



The Town of Munster, Indiana
Invites Proposals For A
**CLASSIFICATION and
COMPENSATION STUDY**

Request for Proposal Issue Date: Wednesday, November 22th, 2023

Responses Deadline: 4:00 pm CT
Friday January 12th, 2024

This document is posted on the Town of Munster website at www.munster.org.

Proposals shall be submitted to:
Town of Munster
Town Manager's Office
Attn: Dustin Anderson
1005 Ridge Road
Munster, IN 46321

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INTRODUCTION

The Town Manager Office of Munster Indiana is soliciting proposals from qualified consultants experienced in the review and development of job classifications, total compensation analysis, staffing levels and organizational evolution for government agencies. During this engagement we expect the consultant to review our existing classification and compensation system, consider employee input, analyze market conditions and industry trends then make recommendations for updates. Ultimately, we want a final product that allows management to update positions and add classifications as needed.

BACKGROUND INFORMATION

Conveniently located near the southern shores of Lake Michigan, the Town of Munster boasts a wealth of cultural and public amenities enjoyed by its 23,000 residents. Just 26 miles southeast of Chicago, families and businesses that call Munster home enjoy the advantages of a major metropolitan area with a wide variety of shopping, cultural events, award winning schools and an easily accessible transportation network without the complexities of living in the big city.

As a full service municipality, Munster operates with a five member Town Council under the council-manager form of government. Council members are elected at large by residents to serve four-year terms and act as the Town's legislative and policymaking body. The Council annually elects one of its members as Council President. The Town Manager, who is appointed at the discretion of the Council, is responsible for directing Town affairs as prescribed by Council and handles the administration of day-to-day activities and operations.

Munster's departments include the Town Manager's Office, Clerk-Treasurer's Office, Police, Public Works, Fire, Community Development, and Parks & Recreation. Overall, the Town has approximately 115 full-time employees, 2 part-time employees, 52 paid on-call volunteer fire fighters, and various seasonal positions in the public works and parks & recreation departments.

The compensation structure currently used by the town was reviewed and updated through an internal analysis in February of 2022. Newly created positions were incorporated into the compensation plan while others were eliminated. Since this review, the town has addressed inequities and compression, however we acknowledge that further consideration of changes to the employee compensation plan may become necessary as a result of this study.

PROJECT OVERVIEW

Goals and Objectives

The purpose of the Study is to objectively address changes in Town operations and staffing which may have affected the type, scope, level, and classification of work being performed.

The Town's objectives are to:

1. Attract and retain qualified employees.
2. Ensure positions performing similar work with similar levels of complexity, responsibility, knowledge, skill, and ability are classified together.
3. Provide salaries commensurate with assigned duties.
4. Clearly outline promotional opportunities and provide career pathing.
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; and
7. Determine adequate staffing levels

This work will be managed by the Town Manager's Office. The successful consultant will work closely with all department heads and other key personnel throughout the entirety of the study. Regular meetings with personnel will be held to receive and incorporate their input into the process. Interim and final presentations to the staff and Town Council are also expected.

PROJECT SPECIFICS

The study shall evaluate and make recommendations regarding the town's present classification structure as compared to other positions in public and private entities within the same geographic area. The consultant shall perform or provide the following:

A. Scope

Review current classifications and compensation system to ensure internal and external competitiveness and equity.

- i. Gain an understanding of the town's existing classification and compensation structure. Review all background materials including, but not limited to, personnel policies and procedures, job descriptions, organizational charts, and classification specifications where available.
- ii. Conduct a comprehensive benchmark analysis of all town positions with comparable jurisdictions in the public and private sector. Identification of comparable entities will be made in coordination with department heads and Council liaison[s].
- iii. For each position, determine proper classification, level of responsibility, place and hierarchy within the organization.
- iv. Develop policy recommendations for the administration and maintenance of the classification and compensation system for inclusion into the Town's policy manual.

B. Meetings

- i. Consultant shall meet with department heads to explain and provide information regarding the methodology, process, timing, and logistics used for the study.
- ii. Consultant will host presentations and meet with individuals/groups to gather information and answer questions as necessary.
- iii. Consultant will provide at minimum weekly updates to the Town Manager.
- iv. Consultant will present proposed recommendations to the department heads for review prior to making any final classification determinations.

C. Classification Analysis

- i. Review current classification system methodology. Recommend a strategy for the completion of this project.
- ii. Conduct interviews and job audits as appropriate. This task is to be

performed individually or in groups based upon body of work, team alignment and classification series.

- iii. Update classifications to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (separated by education, experience, knowledge/skills/abilities, certifications/licenses, desirables), physical demands, sensory requirements, and environmental factors.
- iv. Identify distinct groups and specific codes per FLSA – officials and administrators, professionals, technicians, paraprofessionals, administrative support, skilled craft workers, service employees and status (exempt or non-exempt).
- v. Identify opportunities to convert career ladder positions to series, outlining promotional requirements to move from position to position.
- vi. Provide finalized class specifications and/or recommend suitable classification for each employee, outlining discrepancies between existing and proposed classifications by department.
- vii. Recommend implementation measures for management. Conduct a comprehensive training program ensuring that the staff can explain and administer the new system in the future. The training program should be clearly outlined in the proposal. Implementation should also include recommended prioritization of positions.
- viii. Consultant to provide a straightforward, easily understood, maintenance system that management 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 and processes to use in the review of the classification of individual jobs, as needed.

D. Evolution of Organization and Disruptors

- i. Provide analysis on current employment trends with other public and private entities impacting classification and compensation structures considering:
 - demographics (5 generations in workforce)
 - maximizing work efficiencies
 - digitization (technology)
 - micro-credentialing
 - flexible schedules and alternative staff deployment
- ii. Provide analysis on forecasting for future compensation expectations (i.e., wage growth and benefits).
- iii. Recommend a maintenance system and toolsets that would allow management to keep the compensation system current and equitable. This system would include annual activities and the review of individual classifications.

FINAL PRODUCT

The classification and compensation system recommended in response to this RFP shall:

- Comply with all legal requirements and be compliant with federal, state, and local requirements (ADA, FLSA, EEOC) as well as non-discriminatory.

- Be easy for management to administer, maintain, explain, and defend.
- Follow methodology based on compensation principles considering internal and external equity within pay structure and comparable work.
- Allow new positions to be incorporated into the structure, as well as maintain updates to manage plan's competitiveness.
- Be delivered in both original hard copy (4) and digital format allowing the ability to implement and manage the classification and compensation program, including final report, tables, charts, spreadsheets, schedules, classification specs, salary surveys and other materials.
- Appear at a scheduled Council meeting to discuss the recommendation and final report.

QUESTIONS

All inquiries regarding this request for proposal should be directed to Dustin Anderson. Completed RFP responses are to be sent to the address listed on the cover page or via email at: danderson@munster.org. No verbal responses will be given. A copy of the inquiry and the response from the Town shall be posted to the town's website.

QUALIFICATIONS

1. Consultant must have a minimum of five years experience in classification and compensation review, analysis, and planning.
2. Consultant must be 100% independent, defined as receiving no fees or commissions from any manufacturer, vendor or organization that could potentially be considered by the Town as a qualified provider.
3. Consultant must have prior experience with similar projects in the public sector.

SELECTION CRITERIA

The proposal review process may include, but is not limited to:

- Ability of the consultant and their subcontractors to provide the service requirements listed in the RFP.
- Experience working on public sector classification and compensation studies.
- Experience, education/training, and credentials of assigned staff.
- Proposed project schedule.
- Cost associated with developing, preparing and presenting the study.

The Town will have absolute discretion in determining the applicability and weight of all of the criteria listed above and is not required to select the lowest cost proposer.

TOWN RESOURCES PROVIDED

The Town of Munster shall provide the following information to the successful firm:

- Copies of existing classification specs
- Copies of current comprehensive salary schedule
- Copies of employee benefits schedules

- Copies of employee leave schedules
- Copies of current Memorandums and Resolutions
- Copy of current cafeteria schedule
- Copy of employment policies
- Copies of organizational charts
- Other materials as necessary

PROPOSED TIMELINE

Request for Proposal Issued	Wednesday, November 22, 2023
Last day to submit Clarifications/Questions	Monday, July 11, 2022
Final Responses for Clarifications/Questions	Friday, December 29, 2023
Due date for Proposals	Friday, January 12, 2024
Proposal Evaluation Period	January 15 – January 26, 2024
Selected Firm Notified	Monday, February 19, 2024
Estimated Finalized Agreement	TBD
Estimated Contract Date	TBD
Final Project Completion Date*	Firm to provide in proposal

*We anticipate work beginning within 60 days of the contract award. It is expected that the project will conclude six (6) to eight (8) months from the start date and the firm will propose an implementation timeline.

SPECIFICATIONS FOR PROPOSALS

Proposals submitted in response to this RFP must contain the following information:

- Cover letter signed by an individual with authority to bind the proposed firm and should state that all conditions contained in the attached proposal are valid for a period of at least 120 days.
- Narrative summarizing key points of proposal, including understanding of the work to be performed and reason the firm believes it is best qualified to perform the services requested.
- Name, address, telephone number of the firm.
- Description of the firm and year established.
- Name and qualifications of all proposed consultant(s) of the firm.
- Name, title, resumes and business address of person responsible for submitting proposal.
- Listing of any subcontractors and the scope of work they will perform.
- Description of the scope of the involvement of the Town of Munster staff. Describe the process methodology.
- Project schedule identifying the key phases of the project and the time needed to complete each phase.

- Provide a minimum of five (5) references who may be contacted to discuss their experience working with the proposed firm on similar services. Please provide contact information including the organization, name, title, address, phone, email, services provided and dates.
- Breakdown of rates, fees and charges for services by phase and total project, including a proposed payment schedule for work associated with any classification, compensation or evolution analysis.

RECEIPT OF PROPOSALS

All Proposals must be received by the Town of Munster, Office of the Town Manager; 1005 Ridge Rd, Munster, IN 46321 by 4:00 PM CT on January 12, 2024, via US Mail, UPS, FedEx, in person, or via email. An original and four (4) hard copies plus one electronic (digital) copy proposal shall be submitted in a sealed envelope and must have the following information on the outside:

Town of Munster

Town Manager's Office

1005 Ridge Rd

Munster, IN 46321

Request for Proposal – Position Classification Study

Attn: Dustin Anderson

Proposer: (Name and Address)

DO NOT OPEN WITH REGULAR MAIL

Emailed submissions must be sent to: danderson@munster.org

Proposals must contain an original signature by an authorized officer of the proposing consulting firm. Proposals cannot be modified or corrected after the date for submission. Late proposals will not be accepted for any reason and will be returned unopened, regardless of postmark. Prospective proposers assume the risk of delay in the delivery of the mail by the U.S. Postal Service.

The proposal may be withdrawn upon request by the proposing consulting company without prejudice up to, but not after, the time fixed for submission of proposals, provided that the request to withdraw the proposal is made in writing and is timely filed with the Town. Failure to respond in this manner may render the proposal non-responsive.

Negligence or mistakes on the part of the consultant in preparing its proposal confers no right to withdraw or modify its proposal after the date for proposal submission.

Proposals will not be valid until all information has been verified and the proposing consulting company's references are checked. The completed proposal shall be without interlineations, alterations, or erasures. Alternative proposals will not be considered unless requested.

GUIDELINES

Submitted proposals will become the property of the Town of Munster and information contained therein shall become public property subject to disclosure laws after Notice of Intent to Award. The Town reserves the right to make use of any information or ideas contained in the proposal.

REJECTION OF PROPOSALS

The Town may reject any or all proposals and may waive any immaterial deviation in a proposal. The Town's waiver of an immaterial defect shall in no way modify the Request for Proposal (RFP) documents or excuse the proposed consultant from full compliance with the specifications if he/she is awarded the contract. Proposals referring to terms and conditions other than the Town's terms and conditions may be rejected as being non-responsive.

The Town may conduct investigations as it deems necessary to determine the ability of the proposed consultant to perform the work specified herein. The proposed consultant shall furnish to the Town any and all information requested by the Town for this purpose. The Town reserves the right to reject any proposal if the evidence submitted by, or investigation of, such proposed consultant fails to satisfy the Town that such proposed consultant is properly qualified to carry out the obligations of the contract and to complete the work specified.

CONDITIONS

1. Failure to meet all requirements will not immediately disqualify a consultant. However, the Town will evaluate each proposal to determine its overall fit in the best interests of the Town.
2. All proposals submitted jointly by a combination of proposed consultants are subject to the same requirements of this RFP, unless otherwise stated.
3. All proposals and any subsequent clarification or response to the Town's questions shall be valid for a minimum of 120 days.

TOWN'S RIGHTS RESERVED

1. The Town reserves the right to select the proposal that in its sole judgment best meets the needs of the Town. The lowest proposed cost will not be the sole criterion for recommending the contract award.
2. The Town reserves the right to reject any or all proposals and to waive technicalities and informalities when such waiver is determined by the Town to be in the Town's best interest.
3. The Town may modify this RFP by issuance of one or more written addenda. Addenda will be posted on the Town's website. The Town reserves the right to extend the proposal due date.
4. The Town shall not be liable for any pre-contractual expenses incurred by

prospective consulting companies, including, but not limited to, costs incurred in the preparation or submission of proposals. The Town shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

OBJECTIONS

Proposed consultants shall certify that they take no objection to this RFP, or any part thereof. If the proposed consultant does take objection to any portion of the RFP, the specific portion of the RFP to which exception is taken shall be identified and fully explained. Sample agreement text may be considered for modification through the contract negotiations phase of the RFP; however, in no event will modifications be considered to any provisions not identified by proposed consultant as part of its response to this RFP. Failure to request modifications or object to material provisions of this RFP will be deemed waived in a subsequent agreement to perform the services contemplated by this RFP.

RIGHT TO CANCEL

This solicitation does not obligate the Town to enter into any agreement with any proposed consultant. The Town retains the right to cancel in part or in its entirety, this RFP at any time. No obligation, either expressed or implied, exists on the part of the Town to make an award or to pay any cost incurred in the preparation or submission of a proposal. If Town cancels or revises this RFP, the Town will notify all proposers in writing and post cancellation notice on the Town website.

ADDITIONAL INFORMATION

The Town reserves the right to request additional information and/or clarifications from any or all proposed consultants to this RFP.