



VILLAGE OF GLENCOE REQUEST FOR PROPOSALS

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Response Submission Information

Project Name: Compensation and Classification Study

RFP Number: 26-005

Due Date: February 27, 2026

Time: 4:00 p.m. CST

Attention: Katy Darr, Human Resources Manager

Department: Ad/Fi Department

Submit Proposal by e-mail to: Village of Glencoe, Attn: Katy Darr, kdarr@villageofglencoe.org

Request for Proposal Response

Company Name: _____

Mailing Address: _____

City: _____ State: _____ Zip: _____

PROPOSAL ON: Compensation and Classification Study, per the specifications herein.

**Total Not-To-Exceed Price for the
Compensation and Classification
Study:**

**Total Not-To-Exceed Price for the Benefits
Study Addendum:**

**Total Not-To-Exceed Price for the Merit
and Bonus Policy Addendum:**

NOTE TO PROPOSERS: Any and all exceptions to these specifications **MUST** be clearly and completely stated in writing on the proposal sheet. Attach additional pages if necessary. Please be advised that any exceptions to these specifications may cause your proposal to be disqualified.

GENERAL TERMS AND CONDITIONS

Section 1: Intent

It is the intent of the Village of Glencoe (“Village”) to contract with a qualified consultant (“Consultant”) for all necessary labor, expenses and materials to provide a comprehensive compensation and position classification study for all non-union, permanent positions (full time and part time) for the Village of Glencoe. This study will identify an appropriate pay system and placement of positions within that system as compared to, and equitable with, municipal, public sector and private sector employers, both locally and nationally. The compensation and classification study shall apply only to non-union positions. Union-represented positions may be referenced solely for internal equity and compression analysis but shall not be subject to reclassification or pay range recommendations.

Additionally, the Village requests pricing for a comprehensive benefits study and a merit and bonus policy as optional addendums to this project. The benefits study will identify non-wage, commonly used or emerging benefits to offer employees as compared to public and private sector employers. The merit and bonus policy will develop a policy and training for employee merit and bonus recommendations during the annual performance review process and for the completion of major projects or exceptional performance. These optional addendums may be launched, if timing and funding are available, and should be priced separately from the remainder of the study.

Section 2: Proposal Price

Proposal pricing must remain firm for the term of the agreement, and Proposers must propose a not-to-exceed price. The not-to-exceed price shall be all-inclusive of all telephone calls, meetings, supplies, labor and any other costs required to fulfill the scope of work as identified herein.

Section 3: Additional Information and Technical Questions

Proposers are asked to notify Katy Darr via email at kdarr@villageofglencoe.org of their intent to submit a proposal so that the Village can inform proposers of any subsequent amendments to this request for proposal. Proposers should submit questions via email to Katy Darr at kdarr@villageofglencoe.org. Questions are due no later than February 20, 2026, 4:00 p.m. CST. Answers to the questions will be provided on February 23, 2026. Any and all changes to these specifications are valid only if they are included by written addendum from the Village to all Proposers.

Section 4: Silence of Specifications

The apparent silence of specifications as to any detail or apparent omission from a detailed description concerning any portion of this document shall be interpreted as meaning that only the best commercial material or practice shall prevail.

Section 5: Insurance, Hold Harmless and Indemnification

In addition to other standard contractual terms the Village needs, the Village will require the selected consultant to comply with indemnification, hold harmless and insurance requirements as outlined below:

Consultant shall defend, indemnify and hold the Village, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the Village.

The Consultant shall procure and maintain, for the duration of this agreement, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the contractor. Insurance shall meet or exceed the following unless otherwise approved by the Village.

A. Minimum Levels of Insurance

1. The Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, employees or subcontractors.
2. The Consultant shall maintain limits no less than the following, if required under above scope:
 - i. Commercial General Liability:
Bodily Injury and property damage combined single limit per occurrence \$1,000,000
Personal Injury, per occurrence \$1,000,000
Including Contractual Liability - Broad Form and Products and Completed operations
General Aggregate \$2,000,000
 - i. Coverage shall be on an occurrence basis. Claims made coverage is not acceptable.
 - ii. The Village shall be included as Additional Insured on a primary and non-contributory basis.
 - iii. An Excess or Umbrella Liability policy may be used in conjunction with primary coverage limits to meet the minimum limits requirements.
 - ii. Business Automobile Liability:
Bodily Injury and property damage \$1,000,000
General Aggregate \$2,000,000
 - i. Auto coverage should include: Any Auto including owned, non-owned, hired, or rented vehicles.
 - ii. The Village shall be included as Additional Insured on a primary and non-contributory basis.
 - iii. Note: Auto coverage should be waived only when the contractor's work under the contract clearly does not involve the use of a vehicle on the Village's behalf.
 - iii. Worker's compensation & Occupational diseases:
 - i. \$1,000,000 each accident
 - iv. Workers Compensation Statutory Limits Employers' Liability:
 - i. \$1,000,000 disease, per employee
 - ii. \$1,000,000 disease, policy limit
 - iii. The insurer shall agree to waive all rights of subrogation the Village, its officers, officials, employees, agents and volunteers for losses arising from work performed by the Consultant for the municipality.
 - v. Professional Liability

- i. The Consultant shall maintain Professional Liability covering the Consultant against all sums that the Consultant may be obligated to pay on account of any liability arising out of the contract including indemnification and defense for injury or damage arising out of the acts, error, or omissions in providing professional service.
Recommended minimum limits:
\$2,000,000 per Wrongful Act or Occurrence
\$4,000,000 Annual Aggregate
- ii. If the policy is written on a claims-made form, the retroactive date must be equal to or preceding the effective date of the contract. In the event the policy is cancelled, non-renewed or switched to an occurrence form, the (Contractor, Vendor, Service Provider) shall be required to purchase supplement extended reporting period coverage for a period of not less than years. General or Commercial Liability and Automobile Liability Coverages

Section 6: Evaluation/Acceptance of Proposals

The Village intends to select a Consultant that demonstrates that it has the requisite experience, ability, resources and staffing, to enable it to perform the scope of work successfully. In making the determination as to whether to select a Consultant, the Village will consider the following factors:

1. A review of the Consultants prior experience performing similar work and qualifications for other public sector clients.
2. Specific plans and methodology to be used to perform the services.
3. Ability to guide the Village in implementing the recommendations.
4. Cost of services.
5. Village's prior experience with Consultant, if applicable.
6. References from other clients.

Section 7: Other Terms

No Collusion

In submitting this proposal, the Proposer declares that the only person or party interested in the proposal as principals are those named herein, and that the proposal is made without collusion with any other person, firm or corporation.

Engagement

The Proposer further understands and agrees that if their proposal is accepted, the individual will enter into an engagement with the Village to provide the services with fifteen (15) days of receiving notice of the selection.

Ownership of Work Product

All work products, data, analyses, survey results, reports, tools, and materials developed under this Agreement shall become the property of the Village of Glencoe. The Consultant may not publish, reuse, or disclose such materials without the prior written consent of the Village, except as required by law.

Payment

All payments for the Services will be made by the Village in conformance with the requirements of the Local Government Prompt Payment Act (50 ILCS 505).

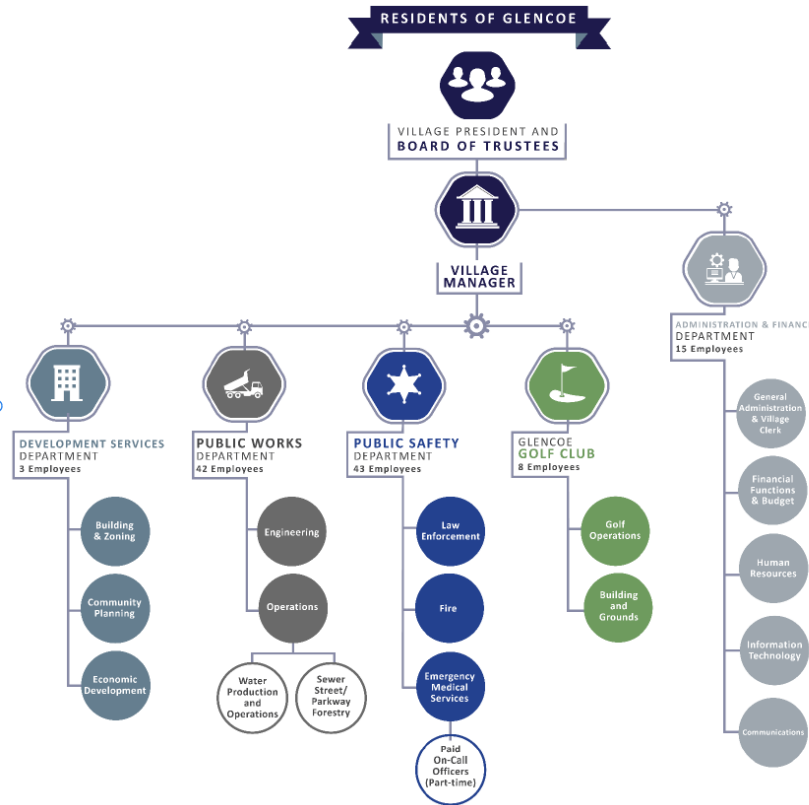
All costs incurred with the submission of proposals are solely those of the proposer. The Village, Trustees and/or staff will not reimburse any expenses of those proposers. Proposers accept all risks of late delivery of e-mailed proposals regardless of fault. Facsimile submissions will not be considered. Proposals must be submitted by email as specified in Section 8. All proposals and accompanying documentation will become the property of the Village of Glencoe and will not be returned.

COMPENSATION AND CLASSIFICATION STUDY

Section 1: Background

The Village of Glencoe is a mature, affluent and attractive community with a population of approximately 8,800 located on the bluffs of Lake Michigan, commonly known as the North Shore region, approximately 24 miles north of downtown Chicago. The Village is bounded by the City of Highland Park to the north, the Village of Winnetka to the south, the Cook County Forest Preserve District and Village of Northbrook to the west, and Lake Michigan to the east. The Village is a home rule, special charter municipality which operates under the council-manager form of government. The Village is a full-service community, with a consolidated Public Safety Department (police, fire and EMS); Public Works Department that includes all public infrastructure management as well as building, zoning and planning functions; Finance; Golf operations; as well as the functions of the office of the Village Manager/Clerk. The Village last performed a compensation and classification study in 2015, with a review of compensation and classification in 2023.

Village of Glencoe Organizational Structure



For the purpose of this RFP and the anticipated Agreement, “Village” means the Village of Glencoe and the selected Consultant that is awarded the Agreement is the “Consultant.” The selected Consultant will be invited to enter into an agreement with the Village, in a form to be provided by the Village (“**Agreement**”), to provide the Services in accordance with the Project Scope section of this RFP.

The selected firm will perform the Compensation and Classification Study as soon as practicable and should conclude by August 28, 2026.

The Village reserves the right to award the entire service package in whole or in part based upon its best interest regarding the evaluation criteria, price, convenience and professional references.

Section 2: Scope of Services

The selected firms shall provide all of the services described below:

The Village of Glencoe is requesting proposals from professional consultants to conduct a Compensation and Classification Study for the Village of Glencoe to identify an appropriate pay system and placement of positions within that system as compared to, and equitable with, equivalent municipal, public sector and private sector employers, both locally and nationally. The study shall provide recommendations for potential changes to the compensation policy, structure, procedures and practices. The finished product shall provide internal equity and external competitiveness while maintaining fiscal responsibility.

Additionally, the Consultant shall provide two addendum options, should time and funding permit.

1. Recommendations for additional benefits or modifications to the current benefits offered by the Village to ensure the Village remains competitive with both private and public benchmarking.
2. Recommendations and a proposed merit and bonus policy.

At a minimum, the Consultant shall:

Prepare Staff and Provide Informational Meetings

1. Hold an initial meeting with HR to develop a timeline for the study and implementation, to align the needs of the Consultant with the responsibilities of Village staff, and to develop a steering committee for the project.
2. Hold a meeting with Village leadership to describe the purpose of the study, the processes used and the communication expectations of both the Consultant and leadership team.
3. Provide regular progress reports, as defined in coordination with Consultant and Village staff, to the HR Manager.

Prepare and Present the Classification Study

1. Review the current organizational structure and classification methodology.
2. Propose recommended changes for the Village.
3. Review job descriptions and ensure an understanding of each position, including interviews or job audits when appropriate with individual staff and supervisors.
4. Present preliminary findings and proposed recommendations to the HR Manager and steering committee for review prior to making any final determinations.
5. Finalize specifications and recommend appropriate classifications for each non-union position, including part-time.
6. Define reasons for modifications to classifications.
7. Develop and communicate the process to implement classification adjustments.
8. Identify career promotional opportunities for roles and the gaps between positions to achieve those careers.
9. Provide implementable maintenance procedures and guidance to ensure the classification system remains current, including when classification requests are submitted, or upon creation of a new position.

Prepare and Present the Compensation Study

1. Review the current pay plan.

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2. Propose a list of benchmark comparator organizations and positions for review and approval by the Village prior to conducting market analysis.
3. Complete a benchmarking survey which compares similar organizations and similar positions, including salary and wages as well as all other monetary compensation.
4. Consider compression in relation to other positions within the Village.
5. Recommend a competitive market position and compensation philosophy for the Village to strive to maintain.
6. Recommend pay ranges for positions based upon the classification as proposed by the study, benchmarking results and internal equity.
7. Develop a salary structure based upon research developed herein.
8. Provide implementable maintenance procedures and guidance to ensure employees are paid at competitive wages and move appropriately within their pay range.
9. Develop guidance and tools for Village staff to ensure that starting salary offers are equitable to a candidate's experience and education as well as the nature of the position.
10. Identify compensation inequities and recommend implementation strategies, including cost and timeline.
11. Present findings and agreed upon modifications to Village leadership and/or elected officials.
12. Assist with employee communication materials explaining the study process, outcomes and implementation approach (e.g., FAQs, presentation slides, summary handouts, written communication drafts).
13. Provide comprehensive training for Human Resources and Department Heads on the changes and implementation guidelines to ensure that the organization is prepared to administer the study and answer staff questions and concerns.

Benefits Study Addendum

1. Review the current benefits the Village offers, including, but not limited to, time off, flexible work policies, insurance, retirement savings, tuition reimbursement and wellness programs.
2. Complete a survey of public sector and private sector benefit offers, excluding pensions.
3. Review the Village's health plan design and employer contribution strategy and compare them to similar communities.
4. Provide recommendations of additional or alternative benefits the Village of Glencoe can offer.
5. Ensure proposed benefits are compliant and provide guidance documents for staff to review during annual updates.
6. Present findings to Village staff for review and further consideration.
7. Provide guidance on how to incorporate the recommendations into the employee handbook and/or suggestions on vendors to use for the benefit.
8. Develop approximate cost of implementing proposed benefits for budgeting purposes and timeline for implementation.

Merit and Bonus Recommendation Policy Addendum

1. Review current merit and bonus procedures.
2. Review current performance evaluation procedures.
3. Research best practice for merit and bonus policies which allow for flexibility, yet provide consistent standards.
4. Develop merit and annual, project and performance based and spot bonus policy structure recommendations which align with Village performance evaluations.
5. Present preliminary findings and proposed recommendations to the HR Manager and Steering Committee for review prior to making any final determinations.

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6. Recommend performance evaluation modifications in association with research and recommendations.
7. Develop any metrics and procedures required to implement policies.
8. Provide guidance on implementation for staff.
9. Present findings to Village leadership.
10. Provide comprehensive training for Human Resources and Department Heads on the changes and implementation guidelines to ensure that the organization is prepared to administer the policy and answer staff questions and concerns.
11. Provide manager tools such as rating guidance, example narratives and a recommended approval workflow.

Project Schedule

1. The Consultant is required to have a final deliverable ready for distribution by August 28, 2026. The proposal shall include a detailed schedule, including, but not limited to proposed milestones for the following:
 - 1) Kickoff meeting
 - 2) Review of existing conditions
 - 3) Subsequent meetings with steering committee and Village staff
 - 4) Benchmarking research
 - 5) Provide initial findings to steering committee and Village staff
 - 6) Prepare policies and study including feedback from staff
 - 7) Provide a written report identifying key findings, recommendations and proposed implementation timelines
 - 8) Presentation to Village Manager and/or elected officials, at the request of the Village
 - 9) Training for how to implement and maintain the policy for Human Resources and Department Managers

Final Deliverables

The final deliverables of the Compensation and Classification study shall be:

1. A final classification plan
2. Pay structure and ranges
3. A compensation philosophy statement
4. Implementation of cost scenarios, both immediate and phased
5. A maintenance plan
6. Training materials

Section 3: Proposal Requirements

Responses are ***due no later than Friday, February 27, 2026 4:00 p.m. CST***. Proposals that contain omissions, alterations, conditional quotes, or that contain irregularities of any kind may be rejected.

Written Proposal

In order to be considered, all vendors must include all of the information at a minimum in their response:

1. **A transmittal letter** introducing the Consultant and outlining why the Consultant believes itself to be the best qualified to perform the requested services. The transmittal letter should also include the name, title, address and email address of the individual who is the contact for the Village.

2. **Introductions** of all key personnel to be involved and their relationship to the services to be provided. Include names, titles, licenses, certificates, field of expertise and relevant experience for all proposed personnel and staff. Identification of the Project Manager for the proposed services.
3. **Firm qualifications, experience and references** describing the firm's qualifications and past experience performing similar work projects. Provide information on three (3) professional municipal references which similar work has been supplied to, including:
 - a) Customer name
 - b) Project name
 - c) Completion date
 - d) Reference contact
 - e) Description of project
4. **A detailed proposal** which should address the Consultant's understanding of and ability to complete the project, and the Consultant's technical approach to the scope of work. It should include the proposed approach to undertaking the scope of work as described earlier in this RFP and the methodology which will be used for this project.
5. **Examples of previous work** that is similar to the scope of work as proposed to the Village, redacted as necessary.
6. **The Consultant shall certify that it has no financial interest or relationship that would compromise its independence in performing the study.**
7. **The Consultant shall disclose any subcontracted work expected prior to the work being subcontracted.**
8. **A timeline** based upon the proposed project approach and workplan illustrating the duration of each task and expected milestones.

Section 4: Fees for Service

Proposers shall provide a not-to-exceed, all-inclusive fee for the base Compensation and Classification Study. Proposers shall also provide separate, not-to-exceed, all-inclusive fees for each addendum: (1) Benefits Study and (2) Merit and Bonus Policy. Fees should include all labor, meetings, materials, and reimbursable expenses.

Section 5: Evaluation

A review of the proposals will be conducted by the Village. The cost of services, relative experience and other factors as described earlier in the RFP related to the Consultant's perceived ability to respond to the Village's scope of service will be considered in the evaluation. Staff will be responsible for clarifying any inconsistencies, ambiguities or incomplete proposals. Conspicuously deficient proposals may be disqualified.

Section 6: Special Conditions

The Village reserves the right to waive irregularities and/or reject any and all proposals received as a result of the Request for Proposals or to negotiate in any manner necessary to serve the best interests of the Village.

Section 7: RFP Schedule

The Village anticipates following the schedule described below:

Phase	Anticipated Date
Issue request for proposals	February 9, 2026
Deadline for questions	February 20, 2026, 4:00 p.m. CST
Answers to questions provided	February 23, 2026
Proposals due	February 27, 2026, 4:00 p.m. CST
Award	March 19, 2026

Section 8: Proposal Submission

Proposals must be submitted by email to kdarr@villageofglencoe.org and are due by 4:00 p.m. CST on Friday, February 27, 2026.

It is the sole responsibility of respondents to the Request for Proposal to deliver the proposal by the stated deadline. Each proposal must be submitted with all required documentation.

Section 9: Right to Reject Proposals

Submission of a proposal indicates acceptance by the firm of conditions contained in this request for proposals unless clearly and specifically noted in the proposal submitted. The Glencoe Village reserves the right without prejudice to reject any or all proposals.