



Salary Survey and Compensation Study

Request for Proposal
Issued January 9, 2019

Responses due February 11, 2019 10:00 a.m.

**Pre-Proposal Conference January 23, 2019 10:00 a.m.
Meeting held at the Regional Income Tax Agency offices
10107 Brecksville Road, Brecksville, OH 44141**

REGIONAL INCOME TAX AGENCY
Salary Survey and Compensation Design
Request for Proposal

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January 9, 2019

The Regional Income Tax Agency (RITA, the Agency) is seeking proposals from qualified consulting firms experienced in the analysis and development of a job evaluation and compensation system.

Proposals, if submitted on paper, are due in the offices of the Executive Director of the Regional Income Tax Agency, 10107 Brecksville Road, Brecksville, Ohio, 44141 no later than 10:00 a.m. E.D.S.T., February 11, 2019. RITA prefers that proposals be submitted electronically using both Word and PDF formats.

A pre-proposal conference will be held at the RITA facility, 10107 Brecksville Road, Brecksville, Ohio 44141 on January 23, 2019 at 10:00 a.m. Interested parties' attendance at this meeting will be considered in the evaluation of the proposals.

If any part of your proposal is printed and delivered to RITA the envelopes shall be clearly marked "Salary Survey and Compensation Analysis Response". All proposals must conform to this requirement of the Request for Proposals (RFP). Copies of the RFP will be on file for inspection and may be obtained at the offices of the Regional Income Tax Agency.

Any questions concerning this RFP must be directed, in writing, to Anna Rodriguez, Human Resources Manager, via e-mail at arodriguez@ritaohio.com or delivered to the Brecksville facility.

The Agency reserves the right to reject any and all proposals, or any part of any proposals, or to waive informalities or defects in proposals, as the Board of Trustees of the Agency deems to be in the best interest of the Agency.

Cordially,

Donald W. Smith
Executive Director

Introduction

The Regional Income Tax Agency (RITA, the Agency) is a governmental entity established to administer and collect local income taxes for political subdivisions. As an agent for its municipalities, RITA provides substantial financial services to its members. Municipal income tax is collected from individuals and/or employer withholders on salaries, wages, commissions, fees and other forms of compensation. The tax is also collected from business entities based on net profits. As of 12/31/18 the Agency employed approximately 200 full-time benefited and 2 part-time non-benefited employees to serve more than 300 municipalities by collecting and distributing in excess of \$1.4 billion.

Currently the Regional Income Tax Agency has a merit-based compensation system. There are 19 grades encompassing approximately 90 positions on the scale. Each grade has been assigned a salary range with a minimum and maximum set approximately 20% on either side of the mid-point. This pay system was established in 2014 and has received cost of living adjustments, as approved by the Board of Trustees, periodically. The last such adjustment to this scale was made for calendar year 2019.

RITA is soliciting proposals from qualified consulting firms, experienced in the development of a job evaluation and compensation system. Our desire is to obtain a consultant who will assist the Agency in reviewing its existing job description and compensation system including all benefits, analyze the current jobs performed by employees, determine the correct market pay for each position, establish the market value of the employee benefits package and provide a market analysis of the total compensation package including salary and benefits. We expect the consultant to make recommendations for improvements to the existing system or implementation of a new job description and compensation system along with any adjustments to pay and benefits that may be needed.

To be considered, a vendor must be a full-service consulting firm with expertise in evaluating pay scales, benefits, job descriptions and market pay/benefit analyses. The consultant should be able to provide references from other municipalities or government agencies where similar work was performed.

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this RFP.

Regional Income Tax Agency is not responsible for any costs incurred by the respondent in preparation of a proposal. RITA reserves the right to negotiate with the vendors submitting proposals in order to obtain the most favorable terms, conditions and pricing for the Agency as determined by the Agency in its sole discretion. Also, as deemed in the best interest of the Agency by the Board of Trustees, RITA reserves the right to reject any or all parts of the proposals.

Scope of Work

The successful consultant will be required to meet with the Management Team at the initiation of the study and provide a written presentation to the Management Team at the conclusion of the study. RITA expects ongoing and open communications between designated Agency representatives and the consultant over the course of the study. All products and recommendations must comply with applicable State and Federal laws and enhance the Agency's ability to obtain and retain qualified personnel.

The Regional Income Tax Agency will provide the following information to the successful consultant:

- Copies of all existing job descriptions
- Copies of all wage and salary schedules
- Copies of all employee benefit schedules
- Copy of the RITA Personnel Policy and Procedures Manual
- Copy of a RITA Organizational Chart
- Access to in-house contact, Human Resources Manager Anna Rodriguez, to discuss procedures, policies, problems and concerns and to provide a liaison between the Agency and the consultant.

Services to be provided:

1. The consultant will review the current job descriptions and compensation system and determine whether a new compensation system would be needed to assure internal equity and external competitiveness.
2. Conduct a comprehensive survey of external regional labor markets impacting market competitiveness for all positions in the Agency.
 - a. This shall include public sector and private sector jobs with the same essential duties and functions.
 - b. This will include a review and market analysis of salary and benefits.
 - c. Make recommendations for changes to current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness.
 - d. The method in which to perform this analysis is to be determined by the consultant, but should be based on wages and benefits established for the 2019 calendar year.
 - e. The consultant will provide the Agency with a copy of the final compensation study and proposed salary structure.
3. Design an implementation strategy for any updated compensation system with the lowest financial impact and greatest gain to positions that fall outside of a designated range. The implementation plan should contain the total cost for implementation beginning January 1, 2020. The consultant will provide the Agency with a copy of the implementation strategy.
4. If the compensation system is implemented, provide training to the management team on the utilization and maintenance of the system. Additionally, provide necessary documentation and other materials for the Agency to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. Provide RITA with 2 copies of training materials and policies and procedures for the maintenance of the system.
5. As an option, provide a proposal for an annual review and update of the market analysis for each position including a description of the factors to be reviewed, methodology, final report, and staff training.

Proposal Instructions

Proposals must be received by the Executive Director, Regional Income Tax Agency, by 10:00 a.m. E.D.S.T., February 11, 2019. Proposals shall be emailed to rfp@ritaohio.com. If portions of the proposal cannot be emailed then submit these portions in sealed envelopes addressed to:

Executive Director
Regional Income Tax Agency
10107 Brecksville Road
Brecksville, Ohio 44141

If the proposal or any part of the proposal is submitted on paper, it shall have marked on the outside of the envelope "Salary Survey and Compensation Study RFP Response".

It is RITA's intention to enter into a contract as soon as practical after the proposals are evaluated. The successful vendor shall enter into a contract with the Regional Income Tax Agency within ten days of the notification of award or as soon as practical thereafter as determined by RITA. Work is expected to begin no later than March 11, 2019.

Proposals will be evaluated on several factors including the respondent's understanding of the engagement to be performed, previous relevant experience of both the firm and the individuals on the team performing studies of this nature, the firm's attendance at the pre-proposal conference, the firm's ability and the flexibility to "customize" their services to meet RITA's needs and the associated costs.

The proposal should include the resumes of the members of the team and references from other municipalities or government agencies where similar work was performed.

The Agency reserves the right to reject any and all proposals, or any part of any proposal, or to waive informalities or defects in proposals, as the Board of Trustees of the Agency shall deem to be in the best interest of the Agency. By submitting a proposal, each respondent is insuring that complete confidentiality of all Agency information will be maintained by all vendor personnel.

Each proposal must contain the full name, home address and experience of every person interested in said proposal.

By submitting a proposal, each respondent is insuring that he/she is an Equal Opportunity Employer and that his/her employees and applicants for employment are not discriminated against because of their race, creed, color, sex, genetic information or national origin. By signing a contract with RITA, the successful vendor guarantees that he/she complies, or will comply with the above provision and all other applicable state and federal laws regarding public contract work, and agrees to indemnify and hold the Regional Income Tax Agency harmless from any claims or damages incurred against or by the Regional Income Tax Agency resulting from any non-compliance by the successful vendor.

By submitting a proposal, each respondent is declaring that they are not in arrears to RITA for municipal income taxes or any other obligation to the Agency.