

ISSUE DATE: February 14, 2023

DEADLINE: March 31, 2023



**Request for Proposal:
Classification and
Compensation Study**

Introduction

The City of Trenton, Ohio, (“City”) is requesting proposals for consulting services to conduct a Citywide Employee Classification and Compensation Study as described herein.

Background Information

The City of Trenton, Ohio is located between Hamilton, Middletown, and Oxford, Ohio. The area was settled in 1816. The City of Trenton was incorporated as a City in 1971.

The City, from its inception, has served as a rural agricultural center. The City also receives many visitors as a result of the local tourist spot, Barn-N-Bunk. The City’s goal is to maintain a small-town atmosphere and to provide quality services to its citizens.

The official population of the City of Trenton is 13,021 (2020 Census). Trenton is a full-service city and encompasses an area of four-square miles.

We offer a complete cadre of municipal services including:

- Administration
- Economic Development
- Finance
- Fire & EMS
- Mayor’s Court
- Information Technology
- Planning and Zoning
- Police (including dispatch)
- Public Works

Overall, the City has approximately 50 full-time employees and 51 part-time employees.

The City provides a range of employee benefit programs including health and life insurance, paid leave, retirement, and longevity.

The City’s current Classification and Compensation plan was adopted in the mid-2000s. Many of the positions evaluated at that time have been reviewed and updated when necessary. Some new positions have been created and have been incorporated into the plan. Other positions have been eliminated. Since the plan was adopted, inequities and compression have developed, and the criteria and weighting of various factors of the system need to be updated.

Goals and Objectives

The purpose of the Classification and Compensation Study is to address changes in City operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed.

The City’s objectives are to:

1. Attract and retain qualified employees;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes;

6. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.
7. Ensure the total compensation and benefits package is competitive.

All work will be done with regular involvement of the City Manager and Finance Director. Department Heads and other key personnel will be involved as necessary. Regular presentations and meetings with these individuals or groups, incorporating their input into the process, are expected. Presentation to the City Council upon completion of the project is also expected.

The study shall evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. The consultant shall perform or provide the following:

A. Scope of Services

1. Provide for a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Ohio municipalities as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.
6. Compare and analyze the City's current operational needs to industry standards and best practices of other cities or municipalities of similar size.
7. Recommend effective recruitment strategies for hard to fill, high turnover positions. Recommendations should include criteria for designating positions as hard-to-fill/critical (e.g., not being able to fill after repeated advertising, competent talent not applying, gaps in talent as compared to position needs, internal talent not available). Additionally, recommending potential opportunities for pay for performance or bonus structure.
8. Assist with development of Personnel Policy and provide recommendations for additions, changes, and deletions. When necessary, create language that is appropriate and applicable. Provide a brief review of payroll processes and identifying potential best practices.

B. Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies for the City.
2. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
3. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and

knowledge/skills/abilities), working conditions (mental abilities, physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.

4. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees, including fair Labor Standards Act (FLSA) status (exempt/non-exempt).
5. Consultant to present proposed recommendations to the City Manager and Finance Director for review prior to making any final classification determinations.
6. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
7. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
8. Consultant to submit recommendations for appropriate implementation measures that staff will need to take.
9. Consultant to provide a straightforward, easily understood, maintenance system that staff will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.

C. Compensation Study

- Consultant to review current compensation plan (salary grade levels, steps and available benefits) and understand current challenges in recruiting and retaining employees.
- Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
- Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
- Consultant to develop and conduct a comprehensive compensation and benefits survey,
- Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
- Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
- Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
- Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay,

special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.

- Consultant to conduct a compression analysis to include any recommendations for implementation.

City Resources

The City will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant that may be required to complete the study.

Proposal Format and Requirements

The consultant shall submit one (1) electronic version and may submit two (2) hardcopies of their written proposal that presents their qualifications and understanding of the work to be performed. Include all information requested, organized in tabbed sections clearly identified in a table of contents as described in the paragraphs that follow. Any other information thought to be relevant, but not applicable to the enumerated categories, may be provided as a separate appendix to the proposal. The following information/documents shall be included in the proposal package to be considered responsive to the Request for Proposals:

A. Agents and Address

Identify who will be the project manager and key staff assigned if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff's experience with public sector compensation including public safety. Describe successful outcomes List the address, e-mail address, and telephone number of the office from which the services are to be provided. Promotional literature and other public relations documents should NOT be included.

B. Statement of Methods and Procedures

Provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Management Synopsis

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

D. Structure and Content of Work Product

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 upon completion. Include any computer/software compatibility information. Firms may elect to include in the section any innovative methods or concepts that might be beneficial to the City of Trenton as long as the minimum requirements set out in this RFP are met.

E. Work Schedule

Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence as soon as possible after the contract is awarded.

F. References

Include the name, address, telephone number, and e-mail address for contact persons at five (5) other public entities for which comparable services have recently been rendered.

G. Cost of Services

Provide a total cost estimate, including travel expenses, and “not to exceed” amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work; and an amount to be deducted from total cost estimate because Consultant is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.

H. Final Product

Provide a statement that the Consultant agrees to:

- a. Deliver at least one (1) original, five (5) copies, and a flash drive of the final report to the City Manager and Finance Director.
- b. Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the compensation/classification system in an electronic medium; and
- c. Appear at a scheduled Council meeting to discuss the recommendations and final report.

I. Additional Services (Optional)

Provide any other related and recommended products or service not specified in the RFP which may be considered essential or benefitted by the firm. These services should be priced separately from “G” above and shown here.

Cost Proposal

This request for information does not, under any circumstance, commit the City to pay any costs incurred by any proposer in the submission of qualifications. The proposer is responsible for all costs associated with response to this request.

General Information

The City’s website is www.trentonoh.gov. The City of Trenton’s current budget can be found on the City’s website.

Questions

Questions pertaining to this document should be submitted via e-mail with “Questions about Salary Survey” in the subject line, at least two days prior to the due date to Marcos Nichols, City Manager @ mnichols@ci.trenton.oh.us.

Criteria and Selection

After city staff has reviewed the proposals, final selection will be determined. The successful contractor will be required to enter into an agreement for professional services with the City of Trenton.

Proposals will be evaluated using the following criteria:

- Ability of the firm and the firm’s subcontractors to provide the services requested as well as financial stability and availability. 20%
- Quality and thoughtfulness of the proposal. 20%
- Related experience of the firm and key staff with similar studies. 20%
- References, credentials and/or recommendations from past clients. 15%
- Costs associated with developing, preparing, and presenting the study. 25%

Submittals

All proposals must be delivered to the City no later than 3:00 p.m. local time on Friday, March 31, 2023. Proposals must be delivered either to the City of Trenton City Manager's Office, Attn: Marcos Nichols, City Manager, 11 East State Street, Trenton, OH 45067; or electronically via email: mnichols@ci.trenton.oh.us. Proposers will be responsible for delivery of their proposals to the City before the deadline. Any proposal received after the deadline will not be considered.

The City of Trenton reserves the right to reject any or all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals. The evaluation of proposals will be done by City personnel. Fee proposals, which are to be submitted with the qualification proposal will also be taken into consideration. The duration of this consultant agreement has not been determined. The City of Trenton does not discriminate on the basis of race, creed, color, ethnicity, national origin, sex, age, or marital status.