



**REQUEST FOR PROPOSALS FOR  
JOB CLASSIFICATION AND  
TOTAL COMPENSATION STUDY**

City of Victoria  
P.O. Box 36  
1670 Stieger Lake Lane  
Victoria, MN 55386

[www.ci.victoria.mn.us](http://www.ci.victoria.mn.us)

April 13, 2019

## 1. INTRODUCTION AND BACKGROUND

The City of Victoria is seeking proposals from qualified companies to provide professional consulting services to evaluate and analyze the city's needs and to provide integrative services to design, develop and assist the city in implementing a job classification and total compensation system as detailed in this request for proposals (RFP).

Victoria, a city of over 9,000 residents founded in 1915, lies in Carver County on the western edge of the Twin Cities metropolitan area. The many lakes and parks in the city give the community its identity as the "City of Lakes and Parks." Recreation amenities include the large city-managed Victoria Recreation Center and the 15-mile Lake Minnetonka LRT Regional Trail, easily accessible from downtown Victoria. The city is adjacent to the 3,000-acre Carver Regional Park and borders the renowned University of Minnesota Landscape Arboretum.

The city is a Plan B statutory city with a city council/city manager form of government. The city council consists of a mayor and four council members elected at-large. All policy and legislative decisions are the responsibility of the council. The council delegates the administrative duties to the city manager who is responsible for hiring and managing city staff and carrying out the policies of the council.

The city provides some services and contracts for other services. Services provided by city staff include: street and park maintenance; recreation opportunities; city planning; utility billing; building permits, inspections, and code enforcement; and a volunteer on-call paid fire service. The city contracts with the Office of the Carver County Sheriff for police protection and animal control and with a consulting firm for engineering services. The city operates a water and sanitary sewer utility and a recreation center.

The city currently uses the Riley, Dettman and Kelsey job evaluation system to evaluate position classification. This job evaluation system was last reviewed in 2013 when a complete classification and compensation analysis of all city positions was performed. The city employs 25 regular full-time staff, one regular part-time staff, and a fluctuating number of seasonal employees. Nonexempt and exempt positions are generally paid within an established wage range rather than a step system. There have been minimal changes to the compensation plan since its original adoption; a few positions have been added. The city is open to considering an alternative pay structure such as a step system. The city does not have any labor unions.

In preparation for this study, all job descriptions have been 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 company for evaluation.

The job classification and total compensation study will provide options and recommendations for a classification and total compensation plan, including an implementation strategy, which will achieve the following objectives.

- Establish fair and equitable compensation relationships with the organization.

- Maintain pay equity compliance.
- Ensure competitiveness with the external market.
- Enable easy maintenance by the city staff post implementation.

The city has job descriptions for each position as shown in the following table.

<b>CITY OF VICTORIA POSITION TITLES</b>	
<b>ADMINISTRATION</b>	<b>RECREATION</b>
City Clerk	Administrative Assistant
City Manager	Recreation Supervisor
Communications and Human Resources Manager	
	<b>PUBLIC WORKS</b>
	Deputy Public Works Director
<b>BUILDING</b>	Lead Maintenance Worker
Administrative Assistant/Permit Technician	Maintenance Worker 1
Building Inspector	Maintenance Worker 2
Building Official	Public Works/Parks & Recreation Director
<b>COMMUNITY DEVELOPMENT</b>	<b>VACANT POSITIONS</b>
Community Development Director	Accounting Technician
Senior Planner	City Engineer
	Finance Director
<b>FINANCE</b>	Fire Inspector
Accounting Specialist	GIS Technician or Specialist
Finance Manager	
<b>FIRE</b>	
Fire Chief	
Paid On-call Firefighter	

## 2. SCOPE OF SERVICES

The proposal must detail all the services anticipated to evaluate and analyze the city's needs and to design, develop and assist the city in revising the current or implementing a new job classification and total compensation system. Services must include but are not limited to the following.

- 2.1. Review current job descriptions and position evaluation system and recommend revisions to ensure compliance with state and federal requirements.
- 2.2. Evaluate exempt and nonexempt status for each position and provide recommended changes along with written documentation and rationale used to make that determination.
- 2.3. Evaluate responsibilities, duties, qualifications, working conditions, physical requirements and

all other considerations for each position to determine its job value and make recommendations for revisions to ensure compliance with Americans with Disabilities Act and other state and federal requirements.

- 2.4. Develop principles of comparability to external labor markets including public, private and market/comparable cities and perform job evaluation and wage/labor market comparability study.
- 2.5. Provide options and recommendations for a classification and total compensation plan, including feasibility of implementation that take into consideration budget constraints.
- 2.6. Propose a project timeline and an itemized fee schedule for this work, based on measurable contract milestones.

### **3. DELIVERABLES**

The company shall at a minimum provide the following deliverables.

#### **3.1. Communications Plan**

Detail a launch plan to include, at a minimum, an employee kick-off meeting, communications with managers/supervisors and employees during the study and implementation communications.

#### **3.2. Draft Classification and Total Compensation Plan**

- 3.2.1. Detail the appropriate number of pay ranges (and pay steps, if applicable) and the weight given to internal equity and external market comparisons.
- 3.2.2. Recommend pay grade adjustments and/or reassignment of positions to appropriate pay grades as needed.
- 3.2.3. Test and verify ranking structure of positions.
- 3.2.4. Integrate job evaluation rankings and market comparisons into the recommended pay levels.
- 3.2.5. Integrate employees' perceived value and monetary value of employee benefits into overall design of compensation plan.

#### **3.3. Presentation of Findings and Recommendations**

Present findings and recommendations to project team and other staff as designated.

#### **3.4. Process for Future Reclassification Requests**

This process must include determining the validity for requests for reclassification and/or compensation changes outside of the routine review process.

### 3.5. Coordination with Current Pay Plan

Recommend the best approach to coordinate the recommended pay plan with the current pay plan, including an implementation timeline that considers the city's budget constraints.

### 3.6. Post-Implementation Administration

- 3.6.1. Recommend policies, guidelines and procedures for administration, including how the plan can be adjusted for cost of living and how employees advance through salary ranges.
- 3.6.2. Provide training and tools, resources and documentation for city staff to maintain the system independently post-implementation.

### 3.7. Pay Equity Report

Provide a completed pay equity report for submission to the Minnesota Management and Budget by January 31, 2020, including an explanation of the new compensation system and methodology and how that plan satisfies pay equity compliance.

### 3.8. Final Report

Submit a final report with executive summary of project results and recommendations as discussed and approved by the project team. This report will be used by the city manager to make recommendations to the city council.

### 3.9. Optional Services

The city may, during the term of this contract, desire to purchase additional services from the company to enhance the level of service. Companies should respond in detail regarding the ability to provide optional services. The costs for the optional services are in addition to requirements set forth in this RFP; these costs must be readily distinguishable from the costs quoted for the required scope of services.

#### 4. PROJECT SCHEDULE

During the evaluation process, the city reserves the right to request additional information or clarifications from a firm, to allow corrections of errors and/or omissions or to modify the schedule.

PROPOSAL AND SELECTION TASK	DATE
City issues request for proposal	April 13, 2019
Companies submit questions	April 18, 2019
City posts responses to all companies' questions	April 23, 2019
Proposals due at 4:00 pm CST	May 6, 2019
Respondents noticed of shortlist and interviews scheduled	May 17, 2019
Oral presentations/interviews ( <i>Tentative</i> )	June 3-6, 2019
Evaluation committee decision ( <i>Tentative</i> )	June 7, 2019
Contract negotiation completed ( <i>Tentative</i> )	June 19, 2019
Contract considered by the city council ( <i>Tentative</i> )	June 24, 2019

#### 5. PROPOSAL CONTENT AND INSTRUCTIONS

The following material is required to be received by **May 6, 2019 at 4 p.m. CST** in an envelope marked "**Request for Proposal for Job Classification and Total Compensation Study,**" for a proposal to be considered.

Responses must be typewritten. Responses must be straightforward and concise. Emphasis should be on completeness and clarity of content; do not include any promotional material. It is the responsibility of all proposers to examine the entire RFP package and seek clarification of any item or requirement before submitting the proposal. The city may request a company to provide an oral interview after the initial evaluation process to clarify information or acquaint the city with system features prior to final selection.

**For proper comparison and evaluation, proposals must include the following items and be organized in the manner specified on the following pages.** Failure to meet these requirements or proposals that contain insufficient information for a meaningful evaluation or are illegible may be disqualified from further consideration.

##### 5.1. Title Page

- 5.1.1. Proposal for Job Classification and Total Compensation Study
- 5.1.2. Company's name and address

- 5.1.3. Contact person's name, title, address (if different from company's address), telephone and email address.
- 5.1.4. Date of the proposal

## 5.2. Transmittal Letter

- 5.2.1. Submit letter of transmittal, signed by an official authorized to bind the company, briefly stating the company's understanding of the work to be performed, the interest and commitment to perform the work and a statement of why the proposer believes the company is best qualified to provide this system and services.
- 5.2.2. Include a brief summary of the company's prior experience providing similar services as described in this RFP to local governments.
- 5.2.3. State that the proposal is valid for ninety (90) days after the proposal due date.

## 5.3. Statement of Qualifications.

- 5.3.1. Describe the company's experience implementing, maintaining and supporting similar systems for local governments in Minnesota as described in this RFP.
- 5.3.2. Include an overview of the company's approach to providing the services and accomplishing the tasks required.
- 5.3.3. Identify key personnel assigned to this project, including a summary of experience and expertise of each team member and a description of their roles and responsibilities.

## 5.4. References

Provide three local government references in Minnesota for which similar services (system design, development and implementation by your company) are or recently have been provided. Preference will be given to companies with references for implementation at organizations most similar to the city. Include the local government's name, scope of the services provided, date and term of the contract, point of contact's name, title, address, email address and telephone number.

## 5.5. Project Plan

- 5.5.1. Outline the process your company will use to gather information and how your company will ensure objectivity and impartiality in the process.
- 5.5.2. Describe how a full and complete review and understanding of the city's positions will be ensured.
- 5.5.3. Identify how current and accurate market data will be gathered and how an adequate sample size to provide meaningful market comparisons will be determined.

- 5.5.4. Describe your approach to conducting internal and external position comparisons and how market comparisons with pay equity will be integrated into the proposed evaluation system.
- 5.5.5. Describe the types of written materials (explanatory materials, job descriptions, policies and procedures, questionnaires, etc.) that will be used and include samples.
- 5.5.6. Describe how the recommended system is tested for equity and fairness.
- 5.5.7. Identify meetings and/or contacts with the city's key project personnel and other employees.

## 5.6. Employee Involvement

- 5.6.1. Describe your approach for ensuring a comprehensive review of all positions on a "go-forward" basis.
- 5.6.2. Describe how the company recommends an appeals process for employees who believe their positions were incorrectly classified.

## 5.7. Training

Describe how your company will provide training for system maintenance and updating such as position additions and wage structure updates.

## 5.8. Proposed Timeline

Identify a concrete, reasonable timeline for the completion of each component in the process.

## 5.9. Optional Services

Detail all optional services proposed and their associated costs.

## 5.10. Deviations from RFP

Identify and explain any deviations from the requirements in the RFP.

## 5.11. Cost proposal

- 5.11.1. Provide a comprehensive, detailed cost proposal that covers all costs associated with successful implementation of the system and services required of this RFP.
- 5.11.2. Proposals shall clearly define optional services and/or reimbursable costs not included in basic fees, including any hourly rates or fees for post-contract or optional services.
- 5.11.3. Proposals shall include a "not to exceed" lump sum fee protection.
- 5.11.4. Proposals shall include identification of proposed milestones. Payment will be made

by the city upon agreed-upon milestones as identified in the contract.

- 5.11.5. Proposals shall identify costs for all aspects including potential areas in which the city can provide assistance resulting in cost savings to the city.

## 5.12. Conflicts of Interest

The company must disclose any actual, apparent, direct, indirect or potential conflicts of interest that may exist with respect to the company, management or employees of the company or other persons relative to the services to be provided. If the company does not have any conflicts of interest, the company must include a statement to that effect in the statement of proposal.

## 6. PROPOSAL SUBMISSION

Proposals must be received no later than **May 6, 2019 at 4 p.m. CST** in a sealed envelope marked **“Request for Proposal for Job Classification and Total compensation Study.”** Late proposals will be not considered. Submit five hard copies of the proposal to:

Gwen Campbell  
Communications and Human Resources Manager  
City of Victoria  
P.O. Box 36  
1670 Stieger Lake Lane  
Victoria, MN 55386

Submit one electronic copy, which shall be an exact replication of the hard copy, to Gwen Campbell at [gcampbell@ci.victoria.mn.us](mailto:gcampbell@ci.victoria.mn.us).

All responses, questions and correspondence shall be directed to Gwen Campbell. In the interest of fairness to all respondents, please do not contact other staff or elected or appointed officials. Ms. Campbell may be contacted via email or at 952-443-4230.

### 6.1. Rights of Review

The city reserves the right without prejudice to reject any or all proposals or to request additional information from any and all companies submitting proposals. This RFP shall not commit the city to engage any company for the services described in this RFP.

### 6.2. Confidential Material

All materials submitted in response to his RFP ultimately become public record, subject to inspection after the contract award. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words “Confidential Disclosure” and placed in a separate envelope marked as such shall be considered to qualify as Trade Secret Data under the Minnesota Government Data Practices Act (MGDPA). Any material to be treated as Trade Secret Data must include a justification for the request. The request will

be reviewed and either approved or denied by the city. If denied, the company shall have the opportunity to withdraw the entire proposal or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary. Any costs to preserve the Trade Secret data designation under the MGDPA shall be the responsibility of the company.

### 6.3. Addenda

All questions must be submitted in writing to Gwen Campbell by 4:30 p.m. CST on April 18, 2019. The city will post written responses to all questions received on April 23, 2019. Any interpretations, corrections and changes to this RFP shall be made by written Addendum to the RFP. Addenda will be issued electronically through the city's website at [www.ci.victoria.mn.us/bids.aspx](http://www.ci.victoria.mn.us/bids.aspx). Companies shall acknowledge receipt of all addenda in their statement of proposal.

### 6.4. Response Ownership

All proposals become the property of the city upon receipt; selection or rejection of a proposal shall not affect this right. The city shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP subject to the limitations as described in Section 6.2, Confidential Material. Disqualification of a proposal does not eliminate this right.

## **7. Evaluation and Selection of Proposal(s)**

This RFP is designed to meet the needs of the city. A team of city staff will evaluate all proposals submitted and select the proposal or proposals that best demonstrate the capability to perform the scope of work and possess the integrity and reliability that will ensure good faith performance. Companies may partner to achieve the total solution requested. Only one company may be identified as the proposing company for this RFP.

Each proposal will be examined initially to ensure it follows the proposal format and instructions in this RFP. **Proposals that do not follow the specific format will not be considered. Late proposals will not be considered.**

The city reserves the right to reject some or all of the proposals and the right to award by individual line item, by group of line items or as a total, whichever is deemed most advantageous to the city.

### 7.1. Evaluation Criteria

Proposals will initially be evaluated per the following criteria.

- 7.1.1. Company and key personnel qualifications
- 7.1.2. Project plan, study, proposed system and implementation

- 7.1.3. Project approach
- 7.1.4. Timeline
- 7.1.5. Cost proposal

**7.2. Oral Interviews/Presentations**

After the initial review, the city may develop a list of clarification questions to be addressed by a company to assure full understanding and/or conformance to the requirements. The company shall provide a response to the city within five business days following the receipt of the inquiry. Further, the evaluation team will create a “short list” of proposals for further consideration. Companies making the “short list” will be contacted and the company may be required to provide a demonstration and/or arrange a site visit for an oral presentation with the city. Any oral presentations/demonstrations must be made in person or via web conference to the evaluation team.

The “finalists” will be evaluated as follows.

Score from initial proposal review	35%
Oral interview	35%
References	10%
Cost proposal	20%
<b>TOTAL</b>	<b>100%</b>

**7.3. Contract Award**

The evaluation team will make a recommendation to the city council for awarding contract; the city council has the final decision. Proposals will be ranked or disqualified based on the criteria detailed in this RFP. The city reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the successful company.

**7.4. Proposal Revisions**

The city may permit revisions to submitted proposals, prior to contract award, for the purpose of obtaining best and final offers.

**7.5. Appeals Process**

Protests of the award must be made in writing, specifically stating provisions that have been violated, and filed with City Clerk Cindy Patnode, within ten calendar days after issuance of notice to award.

**8. CONTRACT**

The information below outlines the city’s expectations regarding contract execution.

## 8.1. Negotiations and Contract Execution

- 8.1.1. Costs are not usually negotiated because the competitive RFP process is superior for achieving the best value for the city. The city reserves the right to negotiate the final terms and conditions of the contract to be executed, including award amount.
- 8.1.2. If the city and a company are unable to agree upon the entire contract, the city reserves the right to discontinue negotiations, select another company or reject all of the proposals.
- 8.1.3. Contracts will be awarded for a period of three years, assuming satisfactory service delivery; there will be an option to continue the contract on a month-to-month basis for a period of up to six months at the current contract terms and conditions to allow time for the city to transition.
- 8.1.4. The successful company shall execute a contract with the city within ten days after receipt.

## 8.2. Contract Ethics

- 8.2.1. No elected official or employee of the city who exercises any responsibilities in the review, approval or implementation of the proposal shall participate in any decision which affects his or her direct or indirect financial interests.
- 8.2.2. It is a breach of ethics for any person to offer, give or agree to give any city employee or council member or for any city employee or council member to solicit, demand, accept or agree to accept from another person or firm, a gratuity or an offer of employment whenever a reasonable prudent person would conclude that such consideration was motivated by an individual, group or corporate desire to obtain special, preferential or more favorable treatment than is normally accorded the general public.
- 8.2.3. The company shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the city.
- 8.2.4. The company shall not accept any private client or project which, by nature, places it in ethical conflict during its representation of the city.

## 8.3. Reporting

The successful company will report to the city manager or her designee. The human resources manager will audit billings, approve payments and establish schedule and generally be responsible for overseeing the execution of the contract.

## 8.4. Financial Liability Limitations

The city shall not be liable for any expenses incurred by the company, including but not limited

to, expenses associated with the preparation of the proposal, attendance at the oral presentation, onsite visit(s) or demonstrations or preparation of a compensation schedule or final contract negotiations.

### 8.5. Insurance

Prior to any work being performed, the successful company 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.

### 8.6. Equal Opportunity

The city requires equal opportunity; therefore, the company selected shall not discriminate under the contract against any person in accordance with federal, state, and local regulations and with city policy.

The City of Victoria does not discriminate on the basis of race, color, creed, national origin, sex, religion, age, sexual orientation, gender, marital status, status with regard to public assistance, membership on a local human rights commission, disability or any other basis protected by law in the admission or access to or treatment of employment, program, activities or services.