



ADDENDUM NO. 1

Date: November 17, 2017

Bid Date: November 30, 2017
at 3:00 P.M. (Local Time)

Bid Name Total Rewards Study

Bid No.: HRDX-180040-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), November 16, 2017. Questions may be submitted as follows:
Email: dykemangb@cityofgainesville.org
or
Faxed (352) 334-3163
Attention: Gayle Dykeman
2. Please find attached:
 - a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received prior to the deadline for questions (11/16/2017):

3. Question: What have been past Human Resources projects by the City of Gainesville in the last two years?
Answer: None
4. Question: What other consultant companies have done prior work for the City of Gainesville?
 - a) Compensation – Milliman, Wachovia, Evergreen Solutions, Cody & Associates, Dr. Lopez
 - b) Benefits - Gallagher Benefits Group, Lockton Companies, Siver Risk Management
 - c) Other HR consulting/talent strategy – Mycoff, Fry and Prouse; Mercer Group; N2Growth; Colin Baenziger; Springsted and Waters.Answer: Provided above
5. Question: Do you have a defined employee value proposition (EVP) and employer brand? If yes, what is your EVP statement and employer brand tag line?
Answer: City doesn't have a defined employee value propositions. Below are some recent employer brand tag lines that are used by Talent Acquisition staff:
Come enjoy the Gainesville way of life!
The City of Gainesville is seeking a dynamic and experienced individual who is innovative and forward thinking who will embrace the organization's citizen-centered vision. The community,

its elected leaders, and executive leadership team have embraced this vision.

Embracing change is the Gainesville way of life!

Come join our team as we shift the culture from “No to Yes,” “from reactive to proactive,” “from policy-oriented to services-oriented,” and “from silos to teams.”

6. Question: Has an inventory of programs for Compensation, Benefits and Work/Life Effectiveness been completed within the last two years? If so, can you share with us?

Answer: No

7. Question: Is there a budget set for the total Rewards Study?

Answer: Yes

8. Question: May we receive a copy of the prior rewards studies you had conducted in 2006 and 2008?

a) What were the fees associated for the study?

Answer: Copies are attached separately in DemandStar.

a) Fees associated with these studies are in archives and staff feels that these fees are not relevant to today's pricing.

9. Question: Do you currently have updated job descriptions and organizational charts?

Answer: Job descriptions are available on the City of Gainesville's website <https://www.governmentjobs.com/careers/gainesville/classspecs>. Please note staff is aware of inaccurate salary ranges in the job descriptions. Staff is working with NeoGov to correct as quickly as possible. Organizational charts are not available.

10. Question: What jobs or employee segments are considered critical with the City of Gainesville?

Answer: The following jobs have long standing recruitment issues: Engineers, Information Technology, Electric Line Workers, Building Inspectors, Plans Examiners, Mosquito Control Services Technicians

11. Question: Is there a rewards philosophy in place for the city of Gainesville? Can it be shared?

Answer: The City of Gainesville's Compensation Philosophy is to have a total compensation and benefit system that attracts and retains a diverse group of highly qualified individuals and motivates employees to achieve short-term and long-term organizational objectives. This is accomplished by providing, in consideration of budgetary constraints, total compensation (including benefits) that is competitive with the market median for the appropriate labor markets for each type of job classification and is linked to performance.

12. Question: How many benefits plans (health, disability, life and retirement) are currently in place for each subgroup/department/employee segment?

Answer: The City offers one health plan, three dental choices, Short-term Disability, both a Group Life and voluntary life option, vision, and a legal product, these are available to each employee group. The individual and overall benefit program can be viewed at: <http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/YourBenefits.aspx>

The City manages two defined benefit retirement plans, one for the non-public safety employees and one for sworn public safety employees. It also has a defined contribution plan (401a) available to professional and management employees upon approval of the appropriate Charter Officer.

13. Question: Can you share your 2017 benefits booklet?

Answer: <http://www.cityofgainesville.org/Portals/0/risk/Benefits/2017%20Benefit%20Booklet.pdf>

14. Question: Are there materials for total rewards communications related to the project to be translated? If so, how many/what languages?

Answer: No

15. Question: Does the City have an online portal that employees use to learn more about their benefits?

Answer: Yes, employees can access their benefits through Employee Self-Service and on the City's employee intranet, they can view presentations, FAQ's and videos related to their benefits programs

16. Question: What other firms have been invited to participate in the RFP?

Answer: The list of plan holder firms for this RFP can be viewed at Demandstar.com.

17. Question: Who is expected to be on the City of Gainesville's project team?

Answer: Equal Opportunity Director, Human Resources Director, and Risk Management Director

18. Question: In the description of approach to the work, this statement is unclear: "Description of how you will deal with different Total Rewards systems, driven by market or internal equity and how you will measure the market and apply that information." Can you define this statement to better understand what is expected?

Answer: This is intentionally left vague as staff is relying on the subject matter experts to define their unique approach to the work.

19. Question: Is there any reason for having the work completed within 90 days of the contract award?

Answer: Yes, the FY19 budget planning process begins in March 2018 and the consultant will present recommendations in April/May 2018.

20. Question: Upon completing the Total Rewards Study project, when are you targeting commencement of communications and to implement changes?

a. When do you expect to complete communication activities requiring consultant support?

Answer: Communications has begun and will continue throughout the process until fully implemented.

a. Consultant's support will be considered complete after presentation to City Commission with a summary of the consultant's report and proposed implementation plan.

21. Question: Are you anticipating the vendor will conduct an external total rewards survey (including base pay, benefits such as medical, retirement, and paid leave, work/life programs, and pay practices) of your comparators?
Answer: Yes
22. Question: Do you have a predetermined list of comparators that you want to include in the survey? If so, please share.
Answer: No
23. Question: Do you want both public and private market data considered?
Answer: Yes
24. Question: The RFP references the City's Compensation (Total Rewards) Philosophy. Please share your stated philosophy.
Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.
25. Question: The RFP indicates that the City requests a final report 90 days after the engagement. Is there any flexibility in your timeline?
Answer: No
26. Question: Is there a budget for the study?
Answer: Yes
27. Question: What challenges are they currently experiencing related to compensation; what business issues are they trying to solve?
Answer: Employee Engagement, Living Wage, Compression, Outdated Salary Structures, effectiveness of Progression through Training programs, Hard to Fill positions
28. Question: What is the compensation/Total Rewards philosophy?
Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.
29. Question: In addition to providing benchmarking data around compensation for their roles, do you want an analysis of current incumbent data relative to the market (i.e. market 50th percentile)?
Answer: Yes
30. Question: How is compensation administered internally? Do you have training needs we should consider?
Answer: Administered through the Division of Classification and Compensation. Training for managers on compensation is currently not offered and would be an advantage.
31. Question: Do you have an existing salary structure that needs to be updated or is the intent to have one built?
Answer: Depends on the findings of the study and the consultant's recommendation

32. Question: Do you offer any incentive plans?

Answer: No

33. Question: Are job descriptions and organizational charts up to date?

Answer: See question #9

34. Question: Do you have title redundancies and if so, would you like the consultant to address this in our proposal?

Answer: Yes, yes

35. Question: Are you aware of any leveling issues? If yes, what are these issues?

Answer: Yes, between positions that have oversight over the entire organization (e.g., General Government and Gainesville Regional Utilities) versus positions that have similar lines of business for a single segment of the organization.

36. Question: Do you purchase salary surveys?

Answer: No

37. Question: What tools, if any, do you subscribe to as it relates to the management of compensation?

a. Are you interested in any compensation management tools?

Answer: Yes, Economic Research Institute for salary for jobs and geographic salary variances.

a. Yes

38. Question: How have total rewards historically been communicated to employees? Has the approach been effective? What gaps exist?

Answer: No, total rewards system doesn't currently exist.

39. Question: Do different job classifications have different benefit offerings, or do all benefit eligible employees receive the same benefit offering?

a. For example, do police have different medical benefits than firefighters or office personnel?

Answer: Other than retirement plan differences already discussed, the benefits offering are the same.

a. No differences for medical benefits.

40. Question: Please provide the number of plan offerings by benefit type:

a. Medical/Rx - 1

b. Dental - 3

c. Vision - 1

d. Life Insurance – 2 on group and one voluntary supplemental program

e. Short-term Disability – Paid leave and 1 disability vendor, employee selects the specifics

f. Long-term Disability – City's defined benefit plans offers disability retirement benefits, employer paid

Answer: See above and answer from Question #12

41. Question. Are the Medical/Rx plans fully-insured or self-insured?
a. Is the Rx benefit carved out (i.e. with a separate PBM) or is it with the Medical vendor?
Answer: Self-funded with third-party administrator and specific stop-loss provisions
a. Included in overall health benefit using Florida Blue PBM.

42. Question. Are the Dental plans fully-insured or self-insured?
Answer: Fully-insured

43. Question. What type of retirement plan(s) do you have in place?
Answer: General Pension, Police & Fire Pension; and 401(a) for designated employees.
Summary plan descriptions can be found at:
<http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/RetirementPlanning.aspx>

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _____

BY: _____

DATE: _____

CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-423 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.