



Village of Elburn

Human Resources Office

301 E. North Street

Elburn, IL 60119

Phone: (630) 365-5060

April 26, 2024

To Whom It May Concern:

The Village of Elburn, Illinois, is seeking proposals from qualified consultants for a “Compensation & Classification Study” project. The selected firm will help create the Village’s compensation and classification systems including job descriptions, job classifications, pay ranges, benefits survey, and a performance evaluation system used for the Village’s employees. The attached Request for Proposal includes an explanation of the project’s scope.

Questions may be directed to the Assistant Village Administrator as outlined in the attached RFP and shall be submitted before close of business on May 6, 2024.

Proposals are due by 3:30 p.m., May 17, 2024.

We appreciate your interest in the project and look forward to hearing from you.

Sincerely,

Christopher Ranney

Christopher Ranney

Assistant Village Administrator

cc: John Nevenhoven, Village Administrator



COMPENSATION AND CLASSIFICATION PLAN STUDY

General Information

The Village of Elburn is seeking competitive proposals from qualified firms with expertise in the public sector to assist in the creation of a formal Compensation and Classification Plan for all non-union positions (**Appendix A**) and update the performance evaluation system used for all employees. The primary goal of this request for proposal is to retain a firm to review, analyze, and make recommendations to help create a pay and classification system that is fair and competitive in the marketplace.

Through this study, the Village desires to ensure its compensation system:

- is compliant with all applicable laws and regulations, including; the Equal Pay Act, EEO, FLSA (exempt/non-exempt), and others;
- is financially viable and resilient to economic conditions;
- allows the Village to attract and retain high-quality and motivated employees;
- incentivizes employees to perform at a high level and continuously improve;
- is competitive with the market and internally equitable for all positions; and
- is perceived by employees, elected officials, and residents as understandable, fair, equitable, reasonable, and transparent.

As a result of the study, Village staff should possess a report that demonstrates clear rationale and justification for the Village's compensation structure and progression within the structure. The final report should be a tool for elected officials to have an objective discussion regarding the Village's compensation structure and policies and help staff to objectively evaluate requests for the development of new positions or reclassification of existing positions.

The study will be performed by a consultant and coordinated by the Assistant Village Administrator. Staff must be able to update and maintain the system after the study and analysis has been completed.

General Terms and Conditions:

Authority: This RFP is issued pursuant to applicable provisions of the Village of Elburn municipal codes. Responses to this RFP shall be opened in private by Village officials to avoid disclosure of contents that may contain confidential or proprietary information to competing respondents.

Award: Award shall be made by the Village of Elburn to the responsible consultants whose proposal is determined to be the most advantageous to the Village, taking into consideration price and the evaluation criteria set forth herein below. The Village reserves the right to accept the Proposal as a whole, or any component thereof if it appears to be in the best interests of the Village.

Errors in Submittals: Consultants are cautioned to verify their submittals prior to submission. Negligence on the part of the consultants in preparing the proposal confers no right for withdrawal or modification of the proposal.

Incurred Costs: The Village Elburn will not be liable in any way for any costs incurred by respondents in replying to this RFP.

Indemnification: The contractor shall indemnify, defend, and hold harmless the Village of Elburn, its officers, agents, employees, representatives, and assigns, from lawsuits, actions, costs (including attorneys' fees, claims, or liabilities of any character brought because of any injuries or damages received or sustained by any person, persons, or property on account of any act or omission, neglect, or misconduct of said contractor, its officers, agents, and/or employees arising out of, or in the performance of any provisions of the contract, including any claims or amounts arising or recovered under the Workers Compensation Act or any other law, ordinance, order or decree. In connection with any such claims, lawsuits, actions, or liabilities, the Village of Elburn, its officers, agents, employees, representatives, and their assigns shall have the right to defense counsel of their choice. The contractor shall be solely liable for all costs of such defense and for all expenses, fees, judgments, settlements, and all other costs arising out of such claims, lawsuits, actions, or liabilities. Consultant agrees to comply with all laws, ordinances, and rules of the Village of Elburn and the State of Illinois.

Professional Liability (Errors and Omission Insurance): The selected consultant shall procure and maintain for the duration of the contract, Professional Liability Insurance for bodily injury and property damage arising out of the render or failure to render proper professional service. The selected consultant shall maintain limits of no less than \$1,000,000.

Reserved Rights: The Village reserves the right, at their sole discretion, to use without limitation any and all information, concepts, and data submitted in response to this RFP, or derived by further investigation thereof. The Village may seek clarifications from a Respondent at any time and failure to respond promptly may be cause for rejection. The Village also reserves the right to interview only those consultants it determines shall provide the most advantageous services to the Village, and to negotiate with one or more Respondents acceptable to the Village. The Village reserves the right to negotiate or reject any and all proposals.

RFP Amendments: The Village further reserves the right at any time and for any reason to cancel this solicitation, to supplement, add to, delete from, or otherwise change this RFP before the closing date.

Data and Historical Information

Originally known as Blackberry Station, the Village of Elburn was incorporated in 1881, is located approximately 46 miles west of the Chicago loop, and is the end of Metra's West Line. The Village, a non-home rule community of roughly 7,100 residents, is operated under a non-partisan Mayor/Council form of government. Municipal staff consists of five different departments including Administration, Building & Zoning, Finance, Police, and Public Works. There are approximately 44 authorized positions in total (30 full-time positions, 14 part-time/seasonal positions) (**Appendices C & D**). The Village has collective bargaining agreements with two employee groups representing 16 positions in the Police Department. The compensation aspect of this study will be for non-union positions only.

The Village has grown from a small farming community into a more suburban locality. As such, certain steps have been and need to be taken in order to transition into a modern, professionally administered municipality. In 2018, the Village adopted its first Strategic Plan and updated it in 2022. The Village's Comprehensive Land Plan was updated in 2020. An Organizational Service Delivery and Staffing Analysis was conducted in 2021. As part of that study, a new position (among others) was created to manage the Village's Human Resources function and assist the Village Administrator. In August 2023, a Human Resource Information System (HRIS) was integrated into the Village's ERP system. Next, the Village is seeking to implement a formal Compensation and Classification Plan with the assistance of a reliable consultant since no such plan currently exists officially. The Village would also like the consultant to review and make recommendations regarding the performance evaluation process and how that relates to annual rate increases.

The Village is committed to working with a consultant to establish salary grades and ranges based on the complexity of the position, the relationship of that position to all other positions within the Village, and the relationship of that position to positions of similar qualifications and responsibilities in comparable communities. The Village is also very much open to suggestions from the consultant.

Under the current system, all employees are evaluated once per year via an annual performance review process in January, with a merit/market adjustment to pay effective May 1 coinciding with the beginning of the fiscal year. Employees who meet, exceed, or greatly exceed expectations on their annual evaluation receive an increase based on their performance evaluation/merit award and a market adjustment. The recommended salary adjustments are a reflection of the analysis of other municipalities, market trends, and other data sources such as CPI-U. The adjustments are awarded as a percentage increase.

Evaluation of Proposals and Award of Contract

The Village of Elburn will award the services in a manner that will obtain the highest quality of services at the most competitive price. Proposals will be accepted only from firms with demonstrated experience and competency in the analysis of wage and benefit systems, with preference given to firms with municipal experience.

Proposals will be evaluated using the following criteria:

- Compliance with Request for Submittals: This refers to the adherence to the “Scope of Required Services”, under the “Proposal Format”, section of this Request for Proposal.
- Quality of Response: Clearly demonstrated understanding of the work to be performed. Project staff experience and ability to successfully work with the other project team members. Unique qualities of the firm; advantages over other candidates.
- Cost: The proposed not-to-exceed cost will be used as a basis of comparison between proposals and shall be weighted to allow the selection panel to choose the most qualified firm for the work while ensuring a fair and equitable price for the Village.
- Capability: Level of capability demonstrated by the consultant’s proposed resources for meeting the requirements of this proposal. A demonstrated ability to complete projects on schedule and within budget. The consultant must show a clear understanding of the project objectives, a demonstrated knowledge of employee compensation, the ability to collect and analyze/interpret various types of data, the ability to work cooperatively and constructively, identify best practices, and make presentations.
- Completeness: Completeness and reasonableness of the consultant’s plan/proposal for accomplishing the tasks. Consistency of proposal with the Village’s objectives.

Please note that no formal opening of the proposals will take place. Proposals will be evaluated and the successful firm will be contacted subsequent to Village Board approval. The Village may request a meeting with one or more respondents to further vet that proposals are in accordance with project guidelines.

The following table outlines the anticipated timeline for RFP submission and selection:

Activity	Target Date
RFP Issued	April 26, 2024
RFP Questions Deadline	May 6, 2024
RFP Questions Responses Sent	May 9, 2024
Submission of Proposals	May 17, 2024
Recommend Award	June 3, 2024
Official Approval of Award	June 17, 2024

Termination Of Contract:

Either party may terminate this agreement by giving the other party no less than two (2) months written notice. If the vendor terminates the contract prior to completion of the project, all work completed to date shall be given to the Village of Elburn. Additionally, the vendor shall reimburse the Village for any out-of-pocket costs incurred in acquiring and retaining a new vendor.

Terms And Conditions For Making A Proposal

A. Inquiries from Proposers

Please use the contact information below for questions concerning the RFP. All questions must be submitted in writing by email. Questions must be submitted no later than May 6, 2024. All questions submitted, and answers to each question will be sent to all prospective proposers at the same address to which the RFP was sent and posted to the Village's website by May 9, 2024. Questions should be directed to:

Christopher Ranney
Assistant Village Administrator
301 E. North Street
Elburn, IL 60119
hr@elburn.il.us

B. Costs Incurred in Responding

All costs, directly or indirectly related to the preparation of a proposal, including any oral presentations required to supplement and/or clarify a proposal, shall be the sole responsibility of the vendor.

C. Response Instructions

One (1) digital copy of the proposal should be returned in PDF format bearing the name and address of the respondent and labeled "Request for Compensation Study", along with two (2) mailed or delivered hard copies. Proposals should be directed to:

Christopher Ranney
Assistant Village Administrator
301 E. North Street
Elburn, IL 60119
hr@elburn.il.us

Proposals must be submitted by May 17, 2024, at 3:30 p.m. The Village of Elburn shall not be responsible for late delivery of the proposals under any conditions.

D. Proposal Acceptance Period

It is understood that, upon submission of the proposal, the fees proposed will be valid for a period of ninety (90) days after Village Board approval.

E. Term of Project Contract

The project is proposed to be substantially completed within a four (4) month period of Board approval.

F. Confidentiality

The Village shall examine the proposals to determine the validity of any written requests for nondisclosure of trade secrets and other proprietary data identified. After award of the contract, all responses, documents, and materials submitted by the consultants pertaining

to this RFP will be considered public information and will be made available for inspection, unless otherwise determined by the Village. All data, documentation, and innovations developed as a result of these contractual services shall become the property of the Village. Based upon the public nature of these RFPs, consultants must inform the Village, in writing, of the exact materials in the offer, which cannot be made a part of the public record in accordance with the Illinois Freedom of Information Act.

G. Discussion of Submittals

The Village may conduct discussions with any consultants who submit an acceptable or potentially acceptable proposal, however, proposals should be initially submitted on the most complete and favorable terms that consultants are capable of offering to the Village. Consultants shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of submittals. During the course of such discussions, the Village shall not disclose any information derived from one proposal to any other consultants. The Village reserves the right to request the consultants to provide additional information during this process.

Ownership Of Materials and Confidentiality

All information from the vendor reports becomes the property of the Village of Elburn and its employees. All information must remain confidential at all times.

Proposed Format:

A. Overview of Required Sections

1. Cover Letter
2. Table of Contents
3. Consulting Firm Background and Statement of Staff Experience
4. State of Equal Employment Opportunity Practices
5. Scope of Required Services
6. Proposed Schedule of Implementation
7. References
8. Concluding Remarks
9. Cost Proposal for Services
10. Material Litigation
11. Attachments (If applicable)

B. Cover Letter

The cover letter should contain the name of the proposing consultant, the address of the proposer, and the contact individual(s) authorized to answer technical, price, and contract

questions. Include contact individuals' telephone numbers, email addresses, and mailing addresses. Identify the key personnel of the firm who will be assigned to this project. The cover letter must be signed by a person authorized to bind the proposer(s).

C. Table of Contents

The contents of the proposal shall be included in an index at the beginning of the proposal and should include all contents and attachments.

D. Consulting Firm Background and Statement of Staff Experience

Describe the organization of the staff team that would service the contract. Provide a listing of the management-level members of the staff team. Include the name, title, length of service with the vendor, resume, education level, and professional achievement/certification of any staff that will assist with the project. This section should include the range of services previously performed by the vendor and the vendor's background in providing these services to public entities.

E. Statement of Equal Employment Opportunity Practices

F. Scope of Required Services

The Village would like to implement a pay plan to provide market-comparative compensation and benefits to employees. The Village is requesting proposals for the following work:

Compensation Structure Analysis

- Analyze and recommend appropriate comparable organizations for benchmark analysis.
- Analyze current non-union employee compensation and recommend adjustments to ensure market competitiveness at the 50th percentile, internal equity, and address compression.
- Create a formal structure with pay grades, pay ranges, etc., or as recommended.

Benefits Analysis

- Analyze the current benefits package available to Village employees and recommend potential future changes to become more competitive with other comparable organizations.

Job Audit and Analysis

- Review all (union and non-union) job descriptions to determine whether position titles and classifications are appropriate. (At least one job description does not exist. Others are out-of-date. At least one title is antiquated).
- Identify positions that require further review through job description updates and meet with employees in various classifications as necessary to complete the analysis.

- Create a process for which new non-union positions can be properly placed within the compensation and classification structure.

Performance Appraisal System

- Review the current performance evaluation process and make recommendations for changes as needed to meet the goal of motivating, rewarding, and progressing employees through a pay range structure.

Final Report

- A draft written report will be prepared and presented to the Assistant Village Administrator, Village Administrator, and/or other necessary staff to review findings related to the scope of services.
- The report should identify accepted best practices, a listing of the potential benefits and drawbacks related to each recommendation, an explanation of the impact of these practices in a union environment, and justification for consultant recommendations
- The final report is to include a financial impact analysis related to the final recommendations, which shall include, without limitation, the impact of classification adjustments and compensation changes.
- An outline of proposed implementation action steps, with recommended timing necessary to implement the recommendations. The action steps should be in sufficient detail as necessary to adopt the consultant's recommendations without requiring ongoing support from the consultant during implementation.
- One copy of the final report should be provided in a three-ring binder, with an additional copy provided electronically or via a Flash Drive, preferably in a portable document format (PDF).
- An on-site presentation of the final report recommendations to the Village Board of Trustees. The report will not be considered finalized until formally presented to the Village Board of Trustees.
- An Operation Manual that includes all recommendations for the administration and maintenance of the compensation system.

G. Proposed Schedule of Implementation

Please provide an estimated timeline for the project based on the services listed. Include a detailed discussion of the approach, methodology, key action steps, and how the consultant will interact with the Village, broken down into phases. The schedule should take into consideration the need for status updates via reports, teleconferences, and/or meetings.

H. References

Provide a minimum of three references of current clients, complete with personal contacts,

phone numbers, and addresses of companies for which the firm performed similar scopes of service.

I. Village Resources

The Village will provide copies of wages as of May 1, 2024, job descriptions, and in-house information that the successful consultant may require to complete the study in a timely manner.

J. Concluding Remarks

The section shall contain any final comments or an elaboration that the proposer believes is important to gain a better understanding of the proposed services and/or proposer's capabilities.

K. Cost Proposal(s)

Cost of services quotes should be included for all required components referenced above, detailing the personnel and all other costs associated with the project. Proposers should include payment terms as part of the cost proposal, including the timing of any progress payments.

L. Material Litigation

A statement of whether or not the firm is currently involved with any material litigation, arbitration, or bankruptcy proceedings, or has been within the past three years directly or indirectly.

Appendix A – All Non-Union Positions

Administration

- Village Administrator
- Assistant Village Administrator
- Deputy Village Clerk*

Building & Zoning

- Building Commissioner
- Building Inspector
- Permit Technician*

Finance Department

- Finance Director
- Bookkeeper
- Utility Billing Specialist

Police Department

- Chief of Police
- Deputy Police Chief
- Community Service Officer
- Police Records Specialist

Public Works Department

- Superintendent of Public Works
- Administrative Assistant/Village Clerk
- Chief Wastewater Treatment Operator*
- Wastewater Treatment Operator
- Water and Sewer Crew Leader
- Streets Crew Leader*
- Maintenance Worker II*
- Maintenance Worker I

* Vacant and/or future position.

Appendix B – All Union Positions

Police Department

- Police Sergeant
- Police Officer (FT & PT)
- Detective

Appendix C – Summary of Full-Time Positions

Full-Time Positions	Number of Positions
<i>Administration</i>	
Village Administrator	1
Assistant Village Administrator	1
<i>Building & Zoning Department</i>	
Building Commissioner	1
<i>Finance Department</i>	
Finance Director	1
Bookkeeper	1
Utility Billing Specialist	1
<i>Police Department</i>	
Chief of Police	1
Deputy Chief of Police	1
Police Records Specialist	2
Police Sergeant	2
Police Officer	7
Detective	1
<i>Public Works Department</i>	
Superintendent of Public Works	1
Administrative Assistant/Village Clerk	1
Chief Wastewater Treatment Operator [†]	1
Wastewater Treatment Operator	1
Streets Crew Leader	1
Water & Sewer Crew Leader	1
Maintenance Worker I	4
Maintenance Worker II [‡]	0
Total	30
Non-Union	20
Union	10

[†] Currently, a contracted firm completes the Class 1 Wastewater requirements. We would like to move that in house in the future.

[‡] MWII is for future use if/when a MWI is eligible to advance. Would reduce a MWI position if used.

Appendix D – Summary of Part-Time Positions

Part-Time Positions	Number of Positions
<i>Administration</i>	
Deputy Village Clerk	1
<i>Building & Zoning Department</i>	
Building Inspector	1
Permit Technician	1
<i>Police Department</i>	
Community Service Officer	2
Police Officer	6
Police Records Clerk	1
<i>Public Works Department</i>	
Maintenance Worker	1
Summer Help/Intern	1
Total	14
Non-Union	8
Union	6