

Delaware County Board of Commissioners

Delaware County, Ohio

Request for Proposals

Market Research for Pay System Adjustment

July 22, 2022



I. General Information

Established in 1808, Delaware County is located in the center of Ohio, is 459 square miles in size, and serves 214,124 residents. With 1200+ employees and a General Fund budget of nearly \$135,743 million, Delaware County continues to be the fastest growing county in the state and is one of the fastest growing counties in the United States.

The Board of Commissioners is a three-member board that serves as the legislative body for county government. The Commissioners are elected by the residents of the County to serve a four year term. The Commissioners provide authority for taxing, budgeting, purchasing and appropriating funds for the government structure. The Board of Commissioners also has jurisdiction over annexations, drainage improvements, county-established water and sewer districts, and solid waste disposal. The Board appoints department directors, including a County Administrator to oversee its mission and ensure the County is an excellent place to visit, work and to call home.

Delaware County recognizes the value of a qualified workforce in order to provide the highest level of service to the public we serve while ensuring fair employment and equal opportunity to all persons, within a conservative budgeting framework. We hope to provide an opportunity for all employees to develop their potential and make the best use of their abilities. We believe the employees of Delaware County are our most important asset. It is our goal to recruit, train, and retain the most qualified and productive staff for Delaware County.

II. Scope of Work

The Board of Commissioners' review the market (generally, every three years) to determine if market adjustments in pay are appropriate for positions under their appointing authority. This year, the Board has joined together with the County's elected officials and boards to conduct a thorough review of the market for certain Delaware County non-union employees and union employees that follow the County's Compensation Management System.

As such, Delaware County is currently seeking a consultant to research regional and local market data of competitors to provide an analysis of fair wages for the County's Compensation Management System wage

bands. The consultant will be responsible for reviewing and analyzing wages of competitive markets in both the public and private sector with similar County positions and will provide suggested recommendations for adjustments to the County's wage bands taking into consideration the value of all county benefits. The consultant will review the market and will recommend the percentage of change (if any) in each wage band / classification in order for the County to remain competitive in the job market.

The chosen consultant will be required to evaluate the current County pay structure and benefits package and provide recommendations to increase recruitment and retention throughout the government structure.

The consultant will be required to meet with the elected officials, the Delaware County Commissioners, County Administrator, Deputy County Administrator, the Human Resources Director, Department Directors and other offices and departments to review classification descriptions, gather information, develop an understanding of the needs and to review findings and make necessary recommendations based on the research findings and evaluation. These recommendations will be in writing and signed by the chosen consultant.

The project must be fully completed by November 30, 2022.

III. Project Details

- A. Meet with the Elected Officials, Department Directors, the County Administrator, the Deputy County Administrator, the Director of Human Resources, the Board of Commissioners, and/or others to determine needs, develop a list of comparative employers and gather information.
- B. Review and update position descriptions as needed (not to include specific job duties, knowledge, skills, abilities, or qualifications), recommend wage bands where none exist and recommend the percentage of change in the County's existing wage bands / charts. The consultant will review a sample of specific positions within each band / chart to determine if the wages are comparable with other entities.

- C. Determine the appropriate percentage of change (if any) to the current wage bands / charts adopted by the Delaware County Commissioners and other wage charts utilized by various other county offices for up to 80 specific positions.
- D. Develop County wide wage bands and pay structure for positions where appropriate. Provide updated/new guidelines to manage the overall Compensation Management System and make suggestions to modify and improve the System taking into consideration equality of pay within departments. The value of the County benefits package offered to Delaware County employees must also be considered when researching the market.
- E. Provide recommendations on recruitment and retention (policy and / or philosophy) and evaluate and provide recommendations for the County's total compensation and benefits package.
- F. Provide an estimated time needed to complete the project:
(i.e. # of hours)

During proposal development, respondent's questions regarding this RFP or the process should be directed to Dawn Huston, Deputy County Administrator and Ellen Wandell, Human Resources Director via e-mail at dhuston@co.delaware.oh.us and ewandell@co.delaware.oh.us with the subject title of RFP / Market Research for Pay System Adjustment.

Delaware County requests that respondents to the Request for Proposal do not contact other County staff or any member of the Board of Commissioners during the proposal and evaluation phase.

IV. Experience Requirements

Respondents should have significant experience conducting salary surveys and comparative analysis with jurisdictions similar to Delaware County government. Respondents should provide the number of similar market research projects the firm has successfully completed. Also, information should be

provided on similar projects conducted in communities of similar size, character and scope of services.

V. Response and Content

- A. Title Page: Indicate the proposal subject, name of firm, local address, telephone number, name of primary contact person, and date of submittal.
- B. Introduction: Briefly, introduce your firm, indicating whether the firm is local, regional, national or international. Provide a profile of the firm, including, but not limited to, the approximate number of professional staff employed, how long your firm has been in business and how long the firm has been conducting research and providing recommendations substantially similar to the scope of services for this RFP. Indicate the name of the person(s) who will be authorized to make representation for and to bind the firm, their titles(s), and telephone numbers.
- C. Information Included in Response:
1. Briefly state your understanding of the work to be performed. Include, but do not limit your statement to, the specific items requested in the Scope of Work and Project Details.
 2. Describe your proposed strategy to complete the project, including a general statement of the philosophy of the firm and how the firm will tailor the process for Delaware County. Indicate any additional information for consideration of your firm's qualifications for conducting this project.
 3. Provide a list of the respondent's successful similar projects during the past thirty-six (36) months, including the size of the county and / or municipality.
 4. Provide contact names, telephone numbers and email addresses of these clients. The County reserves the right to contact any additional individuals or firms to obtain information about the respondent. If

the firm has not completed such projects, details should be provided as to how the firm would proceed with the project.

5. Indicate the names, titles, experience, and resume(s) of the persons who will be assigned to this project including identifying the firm's project manager. The project manager is expected to be fully involved and conversant in the details of this project with the County on a daily basis. A response to this requirement should include all contact information such as telephone number, e-mail address and web address of each of the persons identified.
6. Provide a detailed description / project plan of how the project is to be conducted and the timeframe for project completion.
7. Provide a schedule of billing rates and specific "not to exceed" capped fees including associated fees (i.e. printing, attendance at meetings, travel).
8. Discuss the general nature and extent of benefits Delaware County is reasonably likely to experience as a result of these services.
9. Provide a copy of a previous wage study review your firm has completed which has similarities with Delaware County.
10. Provide a non-binding general indication (or range) of the cost of the services proposed with a complete description of the fee structure/breakdown.
11. Indicate the degree of participation by qualified minorities within the firm and/or sub-contracts with minority or women-owned business enterprises.

VI. Submission of Responses

A. Acceptance/Rejection/Modification to Responses:

Delaware County reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive informalities or irregularities in a proposal or in the proposal process.

- B. Economy of Preparation:
Proposals should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to fulfill the requirements of the project.
- C. Cost of Preparation:
Delaware County shall not be liable for any costs incurred by a respondent in preparing or submitting a proposal.
- D. Ownership:
Submitted materials become the property of Delaware County and will not be returned.
- E. Public Records:
Submitted responses and any agreement or other documents become public records under Ohio's public records law and applicable policy and are subject to review and copying by any person making an appropriate request for public records.

VII. Due Date

The proposal must include one (1) electronic copy in MS Word via email to dhuston@co.delaware.oh.us and ewandell@co.delaware.oh.us and must be received no later than 4:30 p.m. on August 10, 2022. Proposals will not be accepted after this time. Proposals shall be addressed as follows:

Proposals submitted by mail must be received by the time specified herein and sent to:

ATTENTION:

DAWN HUSTON, Deputy County Administrator
91 N. Sandusky St., Third Floor

Delaware, Ohio 43015
RFP / MARKET RESEARCH FOR PAY SYSTEM ADJUSTMENT

If submitting by mail, each response shall be submitted in a sealed envelope and the envelope shall be marked with the title of the proposal.

VIII. Withdrawal from Consideration

A respondent may withdraw its proposal at any time prior to the submission deadline by submitting a written request for withdrawal to Dawn Huston, Deputy County Administrator by emailing dhuston@co.delaware.oh.us. Or by mail at Delaware County Human Resources 91 N. Sandusky St. Third Floor., Delaware, Ohio 43015. The request for withdrawal shall be signed by the respondent or an authorized agent. Modifications offered in any manner, oral or written, will not be considered after the deadline.

IX. Selection Process

A. Evaluation:

1. A selection committee will review all proposals and evaluate them based upon the requirements given in this Request for Proposals including, but not limited to, the following criteria:
 - a. Responsiveness of the proposal.
 - b. Ability, capacity, and skill of the respondent to perform the services within the specified timeframe.
 - c. Responses of the respondent's references.
 - d. Methodology for conducting the market study project.
 - e. Experience of the respondent and individual members of the respondent's professional staff

- in performing similar services for similar sized counties / municipalities.
 - f. The sufficiency of financial resources and ability of the respondent in performing the contract.
 - g. The degrees of participation by qualified minorities within the firm and/or sub-contracts with minority or women-owned business enterprises.
 - h. The firm's capability to meet the Scope of Work and Project Details.
 - i. The qualifications of the professional staff proposed for the project.
 - j. The timeframe for project completion.
 - k. Cost to provide the service requested.
 - l. Other information as may be required or secured.
- 2. The committee will conduct a preliminary evaluation process of all proposals on the basis of information provided and other evaluation criteria as set forth in this Request for Proposals.
- 3. The selection committee will first review each proposal for compliance with the minimum qualifications and mandatory requirements for the Request for Proposals. Failure to comply with any mandatory requirements may disqualify a proposal. The committee may request one or more respondents to interview by telephone or in person.
- 4. The selection committee may require selected firms to be available to engage in virtual or in-person meetings, attend a Commission meeting, or both, to respond to questions from the selection committee, the Board of Commissioners, other elected officials or department directors.

X. Conditions of Responses

- A. *Completeness:*

All information required by the Request for Proposals must be supplied to constitute a legitimate proposal.

- B. *Request for Proposals Clarification Request:*
During the period of evaluation, the County shall have the right to request clarification from the respondents. If any such respondent fails to respond to such a request within three (3) business days from the date of the request, the County shall have the right to reject the proposal.
- C. *Oral Presentations:*
After all responses have been evaluated, the Elected Officials or selection committee may require representatives of one or more of the respondents to appear and present before the Board of Commissioners or selection committee, at the respondents' expense, for the purpose of making a final evaluation and award.
- D. *Award Presentation:*
Subject to agreement negotiation, the Board of Commissioners or designee shall select one of the proposals, or will reject all proposals within twenty-one (21) calendar days from the date of August 10, 2022.
- E. *Completion of Project:*
It is the County's goal to have this project completed by November 30, 2022.
- F. *Contract Development:*
If the County selects a firm, the Board of Commissioners designee will conduct contract discussions and negotiations with the apparent successful respondent with the assistance of the County's legal team.