



CITY OF INTERNATIONAL FALLS

600 FOURTH STREET
INTERNATIONAL FALLS, MN 56649

Telephone (218) 283-9484
Fax (218) 283-3590

OFFICE OF THE CITY ADMINISTRATOR

February 17, 2021

Dear prospective consultant:

Enclosed is the background information necessary to provide a proposal for the Job Classification and Compensation System Study for the City of International Falls. The City of International Falls has not conducted a thorough compensation review since the 1980s. At that time, Control Data Business Systems was engaged on behalf of multiple cities to develop a system that would be compliant with pay equity legislation.

The City of International Falls' objective for the conduct of this particular study is to review and update the existing job evaluation and classification system to ensure reasonable compensation relationships exist between the various job classifications, both internally and externally. The end report must conform to the standards for compliance with pay equity, the Fair Labor Standards Act, as well as all other pertinent laws. All proposals must be received by Noon on March 19, 2021.

Thank you for your consideration and interest in submitting a proposal to provide professional services to the City of International Falls. If you have any questions concerning this request for proposals or submittal requirements, please contact me at (218) 283-7984 or bettyb@ci.international-falls.mn.us.

Sincerely,

Betty Bergstrom
Deputy City Administrator

City of International Falls

REQUEST FOR PROPOSALS (RFP)

February 16, 2021

JOB CLASSIFICATION AND COMPENSATION SYSTEM STUDY



CITY OF INTERNATIONAL FALLS, MINNESOTA
600 4th Street
International Falls, MN 56649

Proposal due date March 19, 2021 at Noon
Anticipated Award of contract April 19, 2021 at 5:30 P.M.

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SECTION I: REQUEST FOR PROPOSAL NOTICE

Notice is hereby given that the City of International Falls (“City”) will accept proposals for professional services for the review and development of an updated job classification and compensation system study that meets all Federal and State compensation standards. This Request for Proposals (RFP) describes the information required from all consultants and the criteria the City will use in making its selection of a consultant to perform this work. It also describes the requirements the successful consultant will be required to conform to in preparing its study recommendations. Acceptable proposals must comply with the provisions in the section titled Proposal Format and Submissions. The RFP may be found at www.ci.international-falls.mn.us

All proposals shall be submitted ***not later than Noon on Friday, March 19, 2021*** in sealed packaging that is clearly identified as the ***“Proposal for Professional Services – Job Classification and Compensation System Study”*** for the City of International Falls, Minnesota. The submittal shall consist of eight (8) hard copies of the proposal, one (1) electronic copy in pdf format, and one (1) electronic copy in Microsoft Word format. The proposals should be forwarded to the City at the respective U. S. Mail and e-mail address listed as follows:

**Betty Bergstrom, Deputy City Administrator
City of International Falls
600 4th Street
International Falls, MN 56649
E-mail: bettyb@ci.international-falls.mn.us**

At the discretion of the City of International Falls, firms submitting proposals may be requested to make oral presentations as part of the evaluation process. An invitation to present the proposal may be provided by April 6, 2021 to those firm(s) selected to interview with the City Council. Presentations of proposals may then be made to the City Council on April 12, 2021. The award of a contract is anticipated to be made by the City Council at the April 19, 2021 meeting. The City reserves the right to reject any or all proposals, waive nonmaterial irregularities or deviations from RFP instructions, negotiate terms and conditions, and to select the consultant with the proposal that represents the best approach to meet City needs.

Prior to the submission of proposals to the City Council, the City of International Falls reserves the right, where it may serve the City's best interests, to request additional information or clarifications from consultants, or to allow for RFP modifications due to errors or omissions. Inquiries or clarifications should be directed in writing via e-mail to the City contact listed above.

SECTION II: INTRODUCTION

a. PURPOSE

The City recognizes the need to periodically review, analyze and update its job descriptions, classifications and compensation system, and to periodically analyze its pay equity compliance. The goal of this study is to develop a comprehensive City compensation policy, update the City's existing job classification system, update the position/job descriptions for each position, analyze the City's salary ranges to ensure continuing compliance with pay equity standards and ensure pay is comparable to that in the external market, and make recommendations, if necessary, to implement any suggested changes. The study should also review all aspects of the compensation and benefits system. The study should encompass the following listed positions with the respective number of personnel working in each position also shown:

	<u>Position Title</u>	<u>Personnel</u>
1.	City Administrator (full-time)	One, vacant effective March 6, 2021
2.	Deputy City Administrator (full-time)	1
3.	Finance Officer (full-time)	1
4.	Accountant (full-time)	0
5.	Administration Support Specialist (full-time)	1
6.	Office Clerk (full-time)	1
7.	Building Official/Zoning Adm./Safety Coordinator (full-time)	1
8.	Information Systems Administrator (full-time)	1
9.	Police Chief (full-time)	1
10.	Police Captain (full-time)	1
11.	Police Sergeant (full-time)	5
12.	Police/Patrol Officer (full-time)	5
13.	Police/Patrol Officer (part-time, non-union)	2
14.	Police Administrative Assistant (part-time)	1
15.	Fire Chief/Ambulance Dir./Housing Inspector (full-time)	1
16.	Fire Marshal (full-time)	1
17.	Paramedic (full-time)	6
18.	Paramedic, Casual (part-time, non-union)	1 (up to 4 authorized)
19.	Emergency Medical Technician (EMT) (part-time)	19
20.	Firefighter Engineer (F.E.), (full-time)	4
21.	Firefighter (part-time, paid on-call, 2 also work as Spare F. E.)	18
22.	Public Works Director (full-time)	1
23.	Public Works Supervisor (full-time)	1
24.	Public Works Working Foreman (full-time)	1

25.	Master Electrician (full-time)	1
26.	Mechanic (full-time)	1
27.	Building and Grounds Maintenance Worker (full-time)	1
28.	Equipment Operator (full-time)	6
29.	Maintenance Worker I (full-time)	6
30.	General Maintenance/Laborer (full-time)	0
31.	Water Treatment Plant Chief Operator (full-time)	1
32.	Water Treatment Plant Technician I (full-time)	1
33.	Water Treatment Plant Technician II (full-time)	0
34.	Water Treatment Plant Technician III (full-time)	2
35.	Library Director (full-time)	1
36.	Library Clerk (full-time)	2
37.	Library Associate (part-time)	9

The process should recognize and incorporate the following elements:

- Evaluating each position utilizing employee input to develop an updated job description for all positions.
- Compile and analyze information from comparable communities or private sector businesses providing similar services along with other competitive data such as value and type of benefits. Preference is for the study to compare the City of International Falls to between five and ten other communities or businesses. “Comparable” is to include market factors such as nearby location, population size, type of services provided, number of citizens or utility customers served, type of facilities managed, number of employees supervised, City and/or Department budget, complexity of operations, and other such factors that can be reasonably compared.
- Ensure regulatory compliance with State and Federal rules and regulations including pay equity.
- Evaluate the City's current compensation and benefits system and report on its strengths and weaknesses relative to conditions in other local governments. Recommendations for corrections within the existing compensation structure are desired to achieve internal and external market equity OR provide the City of International Falls with a proposal for a new pay structure and pay plan to meet the basic goals of internal and external equity. Consider employee recruitment concerns for positions in high-demand or projected to be in high-demand.
- Create a transition and implementation plan to make recommended changes.
- Provide necessary tools and information for staff and the City Council to manage the compensation plan going forward to ensure ongoing compliance and pay equity.

b. COMMUNITY OVERVIEW

The City of International Falls is established as a Home Rule Charter city under authority of Minnesota Statutes and is governed by a Mayor and four Councilors. The City of International Falls consolidated with the City of South International Falls in 1989. The City of International Falls has six department heads reporting to the City Administrator. The departments included in this study are generally categorized as: Administration (including Information Services), Fire/Rescue/EMS, Building Inspections/Zoning Adm./Safety Coordinator, Police, Public Works, and Library. The City currently employs 55 full-time employees and 52 regular part-time employees. An updated organizational chart is included with this RFP. Current job descriptions will be made available, many of which may need to be created or updating given organizational changes affecting job duties and responsibilities and inconsistent past reviews. The City has an adopted benefits plan for non-union, salaried employees dated 2012. The City has three collective bargaining agreements with three unions including: Police (Woodworkers Lodge W-33), Firefighter Engineers/Paramedics (Woodworkers Lodge W-33), and Public Works and Administration clerical workers (International Union of Operating Engineers Local No. 49). The parties have secured tentative collective bargaining agreements for one-year year contracts retroactive to January 1, 2021, all still subject to employee and employer ratification.

Location

The City of International Falls is located on the border between the United States and Canada, directly across the Rainy River from the Town of Fort Frances, Ontario, Canada. The natural boundary between these two “Sister Cities” is the Rainy River, a waterway that flows 80 miles west to Lake of the Woods near Baudette, Minnesota. The two communities are connected by the International Bridge and cooperate in event planning and by providing mutual support services as available and as needed.

Transportation

The City of International Falls is an official port of entry city with United States Customs and Border Protection services on the International Bridge, at Falls International Airport, at the rail port of entry in the city of Ranier, and at the seaplane base on the Rainy River.

Falls International Airport: The Falls International Airport is a key airport facility within North America as it serves as an official United States Port of Entry (one of four in the State of Minnesota). The Falls International Airport is serviced by SkyWest Airlines, an affiliate of Delta Airlines, and offers daily flights to and from the Minneapolis - St. Paul International Airport (MSP). A new Terminal Building has been constructed and is operational. The 7,400 ft., four-phase runway reconstruction project will be nearing completion within two-years.

Airport Amenities:

- Free parking
- Rental cars
- Wi-Fi service
- Convenient check-in and baggage claim
- United States Port of Entry with Customs and Border Protection services

Major Highways: The City of International Falls is served by -

- United States Highway 53
- United States Highway 11/71
- In addition, the area is served by County State Aid Highway 332 which is an industrial truck route that bypasses the developed portions of the City and is a connecting link to Highways 53 and 11/71.
- Canadian Highway 11 East and West link up in Fort Frances at the International Bridge border crossing.

History

On August 10, 1901, the Village of Koochiching was incorporated and two years later its name was changed to International Falls, in recognition of the river's role as a border between the United States and Canada.

Realizing the potential for water power and mills in the area, industrialist E.W. Backus, President of the Minnesota and Ontario Paper Company in the early 20th century, built a dam on the Rainy River to power the company's mills. The mill was purchased in 1965 by Boise Cascade Corporation and sold to an investment group in 2003. In 2013, it was sold to Packaging Corporation of America and continues to sell product under the name of "Boise Paper." The company remains the largest business and employer in the area.

Voyageurs National Park

In 1975, Congress created the Voyageurs National Park, a 218,000-acre island-water National Park, in which the City of International Falls serves as the full-service community and northern gateway to the Park. Tourism is the area's second largest economic activity.

Population

According to the 2010 United States Census, the City population was 6,424. The City of International Falls is the county seat for Koochiching County. The County's population was 13,311 in the 2010 Census. The most recent population estimate from the Minnesota State Demographer is 6,047 people in the City of International Falls (2019).

Size and Elevation

The City of International Falls encompasses about 6.53 square miles and is at an elevation of 1,122 feet above sea level.

Education

The City of International Falls area offers a wealth of learning opportunities, beginning with preschool and extending into college, including St. Thomas Aquinas Catholic School, Independent School District # 361, and Rainy River Community College (RRCC). RRCC works with local business to customize workforce training.

Minnesota Careerforce Center

RRCC houses the local Minnesota Careerforce Center office. The Careerforce Center engages closely with people seeking employment and also with businesses searching for talent.

Health Care

The City of International Falls serves as a regional medical center offering patients both primary and secondary levels of health care services from two service providers as well as care in multiple senior housing options. Service providers include Rainy Lake Medical Center (RLMC), Essentia Health Clinic, and the Evangelical Lutheran Good Samaritan Society.

SECTION III: PROJECT SUMMARY

The work to be completed as part of this study includes providing professional services with integrative support services to develop a comprehensive City compensation policy, update the City's existing job classification system, update the position/job descriptions for each position, analyze the City's salary ranges to ensure continuing compliance with pay equity standards and ensure pay is comparable to that in the external market, and make recommendations, if necessary, to implement any suggested changes. The study should also review all aspects of the compensation and benefits system.

SECTION IV: SCOPE OF WORK

The scope of work shall include, but not be limited to, the following work products in order to meet the project goals:

- Evaluation of existing job descriptions, development of a standard job description format, including recommendations to assure compliance with ADA, FLSA, pay equity legislation, and other State and Federal requirements.
- Evaluation and analysis of each position to determine job value with recommendations for necessary revisions to achieve internal and external pay equity. Engage respective employees and department heads in the evaluation and analysis process.

- Provide a salary/labor market survey including:
 - Salary details.
 - Benefit details – holidays, annual vacation leave, sick leave, retirement, medical insurance, dental insurance, disability insurance, life insurance, deferred compensation, cell phone, vehicle use, and any other benefits.
 - Analysis of “Total Compensation Package”.
- Provide recommendations and options for a newly designed compensation system, if needed.
- Provide a master salary structure while assuring compliance with State pay equity compensation standards.
- Provide system testing to assure compliance with State and Federal regulations.
- Provide recommendations for a process to evaluate requests for reclassification and/or compensation changes.
- Provide implementation support and maintenance training on the system.

The consultant should:

1. Establish and provide concrete schedules for each of the components of the study.
2. Present findings, policies, and recommendations, including written and oral reports, at various meetings, including those with the City Council.
3. Provide an itemized fee schedule for work proposed in the scope of work and a payment plan based on completion of each of the components of the study.
4. Any deviations from the RFP must be listed in the submitted proposal.

SECTION V: TENTATIVE PROJECT SCHEDULE

RFP available/sent	February 16/17, 2021
Proposals due	Noon, March 19, 2021
Evaluation period	March 22, 2021
Consultant interviews (Optional)	April 12, 2021
Award contract	April 19, 2021
Project completion	Consultant specify, NLT July 1, 2022
Final invoice approval	30 days after invoice submittal

SECTION VI: PROPOSAL FORMAT AND SUBMISSION

a. PROPOSAL SUBMISSION REQUIREMENTS

The Consultant shall submit one (1) original, eight (8) hardcopies, and (1) electronic copy (via e-mail) of the proposal. Hardcopies shall be bound or stapled. The deadline for proposal submission is Friday, March 19, 2021, at Noon, Central Time. Proposals submitted after this time may not be considered. The proposal and any associated materials shall be submitted in a sealed package labeled ***“Proposal for Professional Services – Job Classification and Compensation System Study”*** to:

Betty Bergstrom, Deputy City Administrator
City of International Falls
600 4th Street
International Falls, MN 56649

It is the Consultant’s sole responsibility to assure that the City receives the proposal by the date, time and at the location specified herein.

b. CONTACT WITH MEMBERS OF THE CITY COUNCIL

The City Council desires to make a decision which is in the best interest of the City. In order to facilitate an objective decision and to protect the integrity of the process, no consultant or individual on behalf of a consultant shall contact any member of the City Council to discuss the Request for Proposals.

c. PROPOSAL FORMAT

Title Page - Provide the name of contact person, name of your firm, mailing address, telephone number, e-mail address, and website address.

Tab #1 Letter of Transmittal

- 1.1 Briefly state your firm's understanding of the services to be performed and express a positive commitment to provide the services as specified.
- 1.2 Provide the name(s), title(s) and contact information of the person(s) authorized to make representations for your firm.
- 1.3 The letter of transmittal shall be signed by an individual who has the authority to legally bind the firm. Include the printed name and title of the individual signing the proposal immediately below their signature.

Tab #2 Table of Contents - Clearly identify the materials by tab and/or page number.

Tab #3 Project Team Experience

- 3.1 The consultant should describe their experience compiling, reviewing, analyzing, developing, and presenting a job classification and compensation system that meets Federal and State classification, compensation, and pay equity standards for governmental clients, together with the date of such contract, scope of work, and contract price. A responsible consultant is an individual or entity which has successfully managed and completed similar projects for Minnesota municipal or state agencies. Submitted proposals shall propose a Project Manager for this project, project team members, and include resumes of those individual's qualifications.
- 3.2 Identify the project team including assisting consultants ("subs") and provide a statement of qualifications for each individual to include credentials.
- 3.3 Identify the role of each individual team member, including subs, and the relative percentage each team member is expected to spend on the overall project.

Tab #4 Available Resources and Consultant Location

- 4.1 Provide information on the size, location, available resources, and business history of your firm.
- 4.2 Provide a brief description of the general project approach and processes to be employed. If there are items that the firm/team feels should be included in the scope of work, but are not identified herein, please also include those items, with an explanation of why they should be included.

Tab #5 Timeline

- 5.1 Provide a proposed preliminary schedule for the complete project as described in this RFP and the proposed date to have the study completed (preferably earlier, but not later than July 1, 2022).

Tab #6 Cost Proposal

- 6.1 Quote Sheet identifying proposed not-to-exceed project cost, including any and all labor, materials, fees, out-of-pocket expenses, and surcharges during each of the following project components:
- Compensation policy
 - Position analysis and update of descriptions
 - Position classification evaluation
 - Labor market employer’s criteria and selection
 - Compensation analysis – salaries
 - Compensation analysis – benefits
 - Classification and compensation system structure
 - System presentation, implementation, and training
- 6.2 Provide a fee schedule for additional services which should include, at a minimum, the hourly rate for each team member and sub, reimbursable costs, and any other costs that may be required to complete the additional services.
- 6.3 Fees may be invoiced as often as monthly based on the actual costs incurred to date. Final payment will be made upon satisfactory completion of the work and is expected to be not later than July 1, 2022.

Tab #7 References

- 7.1 Provide a list of at least three (3) references along with their contact information for similar project work.

Tab #8 Supporting Information (Optional)

- 8.1 Provide additional supporting information not otherwise requested.

d. ADDITIONAL SUBMITTAL INFORMATION

Failure to provide the information requested may be sufficient reason to disqualify the proposal from consideration. To the extent permitted by law, all documents pertaining to the proposal will be kept confidential until a proposal is approved and the contract awarded. No information about any proposal will be released to the public until the selection process is complete.

SECTION VIII: EVALUATION AND CONSULTANT SELECTION

a. EVALUATION CRITERIA

Proposals that comply with the instructions set forth in this document will be evaluated by the City; however, the City reserves the right to reject any or all proposals. At its discretion, the City may waive nonmaterial irregularities or deviations from the RFP instructions. The evaluation process may reveal additional information that may also be considered.

All proposals received may be evaluated based upon the quality of the proposal and on the best value for the City. In determining **best value**, the City may consider:

1. Project team qualifications and experience.
2. Responsiveness and proposed approach to work scope and project needs.
3. Demonstrated experience and technical competence in similar projects.
4. Capacity and capability of the firm/team to perform the work proposed, including specialized services.
5. Proposed approach to the project:
 - Although the City has identified the general nature of services to be provided, the consultant is given flexibility to expand their approach to provide the requested services.
 - Innovation and creativity are encouraged to reduce costs and ensure a good quality work product and informative audio and/or visual presentation of results.
6. Available resources and consultant location.
7. Qualifications of key personnel assigned.
8. Performance record (references).
9. Past record of performance of the firm with respect to such factors as working relationship with subs or peer consultants on the same project, control of costs, quality of work, and ability to meet schedules.
10. Past working relationship with City, if any.
11. Completeness of submittal.
12. Any relevant criteria specifically listed in the solicitation and request for proposals.

Selection of the successful proposal for interview or award of work will be made based upon the following criteria:

- Responsiveness and proposed approach to work scope and project needs.
- Past record of performance of the firm with respect to such factors as working relationship with sub-consultants or peer consultants on the same project, control of costs, quality of work, and ability to meet schedules.
- Demonstrated experience and technical competence in similar projects.
- Cost-effectiveness.
- Capacity and capability of the firm/team to perform the scope of work, including specialized services.
- Qualifications of key personnel assigned.
- Understanding of local conditions related to the completion of the improvements and capacity to complete the work within the prescribed timeline.
- Other factors the City deems desirable.

b. SELECTION PROCESS

The results of the review and evaluation of the responses to the criteria outlined herein and above will be used to select a consultant or perhaps multiple consultants to meet with the City for interviews. Upon completion of successful interviews, if desired, the City will rank the responses and select a firm with which the City will award the work.

This RFP does not commit the City to award a contract or to pay any costs incurred in the preparation or submission of proposals.

Questions regarding the RFP must be submitted in writing to Betty Bergstrom, Deputy City Administrator, via e-mail at bettyb@ci.international-falls.mn.us.

c. SUPPLEMENTARY INFORMATION

i. Conditions and Limitations:

1. Proposals that do not include all of the submittal requirements outlined herein may not be considered.
2. At the City's sole discretion, the City may choose to republish this RFP.
3. Until such time as the project work is awarded, there are no express or implied obligations or commitments on the part of either the City or the consultant concerning either this RFP or any associated proposal.
4. At the City's sole discretion and with notice being provided to the consultants, the City may amend the selection process and/or tentative project schedule at any time.
5. By submitting materials for the City's consideration pursuant to this RFP, the consultant is waiving any claim of confidentiality, trade secrets, or privilege with respect to materials submitted. All submittal materials may be subject to disclosure under the Minnesota Data Practices Act.
6. Any changes resulting from the questions submitted affecting specifications, the scope of work, or which may require an extension to the proposal due date will be reduced to writing in the form of an addendum to this RFP.
7. The selection of a consultant and the execution of a contract or approval of project work, while anticipated, shall not be guaranteed by the City. The City reserves the right to determine which proposal is most favorable to the City and in its best interest and to award the contract on that basis. Additionally, the City may award a contract for completion of components of the scope of work and not all work specified.
8. The contractor shall defend, indemnify and hold harmless the City against any and all liability, loss, damages, costs and expenses incurred by the City as a result of the contractor's acts or omissions.
9. The City of International Falls promotes affirmative action and, therefore, the consultant selected shall not discriminate under this engagement against any person in accordance with federal, state, and local regulations. During the performance of any contract awarded as a result of this RFP, the contractor agrees to the following: No person shall, on the grounds of race, color, creed, religion, national origin, sex, age, marital status, public assistance status, veteran status, physical disability, sexual orientation, or political affiliation be excluded from full employment rights in, participation in, be denied the benefits of, or be otherwise subject to discrimination under any program, service or activity under the provision of any and all applicable federal and state laws against discrimination including the Civil Rights Act of 1964.
10. The RFP may also be found on the City website at www.ci.international-falls.mn.us

SECTION IX: QUOTE SHEET

	Consultant Hours	Total Consultant Fees	Cost of Materials, Fees, bonds, taxes, or Surcharges, if any	TOTAL NOT-TO-EXCEED COSTS	Identify any work not included in Total Cost, if any
Compensation Policy					
Position Analysis and Update to Descriptions					
Position Classification Evaluation					
Labor Market Employers Criteria and Selection					
Compensation Analysis - Salaries					
Compensation Analysis - Benefits					
Classification & Compensation System & Compliance Testing					
System Presentation, Implementation & Training					

TOTAL NOT TO EXCEED COST: _____

Proposal Submitted By _____ Date _____

Signature

Printed Name _____

Company Name _____

SECTION X: EVALUATION WORKSHEET [IN OFFICE USE ONLY]

1. Determine whether consultant is qualified to perform the work.

2. Determine whether complete proposal packet was submitted.

3. Determine if submitted Project Scope and Timeline are appropriate.

4. Evaluate the ability to update the study for ongoing compliance.

5. Determine total consultant hours for project and amount of quote:

Proposed project completion date: _____

Number of consultant hours required/provided for completion of project: _____

TOTAL LABOR COST \$ _____

TOTAL "NOT TO EXCEED" QUOTE: \$ _____

(Including consultant hours and additional fees and/or surcharges, if any)