



## **REQUEST FOR QUALIFICATIONS**

**Title: Employee Compensation Consulting Services**

**RFQ Number: RFQ 25-002**

**Request Date: February 20, 2025**

<b>Response Deadline:</b>  <b>March 24, 2025 at 3:00 p.m.</b>	<b>Contact Person: Lisa Addington, Chief of Staff</b> <b>Phone: 417-732-3112</b> <b>Email: LAddington@republicmo.com</b>
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### **About the City**

The City of Republic, Missouri, (“City”) was incorporated in 1871 and became a chartered city in 2007. The City’s governing body consists of one (1) elected Mayor and eight (8) elected Council-members, each elected for a four (4) year term. The City has a full-time City Administrator who reports to the Mayor and City Council and oversees daily operations.

The City has the following departments: Fire, Police, Parks and Recreation, Administration, Finance, Legal, IT, Human Resources, Municipal Court, and BUILDS, which includes Planning, Animal Control, Street, Utility and Wastewater. The City employs approximately 150 full-time personnel, in addition to regular part-time and temporary/seasonal personnel.

The City covers a land mass area of approximately 13.5 square miles and has over 150 acres of park land. The City owns/occupies multiple facilities located within City limits including two (2) fire stations, one (1) police department, two (2) park gymnasiums (community center), one (1) aquatic center, and one BUILDS Department building, which currently houses Administrative staff pending completion of the new Administrative building. The City additionally owns two (2) currently vacant facilities, to include one (1) former City Hall and one (1) former Planning and Economic Development building (former BUILDS location).

### **Background and RFQ Summary**

The City currently utilizes a wage classification system for all full-time positions. All full-time positions, with the exception of Executive Leadership and City Administration personnel, are classified under a pay range system where employees with successful performance are eligible for a merit increase on January 1st of each year following such performance (budget-permitting) until they reach their maximum allowed within the position’s assigned range. Employees demonstrating exceptional performance are eligible to receive greater increases. Each year, during the budget cycle, a consideration has been presented for a cost of living pay adjustment (COLA) to be applied across the board, for all City employees. When COLA occurs, all pay plans (classified and unclassified employees) are adjusted to reflect the increase.

The City’s Administration Office manages the City’s wage classification system and is seeking the services of a professional firm, consultant, or other qualified provider to (1) conduct a comprehensive wage study that evaluates employee compensation, including the value of benefits, to ensure market competitiveness while maintaining internal equity, and (2) to provide professional recommendations corresponding to the study, to include a potential new salary structure, if appropriate. The City is requesting proposals for the work described more fully herein below.



## **SCOPE OF SERVICES**

### **I. The Services to be Provided:**

#### **A. Classification & Compensation Study (“Wage Study”)**

1. Analyze the effectiveness of the existing pay ranges and recommend any updates to accommodate fair market value and future growth.
2. Compile comprehensive information including all forms of compensation, overtime and exception pay, allowances, etc., as deemed applicable.
3. Confirm or establish an appropriate classification for full-time positions.
4. The Wage Study should primarily focus on:
  - a. External competitiveness: Assessing how the City’s employee compensation, including wages and benefits, compares to similar positions in other municipalities and comparable labor markets. This is intended to ensure the City offers competitive pay to attract and retain qualified employees.
  - b. Internal equity: Evaluating how salaries are structured within the City to ensure fair and consistent pay among employees performing similar work, considering factors like job responsibilities, experience, and tenure. This is intended to prevent pay disparities and to promote fairness across departments and City-wide, as appropriate.
5. Provide recommendations on potential solutions to address any inequities identified in either internal equity, external competitiveness, or both.
6. Prepare a comprehensive, written report to include, at a minimum, a comparison, by position, of the full market compensation.
7. Prepare a cost analysis for the implementation of recommended changes.
8. Provide recommended benchmarking of comparable employers/positions.

#### **B. Job Audit & Analysis**

1. Evaluate all current full-time positions.
2. Gather necessary employee/position related information to confirm or determine the following:
  - a. Appropriate position classification.
  - b. Determination of a different/new job classification and pay structure.
  - c. Other related recommendations

#### **C. Job Descriptions/FLSA**

1. Provide recommendations for job descriptions and career pathing to ensure they accurately reflect duties and responsibilities, including potential job title consolidation or broad-banding, as appropriate.
2. Review and determine FLSA exemption status for select positions to ensure proper overtime classification based on assigned duties and responsibilities.



**D. Final Reporting Requirements**

1. Provide a detailed explanation of the methodology used to conduct the job and position evaluation.
2. Summarize position comparison data, highlighting key findings.
3. Recommend updates to the pay structure, including guidance on allocating each classification to an appropriate pay range.
4. Provide instructional materials and training for the City of Republic's Human Resources staff to ensure they can implement the recommended changes and conduct future analyses and surveys.
5. Offer recommendations for maintaining long-term competitiveness in employee compensation.

**E. Other Miscellaneous Requirements**

1. Provide an administration manual outlining plan maintenance procedures.
2. Establish a communication plan to effectively inform all employees about compensation updates.
3. Provide sample documents for communicating changes to employees, supervisors, and City leadership.
4. Create a summary document explaining the full compensation system for current and future employees, available in both reproducible hardcopy and electronic formats.

**II. Proposed/Desired Timeline:** *[Please note: all dates herein are tentative and intended to serve solely as a proposed timeline; dates and times herein are subject to change at the discretion of the City]*

Estimated Milestone Dates	Related Tasks
May 7, 2025	Successful firm notified
May 21, 2025	Firm begins work; preliminary data compilation phase
July 23, 2025	Preliminary data collection completed – on-site meeting(s) with management to discuss positions/compensation initial findings
August 20, 2025	Preliminary report submitted for review
September 16, 2025	Final report submitted

**III. Professional Services Agreement Required:** The selected firm/agency will be required to execute a Professional Services Agreement with the City for provision of the services specified under this RFQ; or alternatively, upon the City's consent, a substantially similar written agreement setting forth the mutual understandings, rights and obligations of the selected firm/agency and City collectively ("Agreement"). The term of such Agreement will endure for the duration of the work performed hereunder until such work is completed, but will not under any circumstance exceed a total of one (1) year beginning on the date of execution of the Agreement. The Agreement to be executed will not include any automatic renewal or right of first refusal options.



### MINIMUM QUALIFICATIONS REQUIRED

- I. Minimum Professional Qualifications:** All work or services provided under this RFQ shall be performed by individuals/firms with the following minimum qualifications:
- A.** A minimum of **five (5) years** of experience conducting compensation and classification studies, including external market analyses and internal equity assessments. Preference will be given to providers who can demonstrate relevant work performed for municipal or public-sector employer clients.
  - B.** Demonstrated expertise in developing pay structures, job classification systems, and total compensation evaluations.
  - C.** Experience conducting Fair Labor Standards Act (FLSA) exemption reviews and compliance evaluations.
  - D.** Proficiency in conducting salary surveys, benchmarking methodologies, and job evaluation techniques.
  - E.** Experience utilizing compensation software and data analytics tools to develop salary structures and recommendations.
  - F.** Ability to provide a detailed methodology and approach for conducting wage comparisons, internal equity assessments, and classification reviews.

### SUBMISSION INSTRUCTIONS AND PROCEDURES

- 1. Timeliness and Rejection of Late Submissions:**
  - 1.1. It is the sole responsibility of the submitting entity to see that submittals are received by the Response Deadline. The submitting entity shall bear any and all risks for any delays associated with their selected method of delivery or that are misdirected due to improper identification.
  - 1.2. Any submission received by the City after the Response Deadline will be rejected by the City as non-responsive.
  - 1.3. In the event of a late submission, the City will leave the response unopened and provide notice to the submitting party of the following: "The submitted qualification was received after the delivery time designated for the receipt of responses and therefore considered non-responsive."
- 2. Withdrawal:** Any submittal may be withdrawn prior to the Response Deadline. Any submittal not withdrawn prior to the Response Deadline shall constitute an irrevocable offer to the City for a period of sixty (60) days following the Response Deadline.
- 3. Addenda:** The issuance of a written addendum is the only official method whereby interpretation, clarification, or additional information as to a submission can be given. If any addenda are issued to the RFQ, the City will attempt to notify the submitting entity of such issuance. However, it shall remain the responsibility of the submitting entity to contact the Contact Person identified in this RFQ to confirm whether the addenda were made a part of the competitive qualification.
  - 3.1. Notwithstanding the above, the City reserves the right to request clarification of information submitted and to request additional information of one or more applicants.



4. **Modifications/Corrections:** Submitted qualifications may be corrected or modified, provided that the correction or modification is made in writing and is received by the City prior to the date and time identified as the Response Deadline in this RFQ. After such date and time, the submitter may not modify or correct its submission except for extreme circumstances to be determined by the City in its sole discretion, and in no event in a manner prejudicial to the notions of fair competition or to the City.
  - 4.1. Notwithstanding the above, the City expressly reserves the right to seek clarification or additional information from one or more submitting entities, as deemed necessary or appropriate.
5. **Submitter's Responsibility to Ensure Completeness and Compliance:**
  - 5.1. Each submitting entity must examine all RFQ documents to ensure the adequacy and accuracy of such documents prior to submitting the same to the City.
  - 5.2. Any inquiries, suggestions, or requests concerning interpretation, clarification, or additional information pertaining to the RFQ shall be made in writing and directed to the Contact Person identified in this RFQ, in advance of the Response Deadline.
  - 5.3. Generally, responses that do not include all required information will be deemed non-responsive and disqualified accordingly.
  - 5.4. Notwithstanding the above, the City reserves the right to waive any informalities, irregularities, or variances, whether technical or substantive in nature, or reject any and all responses at its sole discretion.
6. **Oral/Verbal Interpretations.** The City shall not be responsible for verbal/oral interpretation given by any City employee, representative, or others.
7. **Preparation Expenses.** Each submitting entity preparing a response to the RFQ shall bear all expenses associated with its preparation and any subsequent and related expenses, and no claims for reimbursement shall be submitted to the City for the expense of preparation or presentation.
8. **Format of Submissions.** By no later than MARCH 24, 2025 at 3:00 PM C.S.T., submissions must be either:
  - 8.1. Received by the City Clerk's Office in a sealed envelope containing all required information or documentation and clearly marked, "RFQ #25-002 – Employee Compensation Consulting Services"; or
  - 8.2. Submitted via the DemandStar bidding software with all required information or documentation.
9. **Inquiries.** All inquiries pertaining to this RFQ shall be directed to the Contact Person, as follows:

Lisa Addington, Chief of Staff  
4221 S. Wilson's Creek Blvd  
Republic, MO 65738  
Reference RFQ No. 25-002
10. **Minority and Women-Owned Businesses.** The City expressly encourages responses to this RFQ from disadvantaged, minority and women-owned businesses.
11. **Openness of Procurement Process.**



- 11.1. Written responses, other discussions, correspondence, and all other pertinent records shall be handled as public records in compliance with State and Federal open records statutes and regulations.
  - 11.2. Other than the initial period wherein the responses are being evaluated, the City gives no assurance as to the confidentiality of any portion of any document once submitted.
  - 11.3. All documents relating to this RFQ, subsequent submittals and meetings with the City Council are subject to statutory requirements of the Missouri Sunshine Law.
- 12. Errors and Omissions.** Once a qualification is submitted, the City may consider written requests by any submitting entity to correct errors or omissions, but shall retain sole discretionary authority to determine the outcome of such a request.
- 13. Retention and Disposal of Statements of Qualifications.** The City reserves the right to retain all submitted Statements of Qualification for public record keeping purposes and/or as required by the Missouri Sunshine Law, Chapter 610, RSMo. The City will not return Statements of Qualification to the submitting entity, nor will the City destroy any Statements of Qualification. The City reserves the right to cancel this RFQ at any time prior to execution of an Agreement, and retains sole discretion as to whether such cancellation will be made.
- 14. Collusion.**
- 14.1. By submitting a response to this RFQ, the submitting entity certifies that they have not divulged to or discussed or compared its submittal with any competitors, and have not colluded with any other submitting entity or third person/party relating in any way to this process whatsoever.
  - 14.2. By submitting a response to this RFQ, the submitting entity certifies that no attempt has been made or will be made by the submitting entity to induce any other person or firm to submit or not to submit a Statement of Qualification, with the intention of restricting potential competition.
- 15. Rejection of Responses; Waiver of Minor Defects; Acceptance**
- 15.1. The City expressly reserves the right to reject any and all submissions, in whole or in part, received in response to this RFQ.
  - 15.2. The City expressly reserves the right to waive minor/non-material defects in submissions or the process of providing submissions, with or without cause.
  - 15.3. The City expressly reserves the right to reject all submissions received in response to this RFQ in the event the City determines that rejection of all such submissions is in the best interest of the City.

### **SUBMISSION CONTENTS REQUIREMENTS**

Any documents submitted in response to this RFQ must provide sufficient detail and information so as to allow a complete evaluation of its merit. The instructions contained herein must be followed in order for competitive responses to be considered responsive to this RFQ.

All agencies/firms responding to this RFQ shall provide sufficient information and data to fully allow a complete evaluation of their qualifications. Information and data submitted by each submitting entity with the qualification shall become part of the contract documents.

**Responses must generally conform to the following format:**

- 1. Cover Letter**
- 2. Table of Contents**



### 3. Sections

- (1) Introduction and Execution
- (2) Qualifications of Firm (if applicable)
- (3) Qualifications of Staff
- (4) References
- (5) Technical Approach
- (6) Timetable
- (7) Executed Certification Forms and Affidavits (Provided with RFQ)

#### 1. Section 1 – Introduction and Executed Signature Page:

- 1.1. The introduction section must contain an overview of the submitting entity.
- 1.2. The introduction must clearly indicate the legal name, address, telephone number, and local contact information (if available) of the submitting entity.
- 1.3. The introduction must indicate whether the submitting entity is a corporation, general partnership, individual or other business entity.
- 1.4. The introduction must include a statement to the effect that: **“The Submission of this Statement of Qualifications indicates acceptance by the submitting entity of the stipulations contained in the Request for Qualifications.”**
- 1.5. The statement must be signed above the typed or printed name and title of the signer. The signer must have the authority to bind the broker, consultant, and/or firm to the submitted response.

#### 2. Section 2 – Qualifications of Submitting Entity:

- 2.1. Provide a brief description and history of the submitting entity (if applicable).
- 2.2. Provide description of the submitting entity’s relevant experience demonstrating current capacity, familiarity and expertise in real estate brokerage and sales, particularly specifying any experience on behalf of governmental or municipal clients.
- 2.3. Provide an organizational chart (or equivalent) generally demonstrating the structure of the submitting entity.
- 2.4. State the number and nature of the staff employed with the submitting entity and the office in which the bulk of the services will be performed.

#### 3. Section 3 – Descriptions and Qualifications of Key Personnel:

- 3.1. Provide the name(s), title(s), and resume(s) (or equivalent information) of the lead consultant(s) who will be primarily responsible for the coordination, management, and execution of the Scope of Services outlined in this RFQ.
- 3.2. Provide the name(s), title(s), and resume(s) (or equivalent information) of other key personnel, analysts, or support staff who will be directly involved in conducting or preparing the Wage Study.
- 3.3. For each individual identified in this section, provide the following information:
  - 3.3.1. Years of experience with the submitting entity (if applicable).
  - 3.3.2. Total years of experience conducting compensation studies, wage analyses, or classification reviews.
  - 3.3.3. Relevant expertise or specialty training, including certifications such as Certified Compensation Professional (CCP), Senior Professional in Human Resources (SPHR), or other applicable designations.





- 3.4. Disclose any investigations, disciplinary actions, or pending complaints against any identified personnel by national or state regulatory bodies related to professional conduct, human resources, or compensation consulting.

**4. Section 4 – Familiarity of the Market and Relevant Representations:**

- 4.1. Provide a list of all relevant engagements completed for local government entities within the last ten (10) years.
- 4.2. Illustrate how previous experience within the area may be of benefit in the execution of the Scope of Services under this RFQ.

**5. Section 5 – References:**

- 5.1. Provide at least five (5) professional references for which the submitting entity has performed services within the past two (2) years that are similar to the requirements in the Scope of Services.
  - 5.1.1. Preference will be given to those submitting entities who are able to demonstrate at least three (3) professional references from governmental/municipal clients for whom the submitting entity provided services similar to those specified in this RFQ.
- 5.2. Provide the reference contact name, address, e-mail address, telephone numbers and a summary and date of the services provided.

**6. Section 6 – Technical Approach and Plan for Services:**

- 6.1. Provide a description of the technical approach the submitting entity will employ in providing the services under this RFQ, including at a minimum the firm's methodology for conducting wage comparisons, classification reviews, and FLSA determinations
- 6.2. Provide a detailed "Plan for Services" outlining the submitting entity's approach to delivering the requested services under this RFQ. At a minimum, the Plan for Services must include:
  - 6.2.1. A step-by-step overview of the phases of work, key deliverables, project timeline, and personnel assignments, clearly explaining what the firm will do to achieve the project's objectives.

**7. Section 8 – Executed Certification Forms and Affidavits:**

- 7.1. Provide executed copies of the following forms and affidavits, provided with this RFQ:
  - 7.1.1. **Attachment A:** Affidavit of Compliance with Section 285.500, RSMo. et seq., for all agreements providing services in excess of \$5,000.00

**EVALUATION CRITERIA**

1. **Overview:** All responses will be evaluated by a selection committee comprised of City staff members. Responses will be evaluated with respect to the completeness of the information provided, support for all claims made, and the overall approach taken.
2. **Specific Criteria Considered:** The following criteria will be utilized in the technical evaluation of qualifications:
  - 2.1. Experience and qualifications of the submitting entity.
  - 2.2. Experience of the submitting entity with similar engagements, particularly involving governmental or municipal entity client services.





- 2.3. Qualifications of key staff to perform Scope of Services under the RFQ.
  - 2.4. Demonstrated knowledge of the relevant services and ability to efficiently and effectively deliver those services.
  - 2.5. Projected timeframe and ability to provide the services within the City's desired timeline.
  - 2.6. Thoroughness of material submitted, including the Plan for Services, and the quality, amount and type of services provided.
  - 2.7. Reports from references.
3. **Required Licensure/Certification.** Award under this RFQ will only be given to an entity or entities possessing all required registrations, certifications and/or licenses as required by Missouri or other applicable law.
4. **Other Reservations and Terms:**
- 4.1. The City will select and negotiate with those submitting entities whose submittals are responsive to this RFQ and are in the best interest of the City.
  - 4.2. The City reserves the right to contract with one or more submitting entity for any one or more of the services set forth in the Scope of Services.
  - 4.3. The City reserves the right to reject any and all qualifications or other submissions provided to the City in response to this RFQ.