



**CITY OF WAUSAU  
REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY**

**The City of Wausau is requesting proposals from consultants to review current pay ranges to determine if the current level of compensation for employees not represented by the terms of a collective bargaining agreement (hereinafter referred to as non-represented) is competitive with the market rate for non-represented employees and to make recommendations for ensuring accurate compensation for work performed. The City's objective is to provide a competitive, destination work force that retains skilled workers while attracting highly qualified new applicants. The recommendations from this study should be designed to provide the City Council and staff with information necessary to update the current salary ranges to guide the future of the organization's compensation system. Proposals will be accepted until 4:00 PM, July 15, 2016.**

The City conducted a comprehensive salary plan review in 2012, reviewing each position, updating job descriptions and categorizing each into a salary band based upon a review of qualifications and work performed. The new pay plan took effect July 1, 2014 with the intent to review the ranges approximately every 5 years for maturation as necessary to remain competitive with the market. The new pay plan also included a merit pay component. The City is seeking review and recommendations for keeping the pay plan current.

Talent management requires strategic thought and planning for successful recruitment and retention. Talent management is extremely important to the City's sustainability, growth, culture and future. The City's primary assets are the talent, expertise and resource of its workforce. The City's goal is to manage talent and maintain a compensation system to improve the City's standing as a destination workplace since the following attributes apply within the current labor market:

- Fewer qualified candidates are applying for positions that require more skill or higher education;
- There is limited ability to hire experienced candidates at higher wage rate than non-experienced candidates in some current wage and classification schedules;
- The turn-over rate has accelerated as a result of retirements.

The City of Wausau employs approximately 165 non-represented employees with a non-represented employee payroll of approximately \$9.5 million within approximately 90 job classifications compensated within a salary structure with 20 pay ranges. In addition, the City employs approximately 15 School Crossing Guards as well as intermittent and seasonal, temporary staff within 14 pay grades. This staff is employed in government operations consisting of Assessments, Customer Service and Finance, Human Resources and the City Attorney's Office, Transportation which includes the Department of Public Works and Metro Ride, Economic and Community Development as well as Commission Operations which includes Wausau Water Works and Community

**CITY OF WAUSAU - REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY**

---

Development. This proposal only includes public safety insofar as the support needs Police and Fire employee administrative and managerial positions not represented under the terms of a collective bargaining agreement. Approximately 200 FTE's are employed in these areas providing City-wide support and services. The City currently operates under the Strong Mayor/Council form of government.

Attached to this proposal is the current organization chart.

**SCOPE OF WORK AND DELIVERABLES**

The study will provide the City with an independent assessment of the current pay ranges and merit pay plan structure along with recommendations for updating and refining to ensure market competitiveness. The consultant will be expected to identify implementation recommendations that are effective and achievable in the context of an overall strategy.

The following components are considered essential to the study:

- Review current compensation structure and propose modifications to the existing wage schedule and compensation system based on internal and external comparisons, include market comparable, with recommendations for:
  - Entry level pay rates
  - Employee advancement through the pay range
  - Recommendations for merit pay increases
- Review City benefits in terms of how they add to the total compensation package.
- Review comparability and compression issues in areas where there are little or no differences in pay, coupled with large differences in responsibility, skill levels or qualification. The goal is to prevent or eradicate inequalities which may occur between supervisors and subordinates; new and experienced personnel; or between pay range midpoints of successive job grades. Compression and comparability issues arise not as deliberate compensation strategy, but on account of other issues. Improving comparability and reducing compression is a critical goal.

The study will be conducted in consultation with various City staff and officials and will be coordinated with and supported by the Human Resources Department as the delegate for the Human Resources Committee.

Below is an outline of minimum items to be considered within the scope of work. Consultants are encouraged to recommend additional analysis or review that will result in improved outcomes.

**INCURRING COSTS**

The City is not responsible for any costs incurred for the preparation of responses to this request for proposal.

**SELECTION PROCESS**

Proposals will be reviewed and a consultant will be recommended by the selection committee to the City's ***Human Resources Committee at the August 8, 2016 meeting***. The recommendation will be based upon the consultant's experience/capabilities, project approach, and cost, all of which are described below under "Proposal Specifications."

**CITY OF WAUSAU - REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY**

---

**TIMELINE**

The estimated timeline for completion of the selection process is outlined below.

June 24, 2016	Distribution date of RFP
July 8, 2016	Last day for submitting written questions
July 15, 2016	Deadline to submit proposal (4:00 p.m.)
July 19, 2016	Study Funding Proposal to Finance Committee
August 8, 2016	Finalists present to Human Resources Committee (4:30 p.m.)
On or before	
September 7, 2016	Deliver presentation material for Stakeholders
September 12, 2016	Stakeholder presentations (Human Resources Committee and Common Council)
October 3, 2016	Salary Input into the 2017 Budget Process

**PROPOSAL SPECIFICATIONS**

Consultants are asked to submit concise proposals describing their capacity to manage projects, their experience with similar projects, and their approach to the proposed project. Proposals should be prepared on standard size paper. Standard advertising brochures should not be included in the body of the proposal. The proposal shall include the following information:

**Business Organization** – This section shall include the firm’s name, areas of expertise, and a brief history of the firm, size, office locations, and business addresses. The name, address, and telephone number of a contact person and/or prospective project manager regarding the proposal shall be included. If sub-consultants are being utilized, similar information should be included for all subcontracted firms.

**Experience and Capabilities** - The consultant shall describe relevant qualifications of the firm and experience with similar projects. Qualification summary and list of staff intended for the project. Provide a description of similar projects along with a list of a minimum of three (3) references for each similar public organizational assessment completed.

**Project Approach** – The consultant shall describe the approach to the proposed project and project schedule to include key milestones, the method of conducting the work, along with the quantity in terms of time, the nature and scope or services to be provided by City staff to assist in the study’s completion. To be included at a minimum:

- Describe the more specific philosophy of the consultant and provide a recommendation in the following areas:
  - Method of identifying comparables and if comparable would vary depending upon department, position, or pay grade;
  - Comparison of only public sector data or private and public sector data;
  - Methodology to be used in benchmarking and determining salary ranges;

**Separate Envelope** – Provide cost information in a separate envelope.

**CITY OF WAUSAU - REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY**

---

**SUBMITTAL REQUIREMENTS**

One (1) original and six (6) copies of the proposal along with an electronic file stored on a jump drive, must be submitted in a sealed envelope by **4:00 p.m. Friday, July 15, 2016**. Please mark "Proposal for City of Wausau Salary (Pay Grade Maturation) Study" on the envelope.

The mailing and hand delivery address is:

**Wausau City Hall  
Attn: Myla D. Hite, Director  
Human Resources Department  
407 Grant Street  
Wausau, WI 54403**

**CONTACT PERSON**

Questions about the RFP or the project should be directed to Myla Hite, Human Resources Director, phone (715) 261-6634 or email myla.hite@ci.wausau.wi.us. Technical questions about the current compensation structure should be directed to Elise Krohn, Senior Human Resources Generalist phone (715) 261-6632 or email elise.krohn@ci.wausau.wi.us.

**TERMS AND CONDITIONS**

The City reserves the right to accept or reject any or all proposals or portions thereof without stated cause. Upon selection of a finalist, the City by its proper officials shall attempt to negotiate and reach a final agreement with the finalist. If the City, for any reason, is unable to reach a final agreement with this finalist; the City then reserves the right to reject such finalist and negotiate a final agreement with another finalist who has the next most viable proposal. The City may also elect to reject all proposals and re-issue a new RFP.

Clarification of proposals: The City reserves the right to obtain clarification of any point in a consultant's proposal or obtain additional information. Any request for clarification or other correspondence related to the RFP shall be in writing or email, and a response shall be provided within three (3) business days.

The City is not bound to accept the proposal with the lowest cost, but may accept the proposal that demonstrates the best ability and most qualified to meet the needs of the City. The City reserves the right to waive any formalities, defects, or irregularities, in any proposal, response, and/or submittal where the acceptance, rejection, or waiving of such is in the best interests of the City. The City reserves the right to disqualify any proposal, before or after opening, upon evidence of collusion, intent to defraud, or any other illegal practice on the part of the consultant.

**CITY OF WAUSAU - REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY**

---

**Note: Please return this page with your proposal.**

The undersigned, an authorized agent of his/her company, hereby certifies:

- the receipt of this letter to solicit bids (on this date): \_\_\_\_\_
- familiarization with all terms, conditions, and specifications herein stated,
- company is qualified to perform work and services as proposed,
- that the proposal submitted is valid until \_\_\_\_\_ (date).

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Mailing Address

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
City, State, Zip

\_\_\_\_\_  
Title

\_\_\_\_\_  
Type of Entity (S-Corp, LLC, etc.)

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Web Site

\_\_\_\_\_  
Email Address

**Organization chart attached on next page**

CITY OF WAUSAU - REQUEST FOR PROPOSALS  
SALARY (PAY RANGE MATURATION) STUDY

**ORGANIZATIONAL STRUCTURE:**

