

CITY OF WHITEWATER

# Request For Proposal

Employee Classification & Compensation Study

Cameron Clapper; City Manager

2014

312 W. MAIN ST., WHITEWATER, WI 53190

## **Request For Proposal**

The City of Whitewater is seeking proposals from qualified consultants to conduct a comprehensive pay and classification study for all non-represented employees. The study is to include salary and fringe benefit levels, a review and if necessary, an update of job descriptions, and a review of and recommendations on its performance management system as well as a recommendation on rewarding employee performance.

**All communications regarding this Request for Proposals shall be directed to:**

**Cameron Clapper**  
**City Manager**  
**312 W. Whitewater St.**  
**Whitewater, WI 53190**  
**Phone: (262) 473-0100**  
**Email: [cclapper@whitewater-wi.gov](mailto:cclapper@whitewater-wi.gov)**

## **Time Schedule**

The City plans to adhere to the following timetable as closely as possible:

Issue RFP	March 10, 2014
Deadline for Submittal of Proposals	March 24, 2014
Selection of Firms for Interview	March 28, 2014
Interview of Selected Firms	April 3 and 4, 2014
Selection of Firm	April 7, 2014
Notify Firm and Negotiate Contract	April 8, 2014
Contract Approval by City Council	April 15, 2014
Start Project	April 21, 2014
Project Completed	By July 21, 2014

## **Background Information**

The City of Whitewater is located in Jefferson and Walworth counties. It is located near the southern portion of the Kettle Moraine State Forest. It is also home of the University of Wisconsin-Whitewater. The city's population is 14,757. Of this 11,552 live in Walworth County and 3,205 live in Jefferson County. The City of Whitewater has a council-manager form of government. Whitewater's Common Council is made up of one member from each of the five districts in the city and two members-at-large. The City Manager is Cameron Clapper. The City of Whitewater has 65 non-represented, permanent, full and part time employees.

The City has not conducted a classification and compensation review in approximately eight (8) years. All the job descriptions for current non-represented employees have been updated by City staff but job descriptions may not reflect current job duties. The City has reorganized several management positions; namely Public Works Director and HR Coordinator.

The objective of the study is to provide internal consistency within each department, as well as between other departments, eliminate any salary compression between management and staff, and to provide a fair, competitive wage in the labor market to attract and retain a professional, productive and diverse workforce. The labor market, for purposes of this study, shall consist of both the private and public sector labor market.

### **Scope of Services**

1. To quantitatively evaluate the job content of each position using a methodology that will construct a relative ranking of positions.
2. Document position responsibilities for all staff.
3. Discuss with City leadership the issue of pay progression with appropriate consideration for both length of service and performance. Make recommendations based on the identified pay philosophy, feasibility and affordability.
4. To produce a compensation classification and compensation plan, including pay, structure and fringe benefit schedules. These schedules should be internally equitable and competitive in external markets both public and private, utilizing both public and private sector data.
5. To review all subject positions and properly classify those positions in accordance with current Fair Labor Standards Act provisions relative to exempt and non-exempt status.
6. To develop a best practices performance management system creating a value added system for employees.
7. To review and recommend any changes to the current Fringe Benefit and Salary Administration policies.
8. To produce an overall plan, forms and procedures that are clear and understandable, in order to promote employee and public acceptance of the process and results.
9. To review the current system and understand any problems with the current system and to present, in person, progress reports and/or issues to a coordinating committee of City staff at critical points of the study and to meet with the committee.
10. To present, in person, the final result of the classification and compensation plan to the Common Council.
11. To make recommendations on keeping the plan current, equitable and up to date.
12. Propose a management review process that will be used to find resolution to classification related disputes.
13. Conduct interviews with all levels of employees and appropriate supervisory and management staff, as required.
14. Identify potential pay compression issues and provide alternative solutions.

15. Recommend allocations of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations.
16. Review and recommend any changes to the current compensation guidelines.
17. Conduct employee classification appeals after plan adoption. Appeals must be submitted within 30 days of plan adoption.
18. Consultant must agree to comply with all federal, state and local laws, ordinances, rules and regulations pertaining to unlawful discrimination on account of race, color, creed, national origin, sex, marital status, disability or age, or any other characteristic as prohibited by law.
19. Develop follow-on project proposals for the design and implementation of a pay-for-performance system.

### **Proposal Response Format**

Proposals are to be in written format, presenting the firms qualifications and understanding of the work to be performed. Firms shall address each of the specific topics listed below as a minimum. Emphasis should be on completeness and clarity of content.

#### **1. Cover letter**

- a. Introducing your firm and confirming your interest in performing the study. Indicate your agreement with, or specific exceptions to, any of the items identified under scope of services, requirements, terms or conditions contained in this solicitation document.

#### **2. Experience of the firm and proposed project team with regards to analysis and formulation of pay and classification studies.**

- a. Describe your firm's overall experience with providing compensation and benefits consulting services, particularly to government entities.
- b. Identify and describe the experience, qualifications and credentials of the project team or individual(s) proposed to do the work, specifically detailing the experience with government entities.
- c. Describe any recently completed or current work your firm is performing for other clients, especially government entities, with respect to employee compensation plans.
- d. A list of two (2) current references from which comparable work has been performed. This list shall include client name, contact person, address, telephone number and description of work performed.
- e. Provide details of any instances in which the proposed individual consultants, firm or client have had to legally defend themselves relative to services provided.

#### **3. Demonstrated understanding of the City's needs with respect to the ability to meet/exceed the objectives set forth under "Scope of Services" in the RFP.**

- a. Provide a description of the general approach to be used in conducting the study, including assumptions, theories and methodologies to be employed, and the anticipated public and private comparables to be used.

- b. Provide a work plan describing the individual tasks to be performed, and the relative scheduling of those tasks including a listing of City and Firm resources required. All deliverable items should be identified and described. The work plan should detail key events, methods, estimated hours and the timeline for completion.
  - c. Recommendations for annual or ongoing maintenance and review of the plan, either by your firm or City staff over the next ten years.
  - d. Explanation of what work, if any, City staff will be required to perform.
- 4. Cost of Services**
- a. Provide a not-to-exceed cost, including out-of-pocket and travel expenses, based on the tasks to be performed per the “Scope of Services”.
  - b. The City has limited funding allocated for the completion of this project. Consultants are encouraged to be creative and resourceful in proposing the most cost-effective and efficient solutions for the needs outlined in this RFP.
  - c. “Additional Services” outside the scope of the work of the study should not be included.
  - d. Any incidental expenses, such as copying, mailing, travel type charges must be clearly stated in the proposal.
- 5. Total Timeframe**
- a. Include estimate for the full project.

## **Submitting Proposals**

Interested firms must submit one (1) original and four (2) copies in a sealed envelope labeled “**COMPENSATION STUDY PROPOSAL**”. In addition, one electronic copy must be submitted. Proposals may be submitted by mail, courier, or in person on or before Friday, February 28, 2014. Proposal responses must be delivered to:

Cameron Clapper  
City Manager  
312 W. Whitewater St.  
Whitewater, WI 53190

Consultants are responsible for ensuring receipt of proposals by the specified due date and time. Delivery to the U.S. Postal Service or other carrier does not constitute receipt. The City of Whitewater is not responsible for lost or misdirected delivery.

## **Terms and Conditions**

1. All proposals, responses, inquiries, correspondence or other documents relating to this RFP will become the property of the City when received.

2. The City reserves the right to use any or all ideas or information presented in any proposal, whether amended or not; selection or rejection of a proposal does not affect this right.
3. The City of Whitewater reserves the right to reject any or all proposals, to waive any defects in the proposals received, and to select the consultant considered the most advantageous to the City, even if it is not the lowest cost proposal.
4. The City reserves the right to request clarification on information submitted and to request additional information from any proposer.
5. The City reserves the right to award any contract to the next most qualified contractor, if the successful contractor does not execute a contract within thirty (30) days after the award of the proposal.
6. The contract resulting from acceptance of a proposal by the City shall be in a form supplied or approved by the City and shall reflect the specifications in this RFP. The contract shall include requirements to comply with ADA, Civil Rights Act, and EEO requirements. The City reserves the right to reject any proposed agreement or contract that does not conform to the specifications contained in this RFP or not approved by the City Attorney's office.
7. The City shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the RFP. All costs incurred in the preparation and presentations of this proposal are the responsibility of the consultant.