

City of Goodland, Kansas Request for Proposals Compensation Study & Benefits Survey



Release Date: 07/22/2021

Due By: 08/23/2021

Only electronic proposals will be accepted. Please place in your subject line "Compensation Study Proposal". Email to mary.volk@goodlandks.gov by **Monday, August 23, 2021 at 4:00 p.m. MST.**

No mail, fax, or late proposals will be accepted.

The City reserves the right to reject any and all proposals, to waive technical defects, and to select the proposal(s) deemed most advantageous to the City. Proposals that do not meet the submittal guidelines or submitted after the deadline will not be considered. Proposals will not be opened publicly. Consultant/Firms are responsible to check for changes or addendum at <https://goodlandks.gov/category/important-notice/request-for-bids/>

REQUEST FOR PROPOSALS (RFP) FOR COMPENSATION STUDY

OVERVIEW

The City of Goodland, Kansas, hereinafter referred to as the “City”, is seeking proposals from qualified Consultant/Firms to conduct a compensation study. The Consultant/Firm will work with the City Manager’s Office and City leadership to review our compensation structure and recommend comparable public/private survey markets. Consultant/Firms shall consider the compensation and benefits package received by employees with the City as it relates to both the external and internal markets.

CITY OF GOODLAND PROFILE

The City of Goodland is the seat of Sherman County and home to 4,315 residents. Goodland is located in the northwest region of Kansas along Interstate 70 and shares a border with Colorado to the west and is less than 30 miles to Nebraska to the north. The City operates under the City Manager/Commission form of government. The five-member City Commission makes up the Governing Body and is responsible for the hiring of the City Manager. Goodland is diligently working on growth in the areas of housing, business development and core services provided to the citizens.

CLASSIFICATION SYSTEM

Goodland provides a full range of municipal services including Administration, Code Enforcement, Building Inspections, Electric, Municipal Court, Museum, Police, Parks, Public Works, Water, Wastewater, Public Transportation, Utility Billing and a community Water Park. The Fire Department merged with the County Fire Department in July of 2021. The City Manager serves as the Chief Administrative Officer. Each department is led by a Department Head who reports to the City Manager. The City has 53 full-time equivalent employees of which 7 are exempt and 46 are nonexempt. The FY2022 budget is \$14.6M. The City does not recognize any unions for the purpose of collective bargaining. Our organizational chart is attached in **Attachment A**.

GOALS & OBJECTIVES

The City’s goals include attracting and retaining qualified employees, to incentivize existing talent for promotional opportunities, and to lead or align with the comparable marketplace in terms of competitive wages and benefits for all jobs.

- Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together,
- Provide pay/salaries and incentives commensurate with assigned duties, competencies, education, and industry specific qualifications/certifications; Establishes fair and equitable compensation relationships within the organization,
- Relates compensation to relevant market conditions outside the organization,
- Clearly outline career paths/promotional opportunities and provide recognizable compensation growth,

- Establish justifiable pay differential between job classes,
- Maintain a competitive position with other comparable government entities and private employers within the same geographic areas,

In addition to the compensation analysis, the City is interested in better understanding the cost of Health Care benefits to employers of similar size (less than 60 employees).

SCOPE OF WORK

1. Gather data from other communities regionally, economically, and similar in population.
2. Develop a method of determining comparable strength with the comparable communities.
3. Evaluate the City's present wage structure to comparable positions in similar communities.
4. Develop a range in pay in anticipation of growth in the Community the next 5 years.
5. Determine the extent of internal equity between positions within the City.
6. Perform cost analysis of implementing the proposed changes.
7. Gather data on Health Benefit costs, to employee and employer, in similar sized organizations. (under 60 employees).
8. Meet with the Executive Team as needed (at least once on site).
9. Prepare a written plan and deliver a final presentation to the City Leadership Team and City Commission.

CITY PROVIDED SUPPORT

The City will provide organizational charts, payroll information needed for analysis, incentive plans, employee handbooks, job descriptions, access to staff as needed, and other information necessary for the Consultant/Firm to complete the survey.

DELIVERABLES

The Consultant/Firm shall:

1. Review current compensation plan (pay/salary grade levels and steps) and address current challenges in recruiting and retaining employees.
2. Recommend adjustments to the salary structure and provide justification for the band widths and step ranges.
3. Capture the 25th, 50th, and 75th percentiles of the proposed pay grades and plot salary progression within the band.
4. Review and recommend starting pay for each job classification, and the impact for existing positions in comparable job classes.
5. Recommend an organization-wide incentive pay structure.
6. Recommend strategies and priorities for plan implementation.
7. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan, including annual (or other periodic) market survey.

TENTATIVE TIMELINE (variances must be mutually agreed upon by City and Consultant/Firm)
All dates are in 2021.

Request for Proposal Issued	July 21 st
Questions to city staff	August 5 th – August 19 th
Proposals Due	August 23 rd at 4:00 p.m. MST
Review of Proposals	August 24 th – August 27 th
Project Award	September 7 th (unless a special meeting is called)
Project Deadline	October 18 th
Presentation to City Leadership & City Commission	November 1 st

QUALIFICATIONS

The Consultant shall have had previous experience preparing compensation studies for municipalities.

SUBMITTAL PROCESS & DETAILS

Proposals should provide a straightforward, concise description of the capabilities to satisfy the requirements of this request and include the following:

1. Consulting firm's name and address, and name and contact information for the primary contact.
2. Description of specific staff that will comprise the project team for this work.
3. Statement of the Consultant's abilities and expertise as they directly relate to this project.
4. Samples of related/comparable past project that would serve as examples of experience necessary for this work.
5. Planned approach for the required services.
6. List of three references for similar projects.
7. Proposed fee schedule that breaks down the cost to the services provided.

SPECIAL CONDITIONS

1. During the evaluation process, the City reserves the right to request additional information or clarifications from those submitting proposals, and to allow corrections of errors and/or omissions.
2. Submission of a proposal indicates acceptance by the company submitting the proposal of the terms, conditions and specifications contained in this RFP.
3. The City will not pay for any information herein requested, nor is it liable for any costs incurred by those submitting proposals. The City reserves the right to select the Consultant/Firm that will best meets the needs of the City. Consultant/Firms and/or proposals that do not meet the stated requirements will be considered in non-compliance and will be disqualified.

INDEMNIFICATION

Consultants/Firms submitting proposals in response to the RFP, agree to indemnify and hold harmless the City, its officers, employees, and agents from and against all claims, damages, losses and expenses arising out of the submission of any proposal or possible subsequent limitation on the amount or type of damages, compensation or benefits payable for or by the Consultant/Firm or their designated agent under the Workers Compensation Act, Americans With Disabilities Act, or other federal and state laws.

The City of Goodland has certain insurance requirements that must be met. The Consultant/Firm will be responsible to purchase and maintain at its sole expense the following insurance coverage, and provide proof of coverage to the City:

- Professional liability insurance covering negligent acts, errors or omissions of FIRM, its agents, officers, and employees. Total aggregate policies of insurance shall be in an amount of not less than One Million Dollars and 00/100 Cents (\$1,000,000.00).

WORKERS COMPENSATION

A Workers' Compensation and Employer's Liability Policy shall be procured and maintained by the Consultant/Firm. This policy shall include an "all states" endorsement. Said insurance policy shall also cover claims for injury, disease, or death of employees which, for any reason does not fall within the provisions of the Workers' Compensation Law.

Liability Limits shall not be less than:

- Workers' Compensation - Statutory
- Employer's Liability - \$500,000.00 Each Occurrence.

Consultant/Firm shall furnish the City with copies of all insurance policies or certificates of insurance policies that must be maintained hereunder. In addition, insurance policies applicable hereto shall contain a provision that the City shall be given thirty (30) days written notice by the insurance company before each policy is substantially changed or cancelled.

AWARD OF SERVICE

The City will award services to the Consultant/Firm who is determined to have submitted the best overall proposal in accordance with the specifications and all required documents. The City reserves the right to reject any and all proposals based upon its sole discretion. Respondents that fail to provide information requested by the City will not be considered for the award.

NEGOTIATIONS

The City may conduct negotiations of technical aspects of the proposals and/or prices after reviewing all proposals submitted. These negotiations will only be with the Consultant/Firm whom the City is considering for award of services. Post-proposal negotiations may be conducted jointly with representatives of the City and Consultant's/Firm's representative. Said representative shall be certified in writing, by the company/firm, as qualified and empowered with the authority for answering and giving administrative and technical/price clarifications relative to the proposal.

SELECTION PROCESS

The proposals will be evaluated by a committee comprised of selected City personnel. The results of the evaluation will be presented to City Commission for final approval.

EQUAL OPPORTUNITY

The City of Goodland does not discriminate on the basis of race, color, creed, national origin, sex, religion, age, sexual orientation, gender identity, marital status, status with regard to public assistance, membership on a local human rights commission, disability, or any other basis protected by law in the admission or access to or treatment of employment, program, activities, or services. The consultant/firm selected must provide a copy of its nondiscrimination policy and shall not discriminate under the contract against any person in accordance with federal, state and local regulations.

ATTACHMENTS TO THIS RFP

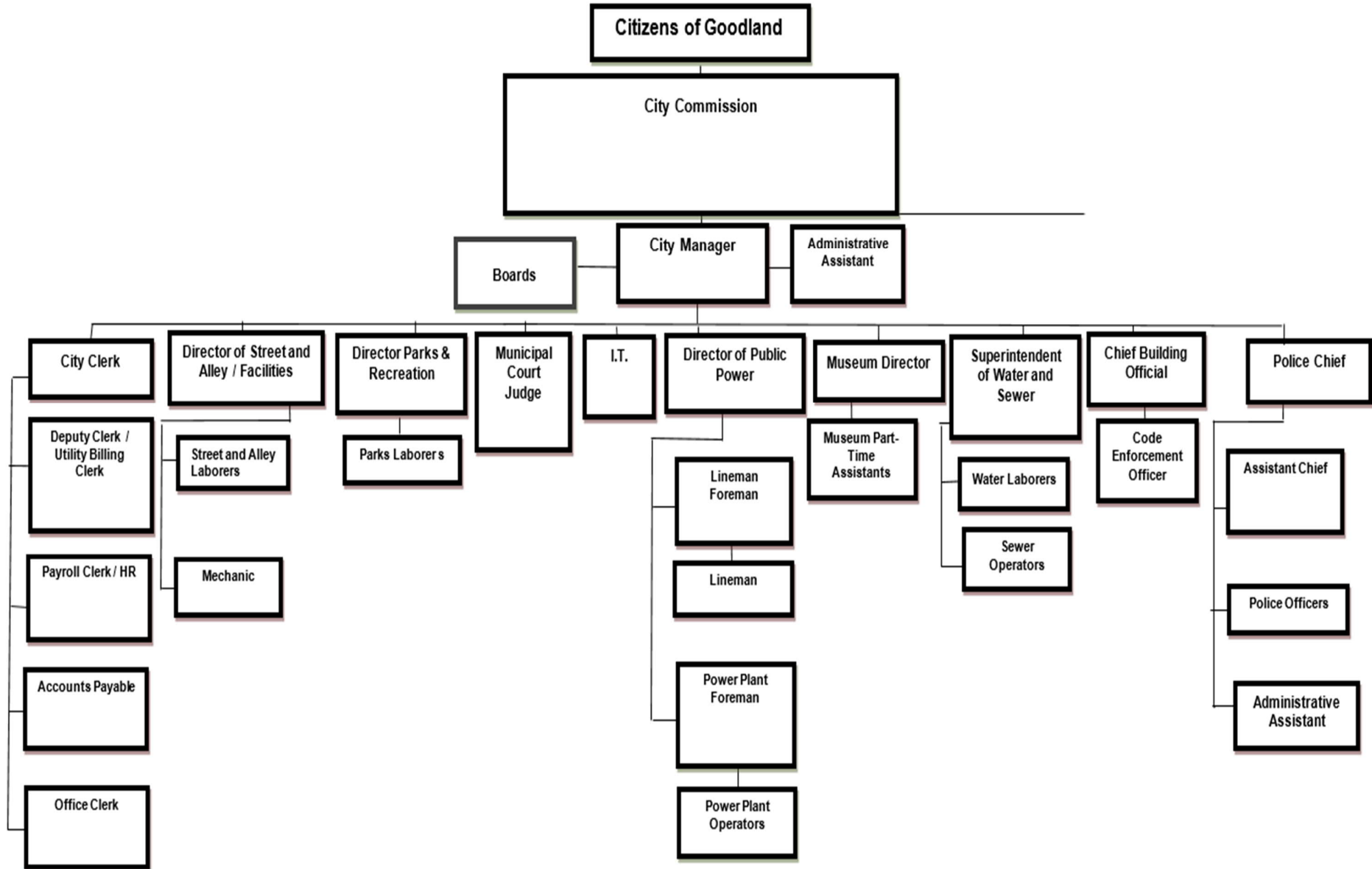
A - City Organizational Chart

B - Wage Range Chart

Questions: Please place **Compensation Study** in the **subject line** of all emails and/or written correspondence. Address questions regarding this RFP to:

Mary Volk, City Clerk

mary.volk@goodlandks.gov



ATTACHMENT B

Effective June 2, 2014 (City Manager Amended March 2015)

2014-2015 CLASSIFIED JOB POSITIONS AND PAY SCALE

Entry Level Approved by the Goodland City Commissioners

DEPARTMENT	POSITION	ENTRY LEVEL			Maximum Level		
		HOURLY	MONTHLY	YEARLY	HOURLY	MONTHLY	YEARLY
Administration	Utility Service Clerk	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Administration	Utility Billing Clerk	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Administration	Payroll Clerk/City Treasurer	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Administration	Deputy City Clerk	\$16.00	\$2,773	\$33,280	\$21.00	\$3,640	\$43,680
Administration	City Clerk/Finance Director	\$24.00	\$4,160	\$49,920	\$30.00	\$5,200	\$62,400
Administration	Administration Assistant	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Administration	Janitor	\$11.00	\$1,907	\$22,880	\$16.00	\$2,773	\$33,280
Administration	Court Clerk	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Administration	Municipal Court Judge/Clerk	\$18.00	\$3,120	\$37,440	\$24.00	\$4,160	\$49,920
Administration	Economic Development/Chamber Director	\$24.00	\$4,160	\$49,920	\$30.00	\$5,200	\$62,400
Administration	Technology Director	\$22.00	\$3,813	\$45,760	\$27.00	\$4,680	\$56,160
Museum	Director	\$18.00	\$3,120	\$37,440	\$24.00	\$4,160	\$49,920
Museum	Museum Education Coordinator	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Police	Police Records Clerk	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Police	Police Officer I	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Police	Police Officer II	\$16.00	\$2,773	\$33,280	\$21.00	\$3,640	\$43,680
Police	Police Sergeant	\$17.00	\$2,947	\$35,360	\$22.00	\$3,813	\$45,760
Police	Police Sergeant II	\$18.00	\$3,120	\$37,440	\$23.00	\$3,987	\$47,840
Police	Assistant Police Chief	\$20.00	\$3,467	\$41,600	\$25.00	\$4,333	\$52,000
Police	Chief	\$26.00	\$4,507	\$54,080	\$35.00	\$6,067	\$72,800
Parks	Laborer I	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Parks	Laborer II	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Parks	Parks Foreman	\$16.00	\$2,773	\$33,280	\$21.00	\$3,640	\$43,680
Street	Street Sweeper/Operator I	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Street	Laborer I	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Street	Laborer II	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Street	Laborer III	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Street	Heavy Equipment Operator	\$16.00	\$2,773	\$33,280	\$21.00	\$3,640	\$43,680
Street	Mechanic	\$18.00	\$3,120	\$37,440	\$23.00	\$3,987	\$47,840
Street	Foreman	\$17.00	\$2,947	\$35,360	\$22.00	\$3,813	\$45,760
Street	Director of Public Works (Street, Water & Sewer)	\$26.00	\$4,507	\$54,080	\$35.00	\$6,067	\$72,800
Fire	Fire Chief/Building Official*	\$26.00	\$4,507	\$54,080	\$35.00	\$6,067	\$72,800
Fire	Code Enforcement Officer	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Electric Production	Power Plant Operator I	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Electric Production	Power Plant Operator II	\$16.00	\$2,773	\$33,280	\$21.00	\$3,640	\$43,680
Electric Production	Power Plant Operation III/Mechanic	\$18.00	\$3,120	\$37,440	\$23.00	\$3,987	\$47,840
Electric Production	Superintendent (Position not filled with Director)	\$24.00	\$4,160	\$49,920	\$30.00	\$5,200	\$62,400
Electric Distribution	Meter Reader	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Electric Distribution	Lineman I	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Electric Distribution	Lineman II	\$17.00	\$2,947	\$35,360	\$22.00	\$3,813	\$45,760
Electric Distribution	Line Foreman	\$19.00	\$3,293	\$39,520	\$24.00	\$4,160	\$49,920
Electric Distribution	Superintendent (Position not filled with Director)	\$24.00	\$4,160	\$49,920	\$30.00	\$5,200	\$62,400
Electric	Director of Public Power	\$26.00	\$4,507	\$54,080	\$35.00	\$6,067	\$72,800
Water	Meter Reader	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Water	Operator I	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Water	Operator II	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Water	Operator III	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Water	Water Plant Supervisor	\$18.00	\$3,120	\$37,440	\$23.00	\$3,987	\$47,840
Water	Foreman	\$17.00	\$2,947	\$35,360	\$22.00	\$3,813	\$45,760
Sewer	Operator I	\$13.00	\$2,253	\$27,040	\$18.00	\$3,120	\$37,440
Sewer	Operator II	\$14.00	\$2,427	\$29,120	\$19.00	\$3,293	\$39,520
Sewer	Operator III	\$15.00	\$2,600	\$31,200	\$20.00	\$3,467	\$41,600
Sewer	Sewer Plant Supervisor	\$18.00	\$3,120	\$37,440	\$23.00	\$3,987	\$47,840

*Excludes Reimbursement as County Fire Chief