



Invitation for Bid

2017 Compensation and Benefits Study

Purpose

The purpose of this invitation for bid (IFB) is to engage the services of a qualified consulting firm or individual to enter into a contract for the purpose of conducting a compensation and benefits review and analysis.

Scope of Work

The Town of Mountain Village, Colorado (the “Town”) has an estimated 4,400 combined residents and visitors. The Town is located at the base of the Telluride Ski Area in southwest Colorado at an average elevation of 9,500 feet. The Town government has approximately 100 full-time employees who are eligible for benefits and additionally 50 seasonal and part time employees. The Town’s current classification and salary plan was developed in 2008 by an outside consultant. The FY16 operating budget is approximately Twenty Million Dollars.

The Town is composed of the following departments:

- Legislative including Mayor and Town Council
- Town Manager
- Legal (outside legal counsel fills this role)
- Finance
- Planning & Development, including planning & zoning, design review, building, special event administration, and housing (200 unit apartment complex)
- Public Works including streets, water/sewer, plaza services and vehicle maintenance
- Police Department
- Human Resources
- Parking, Recreation & Transit, which operates a free public gondola transportation system connecting the Towns of Mountain Village & Telluride, an employee shuttle system, as well as a seasonal and backup bus system
- Marketing & Business Development
- Administrative Services/ Town Clerk

- Broadband Services and Building Maintenance
- Day Care & Preschool

The Contractor would be engaged to provide the following services:

1. Conduct a total compensation and benefits survey, analyze the information and develop recommendations for compensation and benefits specific to similarly situated municipalities including Aspen, Avon/ Beaver Creek, Breckenridge, Crested Butte, Snowmass Village, Steamboat Springs, Telluride & Vail. The recommended total compensation and benefits should support the Town's objectives and strategic priorities.
2. Conduct a comprehensive review of the current system used for external competitiveness including, but not limited to:
 - a. Compare actual salaries (or average salaries) and salary ranges for all employees performing the same or similar functions from the comparator employers (listed above)
 - b. Identify the positions that have a greater need to be competitively paid. Conduct an internal equity review and analysis. Develop cost estimate with recommendations for resolving any inconsistencies between internal equity and external competitiveness.
 - c. Identify where the current compensation plan is appropriate and total compensation is market competitive.
 - d. Review the current compensation plan including the number of salary ranges and classification and make recommendations
 - e. Review Fair Labor Standards Act (FLSA) designation for each job title/classification
 - f. Recommend a methodology for implementation and a system for compensation and benefits plan maintenance.
 - g. Develop a comprehensive employee communications plan to explain the process and final recommendations.
 - h. Review and make recommendations on the following compensation alternatives and issues:
 - i. Design of alternative compensation programs if appropriate
 - ii. Modification of market and merit increases
 - iii. Review the effects of all other non-salary compensation and benefits
3. Conduct a thorough review of all current compensation policies and practices and recommend changes or additions as necessary to areas such as, but not limited to:
 - a. Hiring rates for new employees
 - b. Hiring rates for existing employees to be promoted internally
 - c. Temporary compensation adjustments for employees fulfilling higher-level job duties for a short period of time
 - d. Best practices regarding paying for certain levels of education or certifications
 - e. Performance merit based increases
 - f. Employees currently at the maximum salary for their position range
 - g. Bi-lingual compensation
 - h. On-call and/or standby compensation
 - i. Seasonal employee compensation and end of season bonuses
 - j. Rehire rates of compensation

- k. Market adjustments
 - l. Compensation trends (width of ranges, comparison to others, best practices)
4. Conduct a market analysis of the Town's benefits in comparable jurisdictions,
 - a. Benefits should include medical, dental, vision, life, short-term disability, long-term disability, paid time off (including holidays, sick days, personal days, and vacation)
 - b. Town matches to employee deferred compensation contributions
 - c. Best practices and benefits in regards to not paying into social security
 - d. Conduct a general analysis of other benefits such as flexible spending, EAP, AFLAC, tuition reimbursement, wellness programs and employee recognition/ superior performance awards
5. Jointly develop a schedule for presentation to town council
6. Prepare a recommended implementation plan that is feasible with our current economic climate that includes an employee communication plan
7. Recommend a schedule to allow Human Resources to update and maintain the total compensation and benefits including an estimate of resources and staff required to perform these tasks
8. Submit preliminary report by no later than July 10, 2017 with the work product to included recommendations on modifications to the Town's Total Compensation and Benefits, a Transition Plan for such modifications, and an analysis of emerging trends and total compensation for the Town to consider.
9. Submit final report to include an executive summary and all supplementary materials by no later than August 7, 2017.

Specific Responsibilities of Town:

- Provide the Contractor with any and all information in the Town's possession necessary to conduct the scope of work.

Insurance and Indemnification:

The contractor shall be required to provide general commercial liability insurance, naming the Town as an additional insured in the amounts of \$1,000,000 per occurrence and \$2,000,000 in aggregate. The contractor shall also be required to indemnify and hold the Town harmless. The Town does not provide mutual indemnity of third party contractors.

Inquiries

This invitation for bid (IFB) is issued by the Town of Mountain Village, Colorado. All questions related to this IFB must be submitted no later than April 10, 2017 and will be a part of the public record. All questions and answers will be made available to all bidders and shall be answered by April 14, 2017. All questions and proposals should be delivered via email to kmontgomery@mtnvillage.org Town of Mountain Village:

455 Mountain Village Blvd, Suite A
Mountain Village, Colorado 81435
Attention: Sue Kunz, Human Resources Director
skunz@mtnvillage.org
(970) 369-6412

Proposal Content

Contractors are requested to present the following information:

- Experience and qualifications of the contractor
- References of like work
- Other information the contractor believes would assist the Town in its evaluation process, i.e. professional recommendations from industry professionals
- Proposed cost of performing the scope of work.

Proposal Schedule

Day	Date	Deadline
Thursday - Wednesday	March 23-29, 2017	Public Notice Published in <i>The Watch</i> Newspaper
Monday	April 10, 2017	Pre-Bid Questions Deadline
Friday	April 14, 2017	Response to Questions Available
Monday	April 24, 2017	Sealed Bids Due/Bid Opening
Thursday	April 27, 2017	Memo of Recommendation from HR submitted to Town Manager and Mayor
Thursday	May 4, 2017	Town Manager and Mayor Award
Thursday	May 11, 2017	Complete Contract Signed
Friday	May 12, 2017	Contract Begins

Evaluation Process

The Town will judge the merits of proposals received in accordance with the criteria discussed below. The bidder is responsible for providing all information requested in this IFB and failure to do so may result in disqualification of the proposal. During the evaluation process, the Town may contact the interested parties to discuss any items that may need further clarification. The Town will award the contract to the bidder who represents the best value based on the needs and objectives of the Town and IFB, not necessarily the low bid.

Criteria

1. The contractor is deemed to be reputable in the industry for the work to be performed

2. The adequacy and completeness of the proposal
3. The experience of the contractor
4. The proposed cost of the project (cost alone will not be the sole factor in awarding the bid)
5. The best bid for achieving the desired goals and the interests of the Town (best value).

Right to Reject

The Town reserves the right to reject any or all proposals and accepts no responsibility for the cost of proposal preparation.