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# REQUEST FOR PROPOSALS

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PUBLIC SAFETY ADMINISTRATION COMPENSATION STUDY



WINDSOR  
HEIGHTS  
the heart of it all

SEPTEMBER, 2020

City of Windsor Heights  
Public Safety  
1133 66<sup>th</sup> Street  
Windsor Heights, Iowa 50324

# WINDSOR HEIGHTS, IOWA REQUEST FOR PROPOSAL

The City of Windsor Heights is requesting proposals for a PUBLIC SAFETY ADMINISTRATION COMPENSATION STUDY as outlined below. Please read this entire package and submit your proposal in accordance with these instructions. Proposals improperly prepared and submitted may be rejected.

**DESCRIPTION OF PROJECT:** The City of Windsor Heights is seeking proposals from qualified consultants, experienced in the development of compensation systems for unique communities, to provide a comprehensive assessment and update of the City's current compensation program.

**GENERAL SPECIFICATIONS:** Please send all proposals to:

City of Windsor Heights  
RE: Public Safety Compensation Study  
Windsor Heights Public Safety  
1133 66<sup>th</sup> Street  
Windsor Heights, Iowa 50324

Proposals may also be sent electronically to [cmcluskey@windsorheights.org](mailto:cmcluskey@windsorheights.org).

Contact for questions:

Chad McCluskey  
Public Safety Director  
Chief of Police and Fire Services  
[cmcluskey@windsorheights.org](mailto:cmcluskey@windsorheights.org)  
515.645.6811

Deadline for submissions is October 30, 2020. Proposals will be evaluated beginning on November 2, 2020.

**Provisions:** The City of Windsor Heights retains the right to reject any or all proposals, to waive technicalities, and accept the proposal which they believe to be the most advantageous to the City.

## INTRODUCTION AND BACKGROUND

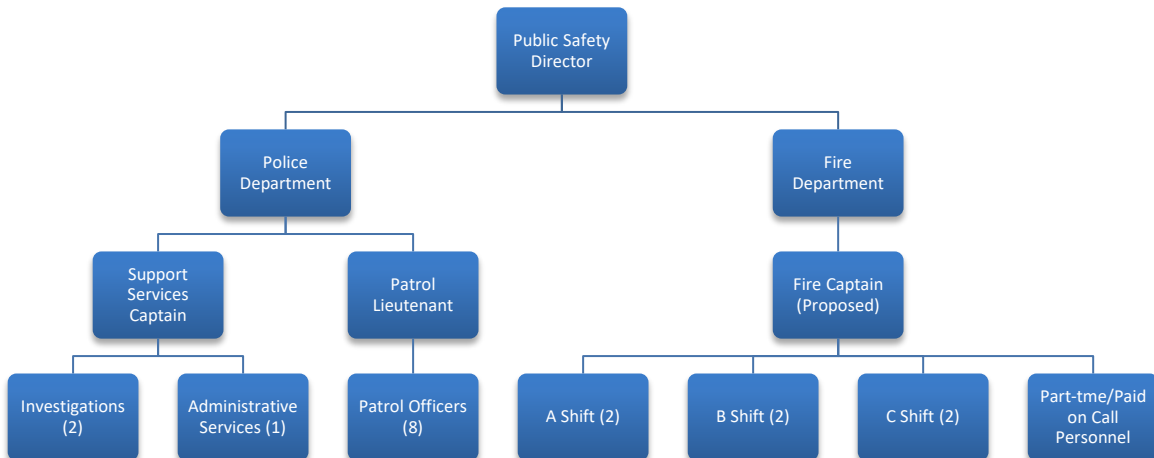
The City of Windsor Heights has conducted the most recent compensation studies in 2016, and early 2020. The 2016 study was conducted by Verisight and consisted of analysis, establishment of a point factor system, and recommended salary system with pay grades, salary ranges, and job titles. The early 2020 study did not satisfy the needs to the City with regards to salary ranges and pay scale based on comparable factors.

The City of Windsor Heights is an extremely unique community, located in the heart of the Des Moines, Iowa metropolitan area. While the City resident population is approximately 5,000, the location, proximity and complexity of the City does not reflect the relatively small population. Any vendor selected for this project must be able to develop creative solutions to identifying comparables for this project and articulately convey those comparables to others involved in the process.

The purpose of this request is to obtain a consultant who will assist the City in the following goals:

- Conduct an external market analysis of four (4) current Public Safety positions with the City of Windsor Heights to other similar municipalities, understanding the uniqueness and intricacies of the City of Windsor Heights. Positions to be evaluated include Public Safety Director / Chief of Police and Fire Services; Police Captain; Police Lieutenant; and Police Administrative Services Clerk. Other positions within Public Safety are covered by collective bargaining and are not included in this compensation study.
- Conduct an internal analysis of positions within the City of Windsor Heights to account for external market factors and to ensure internal equity (including internal equity with union positions).
- Make recommendations to the current compensation system that will attract and retain highly qualified employees.
- Identify other compensation and benefit issues pertinent to the City of Windsor Heights in order to develop and/or maintain a competitive compensation system.

### City of Windsor Heights, Iowa Public Safety current conditions:



**WINDSOR HEIGHTS PUBLIC SAFETY PERSONNEL SUMMARY**

**PUBLIC SAFETY DIRECTOR                    1 FTE**

**POLICE DEPARTMENT**

**Support Services Captain            1 FTE**  
**Patrol Lieutenant                    1 FTE**  
**Detective                                2 FTE**  
**Patrol Officer                          8 FTE**

**FIRE DEPARTMENT**

**Paramedic / Firefighter            3 FTE**  
**EMT / Firefighter                    3 FTE**  
**Paramedic / Firefighter\*           14 PT**  
**EMT / Firefighter\*                  12 PT**  
**Firefighter\*                            1 PT**

In 2016, the City of Windsor Heights implemented a salary range system to be utilized for a three-year period based on data from a Verisight compensation study. The midpoint of the salary schedule was determined utilizing an average incumbent's salary of the market. The goal of the system was to ensure advance through the range of each classification. The study provided guidance for the City to gauge an employee's movement through the schedule. The City also utilized a point factor system as an initial placement methodology.

The City of Windsor Heights intends to maintain a position classification and compensation system that meets the following goals:

- Complies with Federal and State laws.
- Establishes fair and equitable compensation relationships within the organization.
- Reflects relevant market conditions outside the organization.
- Is applied organization-wide professionally, consistently and objectively.
- Is maintained in accordance with best business practices.

It is desired to obtain a consultant who will assist the City of Windsor Heights in the following:

- Conduct a full market analysis of wages and benefits in comparable jobs in the City's labor market.
- Make recommendations for improvements to the existing position classification and compensation system.

All prospective consultants will be afforded full opportunity to submit statements of qualifications in response to this request and will not be discriminated against on the grounds of race, religion, color, national origin, age, sex, sexual orientation, or disability in consideration for an award of any contract entered into pursuant to this notice.

This Request for Proposal (RFP) is an invitation by the City of Windsor Heights for consultants to submit an offer, which may be subject to subsequent discussion. It is not a request for competitive bid. Submittal of a proposal does not create any right in or expectation to a contract with the City of Windsor Heights. The City of Windsor Heights reserves the right to reject any or all proposals and the City further declares that it will incur no financial obligations for any costs by any company in preparation of their proposal.

## **Statement of Qualifications**

To be considered, a consultant must be a full-service consulting firm with expertise in compensation structure analysis and maintenance and market pay analysis, preferably with significant work in the Public Safety arena. The consultant must also be able to provide full support in the reclassification and classification of positions and have the tools available to train City of Windsor Heights staff in this process. The consultant should be able to demonstrate their job evaluation and compensation system has been successfully implemented in at least three government entities, preferably within the State of Iowa or Des Moines Metro area.

## Selection Criteria

A selection committee will evaluate each submitted proposal to determine those firms who may be invited for an oral interview. The selection committee will recommend a contract with one firm to the Windsor Heights City Council. The City Council will provide final approval of the selection.

1. Proposals submitted will be evaluated using the following criteria:
  - a. Compliance with the RFP
  - b. Qualifications of the firm and experience in developing and/or maintaining position classification and compensation systems in governmental jurisdictions, particularly in municipal government.
  - c. Familiarity with municipal government in Iowa and/or Des Moines metro area.
  - d. Credentials of the individual(s) conducting the study.
  - e. Type of job evaluation system(s) for which the firm is familiar.
  - f. Ease and method of post contract maintenance of the classification and compensation system.
  - g. Results of an oral interview/presentation, if conducted.
  - h. The selection committee's confidence in the ability of the proposer to satisfactorily provide the services required.
  - i. Cost; including proposed contract terms, a fee schedule and payment plan based upon measurable contract milestones.

## Overall Scope of Work

- **Communication Expectations** - The successful consultant will be required to communicate with the designated City representatives at the initiation of each phase of the study. Additionally, any reports on the results of the study or recommendations during any part of the project will also be provided in writing. The City further expects ongoing and open communication between designated City representatives and the consultant over the course of the project. All products and recommendations must comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel.
- **Timetable for the Compensation Study** - The City would like the selected consultant to meet with the City of Windsor Heights to begin market analysis and job evaluation/pay structure analysis as soon as possible, but no later than December 1, 2020.
  - Additionally, the City would ideally like the market analysis, with recommendations, completed by February 1, 2021 and the entire project completed by March 1, 2021. The City is open to considering other timelines based on consultant resources or experience. Any recommendations exceeding the preferred timeline need to be provided in detail in the consultant's proposal.

- **Scope of Services to be Provided**

- Conduct a full market analysis of the compensation, classification and benefit structure for specified, non-union positions in the City of Windsor Heights. The analysis should include specific comparables segmented locally and regionally, with demographics comparable to Windsor Heights, by job market and/or description. This should include providing an action plan that specifies how the analysis will be conducted, including how input and involvement of staff will occur, what steps will be taken to ensure objectivity and impartiality, and how the market rates for similar jobs in the relevant market will be identified.
- Recommend improvements to the current system based on results from the market analysis that meets the requirements of the law, recognizes tenure, assures internal equity and external competitiveness, has the ability to be coordinated with current labor agreements, and incorporates the market conditions identified in the study.
- Comment on the quality and cost of the current City of Windsor Heights benefits program. Discuss with City leadership the issue of pay progression with appropriate consideration for both length of service and performance. Make recommendations based on the identified pay philosophy, feasibility and affordability.
- Review supporting pay administration policies, including overtime pay status and policies. Review the current process for internal maintenance of the classification and compensation system, making recommendations as appropriate.
- Design and produce an overall plan that is clear and understandable in order to promote employee and employer acceptance of the results and use of those results for at least a three-year term into the future.
- Recommend an implementation strategy for the updated compensation system with the lowest financial impact on the City's operating process and greatest gain to positions that fall outside of a designated range. This plan may be implemented over multiple years. Develop and participate in an appeal process for employees who do not agree with the classification for their own position. Appeals must be submitted within 30 days of plan adoption.
- Upon implementation of the compensation system, the consultant will provide training to City staff on the utilization and maintenance of the system. Additionally, the consultant will provide the necessary documentation and other materials so the City will be able to maintain the system independent of the consultant following the implementation of the job evaluation/compensation plan.
- The successful consultant must agree to comply with all federal, state, and local laws, ordinances, rules, regulations and executive orders pertaining to unlawful discrimination on account of race, color, creed, national origin, sex, sexual orientation, marital status, and status with regard to public assistance, disability or age.
- Present, in person if needed, progress reports and/or issues to designated City representatives or City Council on a regular basis and at critical points in the study.
- Present, in person if needed, to designated City representatives, Budget Committee, and to the City Council the final report which summarizes the information gathering process, findings, and the estimated cost of wage recommendations and an implementation plan.

## Proposal Requirements

All proposals submitted in response to this request for proposals shall contain the following information in the stated order:

- Name, address and telephone number of the firm.
- Description of the firm (corporation, partnership, etc.) and year established.
- Description of experience in developing and/or maintaining classification and compensation systems in governmental jurisdictions, particularly in City Government, and highlighting experience in the Public Safety arena.
- Name(s) of all partner(s), principal(s) and/or owner(s) of the firm.
- Names of persons who would conduct the study and their credentials. Unless approved by the City, none of the work performed under the proposal shall be subcontracted.
- Names of entities, especially governmental, where these persons have performed, along with a name and title of a contact person at each entity.
- At least three references, where your firm has performed in the past three years, preferably other governmental units, including an individual contact name, name of organization and phone number that the City may contact regarding projects of similar size and content as outlined in this request (both union and non-union wage and classification systems and implementation approaches).
- A description of the basic philosophy of the consultant regarding the relevance and importance of job classification and employee evaluation systems, including information regarding the consultant's general approach to the development of job classifications and compensation pay system.
- The cost proposal shall include a breakdown of the firm's rates, fees, and charges for services, by component part and for the total project. Include a proposed payment schedule, proposed contract terms and/or any proposals for annual maintenance of the plan.
- The proposal shall clearly define training which will be provided to City staff that will be responsible for ongoing maintenance of the compensation plan.
- The proposal shall clearly define, identify, and estimate the cost of any additional services and/or reimbursable services that the consultant did not include in the not to exceed lump sum cost.
- The consultant is encouraged to explore areas in which the City personnel may provide assistance with the specific goal of reducing ultimate City costs. Alternate proposals in identified areas are encouraged.
- The consultant shall provide a sample of any standard contract form normally used by the consultant.
- A statement ensuring validity of the proposal for at least ninety (90) days.



## INSTRUCTIONS TO VENDORS

- **RESPONSIBILITIES:** It is the responsibility of the vendor to thoroughly examine and familiarize themselves with all aspects of the proposed project, including deadlines, site locations and any special requirements.
- **INTERPRETATIONS:** No oral interpretations made to any vendor will be binding. Requests for interpretations or changes must be made in writing to the City Administrators office seven (7) or more working days prior to the published deadline date.
- **GENERAL INFORMATION:** Names and qualifications of corporate/company officers/owners. Company address/location(s) and other appropriate contact information. A brief history of the company. A full description of the Bidder's entity (corporation, partnership, etc.) and identification of all parties including a disclosure of all persons or entities having a beneficial interest in the proposal.
- **REFERENCES:** Provide contact information for three individuals that have had experience with the vendor's company.
- **METHOD OF SUBMISSION:** There shall be a single submission for each proposal remitted. Alternatives may be submitted but must be in the form of a separate proposal.

The City of Windsor Heights retains the right to reject any or all proposals, to waive technicalities, and accept the bid which they believe to be the most advantageous to the City.