



## Salary Survey and Compensation Study

Request for Proposal  
Issued February 28, 2014

**Responses due March 28, 2014 10:00 a.m.**  
**Pre-Proposal Conference March 7, 2014 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 Study**  
**Request for Proposal**

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February 28, 2014

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.

Sealed proposals 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., March 28, 2014. A pre-proposal conference will be held at the RITA facility, 10107 Brecksville Road, Brecksville, Ohio 44141 on March 7<sup>th</sup> at 10:00 a.m. Interested parties' attendance at this meeting will be considered in the evaluation of the proposals.

Proposal envelopes shall be clearly marked "Salary Survey and Compensation Study RFP Response". All proposals must conform to the requirements 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](mailto:arodriguez@ritaohio.com) or delivered to the Brecksville facilities.

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 12/31/13 the Agency employed approximately 146 full-time benefited and 9 part-time non-benefited employees to serve 222 municipalities by collecting and distributing in excess of \$1 billion.

Currently the Regional Income Tax Agency has a merit-based compensation system. There are 21 grades encompassing approximately 90 positions. 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 2001 and has received periodic cost of living adjustments. The last such adjustment to the ranges was made for calendar year 2014.

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 descriptions 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. Any optional items should 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
- Listing of all employee benefits, including both Agency and employee contribution
- 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.

## **Anticipated Timeline**

Request for proposal issued	February 28, 2014
Pre-bid meeting	March 7, 2014
Due date for Proposal	March 28, 2014
Board of Trustees accepts proposal	April 17, 2014
Selected firm notified	April 18, 2014
Contract date (no later than)	April 30, 2014
Completion date (no later than)	September 30, 2014

## **Services to be provided:**

1. The consultant will review the current job descriptions and compensation system and determine whether a new compensation system is needed to assure internal equity and external competitiveness.
2. Conduct a comprehensive survey of external regional labor market impacting the job markets 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. Provide 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 2014 calendar year. The consultant will provide the Agency with two (2) copies 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 immediate implementation as well as a plan to phase in over two (2) years beginning January 1, 2015. The consultant will provide the Agency with two (2) copies of the implementation strategy.
4. If a new 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 two (2) copies of training materials and policies and procedures for the maintenance of the system along with an electronic version in Microsoft Word or PDF format.
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. Provide RITA with two (2) copies of annual review and maintenance materials along with an electronic version in Microsoft Word or PDF format.

## **Proposal Instructions**

Proposals must be received by the Executive Director, Regional Income Tax Agency, by 10:00 a.m. E.D.S.T., March 28, 2014. Proposals shall be submitted in sealed envelopes and addressed to:

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

Each proposal shall have marked on the outside of the envelope "Salary Survey and Compensation Study RFP Response". Six original copies of the proposal must be provided along with an electronic version in Microsoft Word or PDF format.

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 May 2014.

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 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.