



CITY OF ALPINE

REQUEST FOR PROPOSAL CLASSIFICATION AND COMPENSATION STUDY RPF 2024-04-01

CLOSING DATE & TIME:

APRIL 30, 2024 AT 4:00 PM Central Standard Time

Deliver or Mail to:

CITY SECRETARY
100 NORTH 13TH STREET
ALPINE, TEXAS 79830

(Note: Without exemption- Proposal must be time and date stamped by the City Secretary's Office. Timely physical delivery is at the risk of the respondent.)

CITY OF ALPINE
RFP - CLASSIFICATION AND COMPENSATION STUDY
2024-04-01

Sealed Proposal Due: April 30, 2024 at 4:00 pm

INTRODUCTION

The City of Alpine, Texas invites proposals from qualified consulting firms to complete a Classification and Compensation Study. This project is a comprehensive study of positions, classifications, and compensation, excluding elected officials. Proposals should address how a Respondent would conduct a comprehensive study using an objective evaluation process and methodology to review the current classifications and pay levels for all regular, full time, and part-time positions.

The City strives to competitively recruit and retain employees, motivate employees to excel in job performance, and structure work to provide the best services to the community while being good stewards of resources.

Submittal of a proposal does not create any right or expectation of a Contract with the City of Alpine. There is no expressed or implied obligation for the City of Alpine to reimburse the responding firms for any expenses incurred by preparing proposals in response to this request.

The deadline for submittal of proposals is 4:00 PM, Central Time, April 30, 2024. Any proposals received after this time and date will not be considered. Proposals must be sealed and marked “**SEALED BID – 2024-04-01 - CLASSIFICATION AND COMPENSATION STUDY**” on the proposal. The full address for proposal delivery is as follows:

CITY OF ALPINE
C/O CITY SECRETARY
100 N 13TH ST
ALPINE, TEXAS 79830

The Request for Proposal (RFP) is available for review on the City of Alpine website at www.cityofalpine.com/opportunity/bids.

Questions and inquiries about this RFP shall be directed to Megan Antrim, City Manager, at (432) 837-3301 or city.manager@ci.alpine.tx.us. Questions should be submitted in writing on or before the date specified herein.

Proposals will be opened publicly on April 30, 2024, at 4:00 pm in the City Manager’s Office located at 100 North 13th Street, Alpine, Texas.

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1. CITY BACKGROUND

The City of Alpine, Texas is located 68 miles Southwest of Fort Stockton in beautiful Far West Texas. Alpine is a Home-Rule City and operates under the council/manger form of municipal government. The City Council hires a City Manager to execute Council policy and manage the day-to-day operations of the City. There are six Council members, including the Mayor. Each Council member represents the Ward (District) in which they reside and the Mayor serves in an at-large capacity. The City provides the following services: Police, Animal Control, Court, Building Services, Public Works, Parks and Recreation, Water, Wastewater, Sanitation, Environmental Services (Recycling), Gas and General Executive and Administrative Services.

The City of Alpine currently has 86 budgeted positions, including both part and full time. The City payroll is set up bi-weekly for all employees and monthly for elected officials. City Council determines the annual cost of living increase and availability of merit raises as part of the annual budget. This fluctuates year to year. For FY 2023-2024, City Council provided a five percent (5%) cost of living increase for all employees and up to an additional five percent (5%) for possible merit raises for each position. Additionally, employees in designated positions receive certification pay for certain credentials.

The City of Alpine also provides a comprehensive benefits package that includes medical, dental, and vision insurance. Other benefits include partial dependent medical coverage, basic life insurance, paid sick leave, and paid vacation.

The City of Alpine is a member of the Texas Municipal Retirement System which requires all full-time employees to defer five percent (5%) of their salaries, which the City matches 2:1; with a five (5) year vesting period, and 20 years for full-service retirement. The City of Alpine also provides this benefit for part-time employees.

2. OBJECTIVE

The City of Alpine invites proposals from qualified consulting firms and desires to obtain fixed price proposals to:

- A. Complete a Classification and Compensation Study of public employees who are providing equitable services.
- B. Determine if changes in existing position descriptions are needed; and if so, update and/or create uniform job descriptions.
- C. Prepare a comparative analysis that identifies the City of Alpine's competitive position in a comparative labor market, including comparative city employers.
- D. Provide a recommendation for total salaries and benefits, including the total compensation package, and including a recommended compensation policy.
- E. As part of the recommended compensation policy include policies addressing compensation for promotions, demotions, certifications, and on call.
- F. Clearly outline promotional opportunities that provide recognizable compensation growth.
- G. Establish a minimum hourly pay rate of \$15.00 an hour and address compression.
- H. Prepare a pay structure (pay ladder) that provides clear direction on employee compensation.
- I. Prepare recommendations for compensation rules and policies, to maintain competitiveness, ensure equity, and position the organization for future development.

Responding firms should have significant experience conducting salary surveys and comparative analyses, preferably involving jurisdictions of a range of sizes, include sizes similar and tax base to the City of Alpine, Texas, and offering a set of programs and services that overlaps with the City's.

The resulting classification and compensation program shall enable the City to competitively recruit employees, motivate employees to excel in job performance, and fit with the organization's current size and culture.

3. SCOPE OF SERVICES

The project consists of furnishing all labor, materials, equipment, tools, supervision and travel necessary to complete the following tasks:

- A. General
 - a. Provide a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions (pay ladder) within the ranges.
 - b. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
 - c. In collaboration with City Management, establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Texas municipalities, and appropriate private sector competitive employers.

- d. Identify potential pay compression issues and provide potential solutions. Including addressing pay compression resulting from increasing the starting wage from \$13.50 to \$15.00.
- e. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.
- f. Analyze and recommend changes to the present supplemental pay structures to meet market analysis (i.e. certification pay, education pay, car allowance, phone allowance, longevity, on call compensation, etc.).
- g. Analyze and recommend changes to the present benefits to meet market analysis (paid time off structure – types and amounts).
- h. All recommendations are expected to include analysis of implementation costs.

B. Communication and Information

- a. The selected consultant will attend City Council meeting for introduction to the Mayor and Councilmembers and provide a brief overview of the process and methodology.
- b. Consultant to schedule an initial meeting with City Management and HR to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel.
- c. Consultant to meet with department heads to explain study and process to be used.
- d. Consultant to provide frequent updates to City Manager or their designee.
- e. Consultant to provide final report and recommendations to City Manager or City Council in person.

C. Classification Study

- a. Consultant to review current classification grade methodology and propose recommended strategies for the City.
- b. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- c. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), certification/licenses/registrations requirements for classification, and organizational information, as needed. The consultant will ensure that content and titles are current, accurate, and consistent with FLSA (exempt/nonexempt), EEO, and ADA considerations.
- d. Consultant to present proposed recommendations to the City Manager for review prior to making any final classification determinations.
- e. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction or identified discrepancies between existing and proposed classifications.
- f. Consultant to identify career ladders/promotional opportunities as deemed appropriate.

- g. Consultant to submit recommendations for appropriate implementation measures that the Human Resource staff will need to take.
- h. Consultant to provide straightforward, easily understood, maintenance system that Human Resource Department will use to keep the classification system current and equitable. The classification system should be provided in electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
- i. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that staff can explain and administer the new system in the future. The training program should be clearly spread out in the proposal.

D. Compensation Study

- a. Consultant to review current compensation plan (salary ranges) and understand current challenges in recruiting and retaining employees.
- b. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
- c. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation study.
- d. Consultant to develop and conduct a comprehensive compensation survey of the market including comparable Texas municipalities, and appropriate private sector competitive employers.
- e. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- f. Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
- g. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
- h. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
- i. Consultant to make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay performance, skill pay, special assignment pay, certification pay, promotional pay, on call pay, and acting assignment pay.
- j. Consultant to provide system documentation and computer formats/software to administer compensation plan.
- k. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market surveys.
- l. Consultant to conduct compression analysis to include any recommendations for implementation.

- m. Consultant to conduct a comprehensive training program for Human Resource staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.
- n. Develop and present administration recommendations and impact studies including the cost, if any, of implementing the proposed compensation policies with current employees, and the future impact of recommended changes.
- o. Schedule and attend meetings with City Administration, including but not limited to:
 - i. City Manager
 - ii. HR Coordinator
 - iii. Directors

E. Benefits Study

- a. Consultant to review current benefits, including but not limited to sick leave, vacation leave, certification pay, on call, and other related compensation for Police, Exempt, Non-Exempt, and department heads.
- b. Consultant to conduct a comprehensive benefits survey of the market including municipalities of similar size and operations, and appropriate private sector competitors.
- c. Consultant to review trends in benefit offerings and recommendations.
- d. Consultant to develop and present to administration recommendations and impact studies including the costs, if any, of implementing the proposed benefits policies with current employees, and future impact of recommended changes.

4. CITY'S RESPONSIBILITIES

The City staff will provide the consultant with all relevant information it has pertaining to the City and its operations including existing job descriptions, organizational charts, and relevant sections of the municipal code. The City may provide additional documents and information, as appropriate.

5. PROPOSAL FORMAT AND SUBMISSION

The offeror shall submit one original (conspicuously marked "ORIGINAL"), five complete copies and one memory stick of their written proposal in a sealed envelope shall be delivered **no later than 4:00 PM on April 30, 2024, to:**

City of Alpine
Attention: City Secretary
100 N 13th St
Alpine, Texas 79830

All proposals must be clearly marked on the outside of the envelope:
"2024-04-01 Classification and Compensation Study"

Faxed and emailed submittals are not accepted.

Include all information requested, **organized in tabbed sections clearly identified in a table of contents as described in the paragraphs that follow.** Any other information thought to be relevant, but not applicable to the enumerated categories, may be provided as a separate appendix to the proposal.

The following information/documents shall be included in the proposal package to be considered responsive to the Request for Proposals:

- A. **Cover letter** summarizing the proposal.
- B. **Scope of work.** Provide a description of the work program including description of deliverables and activities.
- C. **Description of Project Team.** Provide names, title and qualifications (resumes) of the proposed project manager and support staff who will be conducting the work on this assignment, including their experience and projects in which they had “hands on” responsibility, and length of time with the firm. The project manager will be expected to be fully involved and conversant in the details of the project on a day-to-day basis. Describe the organizational structure of staff members and sub-consultants (if any).
- D. **Statement of Methods and Procedures.** Provide a statement describing the scope of the work as you understand it. Describe the approach, means, methods, and procedures to be used to gather data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.
- E. **Management Synopsis.** Provide a synopsis prepared for management review, covering the significant features of the proposal including overall costs and terms of work.
- F. **Cost of Services.** Provide a schedule of billing rates and a specific “not to exceed” capped fee including associated fees (i.e. printing costs, attendance to meetings, travel). A requested payment schedule should accompany the work schedule.
- G. **Work Schedule.** Provide a timeline indicating tasks required and start and completion dates for each. It is expected that the work will commence as soon as possible after the contract is awarded.
- H. **References.** Provide a list of (5) references for similar projects, three of which are cities, including names of contract persons and telephone numbers, for your firm and for any subcontractors.
- I. **Required forms.** Complete and include Attachment A – Certificate of Interested Parties and Attachment B – House Bill 89 Verification Form
- J. **Final Product.** Provide a statement that the proposer agrees to:
 - a. Deliver at least one (1) original, five (5) copies, and a flash drive of the final report to the City Manager or their designee.
 - b. Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for implementation and maintenance of the compensation/classification system in an electronic medium (flash drive); and
 - c. Appear at a City Council meeting, or meeting with City Management, to deliver the final report.
- K. **Additional Services (Optional).** Provide any other related and recommended projects or services not specified in the RFP which may be considered essential or benefited

by the firm. These services should be priced separately from “G” above and shown here.

6. BUDGET/CONTRACT

The City of Alpine wishes to negotiate a contract with a “not to exceed” dollar total based on the clearly defined scope of work. It should be noted that the selected consultant will be required to enter into a professional services contract including insurance as applicable.

7. SELECTION CRITERIA

After city staff has reviewed the proposals, final selection will be determined. The successful contractor will be required to enter into an agreement for professional services with the City of Alpine.

Interviews may be scheduled with finalists in the process, at the discretion of the review committee.

Proposals will be evaluated using the following criteria:

- Thoroughness and understanding of the tasks to be completed 20%
- Related public-sector experience, preferably in a municipal setting, Conducting similar studies. 20%
- References, credentials, and/or recommendations from past clients. 15%
- Costs associated with developing, preparing, and presenting the study. 25%
- Time required to accomplish the requested services. 20%

8. DISCRETION AND LIABILITY WAIVER

The City reserves the right to reject all proposals or to request and obtain from one or more of the consulting firms submitting proposals, supplementary information as may be necessary for City staff to analyze the proposals pursuant to the consultant selection criteria listed above.

The consultant, by submitting a response to this RFP, waives all right to protest or seek any legal remedies whatsoever regarding any aspect of this RFP.

All responses will be made public upon request.

9. GENERAL INFORMATION

The City’s website is www.cityofalpine.com. The City of Alpine’s current budget can be found on the City’s website.

10. ADDENDA

It is the proposer’s responsibility to check the website for any addenda. Go to www.cityofalpine.com/opportunity/bids.

11. QUESTIONS

Questions pertaining to this document should be submitted via email with “Questions about Comp Study” in the subject line, at least two days prior to the due date to city.manager@ci.alpine.tx.us.

**ATTACHMENT A- CERTIFICATE OF INTERESTED PARTIES
TEXAS ETHICS COMMISSION (FORM 1295)**

Texas Government Code effective January 1, 2016, requires that a governmental entity receive a Certificate of Interested Parties Texas Ethics Commission Form 1295 before entering into a contract with Victoria County. This included new, amended, extended, or renewed contracts that meet one or both of the following criteria:

1. Requires an action or vote by the Commissioners Court
2. Has a value of at least \$1 million.

The Vendor must:

1. Go to: <https://www.ethics.state.tx.us/FiJe/>click on Form 1295 Filings, click on the [click here](#) if you do not have a user ID, and follow the instructions to set up an account. If you already have an account, then you may log in and proceed with the process.
2. Submit and print a copy of the form which will contain a unique certification number.
3. An authorized agent of the Respondent must sign the printed copy of the form.
4. The completed Form 1295 must be included with your solicitation when it is submitted to City of Alpine. (Scanning and emailing this form is sufficient for renewals & maintenance of solicitations)

ATTACHMENT B - HOUSE BILL 89 VERIFICATION FORM

Prohibition on Contracts with Companies Boycotting Israel

The 85th Texas Legislature approved new legislation, effective Sept. 1, 2017, which amends Texas Local Government Code Section I. Subtitle F, Title 10, Government Code by adding Chapter 2270 which states that a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it:

1. does not boycott Israel; and
2. will not boycott Israel during the term of the contract.

Pursuant to Section 2270.001, Texas Government Code:

(1) "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli- controlled territory, but does not include an action made for ordinary business purposes.

(2) "Company" means a for-profit organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company, or affiliate of those entities or business associations that exist to make a profit.

I, _____, do hereby depose and verify the truthfulness and accuracy of the contents of the statements submitted on this certification under the provisions of Subtitle F, Title 10, Government Code Chapter 2270 and that the company named below:

1. does not boycott Israel currently; and
2. will not boycott Israel during the term of the contract; and
3. is not currently listed on the State of Texas Comptroller's Companies that Boycott Israel List located at <https://comptroller.texas.gov/purchasing/publications/divestmeot.php>

Company Name

Signature and Title of Authorized Official

Date