

REQUEST FOR PROPOSALS

For

Wage and Salary Market Study

and

Compensation Plan Update

Douglas County, Wisconsin

March 10, 2017

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Linda Corbin, Human Resources Manager

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Request for Proposals
Douglas County, Wisconsin
Wage & Salary Market Study and Compensation Plan Update

Douglas County, Wisconsin is seeking proposals from qualified consultants to conduct a wage and salary market study and to utilize the study results to update the County's existing Compensation Plan. The project is expected to be completed by July 1, 2017. This is a qualifications-based selection process.

Qualifications and sealed cost proposals are to be sealed in separate envelopes and delivered to:

County Administrator's Office
Government Center
1316 N. 14th Street, Suite 301
Superior, WI 54880

Mark the envelopes: "Compensation Plan Update Proposal" and "Cost Proposal, Compensation Plan Update."

Submissions are due by: **4:00 p.m. on Thursday, April 13, 2017**. Submissions received after this date may not be considered. Proposals for "Compensation Plan Update Proposal" will be opened immediately after the deadline at the above address and referred to a meeting of the Administration Committee to be held on Thursday, May 4, 2017 at 9:30am in Room 207C of the Douglas County Courthouse, 1313 Belknap Street, Superior, WI. Cost proposals will be opened by the Administration Committee at that same meeting.

Respondents must register at RFPCompensation@douglascountywi.org no later than Monday April 3, 2017 to be placed on the Planholder list.

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

Douglas County reserves the right to reject any or all submittals, to waive irregularities, or to accept such proposals, as in the opinion of the County, will be in its best interests.

I. Purpose of Request/Background

Douglas County implemented a comprehensive Compensation Plan on January 1, 2014. A copy of the current Wage and Salary Schedule of the Compensation Plan (2017 Grade Order List) is attached. The Compensation Plan was developed by Carlson Dettmann Consulting (CDC). Also attached is an Executive Summary of the Compensation Plan prepared by CDC on September

19, 2013. The following comparables were used to collect the wage and salary data upon which the current Compensation Plan is based: Ashland County (WI), Barron County (WI), Bayfield County (WI), Burnett County (WI), Chippewa County (WI), City of Duluth (MN), City of Superior (WI), Dunn County (WI), Eau Claire County (WI), Polk County (WI), Price County (WI), Rusk County (WI), Sawyer County (WI), St. Louis County (MN), and Washburn County (WI). In addition supplemental data was analyzed from the U.S. Bureau of Labor Statistics area pay survey for Douglas County and, where appropriate, Midwestern data from the Towers Watson survey publication.

Douglas County is seeking proposals from qualified consultants to conduct a wage and salary market study utilizing the above listed comparables with the addition of Carlton County, MN and for forestry related positions in, Minnesota Department of Natural Resources and the Wisconsin Department of Natural Resources. Positions to be analyzed are those contained within the County's Compensation plan or a subset of benchmark positions within the Plan.

Douglas County is the northwestern most county in Wisconsin. Together with St. Louis County, MN and Carlton County, MN, it makes up the Duluth-Superior, WI Metropolitan Statistical Area. Douglas County Government operates under the Administrator form of government with twenty four (24) departments. The County employs 276 individuals in a regular, full-time capacity. The County currently has 131 job classifications in 18 pay grades.

The purpose of requesting proposals is for the County to determine which consultant or firm can offer the highest quality of service at the most beneficial cost to the County. In addition, the selected firm should be available to work with Douglas County on closely related issues.

II. Scope of Services

The Wage and Salary Market Study shall gather data from the comparables listed above and compare Douglas County positions with those of the comparables. The Consultant shall perform or provide the following:

1. If the Consultant decides to use a subset of benchmark positions, the Consultant shall review the list of the positions within the subset with the County.
2. Identify appropriate benchmarking standards and conduct wage/salary surveys as needed for similar positions within comparable municipalities and businesses within the Duluth/Superior area and the State of Wisconsin as required.

3. Compare the County's compensation plan with the wage/salary survey data collected.
4. Provide recommendations for updating the County's Compensation Plan based on the survey data that meet the needs of the County in fairness, internal equity, competitive compensation, and ease of administration. The Consultant shall provide three scenarios within its recommendation: a) updating the County's Compensation Plan to set the Control Point (Step 6) at 100% of the market average; b) updating the County's Compensation Plan to set the Control Point (Step 6) at 105% of the market average; and c) updating the County's Compensation Plan to set the Control Point (Step 6) at 95% of the market average;
5. Identify potential pay compression issues and provide alternative solutions.
6. Review recommendations with County Human Resources and present to the Administration Committee and the County Board of Supervisors for approval, and provide implementation support.
7. Project to be completed by July 1, 2017.

III. Deliverables

1. The Consultant shall deliver a list of benchmark positions it selects to the County if the Consultant decides to use a subset of benchmark positions.
2. The selected consultant shall deliver a preliminary summary report of findings after salary survey is complete, along with a summary of the comparable compensation survey to Human Resources prior to preparation of final report and plan.
3. The selected consultant shall prepare a draft final report and plan for review with Human Resources and solicit input and modifications prior to preparation of final report and plan.
4. The selected consultant shall deliver a final report and plan for Human Resources containing the three scenarios (outlined in II.4 above) and present to the Administration Committee and County Board of Supervisors for approval.
5. All reports will be provided in hard copy and electronically in a format approved by Human Resources; multiple copies may be required for formal presentations.

IV. County Resources

The County will provide copies of County's Compensation Plan 2017 Grade Order List, the Executive Summary of the Compensation Plan prepared by Carlson Dettmann Consulting and other available in-house information that the successful Consultant may require to complete the study. Human Resources will oversee the work of the Consultant and provide guidance to the Consultant.

V. Instructions to Proposers

1. Proposals will be accepted until **4:00 p.m. on Thursday, April 13, 2017.**
2. Douglas County Human Resources will review the proposals and select the most highly qualified firm(s) to contact for further screening as it deems appropriate. The proposal, statement of qualifications, reference checks, and interviews (at the option of the County) will be used to identify the most highly qualified firm(s).
3. This Request for Proposals details costs, terms, and conditions. Douglas County reserves the right to amend the Request for Proposals and will provide a written amendment to all known parties receiving the request. Respondents shall acknowledge all addenda received.
4. Respondents **MUST** register at RFPCompensation@douglascountywi.org no later than Monday, April 3, 2017 to be placed on the Planholder list. Firms not registered on the Planholder's list may not be considered.
5. Firms not returning the completed RFP within the specified time frame may be disqualified. Irregularities in the completed RFP documents may be considered sufficient cause for disqualification.
6. Proposals will be reviewed by Human Resources which will provide advice to the County's Administration Committee. The Administration Committee reserves the right to accept the proposal considered to be the most advantageous to the County and to reject any and all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals.
7. The Consultant will be required to sign a standard County contract and provide proof of insurance for errors and omissions, property damage, public liability and worker's compensation (as applicable).

8. Proposals may be amended and/or withdrawn prior to the response deadline. Each proposal is irrevocable for a period of sixty (60) days after the proposal due date.
9. All materials submitted in response to this request for information shall become the property of Douglas County, WI, upon delivery.
10. This Request for Proposals does not, under any circumstance, commit Douglas County 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. Proposal documents will not be returned.
11. Respondents will indemnify Douglas County, WI, from any and all debts, claims, and liabilities arising out of the proposal or the performance of the project as a result of the consultant's error, omissions, neglect, etc.
12. Douglas County reserves the right to negotiate with respondents on the scope of the project, fees, timelines, and all other components of the project, whether or not the proposal was deemed the lowest cost to the County.
13. This shall in no way bind or prevent Douglas County from performing, requesting quotes or proposals, bidding, or contracting any services separately.
14. After acceptance of proposal, the selected firm may not subcontract any work without prior written authorization by the Douglas County Administrator.

VI. Proposal Content

1. Introduction – On a cover sheet to the proposal, provide the official name, address, phone number, and fax number of the consulting firm, as well as the name of the principal contact person and the name of the person authorized to execute the contract.
2. Experience and Qualifications –
 - i. A brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services, including any proposed subcontractors.
 - ii. A brief description of the organization.
 - iii. A list of public entities for which the consultant has conducted comprehensive classification and compensation studies (within the past five years.)
 - iv. A list of three recent client references, including contact name, telephone number, email address and mailing address.
3. Approach/Methods Used to Perform the Project – Detailed description of the services and methods by which the work set forth in the RFP will be performed.

- Proposer’s understanding of the services to be provided.
- Methodology to be used in benchmarking and determining salary ranges.
- Estimated time the project will take from contract date until completion.

VII. Cost Proposal

1. The Cost Proposal must be separate from all other submittal materials and must be submitted in a separate, sealed envelope. Mark the envelope with “Cost Proposal, Classification and Compensation Update.”
2. This section should contain a complete breakdown of all costs relating to the content of the proposal, including the maximized total cost, as well as an itemized breakdown of the compensation required to accomplish the full performance of all tasks outlined in the proposal.
3. Respondents should provide a “not to exceed without prior permission” travel and out of pocket expenses (separate from the maximized total cost above.)
4. Respondents must include an hourly rate for additional work that may be requested and not included in this proposal.
5. The sealed dollar cost bid shall include the following:
 - Name of firm
 - Certification that the person signing the proposal is entitled to represent the firm, empowered to submit the proposal and authorized to sign the contract with Douglas County, WI.
 - A schedule of professional fees and expenses of partners, specialists, supervisory personnel and staff.

VIII. Evaluation Criteria

1. Relevant experience in similar sized public entities.
2. Qualifications.
3. Understanding of Douglas County related wage/salary issues.
4. Team compatibility, including the ability to work with County and staff based on references and other supporting information.
5. Unique resources the firm may bring regarding innovative techniques.

6. Professional reputation of the firm.
7. Any and all other items that Douglas County Human Resources and the Administration Committee deem appropriate.
8. The estimated fee proposal will be a factor in the final selection only after the most qualified firm(s) have been identified.

IX. Miscellaneous

1. Respondents must be familiar with, and all recommendations must be in compliance with all applicable federal, state and local laws, statutes and ordinances relating to employment classifications, including the Fair Labor Standards Act.
2. Respondents **MUST** register at RFPCompensation@douglascountywi.org no later than Monday, April 3, 2017 to be placed on the Planholder list. Firms not registered on the Planholder's list may not be considered.
3. Revisions and addenda to this Request for Proposals shall be provided to registered respondents via email. Respondents must acknowledge receipt of all addenda on the attached Addenda Acknowledgement form to be submitted with the proposal.
4. Questions may be submitted to Linda Corbin, Douglas County Human Resources Manager, via telephone at 715-395-1464 or via email at Linda.Corbin@douglascountywi.org. Or Andy Lisak, Douglas County Administrator, via telephone at 715-395-1335 or via email at Andy.Lisak@douglascountywi.org.
5. Questions must be submitted no later than 2:00 p.m. on Thursday, April 6, 2017, to allow sufficient time for a response. Questions received after that time may not be answered before the proposal due date.
6. Questions MAY NOT be directed to other Douglas County staff, representatives or administrators. Contact with County staff, representatives or administrators in violation of this restriction may be considered grounds for disqualification.
7. Proposers may not delegate or subcontract responsibilities under this proposal without the express written consent of Douglas County, WI.
8. Proposers warrant that by submitting a response to this Request for Proposals that it will devote sufficient manpower and expertise to complete the project as proposed within the timeline required.

9. Any changes to the project, the timeline, costs, approach or deliverables will be agreed upon in writing between Douglas County and the selected contractor.
10. Respondents will submit one (1) hard copy of their RFP response; responses on compact discs or electronic jump drives will not be accepted.

X. ADDENDA ACKNOWLEDGMENT (Must be submitted with Proposal)

Wage & Salary Market Study and Compensation Plan Services

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. _____ Dated _____

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the bidder shall so indicate and sign this document.

Company

Representative Signature