



City of Grandville, Michigan Request for Proposals

The City of Grandville (City) is seeking a professional services consultant (Consultant) to perform a Compensation Study (Study) involving a full compensation analysis for all non-bargaining employees. The outcome of this analysis will provide the City with a complete understanding of its jobs' internal and external pay equity, pay competitiveness in the market, and best practices for its compensation practices and processes.

The City's selection process will rely on evaluations of the written responses to this RFP and any subsequent supplemental evaluation processes.

Proposals are due by 5 p.m. on Friday, July 19, 2024

Respondents may provide their proposal via email, fax, or mail. Proposals must be sent to:

Emily Navarre, Human Resources Assistant
3195 Wilson Ave. SW, Grandville, MI 49418
humanresources@cityofgrandville.com
P: (616) 530-4983; F: (616) 530-4984

The expected minimum content of each proposal is as outlined below:

- General description and estimated timeline of the process.
- Names/experience/role of personnel assigned
- Proposed cost plus an estimate of any expected related expenses.
- Summary of all services included, and any optional services not included with the proposal.
- References and/or examples of similar, previous RFPs

BACKGROUND

The City has a population of approximately 16,000 and is located in West Michigan. The City has a Council-Manager form of government. The City Manager oversees all departments within the City. Collectively bargained union employees are paid according to their contract stipulations, while non-union administrative employees utilize a separate pay grade scale. The City employs approximately 50 non-union administrative employees in approximately 36 different jobs. The City currently utilizes 10 pay grades for each of these positions.

Job pay grades are occasionally changed as a result of increased or decreased job responsibilities and position requirements. These changes are often recommended by a Department Head and must be approved by the City Manager.

Non-union employees are generally hired at the starting pay for a position. The basis for the starting pay is usually based on the level of experience the employee holds. Employees are reviewed each year. The current scale has five steps (1-4 and a midpoint), an open range for performance based raises, and then a maximum wage. Employees move up a step annually, as long as they are meeting the expectations of their position. After reaching the midpoint of the scale, a comp-ratio is used in conjunction with reviews to determine a raise percentage, usually between 2.5% and 5%, until the employee reaches the maximum wage for their position.

The City's non-union employees typically receive across the board market pay increases each year, historically ranging from 0% to 5%. This year's market increase, effective July 1, will be 3.1% for the non-collectively bargained employees. The unions negotiate their pay increases during the bargaining process and the resultant increases are contractual. The non-union employee pay increases have historically been closely aligned with the contractual increases in an attempt to maintain internal pay equity.

The City's goal is to ensure that: (1) current compensation practices for its non-union employees is fair and equitable, and aligns with best practices in its industry (West Michigan area public sector employers) and that the pay grade compensation ranges for its jobs align with the market; (2) job pay grades are appropriate and competitive; and (3) its job pay grade designations achieve internal and external equity.

SCOPE OF WORK

The selected Consultant will conduct the tasks and provide the resulting work as outlined below.

1. Provide a "Comparables" report to the City comprised of three parts:
 - a. An analysis of the City's compensation practices compared with those of its public sector counterparts in the West Michigan area which provides detailed information on their compensation practices for non-union positions;
 - b. An analysis of select jobs' compensation against the same or similar jobs in its industry in the West Michigan market (public and private sector as applicable) which includes at least the following information for each job analyzed:
 - i. Compensation minimum, maximum, and actual average pay
 - ii. The level of similarity of the City's job to the external job for which it is being compared.
 - c. A recommended pay grade with pay range for each position.
2. Provide recommended compensation practices including a recommended compensation policy which outlines the practices to be utilized and the methods for maintaining competitive compensation practices.
3. Provide for any documentation and training necessary for City personnel to update and

maintain its compensation system.

4. Provide an estimate for the length of time it will take to complete and deliver to the City the requested Study

5. Meet with City officials as requested for the purposes of updating and educating regarding the outcome on the study.

6. Deliver the final Study via an in-person or virtual presentation.

Positions to be included in the wage study are:

- City Manager
- Assistant City Manager
- Chief of Police
- Deputy Chief of Police
- Finance Director
- Clean Water Plant Superintendent
- Department of Public Works Director
- Assessor
- CWP Assistant Superintendent
- Deputy Court Administrator
- DPW Assistant Director
- City Clerk
- Fire Mashall
- Clean Water Plant Asset and Infrastructure Supervisor
- Downtown Development Authority Director
- Fire Lieutenant
- Probation Officer
- Full-time Firefighter/EMT
- Deputy Assessor
- Deputy Treasurer
- HR Assistant
- Deputy Clerk
- Police Department Assistant (Full-time and Part-time)
- Department of Public Works Department Assistant (Full-time and Part-time)
- Treasury Department Assistant (Full-time)
- Court/Probation Department Assistant (Full-time)
- Clerk's Office Department Assistant (Full-time)
- Court Recorder
- Court Security Officer (Part-time)
- Deputy Court Clerk (Full-time and Part-time)
- City Manager Department Assistant (Part-time)

- Fire Department Assistant (Part-time)
- Assessing Department Assistant (Part-time)

See attachment for a listing of the specified positions along with their assigned pay grades.

EXPECTED WORKING RELATIONSHIPS

1. The Consultant shall establish a contact person (Project Leader) for the project. Throughout the duration of the project, the Project Leader shall remain as the City's contact person.
2. The City will appoint a contact person for the project. This will be the City Manager or appointed staff member. It will be their responsibility to coordinate City personnel, to order such services as shall have been authorized by the Agreement, and to provide directions to the Consultant.
3. The Consultant shall provide draft versions of the Compensation Study to the City for discussion prior to the issuance of final documents.

DELIVERY DATE

The intent is for City Council to award this RFP as soon as practical once the newly hired City Manager has started with the City, presumably in July or August. The City's goal is to implement an updated pay scale in a timely manner, though an exact timeline for implementation is flexible and will be determined once the information has been presented.

Attachment:

Current scale. Rates are effective July 1, 2024. Scale and grades were first established in 2019 by Michigan Municipal League study. Scale has been adjusted yearly based on the annual market increase.

Grade	Step 1	Step 2	Step 3	Step 4	Midpoint	Open Range: Performance	Maximum	City Position (As Determined by Job Factor Analysis)	
YEAR	2024-2025	2024-2025	2024-2025	2024-2025	2024-2025	2024-2025			
hourly	A	\$17.12	\$17.75	\$18.37	\$19.03	\$19.66	comp-ratio	\$22.23	Dept Assistant- City Manager, Fire, DPW, Assessing (PT Only) (Vacant, Christy, Heather, Tim), Deputy Court Clerk PT (Kaye)
hourly	B	\$21.80	\$22.61	\$23.41	\$24.25	\$25.06	comp-ratio	\$28.34	Deputy Clerk (Kay), DDA Event Coordinator (vacant-created new position), Dept Assistant- PD, DPW (FT only), Treasurer, Court, Clerk (Dina, Iris, Rhonda, Marie, Diana, Beth, Lindsey), Court Recorder (Mich), Deputy Court Clerk FT (Colleen, Karen)
hourly	C1 (1950 hours)	\$27.24	\$28.26	\$29.28	\$30.31	\$31.34	comp-ratio	\$35.41	Deputy Assessor (Tina), Deputy Treasurer (Jen), HR Assistant (Emily)
salary + OT	C2 (2808 hours)	\$18.93	\$19.63	\$20.34	\$21.04	\$21.76	comp-ratio	\$24.59	Fulltime Firefighter/EMT (Kevin, Tom, Tommy, Jake, Caleb, Austin, Tom B.)
hourly	D	\$60,895.86	\$63,179.46	\$65,463.05	\$67,746.64	\$70,030.23	comp-ratio	\$79,164.61	Fire Lieutenant* (Scott V), Probation Officers (Matt H, Deven, Mady, vacant)
salary	E	\$70,483.71	\$73,126.86	\$75,769.99	\$79,275.87	\$81,056.28	comp-ratio	\$91,628.83	City Clerk (Marco), Fire Marshall* (Lynnae), CWP Asset & Infrastructure Supervisor (Eric), DDA Director (Theresa)
salary	F	\$77,739.40	\$80,654.61	\$83,569.85	\$86,485.07	\$89,400.29	comp-ratio	\$101,061.21	Assessor (Charlie D), CWP Assistant Superintendent (Scott V), Deputy Court Administrator (Chad), DPW Assistant Director (Jim)
salary	G	\$87,586.38	\$90,870.88	\$94,155.35	\$97,439.86	\$100,724.35	comp-ratio	\$113,862.29	Deputy Police Chief (Pence), Assistant City Manager (Matt), Fire Chief (Mike)
salary	H	\$93,416.84	\$96,919.96	\$100,423.10	\$103,926.23	\$107,429.36	comp-ratio	\$121,441.88	CWP Superintendent (Todd), Treasurer/Finance Director (Jane), DPW Director (Charlie S), Police Chief (Paul)
salary	I	\$117,645.61	\$122,057.32	\$126,469.04	\$130,880.74	\$135,292.46	comp-ratio	\$152,939.29	City Manager (Ken - interim)
*Fire Marshall & Fire Lieutenant are an hourly position based on 2184 hours annually									