



## **REQUEST FOR PROPOSALS Employee Compensation Study**

### **INTRODUCTION**

The City of Lake Dallas, Texas is soliciting proposals from interested firms to provide a comprehensive Employee Compensation Study.

The City of Lake Dallas is in Denton County and has a population of approximately 7,400. There are currently 34 full-time budgeted positions and seven part-time positions. The City does not operate its own Fire/EMS Department, such services being provided by the City of Corinth pursuant to an interlocal cooperation agreement. The City's organization has changed substantially through departmental restructuring, position realignment, and, in some instances, elimination of positions. The pay plan is revised annually during the budget process through the application of across-the-board cost-of-living adjustments (COLA). However, the City is seeking to revise and implement a validated job classification and compensation structure to include adjustments addressing individual employee performance, organizational change, market conditions, and internal equity.

A copy of the City of Lake Dallas current classification and compensation system is attached. The current matrix includes thirty-three classifications, eight grades, and fifteen steps.

### **SUBMITTAL DEADLINE**

Interested firms should submit seven bounded copies and one PDF on a flash drive of your proposal to:

Michele Sanchez, Finance Director  
City of Lake Dallas  
212 Main Street  
Lake Dallas, TX 75065

Due Date: No later than 2:00 pm Central Time on Tuesday, January 21, 2020

All proposals shall be in a sealed envelope clearly marked "Proposal for City of Lake Dallas Employee Compensation Study". Proposal received after the above deadline shall be returned unopened and rejected.

## QUESTIONS AND INQUIRIES

Any questions regarding this Request for Proposal (RFP) should be submitted in writing to:

Michele Sanchez  
[msanchez@lakedallas.com](mailto:msanchez@lakedallas.com)

## RESERVATIONS

The City, through its duly authorized officials, reserves the right to reject any part of, or all proposals without the imposition of any form of liability. Nothing herein is intended to exclude any responsible firm or in any way restrain or restrict competition.

The City reserves the right to award this RFP to the most qualified proposer that offers the best combination of qualifications and value to the City, taking into consideration the evaluation criteria contained herein.

## SCOPE OF WORK

The study is expected to revise and/or create a job classification and compensation structure to ensure a fair and equitable system both internally and externally. Tasks expected to be performed include:

1. Review background materials as needed, such as organizational charts, budgets, personnel rules and regulations, job descriptions, current pay plans (attached) and other related information.
2. Provide progress reports - not less than bi-weekly - outlining the following scope of work completed to date; scope of work completed during the period; and summary statement of project progress.
3. Work with the City staff to select the appropriate benchmark positions for the compensation survey.
4. Conduct a comprehensive analysis of the City's current compensation program, make recommendation for improvements, and suggest plans to address issues including, but not limited to, equity, recruitment and retention.
5. Meet with City staff to assess concerns and finalize the methodology to be used.
6. Present work plan to the City Council.
7. Hold employee kick-off meetings and assist City staff with communication tools to keep employees informed throughout the process.
8. Conduct a customized market salary and benefit package survey for all classification groups.
9. Perform survey data analysis and recommend pay structures.
10. Develop or assist with the development of job descriptions to ensure that content and titles are accurate and that the descriptions are consistent with FLSA, ADA and EEO considerations. Priority will be given to those identified by City staff.

11. Meet with City Management and key staff to determine implementation strategies (including multi-year implementation strategies if needed) to present to the City Council.
12. Present the completed study and implementation recommendations to City Council.
13. Prepare implementation cost scenarios with the assistance of City staff.

### **CONTRACT**

Following the selection of the preferred proposal, the proposal will be expected to negotiate and sign a professional services agreement with the City in a form approved by the City Attorney that, among other terms, will set forth the final agreed scope of services and the fees and expenses to be paid by City for the services performed.

### **COMMUNICATION**

The City will not be responsible for any verbal communication between any representative of the City and any potential proposer. All modifications to this solicitation must be made in writing. A proposer's failure to examine relevant documents will not relieve the proposer from any obligation with regard to the response to this RFP.

### **ETHICAL STANDARD**

No City of Lake Dallas official or employee shall have interest in any contract resulting from this RFP. Individuals with a possible conflict will enact a public disclosure record by completing a "Statement of Financial Interest" form.

### **REIMBURSEMENTS**

There is no expressed or implied obligation for the City to reimburse responding proposers for any expenses incurred in preparing proposals in response to this request. The City will not reimburse responding firms for such expenses, nor will the City pay any subsequent costs associated with the provision of any additional information or presentation, or to procure a contract for these services.

### **DISCLOSURE**

All proposals will be kept confidential through the negotiation process. Once the contract has been awarded, all information held by the City will be subject to the State of Texas Public Information Act.

### **EQUAL EMPLOYMENT OPPORTUNITY**

Attention is called to the requirements for ensuring that employees and applicants for employment are not discriminated against because of their age, race, color, creed, sex or national origin.

## **INDEPENDENT CONTRACTOR RELATIONSHIP**

The selected proposer is and shall perform these services as an independent contractor, and as such, shall have and maintain complete control over all of its employees, agents, and operations. Neither the selected proposer nor anyone employed by it shall represent, act, purport to act or be deemed to be the agent, representative, employee or servant of the City.

## **INTERVIEWS**

After written proposals are received and initially evaluated, the City may require one or more of the proposers to provide an oral presentation as a supplement to their statements. Any proposer required to interview should be prepared to discuss and substantiate any area of their proposal. The City is under no obligation to grant interviews to any proposer receiving a copy of this RFP and/or submitting a written statement in response to this RFP.

## **PRESENTATIONS**

After a recommendation has been made by the RFP committee, the selected proposer will be asked to present a plan of action, and the subsequent findings to the City of Lake Dallas City Council.

## **RESPONSE FORMAT**

The items listed below shall be submitted with each proposal and should be submitted in the order shown. Each section should be clearly labeled, with pages numbered and separated by tabs (except for the .pdf copy, which shall have an inserted page between sections labeled “Tab 1,” “Tab 2” etc.. Failure to include in the proposal all listed items may result in the proposal being rejected as non-responsive. Proposals should not exceed 30 pages with the exception of resumes and references.

### **Tab 1 – Cover Letter**

1. Provide a cover letter indicating the proposer’s understanding of the requirements relating to this proposal. The letter must provide information regarding the firm’s interest in and ability to perform the requirements of this RFP. A person who is authorized by the proposer to enter into an agreement with the City shall sign the letter.
2. Include all contact information including the proposer’s website address.

### **Tab 2 – Proposer’s Background**

1. Years in business under present name
2. Name and address of office to perform work
3. Ownership structure

4. Type of business entity
5. Names and titles of proposer's officers
6. Description of management approach and philosophy

### **Tab 3 – Qualifications and Project Proposal**

1. Demonstrate the proposer’s qualifications and experience in the conducting similar studies for municipal entities generally and Texas cities specifically.
2. Provide a proposal for completion of the study in phases including a detailed description and methodology for each phase to achieve the necessary requirements.
3. Describe the proposed timeline including start and completion dates for each phase of the study and identify specific milestones.
4. The associated costs should be identified for each phase providing alternative cost(s) if City of Lake Dallas personnel perform specific tasks.

### **Tab 4 – Project Team**

1. Identify the Project Manager, including experience and qualifications related similar studies.
2. Show the organization of the proposed project team.
3. Provide resumes for key personnel that will be assigned to the project. It is understood by the City that the individuals specified in the proposal are the individuals who will do the work associated with the study, as described in the proposal. Any staff changes must be approved in writing by the Managing Director of Administrative Services.

### **Tab 5 – Fees**

1. Provide a proposed fee schedule and break-down of costs for the benefit study and the compensation study. Please detail the cost for each individually. The fee schedule should also include the total cost estimate; a rate schedule for computing extra work not specified in the contracted Scope of Work; and any amount to be deducted if the consultant can use previous salary surveys of comparable jurisdictions and positions rather than independently gathering the data. All travel and related expenses associated with the project shall be included in the lump sum price proposal.

### **Tab 6 – References**

1. Provide at least three (3) references (with contact names and telephone numbers) of similar projects for which the proposer has provided services. Include current and past clients.

### **Tab 7– List of Ongoing and Completed Projects**

1. Provide a list of similar projects in which the proposer is either currently involved or has completed.
2. List project description and status.
3. Provide details of any instances in which the proposer has had to legally defend themselves for services provided.

**Tab 8– Miscellaneous**

1. Disclose any conflicts or perceived conflicts of interest including any relationships with any current or former City of Lake Dallas Council Members or personnel and identify what procedures the proposer utilizes to resolve such conflict. List all previous engagements with the City of Lake Dallas. Provide any additional information which the consultant deems appropriate.

**SELECTION CRITERIA**

A committee of City staff and City Council Members will review the proposals and, if necessary, may select a short list of firms which may be invited for interview and/or presentations. Selection criteria will include:

Level of expertise of firm and staff assigned	20
Management approach and philosophy	25
Reference from other municipal entities	20
Proposed timeline	15
Price of Services	20

After evaluating the selection criteria, the City anticipates negotiating a contract with the selected firm. If negotiations are unsuccessful, the City reserves the right to negotiate with the next highest-ranking firm.

**SCHEDULE OF SELECTION PROCESS**

Proposals Due	January 21 <sup>st</sup>
Interviews (if required) Week of (tentative)	January 29 <sup>th</sup>
Contract Award (tentative)	February 13 <sup>th</sup>
Final presentation to City Council	June 11 <sup>th</sup>

**City of Lake Dallas**  
 Pay Plan FY 19-20  
 5% additional steps

Grade	One Year Steps										Two Year Steps				
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
<b>A</b>	\$ 2,538.78	M \$ 2,665.72	M \$ 2,799.00	M \$ 2,938.96	M \$ 3,085.90	M \$ 3,240.20	M \$ 3,402.21	M \$ 3,572.32	M \$ 3,750.93	M \$ 3,938.48	M \$ 4,135.41	M \$ 4,342.18	M \$ 4,559.28	M \$ 4,787.25	M \$ 5,026.61
	\$ 30,465.36	Y \$ 31,988.63	Y \$ 33,588.06	Y \$ 35,267.46	Y \$ 37,030.84	Y \$ 38,882.38	Y \$ 40,826.50	Y \$ 42,867.82	Y \$ 45,011.21	Y \$ 47,261.77	Y \$ 49,624.86	Y \$ 52,106.10	Y \$ 54,711.41	Y \$ 57,446.98	Y \$ 60,319.33
<b>B</b>	\$ 2,919.60	M \$ 3,065.58	M \$ 3,218.86	M \$ 3,379.80	M \$ 3,548.79	M \$ 3,726.23	M \$ 3,912.54	M \$ 4,108.17	M \$ 4,313.57	M \$ 4,529.25	M \$ 4,755.72	M \$ 4,993.50	M \$ 5,243.18	M \$ 5,505.34	M \$ 5,780.60
	\$ 35,035.16	Y \$ 36,786.92	Y \$ 38,626.27	Y \$ 40,557.58	Y \$ 42,585.46	Y \$ 44,714.73	Y \$ 46,950.47	Y \$ 49,297.99	Y \$ 51,762.89	Y \$ 54,351.04	Y \$ 57,068.59	Y \$ 59,922.02	Y \$ 62,918.12	Y \$ 66,064.03	Y \$ 69,367.23
<b>C</b>	\$ 3,357.54	M \$ 3,525.41	M \$ 3,701.68	M \$ 3,886.77	M \$ 4,081.11	M \$ 4,285.16	M \$ 4,499.42	M \$ 4,724.39	M \$ 4,960.61	M \$ 5,208.64	M \$ 5,469.07	M \$ 5,742.53	M \$ 6,029.65	M \$ 6,331.14	M \$ 6,647.69
	\$ 40,290.44	Y \$ 42,304.96	Y \$ 44,420.21	Y \$ 46,641.22	Y \$ 48,973.28	Y \$ 51,421.94	Y \$ 53,993.04	Y \$ 56,692.69	Y \$ 59,527.33	Y \$ 62,503.69	Y \$ 65,628.88	Y \$ 68,910.32	Y \$ 72,355.84	Y \$ 75,973.63	Y \$ 79,772.31
<b>D</b>	\$ 3,861.17	M \$ 4,054.23	M \$ 4,256.94	M \$ 4,469.78	M \$ 4,693.27	M \$ 4,927.94	M \$ 5,174.33	M \$ 5,433.05	M \$ 5,704.70	M \$ 5,989.94	M \$ 6,289.43	M \$ 6,603.91	M \$ 6,934.10	M \$ 7,280.81	M \$ 7,644.85
	\$ 46,334.00	Y \$ 48,650.70	Y \$ 51,083.24	Y \$ 53,637.40	Y \$ 56,319.27	Y \$ 59,135.24	Y \$ 62,092.00	Y \$ 65,196.60	Y \$ 68,456.43	Y \$ 71,879.25	Y \$ 75,473.21	Y \$ 79,246.87	Y \$ 83,209.21	Y \$ 87,369.68	Y \$ 91,738.16
<b>E</b>	\$ 4,247.28	M \$ 4,459.65	M \$ 4,682.63	M \$ 4,916.76	M \$ 5,162.60	M \$ 5,420.73	M \$ 5,691.77	M \$ 5,976.35	M \$ 6,275.17	M \$ 6,588.93	M \$ 6,918.38	M \$ 7,264.30	M \$ 7,627.51	M \$ 8,008.89	M \$ 8,409.33
	\$ 50,967.40	Y \$ 53,515.78	Y \$ 56,191.56	Y \$ 59,001.14	Y \$ 61,951.20	Y \$ 65,048.76	Y \$ 68,301.20	Y \$ 71,716.26	Y \$ 75,302.07	Y \$ 79,067.17	Y \$ 83,020.53	Y \$ 87,171.56	Y \$ 91,530.14	Y \$ 96,106.64	Y \$ 100,911.98
<b>F</b>	\$ 4,672.01	M \$ 4,905.61	M \$ 5,150.89	M \$ 5,408.44	M \$ 5,678.86	M \$ 5,962.80	M \$ 6,260.94	M \$ 6,573.99	M \$ 6,902.69	M \$ 7,247.82	M \$ 7,610.22	M \$ 7,990.73	M \$ 8,390.26	M \$ 8,809.78	M \$ 9,250.26
	\$ 56,064.15	Y \$ 58,867.35	Y \$ 61,810.72	Y \$ 64,901.26	Y \$ 68,146.32	Y \$ 71,553.63	Y \$ 75,131.32	Y \$ 78,887.88	Y \$ 82,832.28	Y \$ 86,973.89	Y \$ 91,322.59	Y \$ 95,888.71	Y \$ 100,683.15	Y \$ 105,717.31	Y \$ 111,003.17
<b>G</b>	\$ 5,139.21	M \$ 5,396.17	M \$ 5,665.98	M \$ 5,949.28	M \$ 6,246.75	M \$ 6,559.08	M \$ 6,887.04	M \$ 7,231.39	M \$ 7,592.96	M \$ 7,972.61	M \$ 8,371.24	M \$ 8,789.80	M \$ 9,229.29	M \$ 9,690.75	M \$ 10,175.29
	\$ 61,670.56	Y \$ 64,754.09	Y \$ 67,991.79	Y \$ 71,391.38	Y \$ 74,960.95	Y \$ 78,709.00	Y \$ 82,644.45	Y \$ 86,776.67	Y \$ 91,115.50	Y \$ 95,671.28	Y \$ 100,454.84	Y \$ 105,477.59	Y \$ 110,751.47	Y \$ 116,289.04	Y \$ 122,103.49
<b>H</b>	\$ 5,653.13	M \$ 5,935.79	M \$ 6,232.58	M \$ 6,544.21	M \$ 6,871.42	M \$ 7,214.99	M \$ 7,575.74	M \$ 7,954.53	M \$ 8,352.25	M \$ 8,769.87	M \$ 9,208.36	M \$ 9,668.78	M \$ 10,152.22	M \$ 10,659.83	M \$ 11,192.82
	\$ 67,837.62	Y \$ 71,229.50	Y \$ 74,790.97	Y \$ 78,530.52	Y \$ 82,457.05	Y \$ 86,579.90	Y \$ 90,908.89	Y \$ 95,454.34	Y \$ 100,227.05	Y \$ 105,238.41	Y \$ 110,500.33	Y \$ 116,025.34	Y \$ 121,826.61	Y \$ 127,917.94	Y \$ 134,313.84

**Grade Positions**

- A** Administrative Assistant I, Equipment Operator I
- B** Administrative Assistant II, Animal Services Officer, Equipment Operator II, Permit Technician, Telecommunicator
- C** Accting Clerk, Crew Leader, Deputy City Secretary, Municipal Court Clerk, Police Records Manager, Special Events, Telecommunications Supervisor, Code Compliance Officer
- D** Building Inspector, Deputy Secretary, Librarian, Animal Services Manager, Court Administrator
- E** Community Development Coordinator/Deputy City Secretary, Patrol Officer, Public Works Manager
- F** Finance Director, City Secretary, Police Sergeant, Public Works Superintendent, Development Services Director, Director of Library Services
- G** Police Lieutenant, City Secretary/HR
- H** Police Chief