

CITY OF STATESBORO



COUNCIL

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50 EAST MAIN STREET • P.O. BOX 348 • STATESBORO, GEORGIA 30459-0348

To: Mayor and City Council

From: Randy Wetmore, City Manager

Date: July 25, 2017

RE: Pay Study Request for Proposal

Policy Issue: Included in the 2018-2019 Budget that was approved in June were funds to undertake a pay study for the organization. In order to get this completed in a timely manner for discussion during next year's budget process, it needs to get started now.

Background: In 2015 a classification and pay study was undertaken. The plan was implemented over the course of two years. Since the implementation of the plan, it has become evident that there have been changes in the economy that have made recruitment and retention of employees more of a challenge.

Examples over the past couple of years is it has taken multiple searches for City Manager, Planning & Development Director, City Engineer, Human Resources Director, Payroll Clerk, Fire Fighters, Police Officers, CDL Licensed Drivers, Equipment Operators, Sanitation Workers and others.

In this study the consultant will be asked to do comparisons not only with cities and counties, but with the private sector as well. There are positions in the private sector that the City directly competes for candidates such as Engineering, Finance, IT, HR, skilled labor, CDL Drivers, etc.

It is planned that this study will be completed in time to be considered during the next budget cycle.

Recommendation: It is recommended that the study be approved to be undertaken.

Budget Impact: 2018-2019 Budget has \$30,000 approved for this item.

Council Person and District: All

Attachment: Proposed Pay Study RFP



**Request for Proposal
Compensation Study and Analysis**

Request for Proposal Compensation Study and Analysis

Introduction

The City of Statesboro, Georgia, (“City”) is requesting proposals for consulting services to conduct a Citywide Employee Compensation Study as described herein.

Background Information

Located in Southeast Georgia, Statesboro is only 1 hour away from Savannah. It is home to Georgia Southern University, Ogeechee Technical College and East Georgia State College. Statesboro is the economic hub of an eight county area.

The City is a full service City, with a Mayor and five member City Council operating under the Council/Manager form of government. City departments include Fire, Police, Sanitation, Water & Sewer, Code Enforcement, Community Services, Planning and Zoning, City Manager, City Clerk, Municipal Court, HR, Public Works, Engineering, Finance, Payroll, Purchasing, and IT. Overall, the City has approximately 300 full-time employees and 13 part-time employees.

The City’s current Classification and Compensation plan was adopted in 20__

Goals and Objectives

The purpose of the Compensation Study is to have a competitive compensation package that assists in retaining qualified employees and attract qualified people to join the City workforce.

The City’s objectives are to:

1. Attract and retain qualified employees;
2. Provide salaries commensurate with assigned duties;
3. Clearly outline promotional opportunities and provide recognizable compensation growth;
4. Provide justifiable pay differential between individual classes; and
5. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

All work will be done with regular involvement of the City Manager, Deputy City Manager & Human Resource Department. Department Heads and other key personnel will be involved as necessary. Regular presentations and meetings with these individuals or groups, incorporating their input into the process, is required. Presentation to the City Council upon completion of the project is also required.

The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors and private sectors when applicable. The consultant shall perform or provide the following:

A. Scope of Services

1. Provide for 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 within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia municipalities and private sector companies as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

B. Information Meetings

1. Consultant to schedule an initial meeting with City Manager, Deputy City Manager, & HR Director, to discuss the process and tasks to be performed in the study.
2. Consultant to meet with department heads to explain study and process to be used.
3. Consultant to provide frequent updates to Human Resources Director.

C. Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey,
5. Consultant to recommend appropriate salary range for each position based on 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.
6. 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.
7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. 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.
9. Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, bilingual pay, and acting assignment pay.

10. Consultant to provide system documentation and computer formats/software to administer compensation plan.
11. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey
12. Consultant to conduct a compression analysis to include any recommendations for implementation.
13. Consultant to conduct a comprehensive training program for Human Resources 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.
14. Develop a manual that includes all policy recommendations for the administration and maintenance of the compensation system.

City Resources

The City will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant that may be required to complete the study.

Proposal Format and Requirements

The offeror shall submit one original (conspicuously marked “ORIGINAL”), five complete copies, and one CD or memory stick of their written proposal that presents their qualifications and understanding of the work to be performed. 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. No RFP may be withdrawn for a period of sixty (60) calendar days after the submittal deadline. The following information/documents shall be included in the proposal package to be considered **responsive** to the Request for Proposals:

A. Agents and Address

Identify who will be the project manager and key staff assigned if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff’s experience with public sector compensation. Describe successful outcomes. List the address, e-mail address, and telephone number of the office from which the services are to be provided. Promotional literature and other public relations documents should NOT be included.

B. Statement of Methods and Procedures

Provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Management Synopsis

Provide a synopsis prepared for management review, covering the significant features of the proposal including overall costs and term of work. The overall cost should be in a separate envelope.

D. Structure and Content of Work Product

Provide a detailed breakdown and description of the specific steps, services, and study products that will be provided. Describe how the final product will be structured and presented upon completion. Include any computer/software compatibility information. Firms may elect to include in the section any innovative methods or concepts that might be beneficial to the City of Statesboro as long as the minimum requirements set out in this RFP are met.

E. Work Schedule

Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence as soon as possible after the contract is awarded.

F. References

Include the name, address, telephone number, and e-mail address for contact persons at five (5) other public entities for which comparable services have recently been rendered.

G. Cost of Services

Provide a total cost estimate, including travel expenses, and “not to exceed” amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work.

H. 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, Deputy City Manager and HR Director.
- b. Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the compensation/classification system in an electronic medium (flash drive).
- c. Appear at a scheduled Council meeting to discuss the recommendations and final report.

I. Additional Services (Optional)

Provide any other related and recommended products or service not specified in the RFP which may be considered essential or benefitted by the firm. These services should be priced separately from “G” above and shown here and will not factor in price evaluation.

J. Other

The complete (all pages) Request for Proposal documents with any addenda acknowledgements filled out, initialed, and signed as required. The person that signed the RFP shall have the authority to negotiate the full scope of services on behalf of the organization and shall be authorized to bind the contract to the terms and conditions of this RFP.

The classification and compensation system to be recommended as responses to this RFP must adhere to the following basic elements and characteristics: (a) the system must meet all legal requirements, (b) be totally nondiscriminatory and provide for compliance with all pertinent federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc).

1. The system must be easy for management to administer, maintain, and defend.
2. The system must easily accommodate organizational changes and growth.
3. The system should be based on sound compensation principles in which internal and external equity are considered within the pay structure, as well as, the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.
4. The system should provide for new positions to be incorporated into the compensation plan, as well as, regular adjustments to maintain the plan's competitiveness.
5. The system should be compatible with current City of Statesboro payroll programs/software (Tyler Incode) Payroll Programs and software.
6. The City requests that all information submitted by the successful consulting firm be in Microsoft Word format on CD, flash drive, and in hard copy. The City further requests the complete use of the material developed for the ability to update or change it as needed. All work provided by the consultant under contract with the City of Statesboro shall belong exclusively to the City.

Cost Proposal

This request for information does not, under any circumstance, commit the City to pay any costs incurred by any proposer in the submission of qualifications. The proposer is responsible for all costs associated with response to this request.

General Information

The City's website is www.statesboroga.gov.

Questions

Questions pertaining to this document should be submitted via e-mail with "Questions about Salary Survey" in the subject line, at least seven days prior to the due date to [**EMAIL ADDRESS**]

Addenda

It is the proposer's responsibility to check the website for any addenda. Go to www.statesboroga.gov and select "Purchasing" in the drop down box.

Criteria and Selection

After city staff has reviewed the proposals, a final recommendation will be made. The recommendation will go to the City Council for action. The successful contractor will be required to enter into an agreement for professional services with the City of Statesboro.

Proposals will be evaluated using the following criteria:

- Quality and thoughtfulness of the proposal. 10%
- Related experience of the firm and key staff with similar studies in similar cities 20%
- References, credentials and/or recommendations from past clients. 10%
- SAMPLE OF A COMPARABLE STUDY 20%
- Ability of the firm and the firm's subcontractors to provide the services requested as well as financial stability and availability. 20%
- Cost 20%

Submittals

All proposals must be delivered to the City no later than 3:00 p.m. local time on **[NEED DATE]**. Proposals must be delivered to the City of Statesboro Purchasing Office, Attn: Darren Prather, Purchasing Director, 22 W. Grady St., Statesboro, GA 30458 or by mail to the City of Statesboro Purchasing Office, Attn: Darren Prather, Purchasing Director, PO Box 348, Statesboro, GA 30459. Proposers will be responsible for delivery of their proposals to the City before the deadline. Any proposal received after the deadline will not be considered.

The City of Statesboro reserves the right to reject any or all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals.

The evaluation of proposals will be done by City personnel who will then forward a recommendation to the City Council for consideration. Fee proposals, which are to be submitted with the qualification proposal will also be taken into consideration.

The duration of this consultant agreement shall be December 19, 2018.

The City of Statesboro does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age or marital status.

AFFIDAVITS – Signed form to be returned with proposal

NON COLLUSION AFFIDAVIT

1. Vendor fully understands the preparation and contents of the attached offer and of all pertinent circumstances respecting such offer;
2. Such offer is genuine and is not a collusive or sham offer;
3. Neither the said vendor nor any of its officers, partners, owners, agents, representatives, employees or parties interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other responder, firm, or person to submit a collusive or sham offer in connection with the contract or agreement for which the attached offer has been submitted or to refrain from making an offer in connection with such contract or agreement, or collusion or communication or conference with any other firm, or, to fix any overhead, profit, or cost element of the offer price or the offer price of any other firm, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City of Statesboro or any person interested in the proposed contract or agreement; and
4. The price or prices quoted in the attached offer are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the firm or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

AFFIDAVIT OF ELIGIBILITY

1. The vendor is not ineligible for employment on public contracts as a result of a conviction or guilty plea or a plea of nolo contendere to violations of the Sherman AntiTrust Act, mail fraud or state criminal violations with a contract let by the State of Georgia or any political subdivision of the State of Georgia.
2. No councilman or officer of the City of Statesboro or other person whose duty it is to vote for, let out, overlook or in any manner superintend any of the work for the City of Statesboro has a direct interest in the responder.

CONFLICTS OF INTEREST CERTIFICATION

No employee, officer or agent shall participate in the selection, or in the award or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- The employee, officer or agent,
- Any member of immediate family
- An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award.

Officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from vendors, potential vendors, or parties to sub-agreements. By submission of this form, the vendor is certifying that no conflicts of interest exist.

The undersigned hereby acknowledges receipt of the above applicable laws and verifies that the bid submitted in response to this solicitation is in full compliance with the listed requirements.

Signature

Printed Name

Title

NOTARY:

Subscribed and sworn to before me this date:

BY: _____
Notary Public

My Commission Expires On: _____