

The City of Laramie (the City) is requesting proposals from interested and qualified organizations or consulting services to conduct a citywide employee job/staffing and compensation analysis. Vendors will need to provide a compensation study and staffing analysis to address changes in the City's operation and staffing since 2015, which may have affected the type, scope and level of work being performed. The City would like this project to be completed no later than March 15<sup>th</sup>, with preference given to proposers that can complete the scope of work sooner.

Of note, the City is currently undertaking a complete ERP (Enterprise Resource Planning) software implementation that will provide the City with a background to assist with streamlining and simplifying redundant tasks and reporting. Detailed information on the ERP project is available upon request. Staffing efficiencies and prioritization as may relate to the ERP project should be reviewed and recommended as part of this compensation/staffing study.

### **Background Information**

The City of Laramie, the Gem City of the Plains, home of the University of Wyoming, WyoTech and the Albany County's branch of Laramie County Community College, is a community of over 33,000 people. The City of Laramie employs over 275 employees in the following departments:

- **Administrative Services** (including Accounting and Finance, Utility Billing, and Municipal Court)
- **City Attorney's Office**
- **City Manager's Office** (including Building Department, Code Administration and Enforcement, Information Technology, Planning, Grants, Community Initiatives, Natural Resources, and City Clerk)
- **Fire & EMS (with service to all of Albany County (over 4,200 sq. miles))**
- **Human Resources**
- **Parks & Recreation**
- **Police (including E911, Dispatch and Records)**
- **Public Works**

The City provides a full range of employee benefit programs including health and life insurance, paid leave, retirement, as well as wellness benefits. Optional insurance programs and flexible benefits are available as well.

### **Goals and Objectives**

The City's last salary survey was conducted in 2015. Many of the positions evaluated at that time have been reviewed and updated as necessary, some new positions have been created and have been incorporated into the plan, and other positions have been eliminated. Since the last study, inequities and compression may have developed, and the criteria and weighting of various factors of the system need to be updated.

The City's objectives with this study are to:

1. Attract and retain qualified employees,

2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together,
3. Provide salaries commensurate with assigned duties,
4. Clearly outline promotional opportunities and provide recognizable compensation growth,
5. Provide justifiable pay differential between individual classes,
6. Maintain a competitive position with other comparable government entities and private employers within the same geographic area,
7. Ensure the total compensation and benefits package is competitive,
8. Determine the appropriate staffing levels for each department, including our public safety services including Police and Fire/EMS, to effectively serve the community.

All work will be done with the regular involvement of the Human Resources Department. Regular meetings as well as presentations will be expected as the work evolves. Department and Division Heads will be involved as necessary, to incorporate their input into the process.

Proposal must address the requirements set out in this RFP.

The current schedule for submitting the RFP is as follows:

Advertise RFP	December 1, 8, and 15, 2022
Request for Questions or Clarifications Due	December 16, 2022
<b>Proposal Due Date</b>	<b>December 27, 2022, 4:00 p.m. – Local Time</b>
(a) Review of Proposals	December 28-December 29, 2022
(b) Interviews (if needed)	December 17-18, 2022
(c) Approval of Agreement	February 7, 2023

City reserves the right in its sole discretion to alter or modify the current schedule set out above as necessary and will notify known Proposers of any changes.

The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the public sector. The vendor/consultant shall perform or provide the following:

**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, gender 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 bench marking standards and conduct salary surveys as needed for similar positions with comparable state municipalities as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to attain competitive market position for hiring and retention. This recommendation may include recommendations for individual positions as well.
6. Conduct an in-depth analysis of the City's current
  - a. Fire Department staffing and operations; and create a detailed organizational staffing optimization plan.
  - b. All other departments staffing and operations, creating a detailed organizational staffing optimization plan.

The staffing analysis and optimization plan is intended to assist City officials when making important decisions related to services and programs provided to constituents.

7. Compare and analyze the City's current operational staffing needs to industry standards and best practices of other Cities or municipalities of similar size.

**A. Classification Study**

1. Consultant to review current classification grade methodology and propose recommended strategies for the City.
2. 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.
3. 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), and certification/licenses/registrations requirements for classification as needed
4. Consultant to present proposed recommendations to the Human Resource Director for review prior to making any final classification determinations.
5. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
6. Consultant to identify career ladders/promotional opportunities as deemed appropriate.

7. Consultant to submit recommendations for appropriate implementation measures that Human Resources should be able to take.

## **B. Compensation Study**

1. Consultant to review current compensation plan (salary grade levels, steps and available benefits).
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, including paid time off and hours worked calculations of overtime.
5. 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.
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, including gender inequity, 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, certification pay, bilingual pay, promotional pay, and acting assignment pay.
10. Consultant to conduct a compression analysis to include any recommendations for implementation.

## **C. Staffing Analysis**

1. Identify any redundancies or barriers to efficiencies in workflow processes, suggest any beneficial adjustments to staffing or classifications, and recommend an optimization plan for streamlining business processes and increasing efficiency, with detailed cost estimates.

2. Consultant to determine optimal staffing levels for the city's current Police and Fire and EMS divisions based on service level.
3. Consultant to determine optimal staffing levels for city's other departments based on service level.
4. Review staffing and overtime history within the departments provided by the City.
5. Assess the gap between needs/standards and current performance.
6. Compare and analyze the City's current operational needs to industry standards and best practices of other cities or municipalities of similar size.

The City of Laramie will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant/vendor that may be required to complete the study. This information should be identified within their proposal.

### **Proposal Format and Requirements**

The vendors/consultants shall submit two original versions of their written proposal as well as one electronic version, that presents their qualifications and understanding of the work to be performed no later than December 27, 2022, by 4:00 pm (MST). 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. 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 including public safety. 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.

**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 Laramie 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) 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; and an amount to be deducted from total cost estimate because Offeror is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.

**H. Final Product**

Provide a statement that the proposer agrees to:

1. Deliver at least two (2) originals and one electronic (PDF format) of the final report to the Human Resource Director ([prussell@cityoflaramie.org](mailto:prussell@cityoflaramie.org)) no later than December 27, 2022, by 4:00 pm (MST). The original print version of the proposals can be delivered to City of Laramie Human Resources Department, Attn: Patricia Russell, Human Resources Director, 406 E Iverson Ave, Laramie, WY 82070. The electronic version should be emailed to [prussell@cityoflaramie.org](mailto:prussell@cityoflaramie.org).
2. 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; and

**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.

**J. 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.cityoflaramie.org](http://www.cityoflaramie.org) The City of Laramie's current budget can be found on the City's website.

## **Questions**

Questions pertaining to this document should be submitted via e-mail with "Questions about Salary Survey" in the subject line, at least two days prior to the due date to [prussell@cityoflaramie.org](mailto:prussell@cityoflaramie.org)

## **Criteria and Selection**

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 Sidney.

Proposals will be evaluated using the following criteria:

- Quality and thoughtfulness of the proposal. 25%
- Related experience of the firm and key staff with similar work. 20%
- References, credentials and/or recommendations from past clients. 15%
- Costs associated with developing, preparing, and presenting the study. 25%
- Ability of the firm and the firm's subcontractors to provide the services requested as well as financial stability and availability. 15%

## **Submittals**

All proposals must be delivered to the City of Laramie Human Resources Department no later than 4:00 p.m. local time on Tuesday, December 27, 2022. Written proposals must be delivered to the City of Laramie Human Resources Department, Attn: Patricia Russell, Human Resources Director, 406 E Ivinson Ave, Laramie, WY 82070. The Electronic version of the proposal should be emailed to [prussell@cityoflaramie.org](mailto:prussell@cityoflaramie.org). Proposers will be responsible for delivery of both versions of their proposals to the City before the deadline. Any proposal received after the deadline will not be considered.

The City of Laramie 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. Fee proposals, which are to be submitted with the qualification proposal will also be taken into consideration.

The duration of this consultant agreement has not been determined.

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

The City of Laramie will receive such proposals in the office of and addressed to:

Patricia Russell  
Human Resources Director  
Submitted via Email: [prussell@cityoflaramie.org](mailto:prussell@cityoflaramie.org)  
(307)-721-5229

Or delivered to:  
Patricia Russell, Human Resources Director  
City of Laramie  
406 E Iverson Ave  
Laramie, WY 82070