Town of Christiansburg, VIRGINIA
RFP # HR-13-01
ISSUE DATE: MARCH 8, 2013

Request for Proposals for Non-Professional Services:
Classification, Compensation Plan, and Performance Evaluation Study

(TO BE COMPLETED AND RETURNED)

GENERAL INFORMATION FORM

QUESTIONS: All inquiries for information regarding this solicitation should be directed to: Becky Wilburn, PHR, Director of Human Resources and Public Relations, Phone: (540) 382-6128; faxed to (540) 382-7338, or e-mail: bwilburn@christiansburg.org.

DUE DATE: Sealed Proposals will be received until April 1, 2013 up to and including **3:00PM**. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

ADDRESS: Proposals should be mailed or hand delivered to: **Town of Christiansburg Human Resources, Attn: Becky Wilburn, 100 E. Main St., Christiansburg, Virginia 24073.** Reference "Sealed RFP# HR-13-01" in the lower left corner of the return envelope or package.

COMPANY INFORMATION/SIGNATURE: In compliance with this Request For Proposal and to all conditions imposed herein and hereby incorporated by reference, the undersigned offers and agrees to furnish the services and goods in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Full Legal Name (print)		Federal Taxpayer Number (ID#)	Contractor's Registration
Business Name / DBA Name / TA Name and Address		Payment Address	Purchase Order Address
Contact Name/Title		Signature (ink)	Date
Telephone Number	Fax Number	Toll Free Number	E-mail Address

Town of Christiansburg
RFP# HR-13-01
Classification, Compensation Plan, and Performance Evaluation Program Study

1.0 Solicitation

The Town of Christiansburg, Virginia, (Town) is soliciting proposals from compensation consultant firms and/or qualified individuals for non-professional services. Services to be provided include but are not limited to the study and recommended design of a compensation plan; corresponding performance evaluation system for full-time employees; as well as a market salary/compensation survey for use within the compensation plan. Sealed proposals must be submitted to Town of Christiansburg Human Resources, Attn: Becky Wilburn, 100 East Main Street, Christiansburg, VA 24073, no later than 3:00 pm, local prevailing time, on April 1, 2013.

2.0 Background

The Town is located in Montgomery County in the New River Valley between the Appalachians and Blue Ridge Mountain Range. The Town has an approximate population of 21,000 and is governed by an elected seven member Town Council who appoint a town manager.

CURRENT SYSTEM

The Town pay plan is based on step increases for all full-time employees. The pay plan consists of Steps A-F. Newly hired employees are generally paid beginning at Step A. Following a six-month probationary period, the department head and/or town manager will evaluate the employee's performance, and upon approval, the employee will advance to Step B. Employee performance evaluation occurs every 328 from the previous step increase, and with the town manager approval, employees will continue to receive step increases through Step F.

There are currently 142 full-time position classifications and 230 full-time employees.

The current pay plan is viewed as an attractive recruitment tool because newly hired employees with satisfactory performance will reach the top of the salary scale in approximately 4 ½ years. Some of the challenges of the plan are its limits on continuing to reward job performance after 4 ½ years of service and employees with differing levels of experience who hold the same position making the same salary.

Employees hired on or before June 30, 2011 are also eligible for a 3% length of service salary increase after 14 years of continuous service, as well as an additional 2% length of service increase after 19 years of continuous service to the Town. Employees hired after June 30, 2011 are no longer eligible for this increase.

While the pay plans for some positions have been reevaluated in the last year after a vacancy or due to reorganization, the Town pay plan has not been completely reviewed for at least five years. Preliminary review of the compensation for classified positions indicates a mix of rates that are likely at, below, and above market.

There are 15 full-time classified exempt status employees in the Town. They include all department directors, the assistant to the town manager, assistant town manager, and town manager. All other full-time employees are currently non-exempt (overtime eligible).

Each department also utilizes their own employee performance evaluation criteria and unique form. The five different forms currently in use range from graphic rating scales to informal discussions. The Town desires to have a uniform system that more directly ties pay to performance.

CURRENT STATUS

Effective July 1, 2012 the Town placed a 'freeze' on the step pay plan for new hires in order to allow time the Town time to evaluate the need to overhaul its compensation and job performance evaluation system(s) without further obligating itself to the existing plan. Employees hired after July 1, 2012 were given a higher starting salary to help offset the freeze (typically Step B), as they currently remain ineligible to receive step increases. These and all other full-time positions will be included in the new compensation plan.

Town staff has completed preliminary research into the feasibility of creating a new pay plan and corresponding uniform evaluation method for employee job performance that more effectively ties pay to performance. The range/midpoint compensation appears to most closely match the needs of the Town, but a full review of options and recommendations are desired.

Town staff is also currently working on reviewing all job descriptions and adding/amending applicable information in preparation for this compensation study.

TIME REQUIREMENTS

The Town will receive proposals in March of 2013, and from the proposals submitted, choose two or more Offerors to bring in for further negotiation. A draft will be due July 31, 2013, and the final study should be complete and

recommendations made by August 30, 2013, for an effective date of January 1, 2014. Weekly progress reports shall be made to the human resources director.

3.0 Statement of Need

The scope of the Compensation and Classification Study is as follows:

A. Scope of Services
The overall classification and compensation plan must provide internal equity and yet be competitive in the marketplace in attracting and retaining qualified employees. The study shall include, but not be limited to the following:

1. Classification Study
   a. Assist the Town in reviewing existing job descriptions, obtaining market data from both the public and private sectors, developing/implementing a job evaluation system such as the point-factor or benchmark system, and making recommendation on updating its classification plan that reflects the current market.
   b. Review current classification methodology, and propose recommended strategies for the Town.
   c. Identify management, supervisory, professional, technical, and general employees, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).
   d. Present proposed recommendations to Human Resources for review prior to making any final classification determinations.

2. Compensations Study
   a. Schedule an initial meeting with Human Resources to discuss the process and tasks to be performed.
   b. Assist in reviewing the Town's current salary administration guidelines and making recommendations on implementing new strategies that will pay employees for superior job performance/additional duties/education/qualifications and ensuring that the compensation plan remains competitive in future years.
   c. Develop a comprehensive labor market salary and total compensation value survey for the New River Valley area that reflects the public and private sector to include a minimum of the following areas: Montgomery (to include the Towns of Christiansburg and Blacksburg), Pulaski and Roanoke Counties, and the independent cities of Radford and Roanoke. The market salary will include the following:
      i. Market salary and total compensation comparison to the Town of Christiansburg for each benchmark position for each position by minimum, midpoint, and maximum.
      ii. Prepare cost analysis for employees in positions that fall below the proposed minimum salaries following reclassification

iii. Combined average pay plan salary range comparison to the Town of Christiansburg for each benchmark position by minimum, midpoint, and maximum.

d. Recommend appropriate salary range for each existing or proposed position based on the classification plan, the compensation survey results, and internal relationships and equity.
e. In addition, to Letter d above, recommend salary range to include percent spreads between ranges and with ranges for each position based on median and mean salary of comparable localities and companies. Prepare a new salary structure based on the results of the survey and best practices.
f. Recommendation of salary range shall also take into account the unique nature of certain functions and responsibilities which are characteristic of certain jobs and departments in the Town government.
g. Develop a strategy to increase current employees pay to a competitive level that aligns with the results of the compensation study.

3. Performance Evaluation/Review System
   a. Study the current performance evaluation forms currently utilized within the organization.
   b. Recommend appropriate employee performance evaluation/review system that accurately evaluates job performance and creates scoring system
   c. Create forms for performance evaluation/reviews in support of the new system.
   d. Recommend how the performance review scoring system will correlate with an employee's movement through the new compensation plan.
   e. Provide resources/guidance on training methodology best practices to effectively transition organization to new evaluation system.

4. Implementation
   Provide resources to be utilized for information dissemination to employees regarding the new compensation plan and performance evaluation/review system (e.g. PowerPoint presentations; handouts; etc.)

B. Methodology:
   1. Kickoff meeting with Town staff – as determined by the Town
   2. Process for developing a detailed work plan which will include:
      a. Timeframes
      b. Number of on-site visits and the specific work to be accomplished during these visits
      c. Document review of existing classification and compensation plan and position descriptions
      d. Required interviews with key Town staff
      e. Status reports and study benchmarks
      f. Review and discussion of initial draft recommendations
      g. Review and discussion of draft report
      h. Weekly updates to the Human Resources Director on study progress

3. Number of project staff proposed and their qualifications

C. Study Deliverables (all work products must be submitted no later than August 30, 2013):
   1. Detailed work plan
   2. Status reports at each study benchmark as outlined on the work plan
   3. Initial draft recommendations
   4. Draft Report of Findings and Recommendations
   5. Final Report of Findings and Recommendations
   6. Presentation(s) of Report as determined by the Town
   7. Information materials for training/implementation
   8. Recommendations for exempt/non-exempt positions in accordance with FLSA

4.0 Proposal Preparation and Submission Requirements

A. General Requirements:

1. RFP Response: In order to be considered for selection, Offerors must submit a complete response to this RFP. One (1) original and seven (7) copies of each proposal must be submitted to:

   Town of Christiansburg
   Attn: Becky Wilburn
   100 E. Main St.
   Christiansburg, VA 24073

Identify on outside of envelope: **Sealed RFP # HR-13-01**

RFP due date/opening date: April 1, 2013 at 3:00 P.M.

The Offeror shall make no other distribution of the proposal.

2. Proposal Preparations:

a. Proposal shall be signed by an authorized representative of the Offeror. All information requested should be submitted. The human resources director will review all proposals to ensure required information is included. Failure to submit all information requested may result in a request to submit the missing information. Proposals which are substantially incomplete or lack key information may be rejected as incomplete. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.

b. Proposals will be reviewed and evaluated by a committee as designated by the Town.

c. Proposal should be prepared simply and economically, providing a straight forward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.

d. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirements as it appears in the RFP. If a response covers more than one page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

e. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.

f. Ownership of all data, materials and documentation originated and prepared for the Town pursuant to the RFP shall belong exclusively to the Town and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protections of Section 2.2-4342D of the Code of Virginia, in writing, either before or at the time the data or other materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection of the proposal.

B. <u>Specific Requirements</u>:

Proposals should be as thorough and as detailed as possible so that the Town may properly evaluate your capabilities to provide the required services. Offerors are required to submit the following information/items as a complete proposal:

1. The return of the RFP general information form and addenda, if any, signed and completed as required.

2. Please provide a narrative on the company background to include how long the company has been in business, how long the company has served municipal clients, and size and organizations of the company.

3. Method and Plan for completing the scope of the study. Please include estimated time frames for completion of each task. Discuss your firms ability to perform the required services. Discuss your success with designing and implementing innovative approaches to compensation and classification.

4. Discuss all costs to be included in the scope of study. Itemized each cost to task. The cost quotations must include all costs such as training, travel and per diem.

5. Personnel assigned to the project should have a minimum of five years of experience.

6. Discuss the current projects that you are working on and how you will be able to fit the Town of Christiansburg's timeline into your project schedule.

7. Please provide four (4) recent references, similar to the Town of Christiansburg, for whom you have provided the type of services described herein. Include the date(s) services were furnished, the client name, address and the name and phone number of the individual the Town of Christiansburg has your permission to contact.

8. Discuss the following list of mandatory requirements and how you intend to meet each.

   <u>Detailed work plan</u>

   Status reports at significant milestones:

   1. Completion of Data Gathering phase
   2. Completion of Document Review phase
   3. Draft of Initial Recommendations = Completion of Study Benchmarks as outlined in the work plan
   4. Draft Report of Findings and Recommendations
   5. Final Report of Findings and Recommendations
   6. FLSA exempt/non-exempt listing

5.0 Evaluation and Award of Contract:

A. Award of Contract

Selection shall be made of two or more Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposal. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the Town

of Christiansburg shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Town of Christiansburg may cancel the Request for Proposal or reject proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular proposal was not deemed to be the most advantageous. (Section 2.2-4359D, Code of Virginia.) Should the Town of Christiansburg determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms, and conditions of the solicitation and the contractor's proposal as negotiated. See Attachment A for sample contract form.

B. Evaluation Criteria
Proposals shall be evaluated by the Town using the following criteria:

EVALUATION CRITERIA		WEIGHT
1.	Method and plan for providing services	30
2.	Expertise, qualifications and experience	35
3.	Price	25
4.	References	5
5.	Financial Responsibility of the firm. Company Staff, Individual Certifications, Company Certifications.	5

6.0 Terms and Conditions

A. Rejection of Proposals – The Town reserves the right to reject any or all proposals, to waive any informality or irregularity in any proposals, or reject any item or combination of items.

B. Contract Execution – in the event that the offerors to whom the proposal is awarded does not execute a contract within 30 days after the award of proposal, the Town may give notice to such offeror of intent to award the proposal to the next most qualified offeror, or to call for new proposals, and may proceed accordingly. Any exceptions to this contract must be clearly noted in the proposal.

C. Inquiries – Any inquiries concerning this RFP must be directed, in writing, to Ms. Becky Wilburn, PHR, Director of Human Resources and Public Relations, 100 East Main Street, Christiansburg, VA 24073, or bwilburn@christiansburg.org.

D. Understanding of RFP – Offerors shall thoroughly examine and be familiar with the RFP. The failure of omission of any offeror to receive or examine this document shall in no way relieve any offeror of obligations with respect to this proposal of the subsequent contract. The submission of a proposal shall be taken as prima facie evidence of compliance with this paragraph.

E. Assignment of Contract – The firm is prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of this contract or its rights, title or interest therein or its power to execute such contract or its rights, title or interest therein or its power to execute such contract to any other person, company, or corporation without the consent an approval in advance and in writing by the Director of Human Resources and Public Relations.

F. Exceptions to RFP – Offerors taking exception to any part or section of this RFP shall clearly indicate such exceptions in their proposal. Failures to indicate any exceptions shall be interpreted as the offeror's intent to fully comply with the RFP as written. Conditional or qualified proposals are subject to rejection in whole or in part.

G. Laws and Regulations – Any contract awarded shall comply fully with all local, state, and federal laws and regulations. Any litigation arising from this contract will be conducted in the Circuit Court of Montgomery County, a court within the Commonwealth of Virginia.

H. Collusion among Offerors – More than one proposal from an individual, firm, partnership, corporation, or association under the same or different name will be rejected. Reasonable grounds for believing that an offeror has an interest in more than one proposal for the work contemplated will cause rejection of all proposals in which offeror is interested. Any or all proposals will be rejected if there is any reason for believing that collusion exists among the offerors. Participants in such collusion may not be considered in future proposals for the same work. Each offeror, by submitting a proposal, certifies that it is not a party to any collusive action.

I. Qualifications of Offerors – Each offeror may be required, before the award of any contract, to show to the complete satisfaction of the Selection Committee that is has the necessary facilities, abilities, and financial resources to furnish the service or material specified herein in a satisfactory manner, and the offeror may also be required to show past history and reference which will enable the Selection Committee to be satisfied as to the offeror's qualifications. Failure to qualify according to the foregoing requirements will justify proposal rejection.

J. Liability – The successful Offerors will not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, civil disobedience, riots, rebellions, acts of God, and similar

occurrences beyond the control of the successful offeror that make performance impossible or illegal, unless otherwise specified in the agreement.

K. Relation to the Town – It is the intent of the parties hereto that the successful offeror shall be considered as an independent contractor and that neither it nor its employees shall, under any circumstances, be considered servants or agents of the Town and that these bodies shall be at no time legally responsible for any negligence on the part of said successful offeror, its servants or agents, resulting in either bodily or personal injury or property damage to any individual, firm, or corporation.

L. Expenses Incurred In Preparing Proposal – The Town accepts no responsibility for any expense incurred in the proposal preparation and presentation. Such expenses are to be borne exclusively by the offeror.

M. Offeror Responsibility – Before submitting a proposal, each offeror shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the contract. Before submittal a proposal, each offeror shall make all investigations and examination necessary to verify any representations made by the Town that the offeror will rely upon. No pleas of ignorance of such conditions and requirements resulting from failure to make such investigations and examinations will relieve the successful offeror from its obligation to comply in every detail with all provisions and requirement of the contract documents or will be accepted as a basis for any claim whatsoever for any monetary consideration on the part of the successful offeror.

N. Protest of Award or Decision to Award – An Offeror may protest an award or decision to award a contract under procedure as set forth in the Town of Christiansburg Procurement Policy.

O. Ethics in Public Contracting – This specification incorporated by reference, but is not limited to, the provisions of law contained in the Virginia Conflict of Interest Act, the Virginia Government Frauds Act, and the Virginia Public Procurement Act.

P. Insurance Requirements – By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverages at the time the work commences. Additionally, it will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

During the period of the contract, the Town of Christiansburg reserves the right to require the Contractor to furnish certificates of insurance for the coverage required.

Insurance Coverages and Limits Required:
1. Worker's Compensation - Statutory requirements and benefits.
2. Employers Liability - $100,000.00
3. General Liability - $500,000.00 combined single limit. The Town of Christiansburg and the Commonwealth of Virginia shall be named as an additional insured with respect to goods/services being procured. This coverage is to include Premises/Operations Liability, Products and Completed Operations Coverage, Independent Contractor's Liability, Owner's and Contractor's Protective Liability and Personal Injury Liability.
4. Automobile Liability - $500,000.00

The contractor agrees to be responsible for, indemnify, defend and hold harmless the Town of Christiansburg, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the contract, including but not limited to claims under the Worker's Compensation Act. The contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless the Town of Christiansburg, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the contract.

Q. Business, Professional, and Occupational License – All firms conducting business for the Town are required to be licensed in accordance with Town Policy.

R. Other Licenses and Permits – The Offeror shall pay all Town, County, State, and Federal taxes required by law enacted at the time proposals are received and resulting from the work or traceable work thereto, under whatever name levied.

S. Ownership of Documents – The Offeror agrees that all information, finished or unfinished documents, data, studies, surveys, specifications, models, records, reports, and other material gathered and/or prepared by or for it under the terms of the contract shall, a the Town’s option, be delivered to, become, and remain the property of the Town. The Town shall also have the right to use and reproduce the data, reports, submitted hereunder, without additional compensation to the Offeror.

T. Employment Discrimination By Contractors Prohibited – Every contract in excess of $10,000 shall include the following provisions:

1. During the performance of a contract, the Offeror shall agree that he will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis

prohibited by federal or state law relating to discrimination in employment in the solicitation and award of public contracts except where a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor exists; that he will post in conspicuous places, available to employees and applicants for employment, notices setting forth nondiscrimination practices, and that he will state in all solicitations or advertisements for employees placed by or on behalf of the Contractor, that he is an equal opportunity employer. Notices, advertisements, and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient to meet this requirement.

2. The Offeror will include the provisions of the foregoing paragraphs in every subcontract or purchase order in excess of $10,000 so that the provisions will be binding upon each subcontractor or vendor.

U. Drug Free Workplace – All public bodies shall include in every contract over $10,000 the following provisions. During performance of this contract, the Offeror agrees to:

1. Provide a drug free workplace for the contractor's employees.
2. Post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition.
3. State in all solicitations or advertisements for employees placed by or on behalf of the Offeror that the Offeror maintains a drug free workplace.
4. Include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000, so that the provision will be binding upon each subcontractor or vendor.

For the purpose of this section, "*drug free workplace*" means a site for the performance of work done in connection with a specific contract awarded to a Offeror in accordance with this chapter, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

V. Payment Procedures – The Town will authorize payment to the Contractor after each receipt of Contractor's identified deliverables to be negotiated. Invoices shall be sent to:

Town of Christiansburg Human Resources
Attn: Becky Wilburn
100 E. Main Street
Christiansburg, VA 24073

W. Subject to Appropriations – The Offeror agrees that any resulting contract shall be subject to appropriations of the Christiansburg Town Council and that non-appropriation of sufficient funding to continue to the contract will result in its automatic termination once existing funding is exhausted.

ATTACHMENT A
TOWN OF CHRISTIANSBURG
STANDARD CONTRACT

Contract Number:

This contract entered into this _____ day of, 200__, by _____ hereinafter called the "Contractor" and the Town of Christiansburg, called the "Town".

WITNESSETH that the Contractor and the Town, in consideration of mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF SERVICES: The Contractor shall provide the services to the Town as set forth in the Contract Documents.

CONTRACT PERIOD: The initial contract period is _____ through _____.

COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid in accordance with the Contract Documents.

CONTRACT DOCUMENTS: The Contract Documents shall consist of signed Contract, the statement of need, general terms and conditions, special terms and conditions, specifications, and other data contained in this Request For Proposal Number, dated _____, together with all written modifications thereof, the proposal submitted by the Contractor dated _____ and the Contractor's letter dated_____, all of which contract documents are incorporated herein.

In **WITNESS WHEREOF**, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:	**TOWN OF CHRISTIANSBURG:**
By: _____	By:_____
Title: _____	Title:_____