



**Salary Survey and Compensation Study
Request for Proposal**

Issued February 25, 2026

Responses due April 1, 2026 by 10:00 a.m. E.D.S.T.

**Pre-Proposal Conference March 11, 2026 10:00 a.m. E.D.S.T.
Virtual Meeting via Teams**

REGIONAL INCOME TAX AGENCY
Salary Survey and Compensation Design
Request for Proposal

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February 25, 2026

The Regional Income Tax Agency (RITA, the Agency) is seeking proposals from qualified consulting firms experienced in the review and analysis of salary and overall compensation systems.

Proposals are due no later than 10:00 a.m. E.D.S.T., April 1, 2026. RITA prefers that proposals be submitted electronically. Proposals should be sent to rfp@ritaohio.com.

If any part of your proposal is printed and delivered to RITA, the envelopes shall be clearly marked "Salary Survey and Compensation Analysis Response". All proposals must conform to this requirement of the Request for Proposals (RFP).

Copies of the RFP will be on file for inspection and may be obtained at the offices of the Regional Income Tax Agency.

A virtual pre-proposal conference will be held via Teams on March 11, 2026 at 10:00 a.m. E.D.S.T. Interested parties may request to attend by emailing rfp@ritaohio.com no later than March 6, 2026 at 5:00 p.m. E.D.S.T. Attendance at this meeting will be considered in the evaluation of the proposals.

Respondents shall aggregate their questions and requests for clarification, and submit them via e-mail to Katie Basch, Human Resources Manager via e-mail at kbasch@ritaohio.com. Submissions should be no later than 12:00 p.m. E.D.S.T. on March 6, 2026. Such requests for clarification, and RITA's responses, will be supplied in writing to all parties that have received copies of the RFP, without identifying the source of the inquiry.

The Agency reserves the right to reject any and all proposals, or any part of any proposals, or to waive informalities or defects in proposals, as the Board of Trustees of the Agency deems to be in the best interests of the Agency.

Cordially,

A handwritten signature in black ink, appearing to read 'Amy L. Arrighi', is written over a light gray circular watermark.

Amy L. Arrighi
Executive Director

Introduction

The Regional Income Tax Agency (RITA, the Agency) is a governmental entity established to administer and collect municipal taxes for political subdivisions. As an agent for its municipalities, RITA provides substantial financial services to its members. Municipal income tax is collected from individuals and/or employer withholders on salaries, wages, commissions, fees and other forms of compensation. The tax is also collected from business entities based on net profits. As of 12/31/2025, the Agency employs approximately 228 full-time benefited employees to serve more than 400 municipalities by collecting and distributing in excess of \$2.5 billion.

Currently RITA has a merit-based compensation system tied almost exclusively to the Agency's annual job performance evaluation process. There are 12 pay grades encompassing approximately 110 positions on the scale. Each grade has been assigned a salary range with a minimum and maximum set approximately 20% on either side of the mid-point. This pay system was significantly revised during our 2022/2023 salary survey review. The last adjustment to this scale, which amounted to a 3% increase across all grades, was made for calendar year 2026. Cost of living increases are not provided. Rather, compensation increases are largely based on annual job performance evaluation scores for individuals who "Fully Meet" or "Exceed" expectations (i.e., the top 2 out of 5 scoring categories on the job performance evaluation).

RITA is soliciting proposals from qualified consultants, experienced in the review and analysis of salary and overall compensation systems. Our desire is to obtain a consultant who will assist the Agency in reviewing its existing job description and compensation system including all benefits, analyze the current jobs performed by employees, determine the correct market pay for each position, establish the market value of the employee benefits package, assess internal equity, and provide a market analysis of the total compensation package including salary and benefits. We expect the consultant to make recommendations for improvements to the existing system or implementation of a new compensation system along with any adjustments to pay and benefits that may be needed (e.g., other incentives/benefits etc.).

To be considered, a vendor must be a full-service consultant with expertise in evaluating pay scales, benefits, job descriptions and market pay/benefit analyses. The consultant should be able to provide references from other municipalities or government agencies where similar work was performed.

The consultant must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this RFP.

The Agency is not responsible for any costs incurred by the respondent in preparation of a proposal. RITA reserves the right to negotiate with the vendors submitting proposals in order to obtain the most favorable terms, conditions and pricing for the Agency as determined by the Agency in its sole discretion. Also, as deemed in the best interests of the Agency by the Board of Trustees, RITA reserves the right to reject any or all parts of the proposals.

Scope of Work

The successful consultant will be required to meet with the Human Resources Manager and Chief Financial Officer at the initiation of the study and provide a presentation to the Management Team at the conclusion of the study. RITA expects ongoing and open communications between designated Agency representatives and the consultant over the course of the study. All products and recommendations must comply with applicable State and Federal laws and enhance the Agency's ability to obtain and retain qualified personnel.

RITA will provide the following information to the successful consultant:

- Copies of all existing and proposed job descriptions
- Copies of all wage and salary schedules
- Copies of all documents regarding compensation and merit increases
- Copies of all employee benefit schedules
- Copy of the RITA Personnel Policies and Procedures Manual
- Copy of a RITA Organizational Chart
- Job Performance Evaluation document
- Access to in-house contact, Human Resources Manager Katie Basch, to discuss procedures, policies, problems and concerns and to provide a liaison between the Agency and the consultant.

Services to be provided:

1. The consultant will review the current job descriptions and compensation system and determine whether a new compensation system would be needed to ensure internal equity and external competitiveness.
2. Conduct a comprehensive survey of external regional labor markets impacting market competitiveness for all positions in the Agency.
 - a. This shall include public sector and private sector jobs with the same essential duties and functions.
 - b. This will include a review and market analysis of salary and benefits.
 - c. Make recommendations for changes to current classification system or adoption of a newly designed compensation system, which ensures internal equity and external competitiveness.
 - d. The method in which to perform this analysis is to be determined by the consultant, but should be based on wages and benefits established for the 2027 calendar year.
 - e. The consultant will provide the Agency with a copy of the final compensation study and proposed salary structure.
3. Design an implementation strategy for any updated compensation system with the lowest financial impact and greatest gain to positions that fall outside of a designated range. The implementation plan should contain the total cost for implementation beginning January 1, 2027. The consultant will provide the Agency with a copy of the implementation strategy.
4. If the compensation system is implemented, provide training to the Management Team on the utilization and maintenance of the system. Additionally, provide necessary documentation and other materials for the Agency to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. Provide RITA with soft copies of training materials and policies and procedures for the maintenance of the system.
5. Provide information and recommendations regarding best practices and approaches for utilizing job performance evaluations in the merit/compensation process.
6. Provide information about wage compression issues and discussions around “tiered” positions (e.g., Auditor 1, 2, 3, etc.), including when it is appropriate to use tiers, and when it has a negative impact on the operations and employee pay.
7. As an option, provide a proposal for an annual review and update of the market analysis for each position including a description of the factors to be reviewed, methodology, final report, and staff training.
8. Provide pricing and timeframe for future individual job description grading on an as-needed basis.

Proposal Instructions

Proposals must be received by the Executive Director, Regional Income Tax Agency, by 10:00 a.m. E.D.S.T., April 1, 2026. Proposals shall be emailed to rfp@ritaohio.com. If portions of the proposal cannot be emailed, then submit these portions in sealed envelopes addressed to:

Executive Director
Regional Income Tax Agency
10107 Brecksville Road
Brecksville, Ohio 44141

If the proposal or any part of the proposal is submitted on paper, it shall have marked on the outside of the envelope "Salary Survey and Compensation Study RFP Response".

It is RITA's intention to enter into a contract as soon as practicable after the proposals are evaluated. The successful vendor shall enter into a contract with the Regional Income Tax Agency within ten days of the notification of award or as soon as practicable thereafter as determined by RITA. Work is expected to begin no later than mid-April/early-May of 2026 for a target completion by the end of June 2026.

Proposals will be evaluated on several factors including the respondent's understanding of the engagement to be performed, previous relevant experience of both the respondent and the individuals on the team performing studies of this nature, the respondent's attendance at the pre-proposal conference, the respondent's ability and the flexibility to "customize" their services to meet RITA's needs, and the associated costs.

The proposal should include the resumes of the members of the team and references from other municipalities or government agencies where similar work was performed.

The Agency reserves the right to reject any and all proposals, or any part of any proposal, or to waive informalities or defects in proposals, as the Board of Trustees of the Agency shall deem to be in the best interests of the Agency. By submitting a proposal, each respondent is ensuring that complete confidentiality of all Agency information will be maintained by all vendor personnel.

By submitting a proposal, each respondent is ensuring that they are an Equal Opportunity Employer and that their employees and applicants for employment are not discriminated against because of their race, creed, color, sex, sexual orientation, gender identity, gender expression, genetic information or national origin. By signing a contract with RITA, the successful vendor guarantees that they comply, or will comply with the above provision and all other applicable state and federal laws regarding public contract work, and agrees to indemnify and hold the Regional Income Tax Agency harmless from any claims or damages incurred against or by the Regional Income Tax Agency resulting from any non-compliance by the successful vendor.