



CITY OF HORSESHOE BAY



Request for Proposal
For a
Compensation/Salary Survey

January 19, 2022

RFP20220119

2005

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CITY OF HORSESHOE BAY



Request for Proposals for a Compensation/Salary Survey January 2022

The City of Horseshoe Bay is soliciting proposals from qualified consulting firms, experienced in the management of a compensation/salary survey. Our desire is to obtain a consultant who will assist the City in reviewing the existing job descriptions and compensation system, analyze the current jobs performed by employees and determine the correct market pay for each position. We expect the consultant to make recommendations for improvements to the existing system or implementation of new job descriptions and compensation systems along with any adjustments to pay that may be needed.

All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of race, religion, color, national origin, age, sex or disability in consideration for an award of any contract entered into pursuant to this notice.

This Request for Proposals (RFP) is an invitation by the City of Horseshoe Bay for consultants to submit an offer, which may be subject to subsequent discussion. It is not a request for competitive bid. Submittal of proposal does not create any right or expectation to a Contract with the City of Horseshoe Bay. The City of Horseshoe Bay reserves the right to reject any or all proposals and the City further declares that it will incur no financial obligations for any costs by any company in preparation for their proposal.

Qualified firms may submit their sealed proposal responses on or before February 17, 2022, by 5:00 p.m., CST to:

Vicki Briggs
Human Resources Director
City of Horseshoe Bay
P.O. Box 7765
#1 Community Drive
Horseshoe Bay, TX 78657

1. Statement of Qualifications and Approach

To be considered, a vendor must be a full-service consulting firm with expertise in evaluating pay scales, job descriptions and market pay/analysis. The consultant must be able to provide references from other municipalities or government agencies where similar work was performed.

2. Criteria for Selection

The Human Resources Director, with input from Senior Management, will evaluate each proposal to select a firm to enter into a contract for service.

All proposals submitted will be evaluated using the following criteria:

1. Compliance with the RFP
2. Understanding of the project
3. Services to be provided
4. Ability to complete the work within the time specified
5. Qualifications of the firm, including but not limited to its experience and personnel assigned to the project and any subcontractors, if any
6. Cost broken down by services provided

3. Cost and Fee Arrangements

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this Request for Proposal.

4. City of Horseshoe Bay Background Information

The City of Horseshoe Bay is located approximately one hour west of Austin, TX and approximately 1.5 hours north of San Antonio, TX. We are a resort community located in the Texas Hill Country in both Burnet and Llano counties. The City operates under a Home Rule Charter form of government.

The City's FY2022 Adopted Budget reflects funding for 101 full-time employees. Additionally, the City employees 3 part-time employees. Employees are organized into 9 departments: Administration, Technical Services, Fire, Police, Development Services, Public Works, Utilities Administration, Plant Operations and Field Operations. There are 16 exempt positions. All other positions are classified as non-exempt. The number of employees in each department are as follows:

	Full-Time	Part-Time
Administration (includes City Manager, City Secretary, Finance, HR)	9	0
Technical Services	2	0
Fire	23	0
Police (includes Animal Control)	24	1
Development Services (includes Code Enforcement)	8	0
Public Works	2	0
Utilities Administration	9	0
Plant Operations	9	2
Field Operations	15	0

Salary surveys have generally been conducted every two years. Due to the pandemic, the last salary survey was conducted in 2018. The City intends to complete a comprehensive compensation/salary study that will include analysis and recommendations of the following:

- Determining if the existing salary and compensation system is competitive in today's market;
- Determine if job grades are appropriately assigned based on market data;
- Ensure salary ranges are aligned with relative market data
- Address the internal relationships within the organization to help determine proper equity;
- Determine appropriate FLSA classification;
- Identify potential pay compression issues;
- Evaluate current incentive pay practices;
- Evaluate other hiring and retention tools (paid time off, hiring incentives, remote/flex work schedules, etc.);
- If necessary, make recommendation for new compensation system.

5. Scope of Work

The successful consultant will be required to meet with Senior Management at the initiation of each phase of the study and to make oral or written presentations to Senior Management at the conclusion of each phase. The City expects ongoing and open communications between designated City representatives and the consultant over the course of each phase. All products and recommendations must comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel.

Proposal Calendar

Request for proposal issued	January 19, 2022
Due date for proposal	February 17, 2022
Receive and evaluate proposals	February 17 – March 8, 2022
Selected firm notified	March 9, 2022
Contract date (no later than)	March 18, 2022
Completion date (no later than)	Monday, July 16, 2022
Implementation	October 1, 2022

The City of Horseshoe Bay will provide the following information to the successful consultant:

- Copies of all existing job descriptions
- Copies of all wage and salary schedules
- Copy of Incentive Pay schedule
- Copies of Employee Benefits Options
- Copy of the City of Horseshoe Bay's Personnel and Policy Manual
- Copy of the City of Horseshoe Bay's Organizational Chart
- Access to in-house contact to discuss procedures, policies, problems and concerns and to provide a liaison between the City of Horseshoe Bay and the Consultant

6. Specifications for Compensation/Salary Survey

The following are specifications for the system and the consulting services related to the compensation/salary survey:

- The consultant will review the current job descriptions and compensation system and determine the need for a new compensation system, which would assure internal equity and external competitiveness.
- Conduct a comprehensive survey of external regional labor market impacting the Horseshoe Bay area job market for all positions. This shall include public sector and private sector jobs with the same essential duties and functions. This will include a review and market analysis of salary and benefits. Make recommendations for changes to current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant. The data will be based on wages and benefits established for the fiscal year 2022. The consultant will provide City staff with 11 copies of the final compensation study and proposed salary structure.
- Design an implementation strategy for any updated compensation systems with the lowest financial impact and greatest gain to positions that fall outside of a designated range. The implementation plan should contain the total cost for implementation as well as a plan to phase in beginning October 1, 2022. The consultant will provide City staff with 11 copies of the implementation strategy.
- If the compensation system is implemented, provide training to Senior Management on the utilization and maintenance of the system. Additionally, provide necessary documentation and other materials for the City to maintain the system independently of the consultant following the implementation of the results of the compensation/salary survey. Provide City staff with 11 copies of training materials and policies and procedures for the maintenance of the system.
- As an option, provide a proposal for an annual review and update of the market analysis of each position, including a description of the factors to be reviewed, methodology, final report and staff training. Provide City staff with 11 copies of the annual review and maintenance materials.

7. Specification for Proposals

All proposals submitted in response to this request for proposals must contain the following information in the stated order:

1. Name, address, telephone number of the firm.
2. Description of the firm (corporation, partnership, etc.) and year established.
3. State of incorporation, if any, and type of ownership.
4. Name(s) of all partner(s), principal(s) and/or owner(s) of the firm.
5. Name and biography of all proposed consultant(s)/facilitator(s).
6. Name, title and business address of person responsible for submitting the proposal.
7. Copy of the most recent annual report.
8. Listing of any subcontractors, if any, and the scope of work they will perform.
9. At least three references, including individual contact name, name of company and phone number the City may contact regarding job evaluation/compensation system. Preference is to include municipalities, counties or areas similar to the City of Horseshoe Bay.
10. Description of the scope of involvement of City staff.

11. Narrative proposal on what approach and techniques the consultant will use in identifying and evaluating information provided. Describe the process you use and submit the forms, questionnaires and instruments used or proposed for use in this study.
12. Narrative proposal on scope of work as identified above.
13. An estimate of time to complete the project and a proposed timeline of work tasks, with the date of final completion of the project.
14. A breakdown of the firm's rates, fees and charges for services, by phase and for total project, and a proposed payment schedule.

8. Timetable for Submission

For consideration to be given to any proposal submitted pursuant to this RFP, three copies of the submittal materials must be received by 5:00 p.m. on February 17, 2022, at the address listed on the first page of this Request for Proposal.

9. Contact with City Personnel

At no time shall the consultant, its agents, representatives or contracted personnel contact or otherwise communicate with the City department personnel without prior arrangement with the Human Resources Director, or her designee, for the purposes of negotiating, modifying, changing or interpreting the proposal or specifications. Any changes, modifications or interpretations must be handled by one source uniformly for all consultants. All questions relating to the statements contained in the RFP are to be addressed to Vicki Briggs, Human Resources Director, at 830-598-9961 or via email at vbriggs@horseshoe-bay-tx.gov.

10. Restrictions of Communications

From the date of this RFP until a determination is made regarding the selection of a proposal, all contacts between City employees associated with the project and the respondent must be cleared through Vicki Briggs, Human Resources Director, or her designee. Respondent will not approach other personnel with respect to employment during this period; however, this clause does not prohibit communications between City employees and vendors currently conducting business with the City as long as these communications are restricted to conducting current business.

11. Letter of Transmittal

The letter of transmittal shall be physically signed by an officer of the firm(s) and include the following:

1. Name, mailing address, telephone number and email address.
2. Name, title, telephone number and email address of the individual authorized to commit the respondent.
3. Name(s), title(s), telephone number(s) and email address(es) of the individual(s) to be the official contact person(s) regarding all matters concerning the proposal.
4. A statement ensuring validity of the proposal for at least 90 days.

12. Preparation of Proposal

Each proposal will be prepared simply and economically, avoiding the use of elaborate promotional materials beyond those sufficient to provide a complete, accurate and reliable presentation.

13. Disposition and Disclosure of Proposals

All proposals submitted in response to this RFP will become the property of the City of Horseshoe Bay and a matter of public record. The vendor must identify, in writing, all copyrighted material, trade secrets or other proprietary information that it claims is exempt from disclosure. Any firm claiming such an exemption must also state in its proposal that the firm agrees to hold harmless, indemnify and defend the City and its agents, officials and employees in any action or claim brought against the City for its refusal to disclose such materials, trade secrets or other proprietary information to any party making a request therefore. Any firm failing to include such a statement shall be deemed to have waived its right to an exemption from disclosure.

14. Addenda to RFP

If it becomes necessary to revise any part of this RFP, addenda will be supplied to all firms receiving this Request for Proposal.

15. Termination Clause

The City of Horseshoe Bay shall have the right to terminate the Contract at any time, upon 30 days written notice to the consultant, whenever the City determines that the performance of the vendor is unsatisfactory or for cause of the convenience of the City.

16. News Releases

News Releases pertaining to this project shall not be made without prior review and approval by the City of Horseshoe Bay Senior Management Team.

17. Consultant's Independence

Consultant is an independent contractor with respect to all services performed under this Contract. Consultant accepts full and exclusive liability for the payment of any and all premiums, contributions, or taxes for workers' compensation, Social Security, unemployment benefits, or other employee benefits now and hereinafter imposed under any state or federal law which are measured as wages, salaries or other remuneration paid to persons employed by Consultant on work performed under the terms of this Contract. Consultant shall defend, indemnify and save harmless the City from any claims or liability for such contributions or taxes. Nothing contained in this Contract nor any act of the City, or consultant, shall be deemed or construed to create any third party beneficiary or principal and agent association or relationship involving the City. Consultant is not the City's agent and Consultant has no authority to take any action or execute any documents on behalf of the City.

18. Disputes

Should any disputes arise with respect to this Contract, the consultant and the City agree to act immediately to resolve any such disputes. Time is of the essence in the resolution of disputes.

The consultant agrees that the existence of a dispute notwithstanding, it will continue without delay to carry out all its responsibilities under this Contract in the accomplishment of all non-disputed work. Any additional costs incurred by the consultant or City as a result of such failure

to process shall be borne by the vendor; and the respondent shall not make a claim against the City for such costs.

19. Price Changes

All prices shall be firm and not subject to increase during the period of the Contract.

20. Laws of Governance

This Contract shall be construed and governed in accordance with the law of the State of Texas and the City of Horseshoe Bay. Consultant shall comply with all federal, state and local laws, ordinances and regulations applicable to the work. Consultant, at its own expense, shall secure all occupational and professional licenses and permits from public or private sources necessary for the fulfillment of its obligations under this Contract.

21. Modification, Mistakes or Withdrawal of Proposals

Responses to this RFP may be modified or withdrawn by written notice prior to the date specified for receipt of proposals. A proposal may be withdrawn in person by the vendor or its authorized representative prior to the date set for receipt of proposals. Telephone withdrawals are not permitted.

If the apparent best qualified firm discovers a mistake of a serious and significant nature in its proposal which is unfavorable to it prior to the issuance of a Contract, it may request consideration to modify or withdraw the proposal. The mistake must be evident and provable. The City reserves the right to reject any and all requests for correction or withdrawal of proposal received after the date shown in the specifications. In all cases, the decision of the City Council is final. **A mistake in proposal will not be considered once a contract is issued.**

22. Reservation of Rights

The City of Horseshoe Bay reserves the right to:

- a. Accept or reject any and all proposals received in response to this RFP, and to re-advertise for new submittals.
- b. Waive or modify any irregularities in proposals received after prior notification to the vendor.
- c. Request submission of proposal modifications at any time before the award is made, if such is in the best interest of the City.
- d. Consider proposals or modifications received at any time before the award is made, if such is in the best interest of the City.
- e. Request clarification and/or additional information from the vendor during the evaluation process.
- f. Utilize any and all ideas submitted in the proposals received unless those ideas are covered by legal patent or proprietary rights and the patent of those rights is indicated by the vendor. Proposals will become the property of the City of Horseshoe Bay.
- g. In the event of Contract termination, enter into Contract negotiations with other qualified firms that submitted acceptable proposals, rather than redoing the proposal process for the project.
- h. Negotiate with the selected consultant to include further services not identified in the RFP.

23. Expiration of the Proposal

By submitting a proposal which the vendor offers to enter into a Contract, the form and content of which shall be agreed upon by both parties. The vendor's proposal shall not be revocable for ninety (90) days following the response deadline indicated above. The City of Horseshoe Bay reserves the right to waive any defects in the offer of any vendor, to reject any or all offers and to request additional information from any or all vendors.

24. Work Results

The work results and the reports may not be released by the Consultant without prior written consent of the City of Horseshoe Bay.

Thank you in advance for your interest in the City of Horseshoe Bay, Texas.

City of Horseshoe Bay
PO Box 7765
Horseshoe Bay, TX 78657

