



Request for Proposals
Compensation Study 2016

Request for Proposals Issued: October 21, 2016
Proposal Due Date: November 22, 2016

LATE PROPOSALS WILL NOT BE ACCEPTED
FAXED OR EMAILED PROPOSALS WILL NOT BE ACCEPTED

I. Introduction and Background

The City of Oak Ridge, Tennessee is soliciting proposals from qualified firms for a limited analysis of and recommendations on its compensation plan structure and policies. The City of Oak Ridge is a full service city operating within Anderson and Roane Counties, and serves 30,000 residents. The City is governed through a Modified City Manager–Council form of government with a City Council consisting of seven (7) members elected at large, including a mayor elected by the City Council from among its members. The City has fourteen (14) Departments including the Personnel Department which has four full time employees. The City also has a Personnel Advisory Board (made up of five (5) volunteer citizens selected by City Council) that reviews and makes recommendations to the City Council regarding proposed compensation and classification plans, as well as performing other responsibilities regarding personnel issues.

The current job evaluation and compensation system was implemented in 2009. Segmented studies, much smaller in scope and representing only selected positions, were performed by a consultant in 2004 and 2002. Since the current system was implemented in 2009, there have been numerous changes of policies, positions, and job duties. The key issue to be addressed by this compensation study is the inability for employees to move across their pay scale regardless of performance. The problem is exemplified by retiring employees who have not progressed to their salary range's midpoint.

The City of Oak Ridge currently has approximately 400 full-time and part-time budgeted employees and over 150 separate job descriptions. A copy of the current organizational chart (Attachment 1), position classification (Attachment 2), and pay scale (Attachment 3) are attached. Of these job descriptions, approximately 100 are non-exempt and 50 are exempt. Increases in compensation for all employees, if at all, have been relegated to adjustments based off the City's financial ability, since the lack of funding for merit pay in 2008. The City of Oak Ridge also employees several part time employees, but part-time employees will not be the primary focus of this study.

II. Scope of Services

The goal of the City of Oak Ridge is to update the current compensation system utilizing accepted practices in the management and design of compensation systems in accordance with applicable federal and state laws. In doing so, the objectives of the City of Oak Ridge are:

- To adjust the current pay for performance model to help move employees across their pay range, and address pay compression among City positions.
- To attract and retain qualified workers who will be paid equitable salaries.
- To provide fair and equitable salaries for all workers, including the ability to reward employee initiative, professional development, and city residency as a part of the pay plan.

- To maintain competitiveness with other comparable agencies and private companies.
- To provide a compensation plan that is easy to understand and administer, and that will be able to provide data for further use by the City.
- To evaluate the current nine (9) day work period for the City's Fire Department.
- To reduce the City's annual overtime costs.
- To consider any simplifications or consolidations of job positions.

The contract awarded as a result of this Request for Proposals shall require the successful firm to provide services which meet or exceed the following objectives:

1. Complete a wage/labor survey and analysis (for a small, mutually agreed upon number of positions) to revise the pay structure as needed to assure external and internal equity and meet State Pay Equity Compensation Standards.
2. Review and evaluate all policies in the Wage and Salary section of the Personnel Plan. Provide recommendations based on professional best practices, comparison to region, organizational culture, ease of implementation, maintenance, and adjustments.
3. Coordinate with the Personnel Department and other management representatives during the process to troubleshoot or gain input on proposed changes.
4. Present findings and recommendations, including written and oral reports, at various meetings, including employee meetings, Personnel Advisory Board meetings, and City Council meetings.
5. Prepare final documents of the plan, including guidelines for plan implementation and administration. The overall plan, forms and procedures must be clear and understandable, in order to promote employee acceptance of the process and results. Written and computerized/electronic data as appropriate must be submitted.
6. Provide training, as necessary, to employees and supervisors, to assure that the implementation and maintenance of the plan are accomplished.
7. Provide for an appeals process. Consultant is to describe the plan and the consultant is expected to provide appeal evaluation criteria.
8. Final work product will contain recommendations on keeping the plan current, equitable, and up to date.
9. Develop a cost analysis to determine the financial impact of adopting any such recommended changes.
10. Propose a management review process that will be used to find resolution to classification related disputes.
11. Assist with the implementation of the final proposed compensation and policy changes.
12. Provide all market comparable data obtained as part of this study in an organized and easily understood format.

13. The entire project is to be completed no later than 120 calendar days.

III. Time Requirements

All inquiries about the Request for Proposal should be directed by email to:

Lyn Majeski
Finance Department
P.O. Box 1
Oak Ridge TN, 37830
lmajeski@oakridgetn.gov
865-425-1819

Selection Schedule

RFP sent to select firms and posted	October 21, 2016
Last day for questions due to the City	November 14, 2016
Last day for proposals due to the City	November 22, 2016
Skype Interview	December 2, 2016(target date)
Selection for contract	December 7, 2016
Council Approval	December 14, 2016

IV. Consultant Submittal

Responses to this request for proposals should provide six (6) bound original proposals and one (1) CD or USB-drive containing a digital copy of the complete proposal package in PDF format. Proposals should include the following information in the order prescribed.

- Cover letter and introduction including the name of the firm, address, and the name and contact information of the person(s) authorized to represent the company regarding all matters related to the proposals. Contact information for the representative must include the phone number and email address.
- Name and contact information of the firm's project manager that would be assigned to the project.
- A statement of qualifications of the firm and the project manager and other key team members assigned to perform the work.
- A statement of the firm's understanding of the work required and the manner in which the firm plans to approach it. Describe how the firm will approach project and implementation and evaluating/selecting alternatives and the firm's expectation of the City of Oak Ridge's responsibilities.
- Proposed work plan that identifies the tasks necessary to respond to the Scope of Services and to meet the project requirements as described in this RFP. A final work plan will be developed following selection of the Consultant.
- Identification of the deliverables.

- References from at least three (3) clients from similarly sized governmental agencies with similar projects, within the last three (3) years that are familiar with the firm's quality of work and the firm's performance, including schedule and budget control. Include the contact name and telephone number.
- Schedule: A thorough and detailed schedule should be presented outlining key milestone completion dates and proposed deliverables.
- Cost Section detailing the individual components of the total cost, and time associated with those components.
- The Proposal must include the following statement: "This proposal represents all costs to cover and include all labor and supervision, materials, equipment, machinery, apparatus, tools, services, transportation, and all other facilities, licenses, permits, taxes, fees, charges, excises, services, expenses and incidentals of any description whatsoever necessary to perform and complete finish in a workman like manner and to the complete satisfaction and approval of City of Oak Ridge, Tennessee, free from all liens or claims of laborers, material men, suppliers, or subcontractors and in conformity in all respects with all applicable federal, state, county or municipal laws, ordinances, rules or regulations, all working things contemplated by the RFP in contract."

Proposals/responses must be received by 3:00 p.m., local time, on November 22, 2016 to be considered by the City of Oak Ridge. If the bid is submitted by mail rather than hand-delivery, the sealed envelope containing the bid must be enclosed in another envelope addressed as stated below. Bids submitted by mail should indicate on the outside envelope, lower left corner, the following: "Sealed bid for Oak Ridge Compensation Study to be opened November 22, 2016 after 3 pm local time to ensure the bid is delivered to the appropriate person at the City in a timely fashion. Late bids are not accepted and will not be opened.

City of Oak Ridge
Attn: Lyn Majeski
Finance Department
P.O. Box 1
Oak Ridge, TN 37831

If overnighted by UPS or FEDEX, or by hand-delivery, please address to:

City of Oak Ridge
Attn: Lyn Majeski
Finance Department
100 Woodbury Lane
Oak Ridge, TN 37830

V. Evaluation Procedures

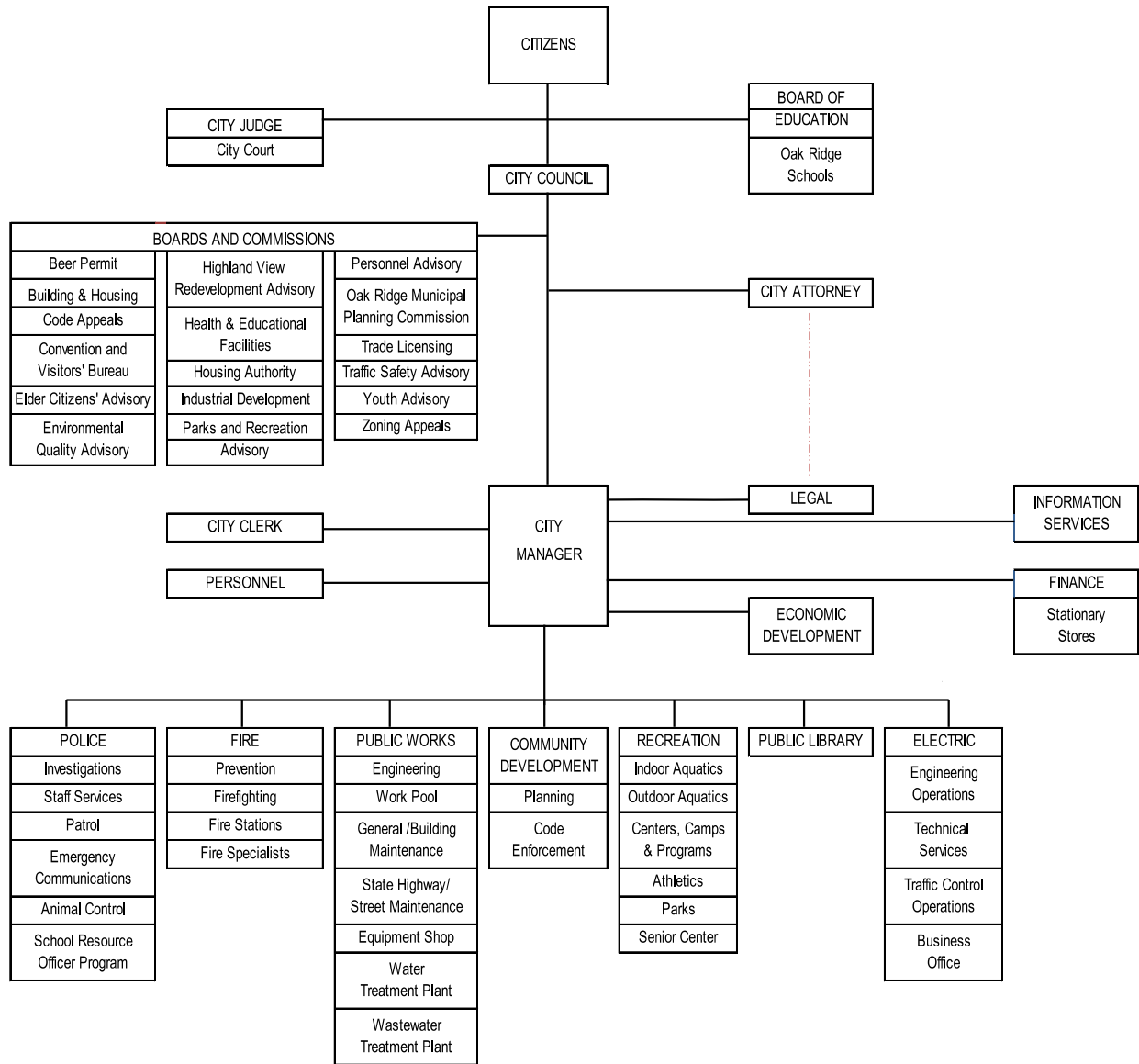
1. Proposals will be evaluated by a panel of reviewers including but not limited to City of Oak Ridge staff and other city representatives. It is the City's intent to schedule Skype interviews with the top-ranking firms on December 2, 2016, if possible. Following their review the finalist will be recommended to City Council for final approval. During the evaluation process, the City of Oak Ridge reserves the right to request additional information or clarifications from proposers.
2. Finalists are expected to present their proposal before City Council at a "to be determined" work session.

VI. Additional Information

1. Proposals in response to this RFP will be valid for ninety (90) days from the proposal due date. The City of Oak Ridge reserves the right to ask for an extension of time if needed.
2. The City of Oak Ridge reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted.
3. The City of Oak Ridge is not responsible for any costs incurred by any firm in the preparation of the proposal including, but not limited to, expenses associated with the preparation of the proposal, attendance at interviews, or preparation of any future contract documents.
4. This request for proposals is only a solicitation for information. The City of Oak Ridge is not obligated for any part of the project described. The City reserves the right to reject any or all proposals submitted, to waive any irregularity in a proposal, and to accept or reject any item or combination of items, when to do so would be to the advantage of the City. The City also has the right to reject any proposal that does not contain all elements and requested information. The City will not be held liable for any losses by any firms throughout this process.

Organizational Chart

City of Oak Ridge, Tennessee



CLASSIFICATION PLAN - FY 2013							
CLASS CODE	SALARY RANGE	CLASS TITLE	FLSA	CLASS CODE	SALARY RANGE	CLASS TITLE	FLSA
1000		ADMINISTRATIVE SERIES		3000		PUBLIC SAFETY SERIES	
		CITY ADMINISTRATION				FIRE OPERATIONS	
1001	34	Deputy City Manager	E	3001	34	Fire Chief	E
1003	25	City Clerk	E	3003	32	Deputy Chief - Fire Operations	E
1002	23	Assistant To The City Manager	E	3002	29	Assistant Chief (Prevention & Training)	E
1006	4	Administrative Intern III	N	3005	25	Battalion Chief	N
1007	3	Administrative Intern II	N	3012	24	Fire Projects Officer	N
1008	2	Administrative Intern I	N	3006	21	Fire Captain	N
				3010	19	Fire Inspector	N
		OFFICE & ADMINISTRATIVE SERVICES		3007	17	Fire Fighter/Engineer	N
1101	21	Senior Administrative Assistant	N	3008	16	Fire Fighter - Trainee	N
1102	17	Administrative Specialist	N				
1105	16	Court Clerk	N			POLICE OPERATIONS	
1108	16	Printing Services Specialist	N	3021	34	Police Chief	E
1103	15	Administrative Assistant	N	3022	32	Deputy Police Chief	E
1109	13	Office Specialist	N	3023	29	Police Captain	E
1106	11	Office Assistant	N	3024	25	Police Lieutenant	N
				3025	21	Police Sergeant	N
		FINANCE & ACCOUNTING		3029	19	Detective	N
1201	32	Finance Director	E	3027	17	Police Officer	N
1202	27	Accounting Division Manager	E	3028	16	Police Officer - Trainee	N
1204	27	Business Office Manager	E				
1214	24	Accountant II	N			POLICE ADMINISTRATION	
1302	23	Contracts/Grants Coordinator	E	3031	21	Crime Analyst	N
1303	21	Purchasing/Contracts Coordinator	N	3032	17	Lead Public Safety Communications Officer	N
1304	21	Purchasing/Inventory Coordinator	N	3033	15	Public Safety Communications Officer	N
1203	21	Accountant I	N	3035	15	Lead Police Records Specialist	N
1213	20	Senior Accounting Specialist	N	3036	11	Police Records Specialist	N
1205	17	Accounting Specialist	N	3038	5	School Crossing Guard	N
1210	17	Utility Account Analyst	N				
1208	15	Utilities Service Representative	N			ANIMAL CONTROL	
1212	15	Utility Accounts Specialist	N	3041	17	Animal Control Supervisor	N
1211	13	Utility Account Clerk	N	3042	15	Animal Control Officer	N
1206	13	Accounting Clerk	N	3043	11	Animal Shelter Attendant	N
1306	11	Warehouse Clerk	N				
1207	11	Service Center Cashier	N	4000		RECREATION & PARKS SERIES	
1209	11	Meter Reader	N				
						RECREATION PROGRAM OPERATIONS	
		LEGAL SERVICES		4001	32	Recreation & Parks Director	E
1401	29	Senior Staff Attorney	E	4003	23	Recreation Manager	E
1402	27	Staff Attorney	E	4004	19	Recreation Program Supervisor	N
				4005	17	Recreation Program Coordinator	N
		ECONOMIC & COMMUNITY DEVELOPMENT		4007	13	Recreation Assistant	N
1501	32	Economic Development Director	E	4008	11	Facility Monitor	N
1503	32	Community Development Director	E	4009	11	Security Guard	N
1504	27	Community Development Division Manager	E	4006	5	Senior Recreation Leader	N
1503	27	Remediation Specialist	E	4010	3	Recreation Leader	N
1505	24	Senior Planner	E			AQUATICS PROGRAM OPERATIONS	
1507	24	Code Enforcement Supervisor	E	4012	11	Pool Supervisor	N
1506	22	Planner	N	4013	7	Senior Lifeguard	N
1514	22	Community Development Specialist	E	4014	5	Lifeguard	N
1508	21	Senior Code Enforcement Inspector	N				
1509	19	Code Enforcement Inspector	N			PARK MAINTENANCE OPERATIONS	
1512	17	Property Maintenance Enforcement Officer	N	4021	21	Parks Maintenance Supervisor	N
1510	15	Mapping Technician	N	4022	17	Parks Maintenance Crew Chief	N
		INFORMATION SERVICES		5000		ELECTRIC OPERATIONS SERIES	
1701	32	Govt' Affairs & Information Services Director	E				
1702	29	Information System Manager	E			ELECTRIC DEPARTMENT ADMINISTRATION	
1703	29	Senior Systems Analyst	E	5001	34	Electric Director	E
1704	24	Systems Analyst	E	5011	32	Electric Engineering Division Manager	E
1706	24	Senior Information Systems Technician	E	5021	30	Electric Operations Manager	E
1707	21	Information Systems Technician	E	5030	27	Special Area Supervisor	N
		PERSONNEL SERVICES				ELECTRICAL ENGINEERING	
1801	32	Personnel Director	E	5013	30	Electric Engineer	E
1803	27	Personnel/Risk Program Manager	E	5014	28	Electric Project Manager	E
1805	20	Personnel/Benefit Program Specialist	N	5015	26	Senior Electric Project Specialist	N
				5016	24	Electric Project Specialist	N
2000		LIBRARY SERIES					
2001	32	Library Director	E			ELECTRIC LINE MAINTENANCE OPERATIONS	
2002	27	Library Operations Manager	E	5022	28	Electric Operations Superintendent	N
2004	21	Librarian	N	5023	27	Electric Line Crew Chief	N
2005	16	Library Assistant	N	5024	25	Electric Line Technician	N
2006	13	Senior Library Clerk	N	5025	19	Electric Line Technician - Apprentice	N
2008	11	Library Clerk	N	5026	14	Electric Line Technician - Trainee	N
2009	3	Library Page	N				

CLASSIFICATION PLAN -FY 2013 (Continued)

CLASS CODE	SALARY RANGE	CLASS TITLE	FLSA
TECHNICAL SERVICES			
5031	29	Technical Services Superintendent	N
5032	27	Substation Maintenance Supervisor	N
5035	27	Power Utilization Program Supervisor	N
5033	25	Electric Specialist	N
TRAFFIC SIGNAL MAINTENANCE			
5052	25	Senior Traffic Signal Technician	N
5053	23	Traffic Signal Technician	N
6000 PUBLIC WORKS OPERATIONS SERIES			
PUBLIC WORKS ADMINISTRATION			
6001	34	Public Works Director	E
6003	32	Public Works Operations Manager	E
6002	30	Public Works Division Manager	E
6004	27	Public Works Administrative Manager	E
ENGINEERING			
6011	32	City Engineer	E
6012	30	Senior Civil Engineer	E
6013	27	Civil Engineer	E
6014	25	Civil Project Manager	E
6015	19	Senior Civil Projects Specialist	N
6016	17	Civil Project Specialist	N
TREATMENT PLANT OPERATIONS			
6022	25	Treatment Plant Operations Supervisor	N
6024	19	Senior Treatment Plant Operator	N
6025	17	Treatment Plant Operator	N
6026	15	Treatment Plant Operator - Trainee	N
TREATMENT PLANT MAINTENANCE			
6031	25	Treatment Plant Maintenance Supervisor	N
6032	22	Treatment Plant Maintenance Crew Chief	N
6033	18	Treatment Plant Maintenance Specialist	N
6034	19	Senior Treatment Plant Maintenance Specialist	N
TREATMENT PLANT COMPLIANCE			
6041	23	Environmental Compliance Coordinator	N
6042	19	Laboratory Technician	N
UTILITY OPERATIONS MAINTENANCE			
6051	27	Operations & Maintenance Manager	E
6052	21	Utility Line Maintenance Crew Chief	N
6053	19	Street Maintenance Crew Chief	N
6054	17	Utility Maintenance Specialist	N
6055	15	Equipment Operations Specialist	N
6056	13	Maintenance Mechanic	N
6058	11	Maintenance Worker	N
FACILITIES MAINTENANCE			
6071	23	Facilities Maintenance Manager	E
6073	17	Facilities Maintenance Specialist	N
6076	17	Signs & Markings Specialist	N
FLEET MAINTENANCE			
6081	23	Fleet Maintenance Manager	E
6083	17	Fleet Maintenance Technician	N
6084	11	Fleet Service Worker	N
Revise Effective November 2012			

City Of Oak Ridge Pay Grades and Ranges				
Effective July 12, 2009				
Grade	MINIMUM		MAXIMUM	
	Annual	Hourly	Annual	Hourly
1	\$15,412.80	\$7.41	\$23,088.00	\$11.10
2	\$16,161.60	\$7.77	\$24,252.80	\$11.66
3	\$16,972.80	\$8.16	\$25,459.20	\$12.24
4	\$17,825.60	\$8.57	\$26,728.00	\$12.85
5	\$18,699.20	\$8.99	\$28,080.00	\$13.50
6	\$19,656.00	\$9.45	\$29,473.60	\$14.17
7	\$20,633.60	\$9.92	\$30,929.60	\$14.87
8	\$21,673.60	\$10.42	\$32,489.60	\$15.62
9	\$22,734.40	\$10.93	\$34,112.00	\$16.40
10	\$23,899.20	\$11.49	\$35,817.60	\$17.22
11	\$25,064.00	\$12.05	\$37,585.60	\$18.07
12	\$26,332.80	\$12.66	\$39,478.40	\$18.98
13	\$27,664.00	\$13.30	\$41,454.40	\$19.93
14	\$29,016.00	\$13.95	\$43,513.60	\$20.92
15	\$30,472.00	\$14.65	\$45,697.60	\$21.97
16	\$32,011.20	\$15.39	\$47,964.80	\$23.06
17	\$33,571.20	\$16.14	\$50,356.80	\$24.21
18	\$35,256.00	\$16.95	\$52,894.40	\$25.43
19	\$37,024.00	\$17.80	\$55,556.80	\$26.71
20	\$38,896.00	\$18.70	\$58,302.40	\$28.03
21	\$40,830.40	\$19.63	\$61,235.20	\$29.44
22	\$42,868.80	\$20.61	\$64,292.80	\$30.91
23	\$45,011.20	\$21.64	\$67,496.00	\$32.45
24	\$47,257.60	\$22.72	\$70,865.60	\$34.07
25	\$49,628.80	\$23.86	\$74,422.40	\$35.78
26	\$52,083.20	\$25.04	\$78,124.80	\$37.56
27	\$54,704.00	\$26.30	\$82,056.00	\$39.45
28	\$57,449.60	\$27.62	\$86,132.80	\$41.41
29	\$60,299.20	\$28.99	\$90,459.20	\$43.49
30	\$63,315.20	\$30.44	\$94,972.80	\$45.66
31	\$66,476.80	\$31.96	\$99,694.40	\$47.93
32	\$69,804.80	\$33.56	\$104,686.40	\$50.33
33	\$73,278.40	\$35.23	\$109,928.00	\$52.85
34	\$76,960.00	\$37.00	\$115,419.20	\$55.49
35	\$80,808.00	\$38.85	\$121,201.60	\$58.27
36	\$84,843.20	\$40.79	\$127,233.60	\$61.17
37	\$89,086.40	\$42.83	\$133,598.40	\$64.23
38	\$93,537.60	\$44.97	\$140,296.00	\$67.45
39	\$98,217.60	\$47.22	\$147,326.40	\$70.83
40	\$103,126.40	\$49.58	\$154,668.80	\$74.36

City Of Oak Ridge Pay Grades and Ranges
Effective July 12,2009 - Station-Based Fire Employees

Grade		Minimum		Maximum	
		Annual	Hourly	Annual	Hourly
16	No Supplement	\$32,002.88	\$10.99	\$47,960.64	\$16.47
Fire Fighter-Trainee	EMT	\$32,323.20	\$11.10	\$48,280.96	\$16.58
	Paramedic	\$32,905.60	\$11.30	\$48,863.36	\$16.78
17	No Supplement	\$33,575.36	\$11.53	\$50,377.60	\$17.30
Fire Fighter/Engineer	EMT	\$33,895.68	\$11.64	\$50,697.92	\$17.41
	Paramedic	\$34,478.08	\$11.84	\$51,280.32	\$17.61
21	No Supplement	\$40,855.36	\$14.03	\$61,239.36	\$21.03
Fire Captain	EMT	\$41,175.68	\$14.14	\$61,559.68	\$21.14
	Paramedic	\$41,758.08	\$14.34	\$62,142.08	\$21.34
25	No Supplement	\$49,649.60	\$17.05	\$74,430.72	\$25.56
Battillion Chief	EMT	\$49,969.92	\$17.16	\$74,751.04	\$25.67
	Paramedic	\$50,552.32	\$17.36	\$75,333.44	\$25.87

The City pays on a biweekly basis and there are normally twenty-six (26) pay periods per fiscal year.

The annual rate for Fire Department shift positions shall be divided by 2,912 hours and rounded up to the nearest whole cent to determine the regular hourly rate. In addition, Fire Department station-based shift employees, from Firefighter Trainee to Battalion Chief, who have the following certifications that are not a normal requirement of the job will receive the supplemental pay as indicated below:

Emergency Medical Technician- \$ 300 per year or 11 cents per hour

OR

Paramedic - \$ 900 per year or 31 cents per hour.

The annual rate for all other positions shall be divided by 2,080 hours and rounded up to the nearest whole cent to determine the regular hourly rate.