



CITY OF BRAINERD

REQUEST FOR PROPOSALS (RFP)

CLASSIFICATION AND COMPENSATION STUDY

September 2022

ISSUE DATE: SEPTEMBER 7, 2022
DEADLINE: SEPTEMBER 28, 2022, AT 4:30 PM

**CITY OF BRAINERD
REQUEST FOR PROPOSALS (RFP)
CLASSIFICATION AND COMPENSATION STUDY
2022**

PROJECT INTRODUCTION

The City of Brainerd (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.

BACKGROUND

The City currently has in place a job evaluation and compensation system that was reviewed and updated by David Drown Associates, Inc. in 2018. Since that time, our Streets and Parks Departments were combined to form a Public Works Department and our City Charter was changed so the Public Utilities Department employees now report to the City Administrator instead of the Public Utilities Commission. All job descriptions were reviewed and updated for the 2018 study. It is the City's desire to use these revised job descriptions as part of the project; however, the City understands that additional information may be required by the organization for evaluation.

Brainerd is a regional center in central Minnesota with a population of approximately 14,395 per the 2020 census. Brainerd is a home-rule charter city, with a strong council / weak mayor form of government. The City is governed by a City Council composed of a Mayor and seven Councilmembers.

We have approximately 75 position titles for our regular full-time and part-time employees. Brainerd employs 122 full-time and 4 part-time employees. Of this, 101 employees are organized in the following unions:

- Teamsters General Local Union No. 346 representing our Police Sergeant Unit. Contract expires: 12/31/24
- Law Enforcement Labor Services Local #65 which represents our Police Officer Unit. Contract expires: 12/31/24
- International Brotherhood of Electrical Workers Local Union #31 representing our Administrative Support Unit. Contract expires: 12/31/22
- International Brotherhood of Electrical Workers Local Union #31 representing our Public Utilities Unit. Contract expires: 12/31/23
- International Union of Operating Engineers, Local No. 49 representing our Street Department Unit. Contract expires: 12/31/22
- International Union of Operating Engineers, Local No. 49 representing our Parks Maintenance Unit. Contract expires: 12/31/22
- United Steel Workers International Union representing our Hydro Dam Unit. Contract expires: 12/31/24

Almost all employees are paid based on our eight-step Salary Administration Plan program. The first six steps are for annual advancement with satisfactory performance. Steps 7 and 8 are reserved for those that achieve an “exceeding” performance expectations rating. A few employees were grandfathered in and have elected to remain on our old “Legacy” pay philosophy.

The City has been in compliance with pay equity requirements in the past (next report is due in January 2023), but will need written confirmation that this continues to be the case under the new classification and compensation plan. Internal equity is currently based on Springsted’s Systematic Analysis and Factor Evaluation (SAFE®) System. The City may be interested in keeping the existing system or adopting another system to better match other area municipalities and for comparison purposes.

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 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 SAFE evaluation system 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 SAFE 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. 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 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.
7. Perform system testing to assure MN Pay Equity Compliance and provide assistance to Staff with the first State Pay Equity report following compensation review to assure compliance.

8. 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.
9. 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.
10. Establish and provide concrete schedules for each of the above proposed developments.
11. The classification and compensation system should be provided in computer/software format for implementation and on-going administration.
12. Train HR staff on proper administration and maintenance of the system. Provide implementation support, as requested.
13. Provide recommendations on a system for determining the validity of future requests for reclassification and/or compensation changes.
14. Post contract services involving review of new or significantly altered job descriptions and determination of points and salary for the positions.
15. 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.
16. 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 SAFE 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. Proposal shall include potential areas in which the City of Brainerd staff can provide assistance resulting in cost savings to the City. 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 six (6) months of the initial start date and no later than June 1, 2023.

OTHER

Questions regarding this Request for Proposals should be directed to:

Kris Schubert

Human Resource Director | City of Brainerd

Physical & Mailing address: 501 Laurel Street | Brainerd, MN 56401

P: 218-454-3415

kschubert@ci.brainerd.mn.us

www.ci.brainerd.mn.us

- The City of Brainerd 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 Brainerd 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 4:30 PM on Wednesday, September 28, 2022, to Kris Schubert by mail or email. If utilizing mail service, at least one (1) unbound copy of the proposal must be included. 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 BRAINERD
POSITION TITLES**

ADMINISTRATION	IT/GIS
City Administrator (1)	IT/GIS Director (1)
Finance Director (1)	IT Specialist (1)
Human Resource Director (1)	
HR Assistant (1)	BRAINERD PUBLIC UTILITES
Administrative Specialist 2 (1)	Superintendent (1)
Admin Specialist (1)	Finance Director (1)
AP/Adm Specialist (1)	Cashier/Postal Specialist (1)
	Administrative Assistant (1)
COMMUNITY DEVELOPMENT	Billing Representative (1)
Community Development Director (1)	Accounting Supervisor (1)
Assistant Planner (1)	Credit Collection Representative (1)
Building Official (1)	Accounts Receivable Representative (1)
Building Inspector (1)	Accounts Payable/Payables Specialist (1)
Admin Specialist 2 (1)	Accountant 1 (1)
	Technology Supervisor (1)
ENGINEERING/PUBLIC WORKS	IT/Data Analyst (1)
City Engineer/Public Works Director (1)	Operations Manager (1)
Assistant City Engineer (1)	Water Crew Chief (2)
Sr Engineering Tech/Project Coord. (1)	Water Plant Operator (4)
Engineering Tech (1)	Water Plant Relief Operator (1)
Street Foreman (1)	Water Service Worker (2)
Maintenance I (2)	Water Plant Chief Operator (1)
Maintenance II (1)	Wastewater Crew Chief (1)
Maintenance III (4)	Wastewater Supervisor (1)
Recreation Coordinator (1)	Wastewater Operator (3)
Parks Foreman (1)	Hydro Operator (3)
Park Maintenance (5)	Hydro Operator/Mechanic (1)
Admin Specialist (1)	Hydro Lead/Relief Operator (1)
Transit Coordinator (1)	Lineworker Crew Chief (3)
Transit Operations Specialist (1)	Lineworker (7)
	Meter Service Worker (1)
FIRE	Utility Senior Eng. Tech/Project Mgr (1)
Fire Chief (1)	Meter Tech/Locator (1)
Fire Marshal/Deputy Chief (1)	Maintenance Mechanic (1)
Admin Specialist 2 (1)	Maintenance Electrician (1)
	Material Control (1)
POLICE	Facility Grounds Maintenance Worker (1)
Police Chief (1)	Custodian/Groundskeeper (1)
Deputy Chief (1)	Laborer (1)
Lieutenant (1)	
Sergeant (4)	
Police Officer (18)	
CSO (4)	
Administrative Supervisor (1)	
Records Management Lead (1)	
Records Management Tech (4)	