



**City of St. Cloud, Minnesota
Request for Proposals
For Job Classification & Total Compensation Study**

City of St. Cloud
City Administration
400 2nd Street South
St. Cloud, MN 56301
www.ci.stcloud.mn.us

April 2021

INTRODUCTION

The City of St. Cloud, Minnesota (City), is accepting proposals for a review and update of the current position descriptions, classifications, equity (internal & external), compensation structure, and evaluation process for its full-time and part-time employees. Historically, the City of St. Cloud has referenced the “seven-city comparison group” when evaluating wages and benefits. The seven-city comparison group was developed through interest arbitration in 1988. Through this compensation study the City would be interested in reevaluating the relevancy of the seven-city comparison group. The external comparison should include a review of “total compensation package” including base salary, other wages (i.e., electronic communications pay, shift differential), and benefits including health and dental insurance, paid leave and other financial contributions.

PROCUREMENT PROCESS

The issuance of this Request for Proposal (RFP) constitutes an invitation to submit proposals to the City. The City in its sole and absolute discretion, reserves the right to determine whether any aspect of the proposal satisfactorily meets the criteria established in this RFP; the right to seek clarification from any Respondent; the right to negotiate with any Respondent(s) whether or not they submitted a proposal; the right to reject any or all proposals with or without cause; and the right to cancel and/or amend any and all parts of the RFP.

The City assumes no expressed or implied obligation for reimbursing Respondent(s) for any costs or expenses incurred in connection with this RFP. Each proposal should express the Respondent’s most favorable cost terms and programmatic considerations and should be submitted in a complete and understandable form. The City reserves the right to request additional information or clarification, or to allow corrections of errors or omissions during the evaluation process. At the discretion of the City, Respondents may be required to provide oral presentations as part of the evaluation process.

The City reserves the right to retain all submitted proposals and to use any ideas expressed in a proposal regardless of whether that proposal is selected. Submission of a proposal constitutes acceptance of the conditions contained in this RFP by the Respondent, unless clearly and specifically noted in the submitted proposal and confirmed in the contract between the City and the Respondent.

The City in its sole discretion may contract with more than one (1) Respondent for the services contemplated herein. The City in its sole discretion may also reduce or expand the scope of requested services.

PROPOSAL SUBMISSION

It is the City’s desire to present the study findings and recommendations to City Administration and City Council in May 2022. Please outline your requirements for presentation, timing, and fee structure. All proposals should attempt to identify and equal the market rate for each position submitted. Proposals shall be submitted by 4:00 PM CST on May 14, 2021 to:

Seth Kauffman
City Clerk
400 2nd Street South
St. Cloud, MN 56301
(320) 255-7210
city.clerk@ci.stcloud.mn.us

SCOPE OF SERVICES

The City of St. Cloud is soliciting proposals for professional services for the review, update, and implementation of the current job classification and compensation system as meets Federal and State Compensation Standards.

PROJECT BACKGROUND AND GOALS

The City of St. Cloud has not conducted a formal compensation review in over 20 years. St. Cloud is a city located in Central Minnesota with a population of approximately 68,600. The City has approximately 189 position descriptions subject to the State of MN Pay Equity Compliance requirements. The position titles are listed at the end of this RFP.

The City employs 563 full-time and part-time employees. Of this, 388 employees are organized in the following unions:

- AFSCME (Main Unit)
- AFSCME (Professional Employees)
- AFSCME (Assistant City Attorney's)
- Firefighter's Local
- LELS (Fire Captains)
- LELS (Patrol)
- LELS (Sergeants)
- LELS (Lieutenants)
- LELS (Support Supervisors)

Collective bargaining agreements will expire on December 31, 2022.

Regular non-exempt, exempt, and union positions are paid on a step program including a longevity element. Other positions receive additional pay including shift differential, on-call pay, and electronic communications pay. The City also provides all full-time employees a generous benefits package that includes 100% single insurance coverage, 90% family insurance coverage, life insurance, paid sick and vacation leave, personal day leave and 13 paid holidays.

Throughout the years, there have been several changes in position classifications, job eliminations and combinations, new position additions, organizational structure changes, and compensation schedule adjustments. Some positions with the City also have incorporated job duties that are not typical for the position. The City recognizes the need to validate the process and methodology utilized for determining classification for new established positions. There is also a need to have the job evaluation and compensation system reviewed, validated, and updated for internal and external equity by an outside professional consultant.

The goal would be to comprise a plan and process audit to validate and update the current system including:

- Reviewing and updating job descriptions and job titles as needed
- Evaluating each position utilizing an up-to-date job description
- Creating opportunity for management and employee input through utilizing key participants

- Compile and analyze market comparable and competitive data for salary and benefits; recommend any market adjustments
- Ensure regulatory compliance
- Update the system as needed to achieve market competitiveness
- Create a transition and implementation plan
- Provide all project data for record keeping and the necessary tools to manage program going forward

Some employee and management involvement through participation and informational meetings on the process and outcomes will be an important component to the success and acceptance of any outcome.

SCOPE OF WORK

- A. Provide professional services to evaluate and analyze needs, design, develop, and implement a job evaluation and total compensation system that includes the following:
 - Evaluation and analysis of City needs and compensation philosophy.
 - A thorough review of the current position evaluations with recommendations for necessary revisions.
 - A review and update of current job descriptions.
 - Objective classification ranking of each position and the provision of internal pay equity.
 - Evaluation of existing job descriptions and the recommendations of revisions to assure compliance with ADA and other State and Federal requirements.
 - Provide a wage/labor market (total compensation package) survey and the analysis of supporting data for the development of a pay structure while assuring internal and external equity and compliance with State Pay Equity compensation standards.
 - Provide recommendations and options for a newly designed evaluation and compensation system.
 - Provide recommendations on a system for determining the validity for requests for reclassification and/or compensation changes.
 - Review/determine exempt and non-exempt status for each position. Provide written documentation outlining the rationale used to determine status for City files.
 - Provide implementation support, which would include, but not limited to, City Council, employee groups and union groups presentations and maintenance training on the system.
 - Provide system testing to assure compliance.
 - Post contract services involving review of new job descriptions and determination of points and salary for the new position as well as assistance with the First State Pay Equity report following compensation review to assure compliance.
- B. Establish and provide concrete schedules for each of the above proposed developments.
- C. Present findings and recommendations, including written and oral reports and policies at various meetings such as employee and City Council meetings.
- D. Propose solid contract terms. Including an itemized fee schedule for work included in the scope of work and a payment plan based on measurable contract milestones.

CONSULTANT SUBMISSION

The proposal shall contain the following information:

- A. Provides 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 organization. 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 the personnel from your office that worked on the project at each municipality.
- B. Names and relative backgrounds of the personnel to be assigned to the project.
- C. Information stating your organization's approach to the development of a compensation system for the City of St. Cloud. Include information and outcome documents on the job evaluation system being proposed as well as sample job descriptions, policies and procedures, and questionnaires employees will be required to complete. Also include information on how your organization will handle evaluation of each aspect identified.
- D. Identify your approach to creating union and non-union involvement with the development of the position classification and compensation schedules.
- E. Identify a concrete, but reasonable timeline for the completion of each component in the process as well as implementation guidelines.
- F. The proposal should clearly define the timelines, proposed fees, and the scope of services to be provided during each of the following specific project components:
 1. Introduction and Project Orientation
 2. Position Analysis and descriptions for full-time, part-time, seasonal, and variable hour.
 3. Position Classifications/Ranking/Grades/ Evaluation.
 4. Develop list of comparable organizations.
 5. Market Study.
 6. Design total compensation structure according to St. Cloud's compensation philosophy.
 7. System testing for equity and fairness.
 8. Preparation of final documents for the plan, including presentation, policy, guidelines and procedures for implementation and any other pertinent information. Any written and computerized data and supporting information must be submitted as appropriate or requested.
 9. Training on the system maintenance and updating such as position additions, position reclassifications, and wage structure updates.
 10. System Implementation.
 11. Future assistance that can be provided by your organization.
 - a) Proposals shall clearly define additional services and/or reimbursable costs not included in the basic fees, including any hourly rates or fees for post contract services.
 - b) Proposals shall include a "not to exceed" lump sum fee protection.
 - c) Identify cost estimates for all aspects including potential areas in which the City of St. Cloud staff can provide assistance resulting in cost savings to the City.

PROJECT COMPLETIONS

It is the intent of the City to provide as much support and assistance to the consultant to ensure that the project is completed by April 30, 2022 with presentation of outcomes and recommendations to the City Council shortly thereafter.

OTHER

A. Questions regarding the Request for Proposal should be directed to:

Matthew Staehling
City Administrator
400 2nd Street South
St. Cloud, MN 56301
(320) 255-7201
matthew.staehling@ci.stcloud.mn.us

B. The City of St. Cloud reserves the right to reject any and or all proposals for any, or no reason, and furthermore reserve the right to accept and proposal deemed to be in the best interest of the City.

C. Electronic copies of proposal are to be submitted by 4:00 PM CST on May 14, 2021 to:

Seth Kauffman
City Clerk
400 2nd Street South
St. Cloud, MN 56301
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D. The City is not responsible for any costs incurred by the contractor in the preparations and submission of the proposal.

E. Finalists may be requested to make a presentation to an employee committee and/or a team of City staff for evaluation.