



Fairhope Personnel Board Meeting
Agenda – August 4, 2016
7:00 a.m. in the Delchamps Room
City Hall – 161 No Section Street, Fairhope, AL

- I. Approval of July 20, 2016 minutes
- II. Review of old business
 - 1. Refine draft of RFQ
 - 2. Develop timeline for updating compensation study including meeting with department heads
- III. Presentation from Mayor Kant on his needs for updated study
- IV. Update from HR Director, Pandora Heathcoe
- IV. Closing comments from Board Members, HR Director, and Council Liaison

Schedule Of Future Meetings

(Note: Regular meetings are on the 3rd Thursday of each month at 7:15 a.m. in the Delchamps Room at City Hall, 161 North Section Street, Fairhope, AL.)

- Next regular meeting: September 15, 2016

COUNTY OF BALDWIN

Personnel Board met at 7:00 a.m.
Delchamp's Room
161 N Section Street, Fairhope, AL 36532
Wednesday, July 21, 2016

Present:

Members: Diane Thomas, Chairman; Lorenzo Howard, Jenny Erdoes, Pandora Heathcoe,
Human Resources Director

Absent: Scherry Douglas, Rob Stankoski, and Kevin Boone, City Council Liaison.

The meeting was called to order at 7:00 a.m.

Minutes from the June 29, 2016 meeting were approved by a first motion set forth by Jenny Erdoes and second by Lorenzo Howard.

Under old business:

Diane Thomas, Chairman, began the review of the draft RFQ that was sent to all Board members. She requested feedback from the Board as to their concerns, additions to the RFQ or changes to its format.

Jenny Erdoes and Lorenzo Howard suggested several grammar changes throughout the draft RFQ along with suggestions for changes to the order of items in the Contract Milestones and Scope of Work sections. Board members unanimously agreed the importance of the Board meeting with each department head to review organizational charts, structure of the department and the various job descriptions for that department. Diane recommended that Mayor Kant attend the next meeting to discuss his concerns for the compensation study, any gaps he feels exist and express any other concerns he may have. Diane stated that a signup sheet should be created so Board members could be assigned to the various departments he or she feels they would most relate to.

Under New Business:

Diane discussed the State of Alabama Open Meetings Act with those members in attendance. Prior to the Board meeting, she consulted with Lisa Hanks, City Clerk, to gain an understanding of the changes that have been made and the requirements of this Act. Under this Act, Board members may not discuss through emails, telephone conversations, any social media or other such meetings any information pertaining to issues that will be brought before the Council for a vote as an Ordinance or Resolution. Board members may individually submit questions to Chairman Thomas; however, they may not submit any comments or discussions to each other.

There being no further business, the meeting was adjourned at 8:30 AM with first motion set forth by Lorenzo Howard and second by Jenny Erdoes.

The next meeting is scheduled for Thursday, August 4, 2016.

Respectfully submitted,

Pandora Heathcoe
Acting Secretary

Request for Qualifications Draft

Purpose:

The City of Fairhope is requesting a statement of qualifications and a service proposal from individual professionals and/or consulting firms to conduct a review and modification to the current Compensation and Job Classification System presently in use for all city employees. The purpose of the project is to review the existing classification and compensation plan to ensure that all positions within the City are and continue to be internally equitable and externally competitive. The end product of the study, as detailed in this Scope of Services, will include recommendations for the following: revisions to the classification schedule; a wage comparison with comparable communities; updated pay ranges based on the market salary survey; a classification and procedure manual to objectively evaluate new or revised positions following the conclusion of the study and recommendations for compensation practices to be used in the future.

Background:

Fairhope, Alabama is a city of 18,000 located on the eastern shore of Mobile Bay in Baldwin County, the fastest growing county in Alabama. There are many factors that make Fairhope unique among small Alabama towns, including: city-wide emphasis on beautification and landscaping with awards from several national organizations recognizing Fairhope's excellence in this area; three city-owned and operated utilities (electric, gas, and water/sewer) which provide services to the citizens and help support funding for City operations; a city-owned and operated municipal golf course; outstanding recreation facilities and sports programs for all ages and an active arts community which hosts one of the largest arts and crafts fairs in the southeastern United States.

Fairhope operates with the Mayor/City Council form of government. As of August 1, 2016, the City has full-time employees, part-time employees and temporary employees under approximately 149 job classifications. Prior to 2012, the City had no formal classification or compensation structure. In 2012, the City Council implemented, through ordinance, a new salary structure based on a classification and compensation study conducted by an outside consulting firm. Annual cost of living increases for employees are tied to the municipal budget, and if appropriated, are awarded on or about October 1.

Scope of Work:

The City is seeking a highly qualified individual and/or firm to provide a quality, thorough study. The selected individual and/or firm will be required to interface with employees and managers in an approachable manner. Presentation to the

City Executives/Council and/or employee groups may be required. All products and recommendations must comply with applicable State and Federal laws.

All documents and deliverables shall be provided in Microsoft Word or Excel format on computer disk and in hard copy. All documents and deliverables become the property of the City and the author or the firm shall have no copyright interest. The City shall have the right to use all documents for any purpose.

1 Classifications and Job Grade Schedule:

- Review the current job classification system to determine if it effectively supports the city's current organizational structure. Assessment of FSLA designation for each classification shall be included in this review.
- Document any recommended changes to the classification system to improve its effectiveness.

2 Compensation Analysis

- Conduct a total compensation survey of designated and benchmark classifications using not only job titles, but duties and responsibilities based upon the classification specifications from the City of Fairhope. The City must approve the list of comparable agencies used to provide a competitive market analysis.
- Conduct a total compensation analysis to provide the City with an accurate assessment of how its compensation plan compares with the selected labor market agencies. The total compensation analysis includes the employer cost for benefits including but not limited to: base salary, cash supplements, certification pay, standby pay, etc.
- * Conduct analysis of employer paid insurance premium contributions for health, dental, vision insurance, life insurance and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, administrative leave and vacation.
- * Based on that survey, prepare a comparative analysis that identifies the City of Fairhope's competitive position in the labor market. All information comparing compensation of Fairhope classifications with those of other municipalities or agencies should be presented in a form (tables, graphs) which is easily understood and interpreted by City officials and citizens who do not have a human resources background.

3 Compensation Schedule

- * Using the market survey results and comparable job descriptions, the consultant shall make recommendations to retain, modify and/or change the compensation schedule to correspond to the classification plan as approved by the City.

4. Classification and Compensation Manual

- * Provide a classification and compensation manual for the City Staff/Human Resources which outlines the steps to be used to objectively evaluate and determine the grade of new or revised positions. This manual should include detailed instructions which describe the sequence, responsible parties, and relevant criteria used to address proposed revisions and expected challenges to new classifications.
- * In addition, this manual should include specific guidance for, but not limited to the following:
 - Recommendations for compensation practices including: COLA increases, merit pay, pay for performance, steps or open ranges, frequency for increases in base pay, ways to compensate employees who have reached top of pay range for their grade, determination of starting salary for new hire, determination of percent pay increase for promotions, etc.

5. Outline of Procedure to Use in Adjusting Ranges on Regular Basis

- * Provide information and instructions to allow City staff/Human Resources to conduct audits and recommend adjustments consistent with study methods. The instructions should detail the circumstances and frequency for adjustment, the type of data to be collected and the method for weighting information to make final adjustment recommendation.

6. Contract Milestones:

The consultants may request additional milestones and interactions with relevant personnel, but the following milestones will be required:

- **Kickoff meeting (0% project complete):**
 - *Who should attend*
 - Establishment of weekly status calls with the City HR director
 - Review of roles and expectations from the City and the Contractor
 - Contractor to review an overview of their expected process for project completion
 - Opportunity for questions and answers about process and resources available to the Contractor
 - Scheduling remaining project milestones
- **Preliminary findings and approach review (25% project complete):**
 - Contractor to brief the City on initial finding progress and the planned approach for achieving future milestones
 - Contractor to share any identified risks to future milestones or quality of results along with proposed mitigation of each risk

- **Compensation plan approval (50% project complete):**
 - Contractor to present recommended revised compensation plan for City approval in advance of compensation schedule draft
 - City to provide feedback for any necessary revisions to the proposed compensation plan

- **First draft deliverable review (75% project complete):**
 - Contractor to present first draft of all deliverables to the City with available data and information for City feedback
 - Contractor to share any identified risks to future milestones or quality of results along with proposed mitigation of each risk
 - Contractor to present plan and approach for project completion

- **Preliminary final draft review (90% project complete):**
 - Contractor to present a final draft of all deliverables to the City with available data and information for City feedback
 - Contractor to identify how feedback of first draft was addressed
 - Contractor to share any identified risks to future milestones or quality of results along with proposed mitigation of each risk
 - Contractor and City to identify remaining tasks necessary for project completion
 - Contractor to present plan for completing remaining tasks

- **Project completion presentation (100% project complete):**
 - Contractor to present final deliverables to the City including a comprehensive presentation in-person summarizing the written report inclusive of a PowerPoint document to be given on up to four occasions including to the Fairhope City Council, the Mayor and department managers, and other groups as determined by the City.