



CITY OF JANESVILLE

Wisconsin's Park Place

REQUEST FOR PROPOSALS

FOR

COMPENSATION STUDY

Issued by the

City of Janesville
Human Resources Office
City Hall
18 N. Jackson Street
P.O. Box 5005
Janesville, WI 53547-5005
(608) 755-3080

February 7, 2022

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1.0 INTRODUCTION

1.1 NOTICE is hereby given that the City of Janesville (City) is accepting Requests for Proposals (RFP) from qualified consultants or Human Resources professionals experienced with Wisconsin municipal organizations to conduct a comprehensive compensation study for all non-union Administrative and Department of Public Works (DPW) classified positions. The City wishes to assess compensation based on both internal and external comparability, and develop an updated classification structure that provides a fair, competitive, transparent, sustainable, and fiscally-responsible program that is easy to maintain over time.

This RFP provides interested consultants with information to prepare and submit a proposal for consideration by the City regarding your proposed consultant services evaluating the City' current pay structure as compared to the market for all full-time and part-time non-union Administrative and DPW position. Your proposed consulting services must include providing the City with a salary structure that will enable the City to maintain a competitive position with other municipalities and/or the private sector (where applicable) within the same geographic area.

As a part of this RFP, it is expected that a recommendation on how to merge the existing DPW Pay Plan (step plan) into the Administrative Pay Plan (range plan) will be identified.

The goal of the City is to review and, if necessary, update the current Administrative Pay Plan utilizing accepted human resources practices in the management and design of compensation systems in accordance with applicable federal and state laws. In doing so, the objectives are:

- ✓ To attract and retain qualified employees who will be paid equitable salaries.
- ✓ To provide fair salaries for all employees.
- ✓ To enable the City to maintain a competitive position with other comparable municipalities and private companies within the same geographic area.
- ✓ To provide a compensation plan that is easy to understand and administer.
- ✓ To integrate the existing DPW Pay Plan into the City's Administrative Pay Plan in a manner that is fair and equitable to the other positions in each applicable pay grade.

This RFP process is intended to identify potential consultants with which the City may, in its sole discretion, choose to enter into an agreement for the proposed consulting services. It is expressly understood and agreed that the submission of a proposal does not require or obligate the City to pursue an agreement with any proposer. All negotiations are subject to the consideration and discretionary approval of the City, which may, at its sole discretion, accept or reject any and/or all proposals and agreements.

The City of Janesville reserves the right to reject, without cause, any and all proposals, to waive any informality relative to proposals, and accept any proposal from any person deemed advantageous to the City.

1.2 CONTACT INFORMATION

Written questions for clarification concerning this RFP must be directed to:

Human Resources Director Tara Semenchuk
City of Janesville, Human Resources Office
18 N. Jackson Street
P.O. Box 5005
Janesville, Wisconsin 53547-5005
Email: semenchukt@ci.janesville.wi.us

1.3 BACKGROUND

The City of Janesville, located in south-central Wisconsin, is a growing, full-service community of approximately 65,615 residents. Janesville is the county seat of Rock County. The City is a full-service municipality operating under the Council-Manager form of government with seven Councilmembers elected at-large. The City Manager, appointed by the City Council, is the chief executive responsible for the administration of the various departments, the enforcement of all local ordinances, and implementation of policies adopted by the City Council.

The City employs approximately 475 authorized full-time employees, 76 authorized part-time employees, 15 interns, and 40 seasonal employees. Employees are paid on a bi-weekly basis and are eligible for various benefit programs, including but not limited to, health, dental, vision, and life insurance. Within the City organization, there are three (3) collective bargaining units: Firefighters Local No. 580, Janesville Professional Police Association Local No. 32, and Teamsters Local Union No. 695. A current organizational chart may be found in Appendix A.

There are 6 groups of employees identified as one of the following:

- Administrative
- DPW Field
- Fire Union
- Police Union
- Transit Union
- Library

Fire Union, Police Union, Transit Union, and Library employees are exempt from this compensation study.

Non-represented full-time and part-time positions classified as Administrative, both exempt and non-exempt, are currently assigned a pay grade within the Administrative Pay Plan, which contains 26 pay grades. The current Administrative Pay Plan may be found in Appendix B.

Positions previously represented by American Federation of State, County, and Municipal Employees under the former DPW Unit, Local Number 523 contract are currently assigned within a grade and step-based system in the DPW Pay Plan, which contains 10 regular pay grades and 7 steps within each grade. There are also 2 sub-pay grades for employees with certifications. The current DPW Pay Plan and corresponding job titles to the DPW Pay

Plan ranges may be found in Appendix C. The DPW Pay Plan includes a Progression Policy which allows employees to move from one pay grade to another based on completion of identified objectives. A copy of Personnel Policy 27 (Administration of Compensation Plan) may be found in Appendix D. This policy also outlines the Progression Policy.

All Administrative and DPW Field employees are evaluated annually via a performance review process. Currently, only Administrative employees are eligible to receive applicable merit pay adjustments based on the performance review process, effective July 1. In addition, as of January 1, 2020, the Administrative Pay Plan and the DPW Pay Plan are amended each January 1 by an economic adjustment as approved by the City Council. Prior to 2020, the Administrative Pay Plan and the DPW Pay Plan also included an economic adjustment on July 1 of each year.

Newly employed Administrative and DPW Field employees are eligible to receive up to a five percent (5%) increase to their pay, based on their performance during their 6-month introductory or review period.

The most recent compensation study was conducted internally in 2015.

2.0 SCOPE OF SERVICES

2.1 SCOPE

The City is seeking to work with a consultant's team of creative professionals with useful experience in municipal personnel administration in Wisconsin. The scope of work outlined below should not be viewed as rigid and the consultant is encouraged to offer alternative or additional efforts for this project where he/she believes appropriate. The overall compensation study must provide internal equity, yet be competitive in the marketplace to attract and retain qualified employees.

The City's intent is for the consultant to perform or provide the following:

- a. Evaluate the City's existing classification and pay ranges for all full-time and part-time non-union Administrative and DPW Field positions and determine the City's level of market competitiveness pertaining to salary and wages.
- b. Analyze all existing full-time and part-time classifications and pay ranges and recommend additions, revisions, and deletions to the current Administrative Pay Plan, as well as any other changes to the present compensation structure.
- c. Integrate the existing DPW Pay Plan into the Administrative Pay Plan.
- d. Provide pay scale recommendations for all positions in the Administrative Pay Plan, including salary ranges with percent spreads between ranges for each position in the Administrative Pay Plan. If necessary, prepare a new salary structure based on the results of the survey and best practices.
- e. If necessary, develop a strategy to adjust the compensation of any position that is deemed to be undervalued, overvalued, and/or assigned to the wrong pay grade.

- f. Identify potential pay compression issues and provide alternative solutions.
- g. Provide a recommendation for replacement or modification to the existing Progression Policy.
- h. Provide recommendations for implementation of the new compensation structure and pay plan.
- i. Prepare cost analysis for implementation of recommended changes to the Administrative Pay Plan and elimination of the DPW Pay Plan.

2.2 ESTIMATED TIMELINE

Listed below are estimated dates and times of actions related to this Request for Proposals (RFP). In the event that the City finds it necessary to change any of the specific dates and times, it will do so by issuing amendments to this RFP. Failure by the City to issue amendments to this schedule will not invalidate this selection process.

ESTIMATED DATE	EVENT
February 4, 2022	Issue RFP
February 25, 2022	Proposals due on or before 4:30 p.m. (CDT)
February 28 – March 11, 2022	Internal review period
March 21, 2022	Agreement start date (estimated)
June 10, 2022	Delivery and presentation of final report and recommendation to Evaluation Committee

2.3 AGREEMENT TERMS

The successful consultant will be required to sign a standard City Consultant Services Agreement that will incorporate this RFP and the successful consultant’s final negotiated response proposal. This standard agreement is found in Appendix E.

2.4 ANTICIPATED DELIVERABLES

- a. Consultant will meet with Human Resources staff to review project planning, coordination, and applicable documents to be updated and studied, in order to clarify Scope of Services, issues, concerns, desired outcomes, and defined expectations. It is anticipated that the consultant will need to meet with City staff on a regular basis during the course of the project to review interim work products and to receive direction and input from the Human Resources Director, City Attorney, Finance Director, and others in the City’s upper management team.
- b. Consultant will obtain all pertinent City documents, such as current Administrative Pay Plan, DPW Pay Plan, Personnel Policy Manual (including Progression Policy), Common Council policies, and other documents as required to fulfill agreement.
- c. Consultant will prepare a draft written report describing the compensation study process, methodology, findings, and recommendations.

- d. Consultant will review the results of the compensation study with the Human Resources Director, City Attorney, Finance Director, and others in the City's upper management team.
- e. Consultant will prepare an updated Administrative Pay Plan that incorporated the revisions resulting from such review; and, calculate the estimated costs to implement such revisions.
- f. Consultant will provide all deliverables in electronic format suitable for ongoing customization and revision, as from time to time requested or directed by the City.

3.0 PROPOSAL REQUIREMENTS

3.1 GENERAL INSTRUCTIONS

Before submitting a proposal, each consultant shall familiarize itself with the entire RFP, including the Scope of Work, Agreement for Services (attached as Appendix E), and all laws, regulations, and other factors affecting the consultant's performance. The consultant is responsible for fully understanding the requirements of a subsequent Agreement for Services and shall otherwise satisfy itself as to the expense and difficulties accompanying the fulfillment of agreement requirements. The submission of a proposal will constitute a representation of compliance by the consultant. There will be no subsequent financial adjustment for lack of such familiarization.

The evaluation and selection of a consultant will be based on the information submitted in the proposal, plus references, any required interviews/presentations, and other pertinent factors, as may arise or be determined. Consultants should respond clearly and completely to all requirements. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a submittal.

The proposal shall:

- a) Identify the qualifications of the consultant and any sub-consultants, including relevant projects.
- b) Identify the project manager and principal individual(s), qualifications, and experience of those proposed to do the work.
- c) Define the project approach and identify the specific tasks involved in the performance of the proposed work effort and the means by which these tasks would be implemented.
- d) Proposals shall be limited to no more than 20 total pages.

3.2 PROPOSAL ORGANIZATION AND FORMAT

Consultants responding to this RFP must include the following information:

- a) Cover letter, RFP signature page: Include here any cover letter and the RFP signature page. Submittals in response to this RFP must be signed by the person in the consultant's organization who is responsible for the submittal.
- b) Qualifications of the submitting consultant and any sub-consultants who are team members: The specific qualifications of the consultant(s) to accomplish the work outlined in the scope of services must be included. Identify projects relevant to this

assignment with dates, clients, and specific references that could comment on the quality of the work. References should note the contact name, address, and phone number.

- c) Qualifications of the individuals who will work on the project: The qualifications must identify the project manager and explain how this point of contact will lead the consultant's efforts. If interviews are required for selection, it will be necessary for the proposed project manager to conduct a majority of the presentation and be able to answer most questions asked during the interview process. All other relevant personnel who will work on the project should be identified in this section with relevant specific experience identified. Include specific work assignments of the proposed personnel. Resumes describing the educational and work experiences of the key people proposed for this assignment should be included. List any ongoing commitments on other projects and availability of staff assigned to project.
- d) Project approach: The proposed approach must include the specific tasks anticipated for the project, including how each task would be implemented and the team members who would be responsible for each task.
- e) Separate cost proposal: The submittal shall include a separate sealed envelope, labeled as "Project Fee", containing the estimated costs by task and a not-to-exceed lump sum fee if filed using a hard copy. If filed by email, put the fee schedule in a separate file named "Project Fee". If additional or alternative efforts are recommended, these should be broken out separately from the primary tasks.

3.3 SUBMITTING THE PROPOSAL

Proposals in response to this RFP may be sent via email to semenchukt@ci.janesville.wi.us or, if by hard copy, the submittal must include **One Original** (identify) **PLUS 2 copies** of all materials required for acceptance of the proposal on or before 4:30 o'clock p.m. CDT on **Friday, February 25, 2022** to:

Human Resources Director Tara Semenchuk _____
City of Janesville
Human Resources Office
18 N. Jackson St.
P.O. Box 5005
Janesville, Wisconsin 53547-5005

A consultant can hand deliver or email their proposal package on or before the date and time listed above. Hand delivered submittals must be time-stamped by the City of Janesville's Human Resources Office by the stated time. Submittals received after Friday, February 25, 2022 at 4:30 o'clock p.m. CDT will not be accepted. All responses must be packaged, sealed, and show the following information on the outside of the package, if filed by hard copy. If filed by email, put this information on the cover sheet:

- Proposer's Name and Address
- "Compensation and Benefits Study – Request for RFP"
- Proposal Due Date

3.4 INCURRING COSTS

The City is not liable for any cost, fee, or expense incurred by any of the proposers in replying to this RFP, whether selected or not. Each proposing consultant shall protect, defend, indemnify, and hold harmless the City from any and all liability, claims, and expenses whosoever incurred by, or on behalf of the entity participating in the preparation of its response to this RFP. Such non-reimbursable, pre-agreement costs, fees, and expenses include, but are not limited to, each of the following:

- a) Preparing the proposal and related information in response to this RFP.
- b) Negotiations with the City on any matter related to this procurement.
- c) Costs associated with interviews, meetings, travel, or presentations.
- d) All other expenses incurred by proposing consultant prior to the date of award and a formal notice to proceed.

3.5 WITHDRAWAL OF SUBMITTALS

Proposers may withdraw a submittal, in writing, at any time up to the due date and time. The written withdrawal notice must be timely received by the Human Resources Director. The notice must be signed by an authorized representative of the proposer.

3.6 NON-DISCRIMINATION CLAUSE

Proposers must affirm that they do not discriminate against any individual because of race, religion, sex, color, age, handicap, or national origin and that these shall not be a factor in consideration for employment, selection of training, promotion, transfer, recruitment, rates of pay, or other forms of compensation, demotion, or separation.

4.0 CONSULTANT SELECTION AND AWARD PROCESS

4.1 REVIEW OF SUBMITTALS

The City’s evaluation committee may include the City Manager, Deputy City Manager, Human Resources Director, City Attorney, Finance Director, and other relevant City staff members.

The evaluation committee will review the proposal and references, and may request interviews/presentations. The resulting information will be used to rate the submittals. The evaluation committee reserves the right to make a selection based on submittals without scheduling interviews. The evaluation committee’s scoring will be tabulated and submittals ranked based on the numerical scores received.

The City assumes no responsibility for the payment of sub-contractors that may arise out of a proposal or subsequent agreement.

4.2 EVALUATION CRITERIA

The proposals will be scored using the following criteria:

DESCRIPTION	POINTS
<i>Technical Approach.</i> Responsiveness to RFP; comprehension of scope; technical approach; and, identification of deliverables; potential problems; and schedule.	30
<i>Experience/Expertise of Key Personnel and/or Consultant.</i> Similar experience, education, and	30

performance on prior projects, including client satisfaction.	
<i>Management Approach.</i> Presentation of organization, responsibilities, management approach, and budget and schedule adherence.	20
<i>Price proposal.</i>	20
TOTAL	100

4.3 INTERVIEW/PRESENTATIONS

Top-scoring consultants, based on the evaluation of the written proposals, may be required to have interviews/presentations to support and clarify their proposals, if requested by the City. Failure of a consultant to complete a scheduled interview/presentation to the evaluation committee may result in rejection of the opportunity for award of an agreement.

4.4 FINAL EVALUATION

Upon completion of any interviews/presentations by proposers, the City’s evaluation committee will make adjustments to the scores based on the information obtained in the interview/presentation, possible reference checks, project fee, any other pertinent proposer information, and other pertinent factor(s) that may arise and/or be included by the City.

4.5 RIGHT TO REJECT PROPOSALS AND NEGOTIATE AGREEMENT TERMS

The City reserves the right to reject any and all proposals without cause or notice, if determined that one or another does not satisfactorily meet the needs, qualifications, product, and/or outcomes required or desired. The City reserves the right to negotiate the terms of an agreement, including the award amount, with the selected proposer or any other person, even with someone who has not submitted a proposal, prior to entering into an agreement. Selection, award, terms, conditions, and amount are each within the sole discretion of the City Human Resources Director

4.6 LATE PROPOSALS

The City may deem a proposal as late if received at any time after 4:30 o’clock p.m. CDT on Friday, February 25, 2022. Proposals received after this time on this date will be marked "LATE PROPOSAL", might not be considered, and might be returned to the consultant unopened, all within the sole discretion of the City’s Human Resources Director.

4.7 PROPOSAL PROPERTY

All proposals become the property of the City upon submission and subject to Wisconsin’s public records laws. Nothing contained in any submission will be considered proprietary or a trade secret; and a submission will act as an irrevocable acknowledgment of this by the proposer.

4.8 AMENDMENTS TO RFP

The City reserves the right to amend the RFP by addendum or to waive minor irregularities. If necessary, the proposal submittal deadline will be extended to allow proposers additional time to respond to the RFP addendum. The City may waive conflicts.

4.9 NON-COMMITMENT

This RFP does not commit the City to award an agreement to any person; to pay any person’s costs, fees, or expenses incurred in the preparation of a proposal for this request; or to

procure or contract for services. The City reserves the right to accept or reject any or all proposals received as a result of this request, or to modify or cancel in part or in its entirety the RFP, without cause and without notice, such as, but not limited to, if the City Human Resources Director determines it is in the best interests of the City to do so. The City may negotiate and enter in an agreement for these services with whomever it desires without notice or cause.

4.10 AWARD OF AGREEMENT

Included in this RFP as Appendix E, is the City Consultant Services Agreement to be executed with the successful proposer. If and when this agreement has been executed by the City Manager and selected consultant, a project kick-off meeting will be scheduled.