



Request for Proposal

City of Alamosa Compensation Study & Analysis

Proposals Due:

January 18, 2021 at 4:30 PM MST

## **Background**

The City of Alamosa, a charter city, operates under the Council-Manager form of government. Under this system, the Council establishes the policies under which the City operates and has appointed a trained and experienced City Manager to administer the affairs of the City.

The City currently employs 107 full-time employees and approximately 200 part-time/seasonal/temporary/variable hour employees, and 29 paid volunteer firefighters. The City currently has a pay grade system with fourteen paygrades, two positions with pay established by contract, and eight positions not benchmarked with a total of 89 job descriptions.

The City has eight departments, broken down into 25 divisions: City Manager's Office (including Communications, Economic Development, Human Resources, and Legal), Finance, Information Technology, Parks & Recreation (including Library and Golf Maintenance & Operations), City Clerks & Court, Public Works (including Streets, Sanitation & Recycling, Water Distribution & Sewer Collection, Fleet Maintenance, Facility Maintenance, Building Inspection, GIS/Planning & Development), Fire, and Police. Several divisions have administrative support personnel who perform varying degrees of responsibilities within the division.

## **Request for Services**

The City of Alamosa is seeking proposals from qualified companies to evaluate the City's current structure and recommend updates to the job classification and total compensation system based on a market analysis. The job classification and compensation study will provide options for a classification and total compensation plan, including an implementation strategy, which will achieve the following objectives:

- Ensure fair and equitable compensation relationships with the organization.
- Maintain pay equity compliance.
- Ensure competitiveness with the external market.
- Enable easy maintenance by the City staff post implementation.

The City has job descriptions for each position and they will be provided when the RFP is awarded. In preparation for this study, the City has reviewed and updated all job descriptions. The City will provide any additional information that may be required by the company for evaluation.

## **Scope of Services**

The proposal must include at a minimum the following services:

- A. Review current job descriptions and position evaluation system and recommend revisions (ensuring compliance with state and federal requirements).
- B. Evaluate exempt and nonexempt status for each position and provide recommended changes along with written documentation and rationale used to make that determination.
- C. Evaluate responsibilities, duties, qualifications, working conditions, physical requirements, and all other considerations for each position to determine its job value and make recommendations for revisions to ensure compliance with Americans with Disabilities Act and other state and federal requirements.
- D. Develop principles of comparability to external labor markets including public, private and market/comparable cities and perform job evaluation and wage/labor market comparability study.
- E. Provide options and recommendations for a classification and total compensation plan, including feasibility of implementation that takes into consideration budget constraints.
- F. Propose a project timeline and an itemized fee schedule for this work, based on measurable contract milestones and written deliverables.

## Deliverables

To meet the needs of the City the company should provide the following deliverables:

### Job Classification and Compensation Plan

- Detail the appropriate number of pay ranges and the weight given to internal equity and external market comparisons.
- Recommend pay grade adjustments and/or reassignment of positions to appropriate pay grades as needed based on market analysis.
- Test and verify ranking structure of positions.
- Integrate job evaluation rankings and market comparisons into the recommended pay levels.
- Integrate employees' perceived value and monetary value of employee benefits into overall design of compensation plan.

### Presentation of Findings and Communications Plan

- Present findings and recommendations to project team and other staff as designated.
- Detail a launch plan to include, at a minimum, an employee kick-off meeting, communications with managers, supervisors and employees during the study, and during implementation.
- Submit a final report with an executive summary of project results and the approved recommendations by the project team. This report will be used by the City Manager to make recommendations to the City Council.

### Implementation and Sustainability

- Recommend the best approach to coordinate the recommended pay plan with the current pay plan, including an implementation timeline that considers the City's budget constraints.
- Recommend policies, guidelines and procedures for administration, including how the plan can be adjusted for cost of living and how employees advance through salary ranges.
- Provide training and tools, resources and documentation for City staff to maintain the system independently post-implementation.
- Determine the validity for requests for reclassification and/or compensation changes outside of the routine review process.

### Pay Equity Report

Provide a completed pay equity report that meets the requirements of Equal Pay for Equal Work Act, including an explanation of the new compensation system and methodology and how the plan satisfies pay equity compliance.

### Project Schedule

City issues request for proposal	January 4, 2021
Proposals dues at 4:30 pm MST	January 18, 2021
City Committee Meets & Reviews	January 25, 2021
Respondents noticed of shortlist and interviews scheduled	January 27, 2021
Oral Presentations/interviews	February 4, 2021
Evaluation committee decision	February 5, 2021
Contract approved by City Manager	February 8, 2021
Work Commences	February 15, 2021

## **Proposal Details**

Proposals must be typewritten. Emphasis should be on completeness and clarity of content; do not include any promotional material. It is the responsibility of all proposers to examine the entire RFP package and seek clarification of any item or requirement before submitting the proposal. The City may request a company to participate in an oral interview after the initial evaluation process to clarify information or inform the City with system features prior to final selection.

## **Rights of Review**

The City reserves the right without prejudice to reject any or all proposals or to request additional information from any and all companies submitting proposals. This RFP shall not commit the City to engage any company for the services described in this RFP.

## **Confidential Material**

All materials submitted in response to this RFP ultimately become public record, subject to inspections. All confidential materials should clearly be identified with the words “Confidential Disclosure” to be placed in a separate file and will be protected by the Colorado Uniform Trade Secrets Act.

## **Specifications**

Bidders are requested to present the following information:

1. Provide name and contact information.
2. Location of the office(s) from which the work is to be done and number of professional staff employed at that office.
3. Detail the scope of services your company would offer and how your firm would accomplish the work described.
4. Provide a brief overview of your firm and how it differs from your competitors.
5. Provide the name and contact information of the primary contact, as well as other key consulting staff who will be assigned to our account. Describe their relevant work experience, credentials, and the role they will play on our account.
6. Outline your ability to provide expertise and experience in the areas of compensation plan analysis and design, especially for local government entities.
7. Description of the approach and plan for performing services outlined in the Scope of Work (see above), including:
  - a. Statement of Methods and Procedures – a detailed description of the plan for accomplishing the work including: approach, methodology and procedures used to gather the data analysis findings and develop recommendations. If the consultant has a pre-designed system, provide a description of the job analysis or compensation methodology.
  - b. Content of Work Product – describe how the work product will be presented upon completion. Provide a sample of how information will be presented or a copy of previously completed similar study. Include information that the City will be expected to provide to enable the work to commence.
  - c. Work Schedule – provide a timeline indicating the status/completion dates and indicate key tasks/milestones for implementation of the proposed plan.
8. Provide at least three references of equivalent clients (similar employee size, industry (government), and complexity). Include the contact name, address, phone number, email, and the number of years you have provided consulting services to this client.
9. Please indicate any other services, capabilities, designations or experience that differentiates your organization from competition.

10. What types of Subject Matter Experts do you have and what types of services do they provide?
11. Fee Schedule – provide a detailed fee schedule outlining the services as presented in your proposal. If proposal includes any expenses to be billed separately from professional fees, provide a detailed estimate of such expenses.
12. Proposed process and fee structure for the additional option of a Total Compensation Comparison to include a review of key benefit program comparisons with recommended target market.
13. A sample contract requested to be used, if selected, by the City. The City of Alamosa reserves the right to require its own contract or contract terms including, without limitation, terms generally used by The City of Alamosa or required by Colorado or Federal law, or otherwise protective of The City of Alamosa or that which is deemed helpful.

### **Submittal Guidelines**

Proposal Content: The bidder is responsible for providing all information requested in this RFP and failure to do so may result in disqualification of the proposal. During the evaluation process, the City may request firms to answer further questions about their proposal. The City of Alamosa has the right to select any proposal it may choose or none at all in its sole discretion based on any requirements it chooses.

This request for proposal (RFP) is issued by the City. All proposals should be delivered to: The City of Alamosa, Attention: Jolene Webb, Human Resources Manager, P.O. Box 419, Alamosa, CO 81101 or delivered electronically to [jwebb@ci.alamosa.co.us](mailto:jwebb@ci.alamosa.co.us). Email is the preferred method of response to this solicitation.

### **Professional Liability Insurance**

Coverages of no less than \$1,100,000 per occurrence, \$1,100,000 aggregate; professional liability insurance \$1,100,000 per loss, \$2,000,000 aggregate, worker's compensation, and employer's liability insurance, if applicable. A certificate evidencing such coverage shall be provided to the City, if requested.

### **Termination**

The City reserves the right to cancel the whole or any part of a contract issued as a result of this RFP due to failure of the Contractor to carry out any term, promise or condition of the contract. The City will issue a written notice of default to the Contractor for failing to act in compliance with the terms and conditions of such contract. Termination will be 30-days' notice by either party, at any time, and contract will be on year to year automatic renewal basis.

### **Not a Contract**

This RFP is not a contract and creates no legal rights for persons or entities submitting proposals.