deadline. The City will not be liable for delays in delivery of proposals due to handling by the US Postal Service or any other type of delivery services. Please reference the RFP title on all communications and mailing labels. “Market Based Classification & Compensation System.” Respondents are encouraged to provide responses in a PDF format.

Questions regarding the proposal will be accepted by email ONLY to TC Croone, Chief People Officer at TC.Croone@tukwilawa.gov. Questions received after December 22, 2023 may not be answered.

Published Seattle Times –November 23, 2022
Published Daily Journal of Commerce – November 23, 2022



**City of Tukwila
Request for Proposal
Market Based Classification & Compensation System
Due Friday, December 23, 2022, at 5:00 p.m.**

PURPOSE

The City of Tukwila is soliciting proposals for interested, qualified, and experienced consultants to design a comprehensive market-based classification and compensation system for non-represented positions. The purpose of this system is to ensure that the compensation for non-represented positions is competitive with the marketplace, consistently and easily administered, conforms to Council-adopted policy, accounts for internal parity and compression, gender pay equity, and is fiscally sound.

BACKGROUND

The City of Tukwila is a dynamic suburb of Seattle, Washington and is a full-service city that provides Community Development, Municipal Court, Police, Parks & Recreation, and Public Works services.

Tukwila has a resident population of 21,615, and a vibrant business district, including the largest retail mall in the Pacific Northwest, where more than 47,000 work in the City every day and more than 150,000 go in and out of the city daily. The City has a total of 332 FTEs, 62 temporary extra labor employees, and seven labor unions. There are thirty-eight (39) non-represented job classifications with forty (40) employees in those classifications (see Attachment A). Non-Represented positions range from technical and administrative support up to the City Administrator.

The City has utilized the Decision Band Method® for job classification and compensation for non-represented positions for more than twenty (20) years. Due to challenges with keeping the system in synch with the marketplace and a noted inability to benchmark numerous positions, the City desires to conduct a comprehensive review of the non-represented positions and move to a market-based classification and compensation system. Further, contractual obligations with some of the City's represented groups has resulted in compression in key areas that need to be addressed.

SCOPE OF WORK

The non-represented project shall include, but is not limited to the following activities:

1. Develop a comprehensive market-based compensation plan that aligns with Council-adopted policy for non-represented positions based on an objective analysis and evaluation of job content. Ensure that the proposed compensation plan will be competitive with the market and will attract and retain qualified employees. The plan must also take into account compression triggered by contractual agreements with represented employees.



2. Perform job audits of all non-represented positions and draft up-to-date, accurate class specifications to uniformly reflect distinguishing characteristics, essential job functions, minimum qualifications, working conditions, license requirements, regulatory requirements, desired qualifications, etc., and recommend, if appropriate, classification series and levels within the series (i.e., I/II/III, Senior/Lead).
3. Conduct a thorough market compensation survey for the non-represented positions and recommend appropriate salary ranges based on the market survey results, internal relationships, compression, and pay equity. (As a guide, market comparison parameters for non-represented positions are defined in City of Tukwila Resolution #1951. See Attachment B, Section 1.B.1.).
4. Calculate the cost of implementing the market survey retroactively to 2020 for non-represented staff still employed with the City at the end of this study, and provide analysis and comparison of the fiscal impact of proposed changes to the current classification system.
5. Allocate all non-represented employees included within the scope of the study to the appropriate classification and pay rate.
6. Conduct multiple communication sessions to explain the process and progress of the project to the Admin Team, managers, supervisors, and employees to include providing written reports on the methodology and goals of the study and potential outcomes.
7. Create and manage an appeals process, provide written response to appeals and meet with non-represented staff to summarize and explain decisions and the results.
8. Present the findings, recommendations, and anticipated costs of implementation to the Mayor, City Administrator, Admin Team, and City Council.
9. Provide specific job audit/evaluation tools and guidance for use in maintaining the pay equity, internal parity, and external competitiveness of the market-based classification and compensation system.
10. Evaluate and determine FLSA status for each non-represented position based on current Federal and State regulations. Provide written documentation of these recommendations.
11. Prepare a comprehensive written report to include the following:
 - a. Analysis of results of the data from the external market survey to include information showing the salary relationship to other like organizations and identifying impacts and possible issues regarding internal equity.
 - b. Discussion of methods, techniques and data used to develop the market-based classification and compensation system.
 - c. Recommendations and supporting data for making alternate wage comparison calculations, such as using weighted average salaries.
 - d. Recommendations regarding other pay practices consistent with market findings.
 - e. Recommendations on best practices in choosing criteria to determine comparable markets in the public sector.



- f. Recommendations for appropriate market compensation implementation measures that the City will need to take to include guidance on how to address positions identified above or below market value.
- g. Recommend percentage of market match to guide parameters of how to assess competitiveness and address positions identified above or below market value.
- h. Analysis and recommendation regarding merit/performance/bonus incentive pays in the public sector and how these programs work to attract, reward, and retain employees.

QUALIFICATIONS

The successful consultant must demonstrate that it possesses experience to successfully complete the project, capability to competently produce the required elements of the project, and the ability to work in a responsive and cooperative manner with the City staff and City Council.

PROPOSAL SUBMISSION INSTRUCTIONS & TIME SCHEDULE

All applicants shall submit a proposal package electronically, limited to no more than thirty (30) pages, that includes the following information in the order indicated:

1. A transmittal letter providing a summary of the overall approach to the scope of work and a description of the consultant's qualifications, experience and capabilities pertaining to their experience with classifications/compensation studies and any relevant experience that would pertain to such involvement in the public sector.
2. A detailed fee schedule separately itemizing the cost of the non-represented classification/compensation system project. Include hourly rates, overhead costs, number of hours to be provided, etc.
3. A listing of all consulting staff to be assigned to this project including biographies and experience of the team proposed to handle our project.
4. A consultant lead contact name, email address, and telephone number.
5. A reference list including names and contact information (email addresses and telephone numbers) from three (3) client cities of similar size and nature for which the consultant has provided similar services within the last 36 months. The City of Tukwila reserves the right to contact references without prior notification.
6. A statement indicating the number of calendar days the proposal shall be valid. The City's minimum number of days is 60.
7. A brief statement on anything else would you like us to know about your firm and the services you provide.



Proposal Due Date/Time:

Responses are due no later than **Friday, December 23, 2022, at 5:00 p.m.** Pacific Standard Time (PST). Respondents must submit their proposal via one (1) electronic copy (either flash drive or email attachment less than 50 mb) to:

City of Tukwila

Attn: TC Croone, Chief People Officer

6200 Southcenter Blvd.

Tukwila, WA 98188

TC.Croone@tukwilawa.gov

Proposals must be received at the address above on or before the deadline. Responses received after such time will be disqualified.

Proposals should be prepared simply and economically. Emphasis should be on completeness and clarity of content.

The tentative City of Tukwila schedule for the Request for Proposal is as follows:

- November 23, 2020 – Proposal advertised in Seattle Times
- December 23, 2022, 5:00 p.m. PST – **Proposal deadline**
- January 3, 2023 – Staff begin review of proposals
- January 10 - 12, 2023 – Interview top candidates
- January 23, 2023 to February 27, 2023 – City Council Review
- February 28, 2023 - Notify Firm Chosen

All costs for developing proposals in response to this RFP are the obligation of the consultant and are not chargeable to the City. All proposals and accompanying documentation will become property of the City and will not be returned. Proposals may be withdrawn at any time prior to the published close date, provided notification is received in writing to the above listed City agent. Proposals cannot be withdrawn after the published close date.

QUESTIONS/INQUIRIES:

If you have questions concerning the RFP or our selection process, your questions should be submitted to TC Croone, Chief People Officer via email to TC.Croone@tukwilawa.gov. No questions will be accepted verbally or in written format other than email. Questions received after December 22, 2022 may not be answered.



SELECTION & AWARD

The City shall evaluate the proposal based on the firm’s qualifications, experience, capabilities, and plan of work for this project. The City reserves the right to conduct interviews with selected respondents as necessary to complete its evaluation. Upon selection of a Consultant, the City intends to enter into an agreement using its standard, Consulting Services Agreement which shall be used to secure these services. The consultant shall be required to present proof of insurance and indemnify the City of Tukwila.

The City reserves the right to reject any proposal, which is in any way incomplete or irregular. In making a decision to award a contract, the City may consider any and all factors and information which the City feels has bearing on the decision. The final decision is the sole decision of the City of Tukwila and the respondents to this request have no appeal rights or procedures guaranteed to them. This RFP does not constitute any binding agreement upon the City. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be itemized to include an hourly rate and any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

The City of Tukwila does not discriminate on the basis of race, creed, color, national origin, sex, age, martial status, disability, sexual orientation/gender identity, veteran status, or military status.

PUBLIC DISCLOSURE NOTICE

All materials provide by the Consultant are subject to State of Washington public disclosure laws. Marking the entire proposal as proprietary or confidential, and therefore, exempt form disclosure will not be accepted or honored, and may result in disclosure of the entire proposal or disqualification of the proposal solely at the discretion of the City. Documents identified as confidential or proprietary will not be treated as such if: public disclosure laws take precedence, the information is publicly available, the information is in possession of the City, the information is obtained from third parties, without restrictions on disclosure, or the information was independently developed without reference to the confidential information.



**ATTACHMENT A
NON-REPRESENTED JOB CLASSIFICATION TITLES**

| Classification Title | Job Title | Range |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Office Technician | Human Resources Technician | B21 |
| Administrative Assistant | Deputy City Clerk / Assistant to the Director | B23 |
| HR Associate | Human Resources Associate | B23 |
| Executive Administrator | Executive Administrator | B32 |
| Executive Coordinator | Executive Coordinator | C41 |
| Program Coordinator | Information Technology Systems Administrator | C41 |
| HR Analyst | Human Resources Analyst | C41 |
| Management Coordinator | Management Coordinator | C42 |
| Management Analyst | ARPA Funds Analyst / Council Analyst Parks & Recreation Analyst Public Works Analyst / Public Safety Analyst | C42 |
| Sr. HR Analyst | Senior Human Resources Analyst | C42 |
| Program Administrator | IT Systems Engineer | C43 |
| Project Manager | Community Engagement Manager Business Relations Manager EIS Project Director | C51 |
| Program Manager | Building Official Senior Manager Police Support Operations Records Governance Manager/City Clerk Technology Integration Manager | D61 |
| Administrative Manager | Maintenance Operations Manager | D62 |
| Assistant Director | Deputy Community Development Director Deputy Finance Director Deputy Director Administrative Services/Chief People Officer Deputy Director Administrative Services/Chief Information Officer | D63 |
| Department Manager | Deputy Public Works Director/City Engineer | D72 |
| Department Administrator | Economic Development & Strategic Planning Manager | E81 |
| Deputy Police Chief | Deputy Police Chief | E82 |
| Department Head | DCD Director Finance Director Parks & Recreation Director Judicial Branch Administrator | E83 |
| Department Director | Police Chief Public Works Director Deputy City Administrator | E91 |
| City Administrator | City Administrator | F102 |

Title Table Revised: 11/17/2022



City of Tukwila

Allan Ekberg, Mayor

Administrative Services Department – Human Resources – TC Croone, Chief People Officer



**ATTACHMENT B
RESOLUTION #1951**

City of Tukwila
Washington

Resolution No. 1951

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ESTABLISHING A COMPENSATION POLICY FOR CITY OF TUKWILA EMPLOYEES AND REPEALING RESOLUTION NO. 1796.

WHEREAS, the City believes that the purpose of a compensation program is to facilitate recruiting, retention, development and productivity of employees; and

WHEREAS, the City desires to utilize standardized policies, procedures and processes, wherever possible, for compensating all employee groups, both represented and non-represented; and

WHEREAS, the City recognizes that current economic conditions and forecasts, long-range City budget forecasts, and position rates for comparable jurisdictions, as well as internal equity considerations, should assist in guiding the compensation of employees; and

WHEREAS, the City has made a determination to, when economic conditions allow, review and adjust non-represented employee salaries via a market analysis to that of the average of comparable jurisdictions in even-numbered years, and to provide a cost-of-living (COLA) allowance in odd-numbered years; and

WHEREAS, the City has made a determination to, when economic conditions and negotiations allow, provide represented employees with salaries that reflect the average of comparable jurisdictions; and

WHEREAS, the City has made a determination to, when economic conditions allow, provide benefits to represented and non-represented employees that are slightly above the average of comparable jurisdictions; and

WHEREAS, the City Council will participate in setting negotiation expectations and reviewing and approving represented employee group contracts;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. The following statements and processes are adopted for the purpose of guiding compensation programs for employees of the City of Tukwila.

- A. Information to be provided to the City Council.



1. For Represented Employees. A written presentation of current internal and local external public agency salary and benefit trends, including a salary and benefits market survey of comparable jurisdictions, as defined herein, will be provided to the City Council. This presentation must be made to the Council prior to the commencement of negotiations with the bargaining units regarding salary and benefits. The City Council and Administration will discuss represented employee group negotiation expectations, negotiating points, salary and benefit change floors and/or ceilings prior to the beginning of, and at appropriate points during, negotiation sessions.

2. For Non-Represented Employees. A written presentation of current internal and local external public agency salary and benefit trends, including a salary and benefits market survey of comparable jurisdictions, as defined herein, will be provided to the City Council by Administration every year by the end of the third quarter that a non-represented salary increase is due. Relevant Association of Washington Cities (AWC) data from the previous year's Washington City and County Employee Salary and Benefit Survey, for the comparable jurisdictions, will be used in the salary market survey.

B. Compensation Policy.

1. All Puget Sound jurisdictions with +75/-50% of Tukwila's annual assessed valuation, using the most current data from County Assessors, will be used to create the list of comparable jurisdictions for evaluation of salary information. A second criteria to be used to refine comparable jurisdictions is to only include cities with their own police department. It is desirable to use the same comparable jurisdictions for both represented and non-represented employee groups.

2. For non-represented employees, the City desires to pay the average salary for the particular pay scale, as derived from the comparable jurisdiction data described in Section B. 1. If the City's pay scale for any classification does not represent the average of comparable salary ranges (+/-5%), written justification must be provided to the City Council. For represented employees, the City desires to pay salaries that are competitive to the City's comparable jurisdictions.

3. Positions that are 5% below the market and up to 10% above the market are considered competitive with the market and will receive a market adjustment the year the survey is to occur. Those positions more than 10% above the market will not receive an adjustment during the year the market adjustment is to occur and will warrant further evaluation. Documented justification of potential reclassification will be provided to the City Council for review and approval. If the documented justification results in reclassification, any adjustments will be made in alignment with City policy.

4. The cost-of-living adjustment (COLA) in odd-numbered years for non-represented employees shall be based upon 90% of the Seattle-Tacoma-Bellevue Consumer Price Index (CPI-W) Average (June to June). It is desirable to calculate represented cost-of-living adjustments the same way, unless a different method is authorized by the Council. Considerations for cost-of-living adjustment for odd numbered years will be based upon internal equity with represented groups to determine if an adjustment is warranted. Administration will provide a written justification documenting that an adjustment is warranted for the City Council's review and approval prior to implementation.

5. The goal of the City is to establish parity between represented and non-represented employees' benefits. The City desires to provide employee benefits that are competitive to the comparable cities described herein. The City will endeavor to keep increases



to annual health care costs under market averages. If costs exceed market averages, adjustments will be made to reduce benefit costs.

6. The goal of the City is to mitigate or avoid salary compression issues where possible. An example of salary compression is when there is only a small difference in pay between employees regardless of their skills, level, seniority or experience. Administration will provide a written justification documenting that an adjustment is warranted for the City Council's review and approval prior to implementation.

7. The City Council shall review the compensation policy described herein on an annual basis to assess efficacy and make adjustments if warranted, If the Administration determines that a deviation from the above process (in its entirety or for individual positions) is necessary, it will provide justification to the City Council for review and approval prior to the adoption of any process change.

Section 2. Resolution No. 1796 is hereby repealed.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 19th day of November, 2018. ATTEST/AUTHENTICATED: