



**CITY OF MARSHALL**  
**REQUEST FOR PROPOSALS (RFP)**

**CLASSIFICATION AND COMPENSATION STUDY**

November 2020

ISSUE DATE: NOVEMBER 12, 2020

DEADLINE: DECEMBER 4, 2020, 4:00 PM

## **PROJECT INTRODUCTION**

The City of Marshall (City) is soliciting proposals for professional services for the completion of a Classification and Compensation Study. The study shall include the development and implementation of a job evaluation, classification, and compensation system that meets all federal and state compensation laws, such as the Minnesota Local Government Pay Equity Act, Fair Labor Standards Act, and other pertinent laws.

## **PROJECT BACKGROUND**

The City currently has in place a job evaluation and compensation system that was reviewed and updated in 2011-2012, with implementation in 2013. Marshall is a regional center in southwest Minnesota with a population of approximately 13,680. Marshall is a home-rule charter city, mayor-council form of government. The City is governed by a City Council composed of a Mayor and six Councilmembers.

The study will include full and part-time positions of the City, as well as full and part-time positions of the Marshall-Lyon County Library, and Public Housing Commission. The City employs 94 full-time employees and 19 part-time employees. The Marshall-Lyon County Library employs 6 full-time employees and 15 part-time employees. The Public Housing Authority employs 4 full-time employees and 1 part-time employee. Position titles that would be encompassed in this study are provided at the end of this RFP.

Of the City's 94 full-time and 19 part-time employees, 54 are organized in the following unions:

- American Federation of State, County, and Municipal Employees (AFSCME), Local 65 representing Streets, Parks, Engineering, Community Planning, and Arena employees (32 employees)
- Law Enforcement Labor Services, Inc. Local 190 representing Police Officers, Detectives, and Corporals (20 employees)
- Law Enforcement Labor Services, Inc., Local 245 representing Police Supervisors (Sergeants) (2 employees)

Approved 2019-2021 collective bargaining agreements will expire on December 31, 2021.

All positions are paid on a step plan comprised of six (6) steps. Since the most recent study, there have been several changes in position classifications and new positions added. The City, Library, and Public Housing entities submit separate Pay Equity Reports and have been in compliance with pay equity requirements in the past; each entity will need confirmation that this is still the case with a new system. Upon completion of the study, the City and Library's next Pay Equity reports will be due in January, 2024. Public Housing's next report is due in January, 2022. Internal equity is based on the Hay Point-Factor method. The City is open to using an alternative job evaluation method or maintaining the existing system.

In preparation for this study, all job descriptions have been/will be reviewed and updated. It is the City's desire to use these revised job descriptions as part of this project; however, the City understands that additional information may be required by the organization for evaluation.

## **SCOPE OF WORK**

The selected consultant will provide professional services with integrative support services to complete the following:

1. Conduct a review of the current compensation philosophy, policy, and system with the City Council; seeking direction on changes desired, if any. This review shall include, but not be limited to: a review of the current regional challenges in recruiting and retaining employees, and a determination of a consistent and competitive market position that the City can strive to maintain.
2. Recommend a job evaluation system; this may include a recommendation to utilize the existing evaluation system (Hay Point-Factor method) or an alternative.
3. Conduct an evaluation of each position using current job descriptions to determine the job value and assign points to each position; if utilizing the Hay Point-Factor method, conduct a review of the current position evaluations with recommendations for revisions, as needed. It is highly desired that this process includes employee engagement; the process may include position questionnaires and in-person or virtual consultant interviews with employees, or other method of engagement. Establish an objective classification (job-ranking) hierarchy.
4. Perform a general review of exempt and non-exempt position designations under the Fair Labor Standards Act (FLSA) guidelines; recommend changes as necessary and provide documentation of such changes for City files.
5. Establish appropriate benchmarking standards and conduct a wage/labor market survey. Perform an analysis of the market survey data for the establishment of pay grades, pay ranges, and step progressions within the ranges of the pay structure (step system) to meet the established compensation goals. The Council is interested in considering adding additional steps to the system, if deemed appropriate. Perform a compression analysis to identify individual or group pay compression issues and provide potential solutions. Identify any extreme individual or group inequities and provide a recommended corrective action plan and process to remedy these situations. Work with City staff to establish a list of comparable cities/entities. The comparable labor market survey may also include private employers and/or additional public sector employers for selected positions.
6. Perform system testing to assure MN Pay Equity Compliance. Provide the City, Library, and Public Housing entities with completed pay equity reports that provide compliance assurance.

7. Present options and recommendations for a classification and compensation plan; the implementation plan options should take budget constraints into consideration and include the cost of implementation.
8. Present findings and recommendations, including final written plan documents and oral reports, at various meetings such as City Council meetings, management groups, employee groups, and union groups. End plan/report must comply with all applicable state and federal laws.
9. Establish and provide concrete schedules for each of the above proposed developments.
10. The classification and compensation system should be provided in computer/software format for implementation and on-going administration.
11. Train HR staff on proper administration and maintenance of the system. Provide implementation support, as requested.
12. Provide recommendations on a system for determining the validity of future requests for reclassification and/or compensation changes.
13. Post contract services involving review of new or significantly altered job descriptions and determination of points and salary for the positions.
14. Post contract services, upon request, to provide documentation regarding system changes for submissions to the Minnesota Department of Management and Budget for pay equity reporting purposes.
15. Propose solid contract terms, including a proposed project timeline, an itemized fee schedule for work included in the scope of work, and a payment plan based on measurable contract milestones.

## **CONSULTANT SUBMITTAL**

The proposal shall contain the following information:

### **A. Consultant Information**

Identify who will be the project manager and provide a listing of personnel to be assigned to the project, if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on their experience with public sector compensation.

### **B. Statement of Methods and Procedures**

Information stating your firm's approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations for each aspect identified in the scope of work. Provide a sample of reports, correspondence, questionnaires and/or other instruments to be utilized. Include information on the job evaluation system being proposed (if not utilizing Hay Point-Factor method).

Detail a “launch” plan to include an employee kick-off communication, as well as communications with management and employees during the study. Identify your firm’s approach to engaging union and non-union involvement with the development of the position classifications and compensation schedules. Describe how employee appeals / disputes will be handled.

Provide a detailed breakdown and description of the specific steps, services, and study products that will be provided. Describe how the final product will be structured and presented to Council, management, and employees upon completion. Include any computer/software compatibility information.

C. Management Synopsis

Provide a synopsis, prepared for management review, covering the significant features of the proposal, including overall costs and term of work.

Provide a statement that the proposer agrees to:

- 1) Provide the final report, tables, schedules, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the classification/compensation system in an electronic medium; and
- 2) Appear, virtually or in-person, as appropriate, at a scheduled Council meeting to discuss the final report, recommendations, implementation options, and implementation costs; and
- 3) Provide a statement ensuring validity of the proposal for ninety (90) days following the response deadline below.

D. Work Schedule

Identify a concrete, reasonable timeline indicating tasks required with the start and completion dates for each, including the date of final project completion. It is expected that the work will commence as soon as possible after the contract is awarded.

E. Cost of Services

Provide clearly defined rates, fees, and charges for services, by phase and for total project, with a proposed payment schedule. Provide clearly defined additional services and/or reimbursable costs not included in the basic fees, including hourly rates, mileage reimbursement, and fees for post contract services. Fees for post contract services should include a per position fee for performing a job evaluation of positions upon request, for as long as the City wishes to maintain this service. Proposal shall include a “not to exceed” lump sum fee protection.

## F. References

Provide an extensive list of references of municipalities in the State of Minnesota who have implemented and are currently utilizing the compensation system being proposed or a similar system designed, developed, and implemented by your firm. Include the name and phone number of the contact person at each municipality, as well as a description of the services performed, implementation date, and the names of personnel from your office that worked on the project at each municipality.

## **PROJECT COMPLETION**

It is the intent of the City to provide as much support and assistance to the consultant to ensure that the project is completed within 9-12 months of the initial start date.

## **OTHER**

Questions regarding this Request for Proposal should be directed to:

Sheila Dubs

Human Resource Manager | City of Marshall

Mailing address: 344 West Main Street | Marshall, MN

Physical address: 1501 State Street (SS217) | Marshall, MN

P: 507-537-6790 | F: 507-537-6830

Sheila.Dubs@ci.marshall.mn.us

www.ci.marshall.mn.us

- The City of Marshall reserves the right to reject any and all proposals for any, or no reason, and furthermore reserves the right to accept any proposal deemed to be in the best interest of the City.
- Minor revisions to original proposals, if requested by the City, may be negotiated following the proposal deadline and prior to being submitted to the Council for approval.
- The City of Marshall shall not be liable for any expenses incurred by the firm associated with the preparation of the proposal, including but not limited to: onsite or virtual attendance at an oral presentation, onsite visit, preparation of a contract/fee schedule, or final proposal/contract negotiations.
- Prior to any work being performed, the selected firm shall provide a certificate of insurance, including but not limited to: general liability, automobile liability, and workers compensation coverage. Policy coverage limits for the general liability and automobile liability shall be in amounts equal to the City's potential liability.

- Proposals must be submitted by 4:00 PM on Friday, December 4, 2020, to Sheila Dubs by mail or email. If utilizing mail service, at least one (1) unbound copy of the proposal must be included. If utilizing mail/package delivery service, please note these special mailing instructions, as the current City Hall office space is under renovation:
  - If using the USPS mail service, deliver copies of the proposal to: Sheila Dubs, 344 West Main Street, Marshall, MN 56258.
  - If using an alternative package delivery service, deliver copies of the proposal to: City Hall, Attn: Sheila Dubs, 1501 State Street, Marshall, MN 56258.
  - Firms submitting the proposal by email will be responsible to verify delivery.
- Finalists may be requested to make a presentation for evaluation.

## **EVALUATION CRITERIA**

Proposals will be evaluated per the following criteria:

- Company experience and key personnel qualifications
- Proposed job evaluation system, survey methodology, and project plan
- References and recommendations from past clients
- Quality and thoroughness of the proposal
- Communications Plan
- Timeline
- Cost

CITY OF MARSHALL POSITION TITLES	
<b>ADMINISTRATION</b>	<b>ECONOMIC DEVELOPMENT</b>
City Administrator (1)	Economic Development Director (1)
Director of Administrative Services (1)	
Finance Director (1)	<b>PUBLIC SAFETY</b>
Accounting Specialist (1)	Director of Public Safety (1)
City Assessor (1)	Police Captain (1)
Appraiser (1)	Police Sergeant (2)
Assessing Technician (1)	Police Corporal (3)
Liquor Store Manager (1)	Police Detective (2)
Liquor Sales Associate (3)	Police Officer (13)
Liquor Checkout Clerk (11 PT)	Police Officer (part-time) (2)
Human Resource Manager (1)	Training Facility Coordinator (1)
City Clerk (1)	Administrative Assistant (1)
Payroll/Benefits Specialist (1)	Police Records Clerk (1)
Executive Assistant (0)	Community Services Officer (1 FT, 4 PT)
Office Specialist (0)	
	<b>PUBLIC WORKS</b>
<b>COMMUNITY PLANNING</b>	Director of Public Works/City Engineer (1)
Plans Examiner/Asst Zoning Adm (1)	Assistant City Engineer (1)
Building Services Coordinator (1)	Senior Engineering Specialist (1)
Building Inspector II (0)	Engineering Specialist (3)
Building Inspector I (1)	Engineering Technician (0)
Office Assistant/Receptionist (1)	Wastewater Facility Superintendent (1)
	Wastewater Assistant Facility Supt (1)
<b>COMMUNITY SERVICES</b>	Wastewater Collection System Asst Supt (1)
Director of Community Services (1)	Wastewater Technical Operator (1)
Parks Superintendent (1)	Wastewater Plant Operator II (2)
Facility Maintenance Supervisor (1)	Wastewater Plant Operator I (2)
Maintenance Technician (3)	Wastewater Laboratory Specialist (1)
Building Custodian (0)	Wastewater Sr Maintenance Operator (1)
Senior Maintenance Worker (0)	Wastewater Maintenance Operator (2)
Maintenance Worker (3)	Public Ways Superintendent (1)
Media Communications Specialist (1)	Lead Maintenance Worker (2)
Media Production Technician (1)	Mechanic (1)
Adult Community Center Coordinator (1)	Senior Maintenance Worker (4)
Program Specialist (1)	Maintenance Worker (3)
Community Education Coordinator (1)	Building Maintenance Supervisor (1)
Recreation Coordinator (1)	Building Maintenance Worker (1)
Administrative Assistant (1)	Building Custodian (2 PT)
Office Assistant/Receptionist (1)	Administrative Assistant (1)



<b>MARSHALL-LYON COUNTY LIBRARY POSITION TITLES</b>
Library Director (1)
Public Services Manager (1)
Office Manager (1)
Librarian (3 FT, 1 PT)
Assistant Librarian (4 PT)
Customer Care (4 PT)
Collection Assistant (6 PT)

<b>MARSHALL PUBLIC HOUSING AUTHORITY POSITION TITLES</b>
Executive Director (1)
Office Specialist—Intermediate (1 PT)
Painter (1)
Building Maintenance Worker (2)