

**2016
REQUEST FOR PROPOSAL
EMPLOYEE COMPENSATION AND CLASSIFICATION
CONSULTING SERVICES**



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REQUEST FOR PROPOSALS

**2016
EMPLOYEE COMPENSATION AND CLASSIFICATION
CONSULTING SERVICES**

PROPOSALS CLOSING DATE:

March 31, 2016

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City of Fountain
116 South Main Street
Fountain, CO 80817
Phone: (719) 393-4923
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REQUEST FOR PROPOSAL EMPLOYEE COMPENSATION AND CLASSIFICATION CONSULTING SERVICES

INTRODUCTION

A. General Information

The City of Fountain, Colorado, (City) is issuing a Request for Proposals (RFP) from qualified firms to assist the organization in evaluating its overall employee compensation, benefits and pay structure as compared to the market, perform a job audit and analysis for each full-time position to determine appropriate classification; and update job descriptions.

B. Background

The City of Fountain has a population of approximately 28,500 and operates under the Council/Manager form of government. The City provides general municipal services and employs approximately 203 full-time employees and approximately 31 part-time employees. The City strives to offer market competitive compensation and benefits.

The City maintains an employee classification system for all full-time positions.

All full-time employees operate under an open structure system where salary increases are provided under a pay-for-performance system.

The City performs a full compensation review every six to eight years. The City's last comprehensive update was in 2009. Attached to this document is the current pay plan including current pay grades and salary ranges. Some job descriptions have been updated recently and others have not had an update in several years. The City participates in a salary survey tool and many of the comparable organizations are participants in this salary database.

The City offers a wide array of employee benefits including health, dental, life, voluntary life, vision, short-term and long-term disability insurance; defined benefit pension plans; 401 k defined contribution plans; voluntary 457 plans; Section 125 plan for medical and childcare expenses; Health Savings Plan; vacation, sick and personal time off; and other minor benefits.

The successful firm will be expected to work with management during all phases of this project, including onsite meetings, and will be expected to present the final recommendations to the City Council (if needed).

The City employees are divided into the following departments:

City of Fountain Full-time Employees as of 01/01/2016

<u>Departments</u>	<u>General Employees</u>
Administrative Services	15
Court	1
IT	5
Planning & Development	4
Parks & Recreation	5
Facilities	2
Code Enforcement	2
PW-Engineering/Admin	4
PW- Streets	6
Police	53
Fire	27
Utilities-Customer Service	20
Utilities-Fleet	5
Water	16
Electric	N/A
Total	165

SCOPE OF SERVICES

The City would like to update the current total compensation to provide market comparative compensation to employees, including the value of benefits that also balances internal equity. The City is requesting proposals for the following areas of work.

1) Compensation and Benefits Study

- Review the City's existing compensation plan and benefit plans, including overtime policies and pension benefits.
- Provide recommendations for adding or deleting to the list of current comparative organizations.
- Gather necessary survey data from comparable organizations using a customized survey.
 - Compile compensation information, including overtime and on-call policies
 - Compile employer paid benefit plans with comparable organizations to include the value in market comparative pay. Benefit plans should include all benefit programs of the City, including pension benefits. The City may be able to assist in comparing pension benefits of the comparable organizations.
 - Evaluate recent pay increases and anticipated increases.
 - Determine appropriate pay ranges for all positions.
 - Determine appropriate spread between minimum and maximum of pay ranges.
- Prepare written report to include a comparison, by position, of the full market compensation and benefit plans.
- Prepare cost analysis for implementation of recommended changes to the pay and classification system.

2) Job Audit and Analysis

- Evaluate current classification positions.
- Gather necessary employee information through the use of a combination of job analysis questionnaires and group and individual interviews. Broad focus groups may be used for large or similar job classes.
- Information will be used to analyze the duties and responsibilities of each employee and position to determine the following:
 - Whether individual employees are appropriately classified.
 - Whether a position should be moved to a different job classification and/or pay grade.
 - Whether position titles are appropriate.
 - Other recommendations.

3) Job Descriptions

- All job descriptions will be updated after review of job analysis questionnaires and interviews.
- Recommendations will be made to revise or create or consolidate titles.
- Job descriptions should be established in standardized format which are ADA and FLSA compliant. City will have review/input as to the final format of job descriptions.
- Revised job descriptions should include FLSA exemption tests to determine the appropriate FLSA overtime classification for each position based upon the duties and responsibilities provided in the job documentation.
- Final job descriptions are provided to the City, with allowance for one set of revisions included in the project cost.

4) Final Report requirements

- Methods used to conduct the salary survey results and methodology of job evaluation.
- Summarized position comparison data.
- Recommended classification plan.
- Recommended pay structure.
- Recommended benefit changes, if any.
- Recommendations for maintaining future market competitiveness.
- Other recommendations.

5) Other miscellaneous requirements

- Provide administration manual with plan maintenance procedures.
- Provide sample documents to be used to communicate the compensation system change to current employees, and a summary document to communicate the full compensation system to current and future employees, both to be provided in reproducible hardcopy and electronic copies.

6) Sample Timeline

Estimated Milestone Dates	Task
March 31, 2016	<ul style="list-style-type: none"> Proposals due by this date
April 1 to April 27, 2016	<ul style="list-style-type: none"> City of Fountain review of proposals
April 28, 2016	<ul style="list-style-type: none"> Successful firm notified
Week of May 9, 2016	<ul style="list-style-type: none"> Planning meeting with City management team approving final project work and timelines
May 16 through June 15, 2016	<ul style="list-style-type: none"> Firm begins project work, including distribution of job analysis questionnaires and compilation of survey data. Firm holds onsite job analysis including individual and group interviews. Preliminary data collection complete. Onsite meetings with management discussing detailed findings regarding market compensation and benefits.
June 30, 2016	<ul style="list-style-type: none"> Preliminary job analysis recommendations submitted to City.
Week of July 7, 2016	<ul style="list-style-type: none"> Firm meets with City management to discuss job analysis recommendations.
July 14, 2016	<ul style="list-style-type: none"> Draft Final Report submitted for review.
July 28, 2016	<ul style="list-style-type: none"> Final Report submitted.
August 9, 2016	<ul style="list-style-type: none"> Schedule Presentation of Final Report to City Council.

SUBMISSION REQUIREMENTS

The proposal for services must, at a minimum, include the following:

- The firm’s name and location of the office providing the services under the contract, telephone, number and e-mail address.
- A general description of the firm, including size, number of employees, primary business, and other business or services offered.
- Identification of the project manager who will be the primary contact through all phases of the project, as well as identification of other personnel who will be performing engagement work and estimated expected contribution to the project in percentage of hours.
- Summary information regarding the qualifications and professional experience of staff who will perform work under this engagement.
- Description of the firm’s experience in providing services similar to those in the Scope of Services for municipal clients.
- List of references of municipal clients for which services have been provided which are similar to those in the Scope of Services of this document. References should include client name, address, telephone number, and email address for the contact person in each organization. The services provided and total fees paid by each referenced agency for the project must also be included.

- Description of the firm's understanding of the requested services including the proposed approach, specific project steps including detailed information regarding the number and length of onsite work, timeline to include specific milestones, and interim and final work products. Innovative approaches or concepts, especially those reducing project cost, are encouraged.
- Fees should be submitted on the Proposal Submission Form, or similar form, provided in this document, divided by category of service.
- Proposal Submission Form should include a signature of a representative of the firm with acknowledgement that such individual is authorized to bind the firm contractually.
- Proposals shall provide a statement as to whether any portion of work performed under this proposal will be subcontracted or performed under a partnership or joint venture. Information on such entities must be included in the proposal such as related experience and qualifications of assigned staff.
- Proposal shall state whether any survey information will be obtained from a centralized data source such as the City Tech database.
- Submissions should also include sample interim and final report formats.

SELECTION CRITERIA

All proposals will be reviewed to determine compliance with requirements of the RFP. Primary factors in the evaluation include, but will not necessarily be limited to:

- Firm's demonstrated experience in providing similar services to municipal clients as identified in the Scope of Services.
- Staff's demonstrated qualifications and expertise regarding relevant experience with municipal clients.
- The ability of the firm to provide the requested services as demonstrated in the proposal.
- Firm's past record of performance, if any, with respect to quality of work and ability to meet stated timelines.
- The quality, conciseness, and completeness of the proposal.
- Project timeline.
- Proposed fees.

SUBMISSION OF PROPOSAL AND OTHER RELATED INFORMATION

Proposals should be brief and concise (6-10 pages), plus sample reports. Responses should be in PDF format and submitted electronically. The deadline for proposal submission is below:

3:00 P.M. on Thursday, March 31, 2016

Firms are expected to fully utilize the city's web site to gain more information and answer most questions from this resource. Questions regarding the RFP that cannot be answered from study of the City's web site should be directed in writing to Janette Arellano, primary contact for the City at:

Janette Arellano
Human Resources Manager
116 S. Main Street
Fountain, CO 80817
(719) 393-4923
jarellano@fountaincolorado.org

All responses should be delivered by the stated deadline electronically to Janette Arellano.

A proposal may be withdrawn any time prior to the deadline by written notification. The proposal may be resubmitted with any modifications, prior to the deadline.

The City reserves the right to accept or reject any and all proposals or to choose no firm. The successful firm will be required to meet standard City insurance requirements.

PROPOSAL SUBMISSION FORM

Note: Failure to provide the information requested on this form may be cause for rejection of your proposal on the grounds of non-responsiveness.

Business Name: _____

Federal Tax ID Number: _____ Street Address: _____

Mailing Address if Different: _____ City: _____

_____ State: _____ Mailing Zip: _____ Telephone: _____

_____ Fax: _____ E-Mail: _____

FEE PROPOSAL

TASKS	FEE PROPOSED
Compensation and Benefits Study	\$
Job Audit and Analysis	\$
Job Descriptions	\$
TOTAL	\$

AUTHORIZED SIGNATURE

Must be signed by a person having the authority to contractually bind the business listed above.

Signature

Date

Print Name and Title

Phone Number

*Revised
3/1/16*