

**City of Lockhart**  
**Request for Proposals**  
**CLASSIFICATION AND COMPENSATION STUDY**

The City of Lockhart, Texas seeks sealed proposals in response to this Classification and Compensation Study RFP until 2pm, Thursday, November 14, 2019. Proposals must be marked externally "Classification and Compensation Study RFP" and mailed to City of Lockhart, Human Resources Department, P.O. Box 239, Lockhart, Tx 78644 or delivered to 308 W. San Antonio Street, Lockhart, Tx. Proposals not received by the specified date and time will be rejected.

RFP documents can be obtained from the City's website at [www.lockhart-tx.org](http://www.lockhart-tx.org) or in person at 308 W. San Antonio Street, Lockhart, Texas. Any questions in reference to these Proposals may be directed to the Human Resources Department (512) 398-3461.

All questions are due in writing no later than November 6, 2019.

RFP responses received after the deadline will not be considered. The City shall evaluate the RFP on the basis of technical ability, experience, and ability to perform the work and factors identified within the attached RFP solicitation.

The City of Lockhart reserves the right to refuse and reject any or all responses, waive any or all formalities or technicalities, accept the response or portions of the response determined to be the best value and most advantageous to the City, and hold the responses for a period of 120 days without taking action. Respondents are required to hold their responses firm for the same period of time.

**1. Purpose**

The City of Lockhart, hereinafter "City", is requesting written proposals from qualified individual, firm or corporation, hereinafter "Respondent", to provide professional consulting services, for a Classification and Compensation Study. The City of Lockhart is seeking proposals to conduct a comprehensive classification and compensation study using an objective evaluation process and methodology to review the current classifications and pay levels for all regular, full time and part-time positions. The City seeks to have work complete by Spring 2020 in order to have data for the FY 20-21 budget development process.

**2. Background**

The City of Lockhart, with a 2019 estimated population of 14,148, is located 25 miles Austin, 48 miles from San Antonio, and just 15 miles east of San Marcos. It covers 15.6 square miles and is the county seat of Caldwell County. Lockhart is easily accessible via Highway 183, SH 130 Tollway, or Interstate 10. Lockhart is 25 miles from the Austin-Bergstrom International Airport, and the City has an active general aviation airport.

The City currently has 150 full-time, 9 part-time, and 7 seasonal employees in approximately 83 different classifications. A list of the approximate current classifications is provided as Attachment B to this solicitation.

The City of Lockhart Fire Department and Police Department are governed by the Local Government Code Chapter 143 – Civil Service. The water and wastewater treatment facilities are outsourced to GBRA. City solid waste collection services are outsourced to Central Texas Refuse.

### **3. Submission Requirements**

To achieve a uniform review process, the City requests that responses be organized in the manner specified below.

1. Provide the name(s) of the person(s) authorized to make representations for your firm, their titles, address, telephone numbers and email addresses.
2. Provide previous performance / experience, including the names of the project team and a statement of their qualifications including education and experience.
3. Methodology and Approach to be used by Respondent.
4. Cost Proposal – include a cost proposal to provide described services.
5. References – Attachment A
6. Any other supporting materials and work portfolio which demonstrates the Respondent's work quality.
7. Responses shall also include responses to the following:
  - 7.1.1.1. Is the Respondent currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, Respondent will explain the expected impact, both in organizational and directional terms.
  - 7.1.1.2. An estimate of the earliest starting date for services following execution of the Agreement.
  - 7.1.1.3. A work plan with key dates and milestones. The work plan should include:
    - 7.1.1.3.1.1. Identification of tasks to be performed;
    - 7.1.1.3.1.2. Time frames to perform the identified tasks;
    - 7.1.1.3.1.3. Project management methodology;
    - 7.1.1.3.1.4. Project roles and responsibilities;
    - 7.1.1.3.1.5. Project change control procedure; and
    - 7.1.1.3.1.6. Implementation strategy.
  - 7.1.1.4. Describe the types of reports or other written documents that the Respondent will provide (if any) and the frequency of reporting, if more frequent than required in the RFP. Respondent will include samples of reports and documents if appropriate.

#### **4. Scope of Work**

The City seeks information with the goal of bringing the City's classifications and compensation rates in line with comparable sized cities as well as compare compensation rates. The City seeks recommendations from the successful Respondent on selecting of the comparative cities. The successful Respondent shall be responsible for conducting the following activities:

##### **Study Objectives:**

- Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
- Provide salaries commensurate with assigned duties;
- Clearly outline job progression opportunities and provide recognizable compensation growth;
- Provide justifiable pay differential between individual classes;
- Develop and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

##### **Scope of Services**

- 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;
- Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system;
- Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable entities;
- Identify potential pay compression issues and provide potential solutions; and
- Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

##### **Information Meetings**

- Prior to commencement of study, consultant to present proposed study methodologies and processes to City Council.
- Consultant to have initial meetings with City Leadership and Department Heads to discuss the process, tasks, and methodologies to be used in the study.

##### **Classification Study**

- Consultant to review current classification grade methodology and propose recommended strategies for the City;
- 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;
- Consultant to recommend updates to job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualification (education/experience and knowledge/skills/abilities), working conditions (physical

demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.

- Consultant to qualify the FLSA status for each job classification.
- Consultant to finalize class specifications and recommend appropriate classification for each position, including correction of identified discrepancies between existing and proposed classifications; and
- Consultant to provide a straightforward, easily understood, maintenance system that Human Resources Department will use to keep the classification system current and equitable. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.

### **Compensation Study**

- Consultant to review current compensation plan (salary grade levels, incentives, and steps) and understand current challenges in recruiting and retaining employees.
- Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
- Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey;
- Consultant to develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation;
- 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;
- Consultant to recommend implementation strategies including calculating the cost of implementing the plan;
- 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;
- Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay;
- 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; and
- Consultant to conduct a compression analysis to include any recommendations for implementation.

## 5. Timeline

The City seeks completion of the Scope of Work detailed herein no later than 120 days from the start date of the agreement. However, City seeks feedback on achievability of this timeline and Respondent's recommended timeline for the Scope of Work.

## 6. Evaluation Criteria

All solicitations received may be evaluated based on the best value for the City. In determining best value, the City may consider:

- Purchase price and terms;
- Quality of the Respondent's goods and services;
- The extent to which the goods and services meet the City's needs; and/or
- The City reserves the right to reject any or all responses or accept any response deemed most advantageous to best serve the interest and at the sole discretion of the City.

## 7. Submission of Responses and Deadline

Sealed submittals are required. Four (4) hard copies and one (1) digital copy via disc or USB drive of the response are to be delivered by mail or hand delivered as described below:

**Responses may be mailed to:**  
City of Lockhart  
Human Resources Department  
P.O. Box 239  
Lockhart, Texas 78644

**Responses may be hand delivered to:**  
City of Lockhart  
Human Resources Department  
308 W. San Antonio Street  
Lockhart, Texas 78644

E-mail: [jbowermon@lockhart-tx.org](mailto:jbowermon@lockhart-tx.org) **DO NOT EMAIL RFP RESPONSES**

**Responses are to be externally marked "Classification and Compensation Study RFP."**

The deadline for submission of responses is 2pm, November 14, 2019.

Responses received after this time and date will not be considered.

## 8. Signature

The undersigned, by their signature, represent that they are authorized to bind the respondent to fully comply with the terms and conditions of the attached RFP specifications.

<b>Full Legal Name of Company</b>	
<b>Address</b>	
<b>City, State, Zip</b>	
<b>Phone Number</b>	
<b>Fax Number</b>	
<b>Account Representative &amp; Their Phone Number</b>	
<b>Email Address</b>	
<b>Signature of Authorized Agent</b>	
<b>Printed Name of Authorized Agent</b>	
<b>Title</b>	
<b>Date</b>	

**Attachment A**

**REFERENCES**

Please provide **three** references that have used similar services with your company for at least two years. Municipal and/or Government projects preferred. References may be checked prior to award.

<p>COMPANY NAME: _____ Number of employees _____ Contact Person: _____ Title: _____ Address: _____ City: _____ State _____ Zip Code: _____ Phone Number: _____ Fax # _____ Email: _____</p>
<p>COMPANY NAME: _____ Number of employees _____ Contact Person: _____ Title: _____ Address: _____ City: _____ State _____ Zip Code: _____ Phone Number: _____ Fax # _____ Email: _____</p>
<p>COMPANY NAME: _____ Number of employees _____ Contact Person: _____ Title: _____ Address: _____ City: _____ State _____ Zip Code: _____ Phone Number: _____ Fax # _____ Email: _____</p>

**ATTACHMENT B**

**City of Lockhart, Texas - Job Titles  
as of October 2019**

<b>Department</b>	<b>Title</b>	<b>FLSA Status</b>	<b>Number of Employees</b>
<b>City Manager</b>	City Manager	E	1
	City Secretary/Administration Services Manger	E	1
	Human Resources and Civil Service Director	E	1
	Receptionist/Secretary	NE	1
	Public Information Officer	E	1
	Records Management Clerk (part-time)	NE	1
<b>Economic Development</b>	Economic Development Director	E	1
	Administrative Assistant Economic Development	NE	1
<b>Finance</b>	Finance Director	E	1
	Controller	E	1
	Staff Accountant	E	1
	Personnel Administrator	NE	1
	Accounts Payable Clerk	NE	1
<b>Communications</b>	Dispatch Supervisor	NE	1
	Telecommunicator/Dispatch	NE	9
<b>Animal Control</b>	Animal Shelter Supervisor	NE	1
	Animal Control Officer	NE	1
	Animal Shelter Attendant/ACO	NE	3
	Animal Shelter Administrative Assistant	NE	1
	Animal Shelter Attendant (part-time)	NE	2
<b>Municipal Court</b>	Municipal Court Manager	E	1
	Deputy Court Clerk	NE	1
	Deputy Court Clerk (part-time)	NE	1
	Juvenile Case/Deputy Court Manager	NE	1
	Municipal Court Judge (contract)	contract	1
<b>Police</b>	Police Chief	E	1
	Administrative Coordinator-Police	NE	1
	Police Captain	NE	1
	Police Lieutenant	NE	3
	Police Sergeant	NE	4
	Police Officer	NE	20
	Victim Services Coordinator/Property Evidence Tech	NE	1



<b>Fire</b>	Fire Chief	E	1
	Administrative Assistant Fire Dept. (part-time)	NE	1
	Assistant Fire Chief	NE	1
	Fire Captain	NE	3
	Fire Engineer	NE	3
	Firefighter	NE	7
<b>Library</b>	Director of Library Services	E	1
	Circulation Coordinator	NE	1
	City Training Coordinator	NE	1
	Youth Services Clerk	NE	1
	Library Assistant	NE	2
	Library Clerk (part-time)	NE	3
<b>Parks</b>	Parks/Cemetery Manager	E	1
	Parks/Cemetery Crew Leader	NE	1
	Parks Worker I	NE	6
	Parks Worker II	NE	1
	Pool Manager (seasonal)	NE	1
	Lifeguard (seasonal)	NE	6
<b>Planning &amp; Development</b>	City Planner	E	1
	Assistant City Planner	E	1
	Development Services Assistant	NE	1
	Planning/GIS Technician	NE	1
<b>Building Inspection &amp; Code Enforcement</b>	Building Official	E	1
	Assistant Building Official	NE	1
	Registered Sanitarian/Code Enforcement Officer	NE	1
<b>Public Works</b>	Public Works Director	E	1
	Public Works Project Manager	NE	0
	Public Works Administrative Assistant	NE	1
<b>Garage Maintenance</b>	Mechanic	NE	1
	Maintenance Worker II	NE	2
	Mechanic Assistant	NE	2
<b>Streets &amp; Drainage</b>	Sanitation/Street Supervisor	NE	1
	Heavy Equipment Operator (Streets)	NE	3
	Heavy Equipment Operator (Streets & Drainage)	NE	1
	Street Worker I	NE	1
	Street Worker II	NE	7

<b>Utility Billing</b>	Customer Service/Utility Billing Supervisor	E	1
	Customer Service Coordinator	NE	1
	Cashier/Customer Service Representative	NE	3
	Meter Reader Foreman	NE	1
	Meter Reader I	NE	1

<b>Electric Distribution</b>	Electric Superintendent	E	1
	Line Foreman (Electric)	NE	1
	Class A Lineman	NE	4
	Lineman I	NE	2
	Lineman II Apprentice	NE	1
	Tree Trimmer, Electric Power Lines	NE	1
	Administrative Assistant Electric Distribution	NE	1

<b>Water Distribution</b>	Water/Wastewater Superintendent	E	1
	Water/Wastewater Supervisor	NE	1
	Water/Wastewater System Operator	NE	3
	Heavy Equipment Operator (W/WW)	NE	2

<b>Wastewater Collection</b>	Water/Wastewater Operator	NE	3
	Heavy Equipment Operator (W/WW)	NE	1

<b>Solid Waste / Recycling</b>	Sanitation Route Manager	NE	1
	Sanitation Worker I	NE	1

**TOTAL            166**  
**166 = 150 FT + 9 PT + 7 Seasonal**