



REQUEST FOR PROPOSAL (RFP)

Citywide Competency Model, Classification Analysis, and/or Compensation Study

RFP Issued

Thursday, April 18, 2024

RFP Submittal Deadline:

**Monday, May 20, 2024
by 5:00 pm Pacific Time
via PlanetBids**

Prepared by:
Administrative Services Department
Human Resources Division
City of West Hollywood

**CITYWIDE COMPETENCY MODEL, CLASSIFICATION ANALYSIS,
AND COMPENSATION STUDY
IN THE CITY OF WEST HOLLYWOOD**

The City of West Hollywood as CITY, invites proposals for Citywide Competency Model, Classification Analysis, and/or Compensation Study.

The Procurement Schedule is as Follows:

Tentative Procurement Schedule	
April 18, 2024	Request for Proposal Released
May 2, 2024	Deadline to Request for Substantive Questions by 12:00 pm
May 7, 2024	Answers to Substantive Questions will be posted online
May 20, 2024	Deadline for Proposal Submittal by 5:00 pm
May 30, 2024	Announcement of the Short-Listed Firms
June 10-13, 2024	Interviews & Presentations of Short-Listed Firms
June 20, 2024	Selection Notification
July 2024	Negotiation and Contract Finalization
August 20, 2024	Projected Contract start date

The City of West Hollywood (CITY) is requesting proposals from qualified professionals experienced in developing and validating competency banks and implementing competency modeling, as well as conducting classification and compensation studies. The consultant may submit a proposal for one, two, or all three parts of the scope of work.

ELECTRONIC SUBMISSIONS ONLY; HARD COPIES ARE NOT ACCEPTED

Proposals shall only be accepted electronically on the CITY’s online bid portal. A copy of the full Request for Proposals (RFP) is available at no cost from the City of West Hollywood website address link: <https://pbsystem.planetbids.com/portal/22761/bo/bo-detail/115786>.

Please Refer to Other Proposal Documents: The scope of work and proposal submission process is described in more detail in the Proposal Documents. In particular, Proposers are strongly encouraged to review the Instructions to Proposers for more complete information regarding the submission of proposals.

Owner's Rights: The City of West Hollywood reserves the right to reject any and all proposals or to waive any irregularities or informalities in any proposals should it deem this necessary for the public good, and also the proposal of any Proposer who has been delinquent or unfaithful in any former contract with the City of West Hollywood and to take all proposals under advisement for a period of ninety (90) days. No proposer may withdraw its proposal for a period of ninety (90) days after the date from the opening thereof. The award of contract, if made, will be in accordance with the evaluation criteria provided in the specifications.

The City's principal contact for this proposal will be:

Raelynn Napper
Human Resources Manager
Administrative Services Department
(323) 848-6862 | rnapper@weho.org

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1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

The City of West Hollywood is seeking one or more qualified consulting firms or consultants with expertise in developing and implementing competency models, as well as classification and compensation studies, to conduct an analysis of the City's classification structure and compensation practices and provide recommendations that align with industry standards and best practices.

The City seeks to attract, develop, and retain a talented and dedicated workforce that is flexible and responsive to the varied and progressive needs of our community of residents, businesses, and visitors. As such, the City finds it necessary to review and update how jobs are described, analyzed, and grouped and to ensure that the compensation structure is appropriate and competitive.

1.2 Background

Located in the heart of metropolitan Los Angeles and only 1.9 square miles, the City of West Hollywood was incorporated in 1984 by a unique collaboration of people, including lesbian, gay, bisexual, and transgender activists, seniors, and advocates for affordable housing. West Hollywood is an international tourism destination with a diverse population and is also the location of many entertainment, design, technology, and hospitality-based businesses. The City is a robust economic and cultural center instilled with idealism, creativity, and innovation. A spirit of community activism and civic pride thrives in West Hollywood for many of its approximately 35,000 residents.

The City of West Hollywood is run by a Council-City Manager form of government. The City is also a contract city, which contracts out many of its public services. Its operating budget is approximately \$180 million. The City's fiscal year begins on July 1st and ends on June 30th of the following calendar year. The ten (10) operating departments of the City are Administrative Services, Finance and Technology, Community Safety, Human Services and Rent Stabilization, Community Development, Public Works, Communications, Economic Development, Community Services, and the City Manager's Office. The City of West Hollywood has five (5) main work locations and employs approximately 260 full-time employees and up to 100 temporary employees, which fluctuate throughout the year based on operational needs.

The City of West Hollywood consists of five (5) employee groups:

- Executive (Unrepresented)
- West Hollywood Municipal Employees (WEHOME)
- West Hollywood Management Association (WHMA)
- Association of Confidential Employees (ACE)
- Temporary/Seasonal (Unrepresented)

The City's Classification and Compensation plan currently has a total of 175 classification specifications. Of the 175 classifications, 66 are part of the classified service (hourly positions), and 109 make up the unclassified service (salary positions). Jobs are described through a series of task statements and statements of knowledge, skills, and abilities.

The City of West Hollywood has not completed a comprehensive classification and compensation study in the past decade. The classification structure for the City has been maintained in-house on an “as needed” basis to add, modify, and archive classifications. Staff has maintained and retained the compensation plan through compensation and classification analyses conducted periodically on various benchmarked positions, drawing both internal and external market comparisons, and through job reclassifications and new classification development.

The City’s three MOUs outline the processes for requesting and determining working out of class and reclassification.

All active class specifications are publicly available through <https://www.governmentjobs.com/careers/weho/classspecs>.

Additional information about the City can be found on <https://weho.org>.

2.0 GENERAL INFORMATION

2.1 Description of Work

The City of West Hollywood (CITY) is seeking one or more qualified firms to provide service in developing and validating competency banks and implementing competency modeling, as well as conducting classification and compensation studies.

The successful respondent shall include one, two, or all three of the following services:

- A) Competency Model,**
- B) Classification Analysis**
- C) Compensation Study**

The CITY will award one agreement or more to qualified vendors.

2.2 Period of Performance – Agreement Term

Term of the Agreement: The initial term of the AGREEMENT will be two (2) years, unless sooner terminated pursuant to the terms of the Agreement, with the CITY’s option and ability to extend the contract for one (1) additional year for up to three (3) consecutive years, for a maximum contract period not to exceed five (5) years. All Agreement terms are subject to City Council approval at the time of award.

2.3 Compensation

Compensation: The CITY will provide compensation based on a schedule of deliverables and associated fees. This AGREEMENT is an indefinite quantity AGREEMENT and compensation will be based on actual work completed to the satisfaction of the CITY. PROPOSERS must submit detailed price schedules related to all aspects of work requested in this RFP. No work shall commence without

execution of the resulting AGREEMENT and issuance of a duly authorized purchase order from the CITY detailing the not-to-exceed amount.

3.0 INSTRUCTIONS TO PROPOSERS

3.1 Pre-Contractual Expenses

The CITY shall not be liable for any pre-contractual expenses, which are defined as expenses incurred by a PROPOSER in preparing its proposal in response to this RFP, negotiating with the CITY any matter related to the proposal, or any other expenses incurred by the PROPOSER(S) prior to the date of award of the contract(s) resulting from this RFP.

3.2 Informed Proposer

PROPOSERS shall review the Sample Contract (*Appendix "A"*) for a complete understanding of all terms and conditions included therein. PROPOSERS are expected to fully inform themselves as to the conditions, requirements, and specifications before submitting proposals.

Failure to do so will be at the PROPOSER'S own risk, and the proposer cannot secure relief on the plea of error.

3.3 Proposer Representations

By submitting a proposal, each PROPOSERS represents that it:

- 3.3.1 Has reviewed requirements and conditions covered by this RFP and the required specifications prior to the date of commencement of the resulting AGREEMENT.
- 3.3.2 Submission of a proposal is considered evidence that the PROPOSER has reviewed the position descriptions, requirements of the contract documents, pertinent state, local, federal laws, and has made due allowance in their proposal for all contingencies.
- 3.3.3 Has thoroughly examined and become familiar with the services described in Section 8.0 – SCOPE OF WORK.
- 3.3.4 Understands the requirements of the Scope of Work, the nature of the work, and all other matters that can affect the work.
- 3.3.5 Will honor its proposal for 90 days and acknowledges that the proposal cannot be withdrawn within that time and without prior written consent from the CITY.
- 3.3.6 Will comply with all requirements set forth in this RFP and, if awarded, the ensuing contract.

- 3.3.7 Has reviewed the attached Sample Contract (*Appendix "A"*) and, other than through the request for clarification process described below in paragraph 3.5, will not seek to alter or revise its terms and conditions, except as is expressly requested in the Proposer's bid proposal.
- 3.3.8 Will, if selected to provide the services, comply with all terms and conditions set forth in the Sample Contract (*Appendix "A"*) and documents associated with this RFP, except that such requested exceptions detailed in Proposer's bid proposal may be negotiated and agree upon by CITY and Proposer prior to execution of the resultant Agreement.

3.4 **Addenda**

The CITY reserves the right to revise or amend the RFP documents prior to the stated proposal submittal deadline. Any such revisions will be made by written addenda to this RFP. Firms must acknowledge receipt of addenda in their proposal letters. Failure to acknowledge receipt of all addenda may render the proposal non-responsive.

3.5 **Submission of Substantive Questions**

3.5.1 **Submitting Requests**

All Substantive Questions regarding the requirements of this RFP must be submitted via the CITY's electronic proposal process. Please include only one question for each number.

The deadline to submit requests for substantive questions is May 2, 2024, at 12:00 p.m. through the City's electronic proposal process (PlanetBids).

- Non-Substantive Questions: Procedural questions may be submitted at any time via email to Cienna Leung, Human Resources Supervisor, cleung@weho.org. Please include, RFP – "**Citywide Competency Model, Classification Analysis, and/or Compensation Study**", in the email subject line.

3.5.2 **City's Response**

The CITY will respond within two business days to all substantive questions. A written addendum will be issued through the CITY's electronic proposal process in response to any and all substantive questions submitted via the CITY's electronic proposal process.

3.5.3 **Exceptions or Requested Modifications to City's Sample Contract Form**

PROPOSERS shall familiarize themselves with the Sample Contract Form (*Appendix "A"*). The CITY intends to use the attached Sample Contract Form as the contract resulting from this RFP. Should the PROPOSER have concerns, questions, or

recommended changes to the Sample Contract Form requirements, then those concerns/recommended changes must be specified in detail and submitted in writing to the CITY in the "Exceptions" section of the Proposal Letter. Changes to the CITY's Sample Contract form shall be made at the CITY's sole and absolute discretion.

3.6 Withdrawal of Proposals

The PROPOSER may withdraw its proposal before the opening of proposals and prior to the Open date and time indicated.

3.7 City's Rights

The CITY may investigate the qualifications of any PROPOSER under consideration, require confirmation of information furnished by the PROPOSER, and require additional evidence of qualifications to perform the work described in this RFP. This RFP does not commit the CITY to issue a contract to implement this procurement.

Furthermore, the City reserves the right to:

- 3.7.1 Accept or reject any and all of the proposals, or any item or part thereof, at its discretion.
- 3.7.2 Make an award for a portion of the Scope of Work.
- 3.7.3 Award contracts to one or more Proposer(s).
- 3.7.4 Cancel or withdraw the entire RFP, or any part thereof, at any time without prior notice.
- 3.7.5 Issue a subsequent or concurrent RFP.
- 3.7.6 Waive any minor errors or irregularities in any proposal, to the extent permitted by law.
- 3.7.7 Obtain information from any source that has the potential to improve the understanding and evaluation of the RFP.
- 3.7.8 Postpone RFP openings for its own convenience.
- 3.7.9 Remedy or overlook technical errors in the RFP process.
- 3.7.10 Appoint an Evaluation Committee to review RFPs.

- 3.7.11 Seek the assistance of outside technical experts.
- 3.7.12 Approve or disapprove the use of particular sub-consultants.
- 3.7.13 Establish a short list of PROPOSERS eligible for interview after review of written RFPs.
- 3.7.14 Negotiate with any, all or none of the respondents to the RFP.
- 3.7.15 Solicit best and final offers (BAFOs) from all or some of the respondents.
- 3.7.16 Accept other than the lowest monetary offer.
- 3.7.17 Award a contract based upon initial offers.
- 3.7.18 Solicit proposals for like services aside from the awarded services included in this process.

3.8 Compliance with Laws and Regulations

The selected PROPOSER(S) are required to comply with all relevant local, state, and federal laws, codes, and ordinances. If the PROPOSER outsources any service or job to a sub-consultant, it will be the prime proposer's responsibility to ensure that all sub-consultants meet the requirements set forth in this RFP and the resultant contract.

3.9 Public Records Act

- 3.9.1 All records, documents, plans, specifications, and other materials submitted by PROPOSER(S) in its proposal and during the course of any work awarded shall become the exclusive property of the CITY and may be deemed public records and subject to the provisions of the California Public Records Act (Government Code, sections 6250 et seq.). The CITY's use and disclosure of its records are governed by this act.
- 3.9.2 The City will accept information clearly labeled "TRADE SECRET," "CONFIDENTIAL," or "PROPRIETARY" as determined by the submitting party in accordance with the act. The CITY will endeavor to inform the submitter of any request for the disclosure of such information. Under no circumstances, however, will the CITY be responsible or liable to the submitter or any other party for the disclosure of any such labeled information. Agencies that indiscriminately identify all or most of their proposal as exempt from disclosure without justification may, at the CITY's discretion, be deemed non-responsive.

- 3.9.3 The City will not advise as to the nature or content of documents entitled to protection from disclosure under the California Public Records Act, including interpretations of the act or the definitions of "TRADE SECRET," "CONFIDENTIAL," or "PROPRIETARY."
- 3.9.4 If litigation is brought under the Public Records Act concerning documents submitted in response to this RFP, the appropriate PROPOSER(S) shall indemnify, defend and hold harmless the CITY in such litigation.

3.10 Prohibited Communications

No PROPOSER, or anyone representing a PROPOSER, is to discuss this RFP with any official or employee of the CITY, other than the designated CITY Representative named in this RFP.

Neither PROPOSERS, nor anyone representing a PROPOSER, are to discuss this RFP with any Consultant engaged by the CITY for assistance in preparing the RFP documents or any cost estimate associated with this procurement. Violation of this prohibition may result in disqualification of the Consultant even if the contract has already been awarded.

3.11 Use of Sub-Consultants

- 3.11.1 The PROPOSER awarded a contract by the CITY must be the prime consultant performing the primary functions of the contract. If any portion of the contract is to be subcontracted, it must be clearly set forth in the proposal document as to what part(s) are to be subcontracted, the reasons for the subcontracting, and a listing of sub-consultants. Acceptance or rejection of a PROPOSER's request to use sub-consultant is at the sole discretion of the CITY. The CITY reserves the right to reject any proposal to function as the prime Consultant on the awarded contract. When approved, the sub-consultant(s) shall agree to and be bound by all terms, conditions and specifications of the awarded contract and the proposer shall be responsible for proper performance of the contract by its sub-consultant(s).
- 3.11.2 With prior approval of the CITY, the prime consultant may enter into sub-contracts and joint participation agreements with others for the performance of portions of the resultant agreement. The prime consultant shall at all times be responsible for the acts and errors or omissions of its sub-consultants or joint participants and persons directly or indirectly employed by them. Nothing in this contract shall constitute any contractual relationship between any others and the CITY or any obligation on the part of the CITY to pay or to be responsible for the payment of any sums to the sub-consultants.
- 3.11.3 The provisions of the resultant AGREEMENT(s) shall apply to all sub-consultants in the same manner as to the prime contractor. In particular, the CITY will not pay, even indirectly, the fees and expenses of a sub-consultant that does not conform to the limitations and documentation requirements of the resulting Agreement. All payments shall be made to the resulting Consultant, and it is the Consultant's responsibility to pay any and all sub-consultants.

3.11.4 Upon written request from the CITY, the successful PROPOSER(S) shall supply the CITY with sub-consultant agreements.

4.0 INSURANCE

4.1 Insurance

The CITY requires Consultants to obtain appropriate insurance coverage within the prescribed minimum limits set forth in the attached Sample Contract (*Appendix "A"*) and Evidence of Insurance (*Appendix "C"*).

The required insurance certificates must comply with all requirements of the standards as shown in the contract and must be provided within ten (10) days of issuance of the Notice of Intent to Award and prior to the commencement of any work under the terms of the contract. Failure to comply with the required Insurance requirements may result in termination of the AGREEMENT as detailed therein.

5.0 PROCUREMENT SCHEDULE

The Procurement schedule represents the CITY's best estimate of the RFP schedule that will be followed. The CITY reserves the right, at its sole discretion, to adjust this schedule as it deems necessary.

5.1 Request for Substantive Questions

Deadline for Substantive Questions is **Thursday, May 2, 2024, at 12:00 p.m.** through the CITY's electronic submission process (PlanetBids).

5.2 Proposal Deadline Date

Proposals shall be received through the CITY's electronic proposal process on or before **Monday, May 20, 2024, at 5:00 p.m.** Proposals received after the deadline will be rejected. Email, fax, or hard copy submissions will not be accepted.

It is the sole responsibility of the PROPOSER to ensure that its proposal is uploaded prior to the deadline. Neither the CITY nor Planet Bids can be held responsible for the failure of the PROPOSER to submit its proposal electronically in a timely manner. Please note that it is not advisable to be logged into the same proposal on more than one computer, Planet Bids will save the version that was saved last.

5.3 CONTRACT AWARD

The tentative contract award date is at the City Council meeting of **Monday, August 19, 2024**. At its sole discretion, the CITY may notify PROPOSERS of award recommendation information by phone, mail, or e-mail. Failure to notify any PROPOSER shall not impact, alter, or invalidate the CITY's action.

6.0 SUBMITTAL REQUIREMENTS

6.1 Proposal Content and Format

Please utilize the boxes below () as a checklist to ensure a complete response to the RFP.

6.1.1 Inclusion of unnecessary, elaborate, or general promotional materials is discouraged. Narrative should be brief, concise (30 pages or fewer, including resumes and qualifications but excluding Appendix B, D, & G), and completely respond to the questions or issues raised by the published evaluation criteria.

6.1.2 Proposals must include the following sections, organized as indicated here:

SECTION I - Proposal Letter (Please Attach as Response File)

- The proposal letter included herein as Appendix 'B' to this RFP must be signed by a person or persons authorized to legally bind the proposer to enter into the contract.

SECTION II - Qualifications of Firm

This section of the proposal is a written narrative which should establish that the Contractor has the ability to satisfactorily provide the required services; the skill, knowledge and understanding of the subject matter; and the requisite previous experience on similar assignments.

This section should include, at a minimum:

- (a) Firm Profile. A brief profile of the agency including the capability to provide the required services. Include name and address of the company and the individual corporate officer authorized to execute this agreement. Include a brief description of your company's history, year it was founded; form of organization (corporation, partnership, sole proprietorship); number, size, and location of offices; and number of employees., ownership, organizational structure, location, and licensees to do business in the State of California.
- (b) Firm Experience. Describe the firm's experience in conducting assignments that are similar in nature and/or related to the work described in the Statement of Work.
 - Describe your knowledge of and experience with competency modeling, classification analysis, and/or compensation studies and analysis.
 - Describe your knowledge of the labor market and market comparisons.
 - Describe your experience working on projects for governmental agencies (including size and scope)
 - Project team: Provide the names, experience, qualifications, and any applicable licenses held by the individuals who will be primarily responsible for working on this project for the CITY, and describe any other person(s), with specialized skills who would be assigned to the project.
 - Provide up to 5 qualifications (clients and projects for which you have performed similar work), identifying the client, a summary of the work, the year(s) of the

engagement, and members of your proposed West Hollywood project team who worked on those projects.

- (c) Compliance Requirements. Describe how your firm complies with federal, state, and local employment laws, and regulations.
- (d) References.
 - Provide three (3) or more references for similar projects and/or clients within the last five (5) years. At least one reference should demonstrate the qualifications listed on detailed assignments that are similar in nature and/or related to the work described in the Scope of Work.
 - References should have similar scope, volume, and requirements to those outlined in these specifications, terms, and conditions. PROPOSER must verify that the contact information for all references provided is current and valid. Proposers are strongly encouraged to notify all references that the CITY may be contacting them to obtain a reference.
 - The CITY may contact some or all references provided in order to determine the PROPOSER'S performance record on work similar to that described in this RFP. The CITY reserves the right to contact references other than those provided in the RFP response and to use the information gained from them in the evaluation process.
- (e) Identify sub-consultants. If any, by company name, address, contact person, telephone number, project function. Describe the PROPOSER'S experience working with each sub-consultant.

SECTION III - Qualifications of Personnel

This section should identify the qualifications of the individuals and/or sub-consultants who will be providing services.

- (a) Include resumés for key personnel, project staff, and sub-contractors highlighting their skill, knowledge, and understanding of applicable subject matter, experience on comparable projects, and applicable professional credentials.
- (b) Identify key personnel proposed to perform the work in the specified tasks and include major areas of subcontract work.
- (c) Include the person's name and proposed position for this project. Provide proposed team members, roles, and contracted work (e.g., interviewers, analysts, researchers, etc.).

SECTION IV – Project Approach and Understanding

This section should identify the approach and understanding of the individuals and/or subcontractors that will be providing services. The firm shall provide a written narrative that addresses and demonstrates the PROPOSER's understanding of the CITY's needs and requirements as detailed herein.

- Project Approach and Timeline. A detailed description of your approach to and the timeline for completing the work that also:
 - (a) Specifies how the services in the RFP response will meet or exceed the requirements of the CITY;
 - (b) Explains any special resources or approaches that make the services of the proposer particularly advantageous to the CITY; and
 - (c) Identifies any limitations or restrictions of the proposer in providing the services that the CITY should be aware of in evaluating its RFP response to this RFP.
- Relevant Work Samples. RFP Response shall include examples of competency banks, job analyses, classification reviews/studies, and compensation analyses/studies created for other public organizations or any other work samples the proposer deems relevant to this project.

SECTION V – Cost Section

- Provide your proposed fee for the work. Include a breakdown for each proposed task and deliverable, if applicable. Provide hourly rates, if applicable.
 - (a) Include a proposed schedule and deliverables by task, if applicable.
 - (b) If applicable, distinguish cost proposals for meetings held in person and meetings held virtually for each type of meeting (business outreach meetings and staff meetings).
 - (c) Include a not-to-exceed amount for each part of the scope of work included in the RFP Response (i.e., competency model, classification analysis, and/or compensation study).
 - (d) Please include a cost summary page as part of the bid proposal submission.

Note: This project will be funded on a fixed cost-per-task basis. Optional or additional tasks and meetings may be included in your proposal. Costs for preparation of the proposal, proposal interviews, travel/mileage during the project, and administrative costs (e.g., phone, printing) will not be reimbursed.

SECTION VI – Required Forms

In addition to those mentioned above, the following submittal forms must be included with the proposal. The forms shall be prepared using the copies provided in these RFP documents, or on legible photocopies. Proposals that are partial, incomplete, or modified in form or substance from what is

requested in the forms may be considered non-responsive. Proposers shall initial all interlineations and revisions to entries. Failure to do so may render the proposal incomplete and/or non-responsive.

PROPOSERS' authorized signatory must review, complete, sign, and submit the following forms with its proposal:

- Appendix "D" – SUPPLEMENTAL QUESTIONNAIRE
- Appendix "G" – NON-COLLUSION DECLARATION *MUST BE NOTARIZED*

7.0 EVALUATION OF PROPOSAL

Proposals shall be examined and evaluated by the CITY to determine whether each proposal meets the requirements of this RFP. No single criterion, including price, will dictate the CITY's ultimate selection. The relative importance of these factors involves judgment on the part of the CITY and will include both objective and subjective analysis. Consultant selection will be based on the following criteria:

7.1 Basis of Award

- 7.1.1 Any proposals submitted in response to this RFP will be evaluated according to the evaluation criteria stated herein. The evaluation criteria may only be modified by written addendum to the RFP.
- 7.1.2 If awarded, a contract award(s) will be made to the PROPOSER(S) earning the highest total evaluation score based upon the proposal evaluation criteria detailed under the terms of the RFP.

7.2 Minimum Qualifications

- 7.2.1 PROPOSER must be a responsible Firm that has been in continuous existence and has provided continuous services for the relevant requirements contained herein for at least three (3) years. Less than the minimum required experience may eliminate that PROPOSER from further consideration.
- 7.2.2 Extra consideration may be given to Firms headquartered or with a substantial presence in Southern California.
- 7.2.3 The PROPOSER must be able to demonstrate relevant experience as part of this proposal with municipalities of similar size or larger than West Hollywood.
- 7.2.4 Failure to provide the relevant information to document that the firm meets the minimum experience levels in the proposal documents may deem the PROPOSER unsuccessful.

7.3 Evaluation Criteria:

Contractor's proposal shall be evaluated based upon the following criteria:

7.3.1 Evaluation Criteria

A. Experience and Technical Ability

Provides information about the organization's history, qualifications, expertise, and overall experience, including experience providing similar professional services to other public sector agencies. The qualifications and depth of the staff that will perform the work on this project.

B. Project Approach and Timeline

Demonstrates a thorough understanding of the scope of work and efficient delivery of quality services.

C. Cost of Service

The pricing methodology is reasonable and appropriate.

D. Overall Proposal Quality and Compliance with RFP:

The proposal is complete and adheres to RFP Instructions. Complies with all instructions set forth under this RFP and overall organization and clarity.

E. Additional qualifications may be considered

A proposal that fails to address any one or more critical specifications of the RFP may be disqualified from consideration.

7.4 Interviews & presentations

Selected PROPOSERS will be invited to an interview after the RFP submission deadline. The interview may consist of standard questions asked of each of the PROPOSERS and specific questions regarding the specific RFP response. This presentation will provide consultants with the opportunity to detail their work plan, experience, and approach to ensure thorough and mutual understanding. All expenses incurred by the consultant for participating in the presentations will be the responsibility of the PROPOSERS.

7.5 Notice of Intent to Award

A Notification of Intent to Award will be sent to any consultant(s) selected for the project. The award is contingent upon the successful negotiation and execution of a final contract. Negotiations shall be confidential and not subject to disclosure to competing consultants unless an agreement is reached. If contracting cannot be concluded successfully, the CITY may negotiate a contract with the next best proposer (as determined by the CITY) or withdraw the RFP.

Negotiations for a Consulting Services Agreement with a "not to exceed" contract price (for time and expenses) will be scheduled shortly after the Notice of Intent to Award. If an Agreement cannot be achieved, the CITY will proceed to negotiate with the next highest ranked proposer.

8.0 SCOPE OF WORK

The City of West Hollywood is requesting proposals from qualified professionals experienced in developing and validating competency banks and implementing competency modeling, as well as conducting classification and compensation studies. The consultant may submit a proposal for one, two, or all three parts of the scope of work listed below. If bidding on more than one part of the scope of work, the consultant must provide a not-to-exceed cost for each part. The City expects ongoing communications between the consultant, the Administrative Services Department, which includes Human Resources, and designated City staff. All recommendations must comply with the state and federal laws.

The successful respondent shall include one, two, or all three of the following services: **A) Competency Model, B) Classification Analysis, and/or C) Compensation Study**

Part A. Competency Model – Desired Outcomes and Expected Deliverables

The City desires to transition to a competency modeling approach for job analysis by establishing a competency bank as well as core competencies that are applicable to every job in the City of West Hollywood. At the end of the engagement, the City's Human Resources staff will have the knowledge and tools needed to apply the competency model to multipurpose job analyses, job specifications, selection processes, and the creation or revision of classifications.

- A1. A detailed project plan that identifies the methodology, key activities, milestones, communication plan, and timeframes.
- A2. A draft competency bank.
- A3. A summary report and analysis of findings from validation tools, meetings, and/or consultations with the City's job experts.
- A4. A final, validated competency bank applicable to all City of West Hollywood jobs. Ideally, the bank will include a small set of core competencies that are required for every job in the City.
- A5. Knowledge transfer to Human Resources staff on how to implement and utilize a competency model, including but not limited to selection processes and multipurpose job analyses.
- A6. A presentation to City managers and executives that explains the benefits of a competency model and summarizes the project's methodology, findings, final competency bank, and how it will be used.
- A7. Resources and plan for Human Resources staff to implement and maintain the competency model, such as job analysis manual, questionnaires, forms, competency libraries, competency mapping toolkit, etc.
- A8. Advise on and review the first 5 job analyses performed by Human Resources staff.

Part B. Classification Analysis - Desired Outcomes and Expected Deliverables

The City desires expert review of its classification structure, including but not limited to job specifications (format and content), job titles, job series/groups, and optimization for meeting the demands of the organization. City MOUs, of which there are three, contain processes for working out of class and reclassification determinations, and the City desires expert review of these processes and associated materials (forms, questionnaires, etc.). The expert review will produce recommendations that bring the

City's classification structure, plan, and processes in line with best practices and industry/market standards while addressing the unique needs of the City. Each recommendation will be accompanied by an action plan that can be pursued independently by City staff and, where required, its labor partners. (This is *not* intended to be a years-long study wherein the consultant overhauls every class specification.)

- B1. A detailed project plan that identifies the methodology, key activities, milestones, communication plan, and timeframes.
- B2. Provide regular/scheduled progress reports/meetings with Human Resources Manager and assigned Human Resources team members (schedule to be determined by Human Resources Manager and lead consultant). Progress should include outlining the scope of work completed to date and overall project status, the scope of work completed since the last report/meeting, issues/questions, and what scope of work is expected to be completed before the next report/meeting.
- B3. Perform a qualitative "paper review" of all active job specifications. Such a review will, among other aspects, ensure classifications are appropriate to the functions being performed, highlight inconsistencies in how jobs are described across specifications, assess the practicality and reasonableness of current job series/groups, identify job titles that should be changed, and confirm compliance with federal and state labor and employment laws, including Fair Labor Standards Act (exempt/non-exempt).
- B4. Based on the qualitative "paper review" (B3), develop a list of recommendations that align the City's classification structure with best practices and industry/market standards and ensure the structure can optimally meet the needs of the City. Each recommendation will have a suggested action plan for implementation by City staff.
- B5. The list of recommendations (B4) will specifically address the question of whether any City classifications should be combined.
- B6. Any recommendation to combine classifications will be accompanied by a quantitative analysis that indicates the results of such combinations.
- B7. Review the working out-of-class process and provide recommendations for improvements and alignment with best practices.
- B8. Review the reclassification process and provide recommendations for improvements and alignment with best practices.
- B9. Knowledge transfer to Human Resources staff on the maintenance of the City's **classification** system. Offer additional telephone consultation for up to one year after conclusion of the review.

Part C. Compensation Study - Desired Outcomes and Expected Deliverables

The City requires a comprehensive compensation study and analysis for all classifications to ensure appropriate and competitive pay practices. The study will be based on a survey of other comparable government agencies and include comparisons of salary, benefits, and total compensation. The analysis will produce a report of results, proposed recommendations, and implementation steps to address any current or anticipated anomalies within pay structures. At the end of the engagement, the City's Human Resources staff will have the knowledge and tools needed to perform compensation audits and adjustments while maintaining alignment throughout the compensation plan.

- C1. A detailed project plan that identifies the methodology, comparable agencies, key activities, milestones, communication plan, and timeframes.
- C2. Provide regular/scheduled progress reports/meetings with Human Resources Manager and assigned Human Resources team members (schedule to be determined by Human Resources Manager and lead consultant). Progress should include outlining the scope of work completed to date and overall project status, scope of work completed since the last report/meeting, issues/questions, and what scope of work is expected to be completed before the next report/meeting.
- C3. Review the City's salary schedule, benefits, MOUs, employment contracts, and relevant Administrative Regulations.
- C4. Conduct a comprehensive salary, benefits, and total compensation survey of similar jobs with comparable public agencies in our labor market.
- C5. Prepare and submit to Human Resources a final report that analyzes salary, benefits, and total compensation labor market data for all City job classifications that, at a minimum, includes:
 - a. Agencies surveyed
 - b. Comparable class title
 - c. Salary range minimum
 - d. Salary range maximum
 - e. Number of observations
 - f. Level of variability of the data
 - g. Market value relative to 50th percentile (market median) and 75th percentile
 - h. Percent of City salary range above/below the market median value
 - i. Explanation and outline of methodology used
 - j. Summary and assessment of City's data relative to the market data points
 - k. Review of current pay structure relative to market data points, internal relationships of jobs, compaction, equity, and any other anomalies observed
 - l. Identification of key issues that may need to be addressed
 - m. Recommendations that include rationale for each key issue identified and a proposal for implementation
 - n. Review of the City's benefits (health, retirement, paid leaves, tuition reimbursement, etc.) compared to market data points and recommendations of possible change(s)
 - o. Review of the City's total compensation compared to market data points and/or recommendations of possible change(s)
 - p. Percentile placement amounts for all classifications regarding salary and total compensation relative to market position
 - q. Cost analysis and fiscal impact of all proposed recommendations
- C6. Provide recommendations to City Human Resources staff for administration and maintenance of the compensation plan, and knowledge transfer sufficient to allow City staff to conduct salary audits and adjustments, using recommended methods until the next comprehensive study. Offer additional telephone consultation for up to one year after conclusion of the study.
- C7. Present methodology, results, and proposed recommendations to relevant City executives and staff as well as leadership representatives of the City's bargaining units.

APPENDIX “A”

SAMPLE CONTRACT

REQUEST FOR PROPOSALS

**Citywide Competency Model,
Classification Analysis,
And/or Compensation Study**

CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES

This Agreement is made on this ___th day of _____, 20___, at West Hollywood, California, by and between the City of West Hollywood, a California municipal corporation located at 8300 Santa Monica Boulevard, West Hollywood, California 90069 (hereinafter referred to as the "CITY") and XYZ Company, 1500 Main Street, City, CA 90000 (hereinafter referred to as the "CONTRACTOR").

RECITALS

- A. The CITY proposes to contract for services as outlined below;
- B. The CITY conducted an RFP issued in _____, 20___, and selected CONTRACTOR as the preferred service provider;
- C. The CITY conducted an RFP issued in Month, Year, and selected CONTRACTOR as the preferred service provider;
- D. The CONTRACTOR is willing to perform such services and has the necessary qualifications by reason of experience, preparation, and organization to provide such services;

NOW, THEREFORE, the CITY and the CONTRACTOR, mutually agree as follows:

- 1. **SERVICES.** The CONTRACTOR shall perform those services set forth in "Exhibit A," which is attached hereto and incorporated herein by reference.
- 2. **TERM OF AGREEMENT.** The term of this contract shall commence upon execution by both parties and shall expire on June 30, 20___ unless extended in writing in advance by both parties.
- 3. **TIME OF PERFORMANCE.** The services of the CONTRACTOR are to commence upon receipt of a notice to proceed from the CITY and shall continue until all authorized work is completed to the CITY's satisfaction, in accordance with the schedule incorporated in "Exhibit A," unless extended in writing by the CITY.
- 4. **PAYMENT FOR SERVICES.** The CONTRACTOR shall be compensated in an amount not to exceed \$ _____ for services provided pursuant to this Agreement as described in "Exhibit A." Compensation shall under no circumstances be increased except by written amendment of this Agreement. The CONTRACTOR shall be paid within forty-five (45) days of presentation of an invoice to the CITY for services performed to the CITY's satisfaction. The CONTRACTOR shall submit invoices monthly describing the services performed, the date services were performed, a description of reimbursable costs, and any other information requested by the CITY.
- 5. **CONTRACT ADMINISTRATION.**
 - 5.1. **The CITY's Representative.** Unless otherwise designated in writing, _____, shall serve as the CITY's representative for the administration of the project. All activities performed by the CONTRACTOR shall be coordinated with this person.

- 5.2. **Manager-in-Charge.** For the CONTRACTOR, _____, shall be in charge of the project on all matters relating to this Agreement and any agreement or approval made by her/him shall be binding on the CONTRACTOR.
- 5.3. **Responsibilities of the CITY.** The CITY shall provide all relevant documentation in its possession to the CONTRACTOR upon request in order to minimize duplication of efforts. The CITY's staff shall work with the CONTRACTOR as necessary to facilitate performance of the services.
- 5.4. **Personnel.** The CONTRACTOR represents that it has or will secure at its own expense all personnel required to perform the services under this Agreement. All of the services required under this Agreement will be performed by the CONTRACTOR or under its supervision, and all personnel engaged in the work shall be qualified to perform such services. The CONTRACTOR reserves the right to determine the assignment of its own employees to the performance of the CONTRACTOR's services under this Agreement, but the CITY reserves the right, for good cause, to require the CONTRACTOR to exclude any employee from performing services on the CITY's premises.
6. **TERMINATION.**
- 6.1. **Termination for Convenience.** Either party may terminate this Agreement without cause and in its sole discretion at any time by giving the other party thirty (30) days' written notice of such termination. In the event of such termination, the CONTRACTOR shall cease services as of the date of termination and shall be compensated for services performed to the CITY's satisfaction up to the date of termination.
- 6.2. **Termination for Cause.** All terms, provisions, and specifications of this Agreement are material and binding, and failure to perform any material portion of the work described herein shall be considered a breach of this Agreement. Should the Agreement be breached in any manner, the CITY may, at its option, terminate the Agreement not less than five (5) days after written notification is received by the CONTRACTOR to remedy the violation within the stated time or within any other time period agreed to by the parties. In the event of such termination, the CONTRACTOR shall be responsible for any additional costs incurred by the CITY in securing the services from another contractor.
7. **INDEMNIFICATION.** CONTRACTOR shall indemnify, defend with counsel approved by CITY, and hold harmless CITY, its officers, officials, employees and volunteers from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with CONTRACTOR's performance of work hereunder or its failure to comply with any of its obligations contained in this AGREEMENT, regardless of CITY'S passive negligence, but excepting such loss or damage which is caused by the sole active negligence or willful misconduct of the CITY. Should CITY in its sole discretion find CONTRACTOR'S legal counsel unacceptable, then CONTRACTOR shall reimburse the CITY its costs of defense,

including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation. The CONTRACTOR shall promptly pay any final judgment rendered against the CITY (and its officers, officials, employees and volunteers) covered by this indemnity obligation. It is expressly understood and agreed that the foregoing provisions are intended to be as broad and inclusive as is permitted by the law of the State of California and will survive termination of this Agreement.

8. INSURANCE REQUIREMENTS.

8.1. The CONTRACTOR, at the CONTRACTOR's own cost and expense, shall procure and maintain, for the duration of the contract, the following insurance policies:

8.1.1. **Workers' Compensation Coverage.** The CONTRACTOR shall maintain Workers' Compensation Insurance and Employer's Liability Insurance for its employees in accordance with the laws of the State of California. In addition, the CONTRACTOR shall require any and every subcontractor to similarly maintain Workers' Compensation Insurance and Employer's Liability Insurance in accordance with the laws of the State of California for all of the subcontractor's employees. Any notice of cancellation or non-renewal of all Workers' Compensation policies must be received by the CITY at least thirty (30) days prior to such change. The insurer shall agree to waive all rights of subrogation against the CITY, its officers, agents, employees, and volunteers for losses arising from work performed by the CONTRACTOR for City.

This provision shall not apply if the CONTRACTOR has no employees performing work under this Agreement. If the CONTRACTOR has no employees for the purposes of this Agreement, the CONTRACTOR shall sign the "Certificate of Exemption from Workers' Compensation Insurance" which is attached hereto and incorporated herein by reference as "Exhibit B."

8.1.2. **General Liability Coverage.** The CONTRACTOR shall maintain commercial general liability insurance in an amount of not less than two million dollars (\$2,000,000) per occurrence for bodily injury, personal injury, and property damage. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

8.1.3. **Automobile Liability Coverage.** The CONTRACTOR shall maintain automobile liability insurance covering bodily injury and property damage for all activities of the CONTRACTOR arising out of or in connection with the work to be performed under this Agreement, including coverage for owned, hired, and non-owned vehicles, in an amount of not less than one million dollars (\$1,000,000) combined single limit for each occurrence. If CONTRACTOR or CONTRACTOR's employees will use personal autos in any way on

this project, CONTRACTOR shall obtain evidence of personal auto liability coverage for each such person.

- 8.2. **Endorsements.** Each general liability and automobile liability insurance policy shall be issued by insurers possessing a Best's rating of no less than A:VII. Each general liability insurance policy shall be endorsed with the specific language of Section 8.2.1 below. CONTRACTOR also agrees to require all contractors, and subcontractors to do likewise.
- 8.2.1. "The CITY, its elected or appointed officers, officials, employees, agents, and volunteers are to be covered as additional insureds with respect to liability arising out of work performed by or on behalf of the CONTRACTOR, including materials, parts, or equipment furnished in connection with such work or operations."
- 8.2.2. This policy shall be considered primary insurance as respects the CITY, its elected or appointed officers, officials, employees, agents, and volunteers. Any insurance maintained by the CITY, including any self-insured retention the CITY may have, shall be considered excess insurance only and shall not contribute with this policy.
- 8.2.3. This insurance shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring company.
- 8.2.4. Notwithstanding the provisions included in any of the ISO Additional Insured Endorsement forms, CONTRACTOR acknowledges that the insurance coverage and policy limits set forth in this section constitute the minimum amounts of coverage required. Any insurance proceeds available to the CITY in excess of the limits and coverage required in this agreement and which is applicable to a given loss will be available to the CITY.
- 8.2.5. The insurer waives all rights of subrogation against the CITY, its elected or appointed officers, officials, employees, or agents regardless of the applicability of any insurance proceeds, and agrees to require all subcontractors to do likewise.
- 8.2.6. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City, its elected or appointed officers, officials, employees, agents, or volunteers.
- 8.2.7. The insurance provided by this policy shall not be suspended, voided or reduced in coverage or in limits except after thirty (30) days' written notice has been submitted to the CITY and approved of in writing, except in the case of cancellation, for which ten (10) days' written notice shall be provided.
- 8.2.8. Contractor agrees to provide immediate notice to City of any claim or loss against Contractor arising out of the work performed under this agreement. City assumes no obligation or liability by such notice, but

has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve City.

- 8.3. **Self Insured Retention/Deductibles.** All policies required by this Agreement shall allow City, as additional insured, to satisfy the self-insured retention ("SIR") and/or deductible of the policy in lieu of the CONTRACTOR (as the named insured) should CONTRACTOR fail to pay the SIR or deductible requirements. The amount of the SIR or deductible shall be subject to the approval of the City Attorney and the Finance Director. CONTRACTOR understands and agrees that satisfaction of this requirement is an express condition precedent to the effectiveness of this Agreement. Failure by CONTRACTOR as primary insured to pay its SIR or deductible constitutes a material breach of this Agreement. Should City pay the SIR or deductible on CONTRACTOR's behalf upon the CONTRACTOR's failure or refusal to do so in order to secure defense and indemnification as an additional insured under the policy, City may include such amounts as damages in any action against CONTRACTOR for breach of this Agreement in addition to any other damages incurred by City due to the breach.
- 8.4. **Certificates of Insurance.** The CONTRACTOR shall provide certificates of insurance with original endorsements to the CITY as evidence of the insurance coverage required herein. Certificates of such insurance shall be filed with the CITY on or before commencement of performance of this Agreement. Current certification of insurance shall be kept on file with the CITY at all times during the term of this Agreement. The CONTRACTOR shall provide written evidence of current automobile coverage to comply with the automobile insurance requirement.
- 8.5. **Failure to Procure Insurance.** Failure on the part of the CONTRACTOR to procure or maintain required insurance shall constitute a material breach of contract under which the CITY may terminate this Agreement pursuant to Section 6.2 above.
9. **ASSIGNMENT AND SUBCONTRACTING.** The parties recognize that a substantial inducement to the CITY for entering into this Agreement is the professional reputation, experience, and competence of the CONTRACTOR. Assignments of any or all rights, duties, or obligations of the CONTRACTOR under this Agreement will be permitted only with the express consent of the CITY. The CONTRACTOR shall not subcontract any portion of the work to be performed under this Agreement without the written authorization of the CITY. If the CITY consents to such subcontract, the CONTRACTOR shall be fully responsible to the CITY for all acts or omissions of the subcontractor. Nothing in this Agreement shall create any contractual relationship between the CITY and subcontractor nor shall it create any obligation on the part of the CITY to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise is required by law.
10. **COMPLIANCE WITH LAWS, CODES, ORDINANCES, AND REGULATIONS.** The CONTRACTOR shall use the standard of care in its profession to comply with all applicable federal, state, and local laws, codes, ordinances, and regulations.

- 10.1. **Taxes.** The CONTRACTOR agrees to pay all required taxes on amounts paid to the CONTRACTOR under this Agreement, and to indemnify and hold the CITY harmless from any and all taxes, assessments, penalties, and interest asserted against the CITY by reason of the independent contractor relationship created by this Agreement. In the event that the CITY is audited by any Federal or State agency regarding the independent contractor status of the CONTRACTOR and the audit in any way fails to sustain the validity of a wholly independent contractor relationship between the CITY and the CONTRACTOR, then the CONTRACTOR agrees to reimburse the CITY for all costs, including accounting and attorneys' fees, arising out of such audit and any appeals relating thereto.
- 10.2. **Workers' Compensation Law.** The CONTRACTOR shall fully comply with the workers' compensation law regarding the CONTRACTOR and the CONTRACTOR's employees. The CONTRACTOR further agrees to indemnify and hold the CITY harmless from any failure of the CONTRACTOR to comply with applicable workers' compensation laws. The CITY shall have the right to offset against the amount of any compensation due to the CONTRACTOR under this Agreement any amount due to the CITY from the CONTRACTOR as a result of the CONTRACTOR's failure to promptly pay to the CITY any reimbursement or indemnification arising under this Section.
- 10.3. **Licenses.** The CONTRACTOR represents and warrants to the CITY that it has all licenses, permits, qualifications, insurance, and approvals of whatsoever nature which are legally required of the CONTRACTOR to practice its profession. The CONTRACTOR represents and warrants to the CITY that the CONTRACTOR shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement any licenses, permits, insurance, and approvals which are legally required of the CONTRACTOR to practice its profession. The CONTRACTOR shall maintain a City of West Hollywood business license, if required under CITY ordinance.
- 10.4. **Code of Ethics.** CONTRACTOR hereby affirms that it will abide by the provisions of the West Hollywood Code of Ethics throughout the term of this Agreement. A copy of the Code of Ethics is attached as Exhibit E.
11. **CONFLICT OF INTEREST.** The CONTRACTOR confirms that it has no financial, contractual, or other interest or obligation that conflicts with or is harmful to performance of its obligations under this Agreement. The CONTRACTOR shall not during the term of this Agreement knowingly obtain such an interest or incur such an obligation, nor shall it employ or subcontract with any person for performance of this Agreement who has such incompatible interest or obligation.
12. **NON-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY.** The CONTRACTOR represents and agrees that it does not and will not discriminate against any employee or applicant for employment because of race, religion, color, national origin, sex, sexual orientation, gender identity, political affiliation or opinion, medical condition, or pregnancy or pregnancy-related condition. The CONTRACTOR will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, religion, color, national origin, sex, sexual orientation, gender identity, political affiliation or opinion,

medical condition, or pregnancy or pregnancy-related condition. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CONTRACTOR agrees to include in all solicitations or advertisements for employment and to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

13. **LIVING WAGE ORDINANCE.** The CONTRACTOR shall abide by the provisions of the West Hollywood Living Wage Ordinance. During the term of this Agreement, the CONTRACTOR shall keep on file sufficient evidence of its employee compensation to enable verification of compliance with the West Hollywood Living Wage Ordinance.
14. **EQUAL BENEFITS ORDINANCE, No. 03-662.** The CONTRACTOR shall abide by the provisions of the West Hollywood Equal Benefits Ordinance. During the term of this Agreement, the CONTRACTOR shall keep on file sufficient evidence of its employee compensation and any applicable benefits packages, as those benefits relate to the coverage of the domestic partners of contractor's employees, which shall include; bereavement leave; family medical leave, and health insurance benefits, to enable verification of compliance with the West Hollywood Equal Benefits Ordinance.
15. **RESTRICTIONS: Arab League Boycott of Israel.** The CONTRACTOR hereby affirms it does not honor the Arab League Boycott of Israel.
16. **RECORDS AND AUDITS.** The CONTRACTOR shall maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to this Agreement and such other records as may be deemed necessary by the CITY or any authorized representative. All records shall be made available at the request of the CITY, with reasonable notice, during regular business hours, and shall be retained by the CONTRACTOR for a period of three years after the expiration of this Agreement.
17. **OWNERSHIP OF DOCUMENTS.** It is understood and agreed that the CITY shall own all documents and other work product of the CONTRACTOR, except the CONTRACTOR's notes and workpapers, which pertain to the work performed under this Agreement. The CITY shall have the sole right to use such materials in its discretion and without further compensation to the CONTRACTOR, but any re-use of such documents by the CITY on any other project without prior written consent of the CONTRACTOR shall be at the sole risk of the CITY. The CONTRACTOR shall at its sole expense provide all such documents to the CITY upon request.
18. **INDEPENDENT CONTRACTOR.** The CONTRACTOR is and shall at all times remain as to the CITY a wholly independent CONTRACTOR. Neither the CITY nor any of its agents shall have control over the conduct of the CONTRACTOR or any of the CONTRACTOR's employees or agents, except as herein set forth. The CONTRACTOR shall not at any time or in any manner represent that it or any of its agents or employees are in any manner agents or employees of the CITY. The CONTRACTOR shall have no power to incur any debt, obligation, or liability on behalf of the CITY or otherwise act on behalf of the CITY as an agent.

19. **NOTICE.** All Notices permitted or required under this Agreement shall be in writing, and shall be deemed made when delivered to the applicable party's representative as provided in this Agreement. Additionally, such notices may be given to the respective parties at the following addresses, or at such other addresses as the parties may provide in writing for this purpose.

Such notices shall be deemed made when personally delivered or when mailed forty-eight (48) hours after deposit in the U.S. mail, first-class postage prepaid, and addressed to the party at its applicable address.

City of West Hollywood
8300 Santa Monica Blvd.
West Hollywood, CA 90069-6216

Attention: _____

CONTRACTOR:
Organization Name
Street Address, City State ZIP

Attention: _____

20. **GOVERNING LAW.** This Agreement shall be governed by the laws of the State of California.
21. **ENTIRE AGREEMENT; MODIFICATION.** This Agreement supersedes any and all other agreements, either oral or written, between the parties, and contains all of the covenants and agreements between the parties. Each party to this Agreement acknowledges that no representations, inducements, promises, or agreements, oral or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein. Any agreement, statement, or promise not contained in the Agreement, and any modification to the Agreement, will be effective only if signed by both parties.
22. **WAIVER.** Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this agreement. Payment of any invoice by the CITY shall not constitute a waiver of the CITY's right to obtain correction or replacement of any defective or noncompliant work product.
23. **AUTHORITY TO ENTER AGREEMENT.** The CONTRACTOR has all requisite power and authority to conduct its business and to execute, deliver, and perform this Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

IN WITNESS WHEREOF, the parties have executed this Agreement the ____ day of _____, 20____.

CONTRACTOR:

Name, Title

CITY OF WEST HOLLYWOOD:

Name, Department Director (INSERT TITLE)

David A. Wilson, City Manager

ATTEST:

Melissa Crowder, City Clerk

CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES
Exhibit A

Scope of Services:

Include specific tasks, in-person meetings, interim work products (if any) and at least one final work product (e.g., a report or memo).

Time of Performance:

Include a schedule or timeline for delivering interim and final work products. May include specific dates or the number of weeks (e.g., within 30 days of project initiation).

Special Payment Terms:

NONE

(only if additional to section C.4. on page 1)

E.g., include a pricing sheet or hourly rate, if required or implied. Otherwise, state "None".

CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES

Exhibit B

Certificate of Exemption from
Workers' Compensation Insurance

TO:	City of West Hollywood
SUBJECT:	Sole Proprietor/Partnership/Closely Held Corporation with No Employees

Please let this memorandum notify the City of West Hollywood that I am a

- sole proprietor
- partnership
- nonprofit organization
- closely held corporation

and do not have any employees whose employment requires me to carry workers' compensation insurance. Therefore, I do not carry worker's compensation insurance coverage.

Contractor Signature _____

Printed Name of Contractor _____

Date _____

**CITY OF WEST HOLLYWOOD
CODE OF ETHICS FOR CONTRACTORS**

The purpose of this Code of Ethics ("Code of Ethics") is to define the ethical standards for CONTRACTORS providing services to the CITY of West Hollywood. This Code of Ethics consists of policies and implementing rules intended to advance the CITY's goals of providing professional services to the public. All CONTRACTORS hired by the CITY shall pledge in writing to abide by the CITY's Code of Ethics.

Policy 1. CONTRACTORS shall be committed to the CITY.

Rules:

1.1 CONTRACTOR will serve the CITY with integrity, competence, independence, objectivity, and professionalism.

1.2 CONTRACTOR will mutually establish with the CITY realistic expectations of the benefits and the results of the services.

1.3 CONTRACTOR will only accept assignments for which CONTRACTOR possesses the requisite experience and competence to perform and will only assign staff or engage colleagues with the knowledge and expertise needed to serve the CITY effectively.

1.4 Before accepting any engagement, CONTRACTOR will ensure that CONTRACTOR has worked with the CITY to establish a mutual understanding of the objectives, scope, work plan, and fee arrangements.

1.5 CONTRACTOR will treat appropriately all confidential CITY information that is not public knowledge, take reasonable steps to prevent it from access by unauthorized people, and will not take advantage of proprietary or privileged information, either for use by CONTRACTOR or any third party, without the CITY's express written permission.

1.6 CONTRACTOR will avoid conflicts of interest or the appearance of such and will immediately disclose to the CITY circumstances or interests that CONTRACTOR believe may influence the judgment or objectivity of CONTRACTOR.

1.7 CONTRACTOR will offer to withdraw from a consulting assignment when CONTRACTOR believes the objectivity or integrity of the CONTRACTOR may be impaired.

Policy 2. CONTRACTORS shall be committed to fiscal integrity.

Rules:

2.1 CONTRACTOR will agree in advance with the CITY on the basis for fees and expenses and will charge fees that are reasonable and commensurate with the services delivered and the responsibility accepted.

2.2 CONTRACTOR will not accept commissions, remuneration, or other benefits from a third party in connection with the recommendations to the CITY and will disclose in advance any financial interests that form any part of recommendations to the CITY.

Policy 3. CONTRACTORS shall be committed to the public and the profession.

Rules:

3.1 CONTRACTOR will report to the CITY Manager any violation of this Code of Ethics, dangerous behavior, or illegal activities witnessed by the CONTRACTOR during the performance of the services for the CITY.

3.2 CONTRACTOR will respect the rights of consulting colleagues and consulting firms and will not use their proprietary information or methodologies without permission.

3.3 CONTRACTOR will represent the profession with integrity and professionalism in relations with clients, colleagues, and the general public.

3.4 CONTRACTOR will not advertise services in a deceptive manner or misrepresent or denigrate individual consulting practitioners, consulting firms, or the consulting profession.

3.5 CONTRACTOR will promote adherence to the Code of Ethics by other member CONTRACTORS working on CONTRACTOR's behalf.

Approved by City Council Minute Order on February 3, 2020

EXHIBIT F

CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, commonly referred to as the "Levine Act," prohibits any West Hollywood City Council Member from participating in any action related to a contract or application if he or she receives any political contributions totaling more than \$250 within the previous twelve months, and for three months following the date a final decision from the business/board or applicant.

The Levine Act also requires a member of the West Hollywood City Council who has received such a contribution to disclose the contribution on the record of the proceeding.

Current West Hollywood City Councilmembers are listed at:

<https://www.weho.org/city-government/city-council>

Proposers are responsible for accessing this link to review the names prior to answering the following questions.

1. Have you or your company, or any agent/board member on behalf of you or your company/entity, made any political contributions of more than \$250 to any West Hollywood City Councilmember in the 12 months preceding the date of the submission of your proposal or application, or the anticipated date of any Council action?

YES If yes, please identify the Councilmember(s):

NO

2. Do you or your company/entity, or any agency on behalf of you or your company/entity, anticipate or plan to make any political contribution of more than \$250 to any West Hollywood City Councilmember in the 12 months following any Council action related to your proposal or application?

YES If yes, please identify the Councilmember(s):

NO

Answering yes to either of the two questions above does not preclude the West Hollywood City Council from awarding a contract or approving an application or any subsequent action. It does however, preclude the identified Councilmember(s) from participating in any actions related to your proposal or application.

Date

Signature of authorized individual

Company/Applicant Name

APPENDIX “B”

PROPOSAL LETTER

REQUEST FOR PROPOSALS

**Citywide Competency Model,
Classification Analysis,
And/or Compensation Study**

Proposal Letter

CITY OF WEST HOLLYWOOD
8300 Santa Monica Blvd.
West Hollywood, CA 90069

SUBJECT: REQUEST FOR PROPOSAL – CONTRACT FOR
CITYWIDE COMPETENCY MODEL, CLASSIFICATION ANALYSIS, AND
COMPENSATION STUDY

In response to the above referenced Request for Proposals (RFP) and in accordance with the accompanying Instructions to Proposers and Submittal Requirements, we the undersigned hereby offer to perform and complete the work as required in the Contract Documents.

If recommended for contract award, _____ will provide to the City all required Certificates of Insurance. The proposal submitted in response to subject RFP shall be in effect for 90 days after the proposal due date.

Further, the undersigned agrees to execute the City prepared Contract and provide all required Certificates of Insurance within ten calendar days after receipt of Notice of Award. The Proposer represents that the following person(s) are authorized to negotiate on its behalf with the City in connection with this RFP and will provide appropriate evidence of authorization upon request:

Printed Name	Title	Phone
--------------	-------	-------

Printed Name	Title	Phone
--------------	-------	-------

Printed Name	Title	Phone
--------------	-------	-------

In addition to the formal certifications provided, the Proposer certifies that it has:

- A. Examined and is fully familiar with all of the provisions of the RFP Documents and any amendment thereto;
- B. Satisfied itself as to the requirements of the Contract;
- C. Carefully reviewed the accuracy of all statements shown in this Proposal;
- D. Examined the experience, skill and certification (if any) requirements specified in the Scope of Service and that the entities (Contractor, Sub Contractor) providing the services fulfill the specified requirements; and,

F. Satisfied itself with respect to other matters pertaining to the RFP which in any way affect the performance of the Work.

G. Unless otherwise noted within this letter, the proposal has been submitted without exception and all City Contract Terms and Conditions are acceptable to the Proposer. Noted exceptions will be evaluated for responsiveness and significance, and the City may initiate discussions with the selected firm to clarify or resolve such exceptions. It is understood that if it is not in the best interests of the City to accept proposed exceptions, notice will be provided to the Proposer to accept the Terms and Conditions as stated in the RFP, or be eliminated for further consideration.

Exceptions (if any/use additional pages if necessary): _____

The undersigned hereby agrees that the City will not be responsible for any errors and/or omissions in the Proposal.

The undersigned acknowledges receipt, understanding and full consideration of the following amendment to the RFP Documents:

Amendment/Addendum No(s):

<u>No.</u>	<u>Date</u>	<u>Initials</u>
_____	_____	_____
_____	_____	_____

The Proposer further certifies that:

- A. The only persons, agencies, corporations, joint ventures/partnerships, and/or other parties interested in the Proposal as principals are those listed as such in the Proposal Forms; and
- B. The Proposal is made without collusion with any other person, firm, corporation, joint venture/partnership, and/or other party.
- C. Joint ventures/partnerships are to provide a signed copy of their agreement with their Proposal.

Proposer's Name: _____

Business Address: _____

State of California Business Entity Number: _____

Federal Employee Identification Number (EIN): _____

Phone(s): _____

e-mail address: _____

Signature of Authorized Official: _____

Type or Print Name: _____

Title: _____

Date: _____

NOTARY

Subscribed and sworn before me
this _____ day of _____, 2024.

(SEAL)

Notary Public in and for
the State of California

My Commission Expires: _____

APPENDIX “C”

EVIDENCE OF INSURANCE

REQUEST FOR PROPOSALS

**Citywide Competency Model,
Classification Analysis,
And/or Compensation Study**



REQUEST FOR EVIDENCE OF INSURANCE – PLEASE PROVIDE THIS TO YOUR INSURANCE AGENT FOR PROPER PROCESSING

Dear Vendor/Service Provider:

As part of your contract with the City of West Hollywood you are required to provide evidence of insurance coverage as outlined below. Kindly return your completed ***ACORD Form Certificate of Insurance and the proper policy endorsements*** to your City representative.

Certificate Holder: The City of West Hollywood
8300 Santa Monica Blvd.
West Hollywood, California 90069

Required Coverages & Endorsements:

- Commercial general liability insurance in an amount of not less than \$1,000,000 per occurrence/\$2,000,000 general aggregate.
- Automobile Liability with minimum combined single limit of \$300,000 (for owned, non-owned, hired, rented vehicles as necessary).
- Workers' Compensation Insurance as required by applicable law & Employers' Liability Insurance with minimum limits of \$1,000,000. Coverage waived if vendor is sole proprietor.
- The CITY OF WEST HOLLYWOOD, its elected or appointed officers, officials, employees, agents, and volunteers are to be covered as additional insureds as their interests may appear (excluding Workers Compensation and Professional Liability).
***REQUIRES A POLICY ENDORSEMENT**
- Include a ***Waiver of Subrogation Endorsement*** for the following:
 - ✓ Commercial General Liability
 - ✓ Workers Compensation Coverage (waived if sole proprietor)***REQUIRES POLICY ENDORSEMENT(S)**
- Named insured must state their insurance is primary and non-contributory by policy endorsement.
***REQUIRES A POLICY ENDORSEMENT**
- Certificate should indicate a 30 day notice of cancellation or reduction in limits applies.

Please note: not providing the proper insurance documentation may delay the processing of your contract. Refer to your specific contract for additional terms and requirements as necessary.

RETURN INSURANCE DOCUMENTS TO YOUR CITY REPRESENTATIVE

APPENDIX “D”

SUPPLEMENTAL QUESTIONNAIRE

REQUEST FOR PROPOSALS

**Citywide Competency Model,
Classification Analysis,
And/or Compensation Study**

Supplemental Questionnaire

This proposal is submitted for (check all that apply):

Part A: Citywide Competency Model

Desired Outcomes and Expected Deliverables:

- A1. A detailed project plan that identifies the methodology, key activities, milestones, communication plan, and timeframes.
- A2. A draft competency bank.
- A3. A summary report and analysis of findings from validation tools, meetings, and/or consultations with the City's job experts.
- A4. A final, validated competency bank applicable to all City of West Hollywood jobs. Ideally, the bank will include a small set of core competencies that are required for every job in the City.
- A5. Knowledge transfer to Human Resources staff on how to implement and utilize a competency model, including but not limited to selection processes and multipurpose job analyses.
- A6. A presentation to City managers and executives that explains the benefits of a competency model and summarizes the project's methodology, findings, final competency bank, and how it will be used.
- A7. Resources and plan for Human Resources staff to implement and maintain the competency model, such as job analysis manual, questionnaires, forms, competency libraries, competency mapping toolkit, etc.
- A8. Advise on and review the first 5 job analyses performed by Human Resources staff.

Part B: Citywide Classification Analysis

Desired Outcomes and Expected Deliverables:

- B1. A detailed project plan that identifies the methodology, key activities, milestones, communication plan, and timeframes.
- B2. Provide regular/scheduled progress reports/meetings with Human Resources Manager and assigned Human Resources team members (schedule to be determined by Human Resources Manager and lead consultant). Progress should include outlining the scope of work completed to date and overall project status, the scope of work completed since the last report/meeting, issues/questions, and what scope of work is expected to be completed before the next report/meeting.
- B3. Perform a qualitative "paper review" of all active job specifications. Such a review will, among other aspects, ensure classifications are appropriate to the functions being performed, highlight inconsistencies in how jobs are described across specifications, assess the practicality and reasonableness of current job series/groups, identify job titles that should be changed, and confirm compliance with federal and state labor and employment laws, including Fair Labor Standards Act (exempt/non-exempt).
- B4. Based on the qualitative "paper review" (B3), develop a list of recommendations that align the City's classification structure with best practices and industry/market

- standards and ensure the structure can optimally meet the needs of the City. Each recommendation will have a suggested action plan for implementation by City staff.
- B5. The list of recommendations (B4) will specifically address the question of whether any City classifications should be combined.
 - B6. Any recommendation to combine classifications will be accompanied by a quantitative analysis that indicates the results of such combinations.
 - B7. Review the working out-of-class process and provide recommendations for improvements and alignment with best practices.
 - B8. Review the reclassification process and provide recommendations for improvements and alignment with best practices.
 - B9. Knowledge transfer to Human Resources staff on the maintenance of the City's **classification** system. Offer additional telephone consultation for up to one year after conclusion of the review.

Part C: Citywide Compensation Study

Desired Outcomes and Expected Deliverables:

- C1. A detailed project plan that identifies the methodology, comparable agencies, key activities, milestones, communication plan, and timeframes.
- C2. Provide regular/scheduled progress reports/meetings with Human Resources Manager and assigned Human Resources team members (schedule to be determined by Human Resources Manager and lead consultant). Progress should include outlining the scope of work completed to date and overall project status, scope of work completed since the last report/meeting, issues/questions, and what scope of work is expected to be completed before the next report/meeting.
- C3. Review the City's salary schedule, benefits, MOUs, employment contracts, and relevant Administrative Regulations.
- C4. Conduct a comprehensive salary, benefits, and total compensation survey of similar jobs with comparable public agencies in our labor market.
- C5. Prepare and submit to Human Resources a final report that analyzes salary, benefits, and total compensation labor market data for all City job classifications (see details in Section 8.0 Scope of Work).
- C6. Provide recommendations to City Human Resources staff for administration and maintenance of the compensation plan, and knowledge transfer sufficient to allow City staff to conduct salary audits and adjustments, using recommended methods until the next comprehensive study. Offer additional telephone consultation for up to one year after conclusion of the study.
- C7. Present methodology, results, and proposed recommendations to relevant City executives and staff as well as leadership representatives of the City's bargaining units.

APPENDIX “E”

Bargaining Group Information

REQUEST FOR PROPOSALS

**Citywide Competency Model,
Classification Analysis,
And/or Compensation Study**

CITY OF WEST HOLLYWOOD

Bargaining Group Information

Currently, there are three represented labor groups as follows:

Bargaining Group	Number of Employees	Examples of Classification
West Hollywood Management Association (WHMA)	24	Accounting Manager, Planning Manager, City Clerk, Human Services Manager, Building and Safety Manager, Community & Legislative Affairs Manager
West Hollywood Municipal Employees, AFSCME Local 3339 (WEHOME)	204	Administrative Assistant, Code Enforcement Officer, Associate Planner, Information Technology System Analyst, Permit Services Specialist, Aquatic Coordinator, Staff Attorney, Building Maintenance Supervisor
Association of Confidential Employees (ACE)	14	Compensation & Benefits Analyst, Management Analyst, Human Resources Specialist/Analyst/Supervisor, Assistant City Clerk

There are also two unrepresented groups (this does not include part-time temporary employees) as follows:

Group	Number of Employees	Examples of Classification
Executive Management	13	City Manager, All Department Directors, Assistant City Manager, Deputy City Manager, Assistant Director
Elected Official	5	Mayor, Mayor Pro-Tempe, Councilmembers

APPENDIX “F”

LIST OF POSITIONS

REQUEST FOR PROPOSALS

**Citywide Competency Model, Classification Analysis,
And/or Compensation Study**

Bargaining Group	Position Title	Status	Number of Allocated Positions
WEHOME	ACCOUNTANT	Regular	2
WEHOME	ACCOUNTING COORDINATOR	Regular	1
WHMA	ACCOUNTING MANAGER	Regular	1
WEHOME	ACCOUNTING TECHNICIAN	Regular	1
WEHOME	ACCOUNTING/FINANCE SPECIALIST	Regular	4
WEHOME	ADMINISTRATIVE ANALYST	Regular	2
WEHOME	ADMINISTRATIVE COORDINATOR	Regular	2
WEHOME	ADMINISTRATIVE SPECIALIST I	Regular	1
WEHOME	ADMINISTRATIVE SPECIALIST II	Regular	2
WEHOME	ADMINISTRATIVE SPECIALIST III	Regular	1
WEHOME	ADMINISTRATIVE SPECIALIST III	Regular	6
WEHOME	ADMINISTRATIVE SPECIALIST IV	Regular	14
WEHOME	APPLICATION DEVELOPER	Regular	1
Non-Rep	AQUATICS AIDE	Temporary	17
WEHOME	AQUATICS COORDINATOR	Regular	1
WEHOME	AQUATICS SUPERVISOR	Regular	1
WEHOME	ARCHITECTURAL & URBAN DESIGNER	Regular	1
WEHOME	ARTS COORDINATOR	Regular	1
WHMA	ARTS MANAGER	Regular	1
WEHOME	ARTS SPECIALIST	Regular	1
ACE	ASSISTANT CITY CLERK	Regular	1
UNREP/EXEC	ASSISTANT CITY MANAGER	Regular	1
UNREP/EXEC	ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT	Regular	1
WEHOME	ASSISTANT ENGINEER (CIVIL)	Regular	1
WEHOME	ASSISTANT PLANNER	Regular	3
WHMA	ASSISTANT TO THE CITY MANAGER	Regular	1
WEHOME	ASSOCIATE PLAN CHECK ENGINEER	Regular	1
WEHOME	ASSOCIATE PLANNER	Regular	1
WEHOME	ASSOCIATE PLANNER	Regular	5
ACE	BUDGET OFFICER	Regular	1
WEHOME	BUILDING AND AQUATIC CENTER MAINTENANCE SUPERVISOR	Regular	1
WHMA	BUILDING AND SAFETY MANAGER/BUILDING OFFICIAL	Regular	1
WEHOME	BUILDING AND SAFETY PERMIT TECHNICIAN	Regular	3
WEHOME	BUILDING MAINTENANCE SUPERVISOR	Regular	1
WEHOME	BUSINESS DEVELOPMENT ANALYST	Regular	1
WHMA	BUSINESS DEVELOPMENT MANAGER	Regular	1
WEHOME	CATV SUPERVISOR	Regular	1
WHMA	CITY CLERK	Regular	1

UNREP/EXEC	CITY MANAGER	Regular	1
WEHOME	CODE ENFORCEMENT OFFICER	Regular	6
WEHOME	CODE ENFORCEMENT SPECIALIST	Regular	1
WEHOME	CODE ENFORCEMENT SUPERVISOR	Regular	2
WEHOME	CODE ENFORCEMENT TECHNICIAN	Regular	1
WHMA	COMMUNITY & LEGISLATIVE AFFAIRS MANAGER	Regular	1
ACE	COMMUNITY & LEGISLATIVE AFFAIRS SUPERVISOR	Regular	1
WEHOME	COMMUNITY PROGRAMS COORDINATOR	Regular	3
ACE	COMPENSATION AND BENEFITS ANALYST	Regular	1
Non-Rep	COUNCIL MEMBER	Temporary	5
UNREP/EXEC	DEPUTY CITY MANAGER	Regular	1
WEHOME	DEPUTY CLERK	Regular	1
WEHOME	DIGITAL MEDIA OFFICER	Regular	1
WEHOME	DIGITAL MEDIA SPECIALIST	Regular	1
UNREP/EXEC	DIRECTOR OF ADMINISTRATIVE SERVICES	Regular	1
UNREP/EXEC	DIRECTOR OF COMMUNICATIONS	Regular	1
UNREP/EXEC	DIRECTOR OF COMMUNITY DEVELOPMENT	Regular	1
UNREP/EXEC	DIRECTOR OF COMMUNITY SAFETY	Regular	1
UNREP/EXEC	DIRECTOR OF COMMUNITY SERVICES	Regular	1
UNREP/EXEC	DIRECTOR OF ECONOMIC DEVELOPMENT	Regular	1
UNREP/EXEC	DIRECTOR OF FINANCE & TECHNOLOGY SERVICES	Regular	1
UNREP/EXEC	DIRECTOR OF HUMAN SERVICES & RENT STABILIZATION	Regular	1
UNREP/EXEC	DIRECTOR OF PUBLIC WORKS	Regular	1
WEHOME	EMERGENCY MANAGEMENT COORDINATOR	Regular	1
WHMA	ENGINEERING MANAGER/CITY ENGINEER	Regular	1
WEHOME	ENGINEERING PERMIT TECHNICIAN	Regular	1
WEHOME	ENVIRONMENTAL PROGRAMS COORDINATOR	Regular	1
WEHOME	EQUITY & INCLUSION OFFICER	Regular	1
WEHOME	EVENT SERVICES COORDINATOR	Regular	3
WHMA	EVENT SERVICES MANAGER	Regular	1
WEHOME	EVENT SERVICES SUPERVISOR	Regular	1
WEHOME	FACILITIES & LANDSCAPE MAINTENANCE SUPERINTENDENT	Regular	3
WHMA	FACILITIES AND FIELD SERVICES MANAGER	Regular	1
WEHOME	FILM COORDINATOR	Regular	1
WEHOME	GOVERNMENTAL AFFAIRS LIAISON	Regular	1
WEHOME	GRANTS COORDINATOR	Regular	1
ACE	HUMAN RESOURCES ADMINISTRATIVE SPECIALIST	Regular	1
ACE	HUMAN RESOURCES ANALYST	Regular	2
WHMA	HUMAN RESOURCES MANAGER	Regular	1
ACE	HUMAN RESOURCES SPECIALIST	Regular	2
ACE	HUMAN RESOURCES SUPERVISOR	Regular	1
WHMA	HUMAN SERVICES MANAGER	Regular	1

WEHOME	HUMAN SERVICES SPECIALIST	Regular	1
ACE	INFORMATION TECHNOLOGY MANAGEMENT ANALYST	Regular	1
WHMA	INFORMATION TECHNOLOGY MANAGER	Regular	1
WEHOME	INFORMATION TECHNOLOGY SYSTEMS ANALYST	Regular	2
WEHOME	INNOVATION OFFICER	Regular	1
UNREP/HRLY	INTERN - ARTS DIVISION	Temporary	2
UNREP/HRLY	INTERN - BUILDING AND SAFETY DIVISION	Temporary	1
UNREP/HRLY	INTERN - CITY MANAGER DEPT	Temporary	1
UNREP/HRLY	INTERN - COMMUNICATIONS DIVISION	Temporary	1
UNREP/HRLY	INTERN - COMMUNITY & LEGISLATIVE AFFAIRS	Temporary	1
UNREP/HRLY	INTERN - COMMUNITY DEVELOPMENT DEPARTMENT/PLANNING	Temporary	1
UNREP/HRLY	INTERN - COMMUNITY SAFETY	Temporary	1
UNREP/HRLY	INTERN - CURRENT AND HISTORIC PRESERVATION PLANNING	Temporary	1
UNREP/HRLY	INTERN - ENGINEERING DIVISION	Temporary	1
UNREP/HRLY	INTERN - FACILITIES & FIELD SERVICES DIVISION	Temporary	1
UNREP/HRLY	INTERN - FINANCE ADMINISTRATION & TECHNOLOGY	Temporary	1
UNREP/HRLY	INTERN - INNOVATION	Temporary	1
UNREP/HRLY	INTERN - LONG RANGE & MOBILITY PLANNING	Temporary	2
UNREP/HRLY	INTERN - PARKING OPERATIONS DIVISION	Temporary	1
UNREP/HRLY	INTERN - RENT STABILIZATION	Temporary	1
UNREP/HRLY	INTERN - SOCIAL SERVICES	Temporary	1
UNREP/HRLY	INTERN - STRATEGIC INITIATIVES	Temporary	1
UNREP/HRLY	INTERN - URBAN DESIGN & ARCHITECTURE STUDIO	Temporary	1
WEHOME	LEAD MAINTENANCE TECHNICIAN	Regular	4
WEHOME	LEGAL SERVICES ANALYST	Regular	1
WEHOME	LIFEGUARD	Regular	1
Non-Rep	LIFEGUARD (PART-TIME TEMPORARY)	Temporary	50
ACE	MANAGEMENT ANALYST	Regular	1
WHMA	MEDIA AND MARKETING MANAGER	Regular	1
WHMA	NEIGHBORHOOD AND BUSINESS SAFETY MANAGER	Regular	1
WEHOME	PARKING ANALYST	Regular	1
WEHOME	PARKING COORDINATOR	Regular	1
WHMA	PARKING OPERATIONS MANAGER	Regular	1
WEHOME	PARKING OPERATIONS SUPERVISOR	Regular	1
WEHOME	PARKING SERVICES AND PROJECTS OFFICER	Regular	1
WEHOME	PERMIT SERVICES SPECIALIST	Regular	3
WHMA	PLANNING MANAGER	Regular	2
WEHOME	PRINCIPAL CIVIL ENGINEER	Regular	1
WEHOME	PRINCIPAL TRAFFIC ENGINEER	Regular	1
WEHOME	PROFESSIONAL SUPPORT SERVICES SPECIALIST	Regular	3
WEHOME	PROJECT ARCHITECT	Regular	1
WEHOME	PROJECT COORDINATOR	Regular	1

WEHOME	PROJECT DEVELOPMENT ADMINISTRATOR	Regular	1
WEHOME	PROJECT MANAGER	Regular	1
WHMA	PROPERTY DEVELOPMENT MANAGER	Regular	1
WEHOME	PUBLIC ACCESS COORDINATOR	Regular	1
WEHOME	PUBLIC ART ADMINISTRATOR	Regular	1
WEHOME	PUBLIC INFORMATION OFFICER	Regular	1
WHMA	PUBLIC SAFETY MANAGER	Regular	1
WEHOME	PUBLIC SAFETY SPECIALIST	Regular	1
WEHOME	PUBLIC WORKS INSPECTOR	Regular	1
ACE	RECORDS MANAGEMENT OFFICER	Regular	1
UNREP/HRLY	RECREATION AIDE (PART-TIME TEMPORARY)	Temporary	15
UNREP/HRLY	RECREATION ASSISTANT	Temporary	3
WEHOME	RECREATION COORDINATOR	Regular	4
Non-Rep	RECREATION LEADER I (Part-time Hourly)	Temporary	25
WEHOME	RECREATION LEADER I (Part-time Regular)	Regular	13
WEHOME	RECREATION LEADER I - Full-time	Regular	1
WEHOME	RECREATION LEADER II	Regular	2
WHMA	RECREATION SERVICES MANAGER	Regular	1
WEHOME	RECREATION SPECIALIST	Regular	2
WEHOME	RECREATION SUPERVISOR	Regular	2
WHMA	RENT STABILIZATION MANAGER	Regular	1
WEHOME	RENT STABILIZATION AND HOUSING INFORMATION COORDINATOR	Regular	4
WEHOME	RENT STABILIZATION SUPERVISOR	Regular	1
WHMA	REVENUE MANAGER	Regular	1
WEHOME	RUSSIAN COMMUNITY PROGRAMS COORDINATOR	Regular	1
WEHOME	SENIOR ACCOUNTANT	Regular	1
WEHOME	SENIOR ADMINISTRATIVE ANALYST	Regular	2
WEHOME	SENIOR ADMINISTRATIVE SPECIALIST	Regular	2
WEHOME	SENIOR CODE ENFORCEMENT OFFICER	Regular	2
WEHOME	SENIOR COMBINATION BUILDING INSPECTOR	Regular	2
WEHOME	SENIOR ENGINEERING ASSOCIATE	Regular	2
ACE	SENIOR FINANCIAL MANAGEMENT ANALYST	Regular	1
WEHOME	SENIOR LIFEGUARD	Regular	6
WEHOME	SENIOR MAINTENANCE TECHNICIAN	Regular	9
WEHOME	SENIOR PLAN CHECK ENGINEER	Regular	2
WEHOME	SENIOR PLANNER	Regular	5
WEHOME	SENIOR RISK MANAGEMENT & SAFETY ANALYST	Regular	1
WEHOME	SENIOR TRANSPORTATION PLANNER	Regular	1
WEHOME	SENIOR VIDEO PRODUCTION SPECIALIST	Regular	2
WEHOME	SOCIAL SERVICES PROGRAM ADMINISTRATOR	Regular	4
WEHOME	SOCIAL SERVICES SPECIALIST	Regular	1

WEHOME	SOCIAL SERVICES SUPERVISOR	Regular	1
WEHOME	STAFF ATTORNEY	Regular	1
WEHOME	STRATEGIC INITIATIVES PROGRAM ADMINISTRATOR	Regular	2
WEHOME	STRATEGIC INITIATIVES SPECIALIST	Regular	1
WEHOME	STRATEGIC INITIATIVES SUPERVISOR	Regular	1
WEHOME	STREET MAINTENANCE SUPERVISOR	Regular	1
WEHOME	SYSTEMS ENGINEER	Regular	2
WEHOME	SYSTEMS ENGINEER SUPERVISOR	Regular	1
WEHOME	TRAFFIC MANAGEMENT PROGRAM SPECIALIST	Regular	1
WEHOME	TRANSPORTATION PROGRAM ADMINISTRATOR	Regular	1
WHMA	URBAN DESIGN & ARCHITECTURE STUDIO MANAGER	Regular	1
WEHOME	URBAN FOREST & LANDSCAPE MAINTENANCE SUPERVISOR	Regular	1

APPENDIX “G”

NON-COLLUSION DECLARATION

REQUEST FOR PROPOSALS

**Citywide Competency Model, Classification Analysis,
And/or Compensation Study**

“NON-COLLUSION DECLARATION”

[TO BE EXECUTED BY BIDDER
AND SUBMITTED WITH BID]

The undersigned declares:

I am the _____ of _____, the party making the foregoing bid. The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on

_____, at _____, _____."

(Date) (City) (State)

Signed

Subscribed and sworn before me
this _____ day of _____, 2019.

(SEAL)

Notary Public in and for
the State of California
My Commission Expires: _____