



**TOWN OF CHILMARK**  
**REQUEST FOR QUOTES**

**FY 2024 CLASSIFICATION AND COMPENSATION STUDY**

**PURPOSE OF REQUEST – Statement of Need**

The Town of Chilmark (the “Town”) seeks to have an independent review of the Town’s Classification and Compensation Plans (together, the “Plan”) to determine both the appropriate groupings of positions in classes on the basis of the duties, responsibilities and requirements of the positions; and the appropriate pay levels on the basis of qualitative (position worth) and quantitative (comparable survey) data.

**BACKGROUND**

The Town of Chilmark currently employs approximately one hundred and sixty seven (167) people. Approximately thirty five (35) job titles classified into twelve (12) compensation grades as identified in the Town’s Human Resources Bylaw. The Town has thirty two (32) Regular Full Time positions, seventy eight (78) Regular Part Time positions, and fifty seven (57) Temporary/Seasonal employees. School Department positions are not governed by the HR Bylaw and will not be examined for the purpose of this proposal.

The Town of Chilmark, MA, sits on the southwest corner of the island of Martha’s Vineyard, in the County of Dukes County. The Town has a year-round population of approximately 1,500 residents and a summer census of approximately 6,000. Historically a farming and fishing community, the Town has grown substantially over the past decades; nearly 40% of the residents have lived here only since 2010. It is a small Town on an island with extreme demographic characteristics; the cost of living on the island is 60 percent higher than the national average, and housing prices are 96 percent higher.

A study of housing needs by the Martha’s Vineyard Commission found that the average weekly wage on Martha’s Vineyard Island was "71 percent of the state average, the median home price was 54 percent above the state's, and the median rent exceeded the state's by 17 percent," all leading to a stark example of severe income inequalities between year-round residents and their seasonal counterparts.

In recent years the Town has struggled with how to compensate staff appropriately in this environment, as it tries to maintain its historic small-town, personally-driven approach, while adopting classification and compensation systems that are sensitive to internal equity, market forces, and undeveloped processes.

Copies of the current Compensation and Classification Plan, as well as a sample job descriptions, are available from the HR Board Administrator [akisselgof@chilmarkma.gov](mailto:akisselgof@chilmarkma.gov) for your information.

**OBJECTIVE**

The general objectives of this study are as follows:

The Town of Chilmark is requesting consulting proposals from qualified professionals experienced in conducting compensation and classification studies, including job descriptions.

We are seeking a consultancy to analyze current classification and compensation systems for all job descriptions (including part time & seasonal) and recommend what is most appropriate for Chilmark.

This includes review of current position descriptions to ensure that all descriptions are in full compliance with federal and state statutes and regulations, and to review all current Chilmark job descriptions and determine if each accurately reflects the job duties, responsibilities, and required knowledge, skills and abilities as currently performed.

We expect the consultant to share broader observations about how the Town might manage the complexities of equitable compensation in our marketplace.

#### A. Classification

1. Update position descriptions to match distinguishing characteristics, essential job functions, minimum qualifications (knowledge, education, experience, skills, and abilities), working conditions (physical demands, work environment, other relevant circumstances), and certifications/licenses.

Ensure the updated job descriptions assure internal equity and external competitiveness. Conduct interviews or job audits as appropriate.

All job descriptions must be accurate and consistent with Fair Labor Standards Act, Equal Employment Opportunity, and Americans with Disabilities Act considerations.

2. Recommend a process in which employees may appeal classification issues.
3. Provide any additional feedback regarding Chilmark's current classification system and how it may be updated or improved.

#### B. Compensation

1. Review the wage and grade pay plan and provide feedback and suggestions on modifications that are in-line with Statement of Need outlined above.
2. Conduct a comprehensive base salary and benefits survey to benchmark comparable market public sector jobs with similar essential duties and functions.
3. Provide a spreadsheet of all comparable towns based on a combination of factors including but not limited to resident population, geographic size, budget, and scope of town services.
4. Recommend an appropriate salary range for each position based on the classification plan, internal relationships, and equity.
5. Identify potential pay compression issues and provide possible solutions.

6. Provide recommendations for administration and maintenance of the classification and compensation plan.
7. Identify means by which the Town may best utilize incentive pay under applicable laws.
8. Recommend a process by which employees may appeal compensation issues.
9. Provide any additional feedback about Chilmark's current compensation system and how it may be updated or improved.

If there are recommendations to make changes to the existing Municipal Position Evaluation Manual, they will be documented and provided to the Town.

## **SCOPE OF SERVICES**

### **Orientation:**

The consultant shall meet with the Classification and Compensation Study **Working Group** (two members of the Human Resource Board, a Select Board member, a Department Head, and an Employee) weekly to review progress and discuss options.

Three of the meetings must be in person at the Town Hall, while others may be by adequate remote participation.

The consultant will meet with Department Heads in person to explain the goals and objectives of the study, and to solicit input from the Department Heads.

The consultant will then meet with the employees as a group to explain the project and respond to any questions.

### **Review and Analysis:**

The consultant will distribute to all employees in all affected positions a position questionnaire to complete, which includes job duties, requirements and responsibilities, and other data as required. All questionnaires will be reviewed by the employee's supervisor, Department Head and committee or board before being returned to the consultant. It shall be the Working Group's responsibility to make sure that all questionnaires are returned in a timely manner.

The consultant will review the existing job descriptions and the position questionnaires to determine whether changes should be made to the existing job description to appropriately delineate the current duties, responsibilities, qualifications, and requirements of the position. The job descriptions will also be reviewed to determine that they meet Federal and State standards, such as ADA, and other standards of modern personnel administration. Any recommended changes to position descriptions will be reviewed and approved by the Working Group, the Supervisor/Department Head, Human Resource Board, and the appropriate board or committee.

The consultant will evaluate the positions, applying job evaluation criteria, and rank the positions based upon position requirements. The ranking will be based upon factors proposed by the consultant, including required education and experience, intellectual skills and knowledge, physical effort, accountability, supervision, individual judgment and initiative, etc.

The consultant will also include the identification of positions as exempt or non-exempt based on the federal Fair Labor Standards Act.

The consultant will recommend a classification structure based on this evaluation for the Town.

The consultant will perform a market survey. The market survey should solicit and obtain qualifying factors that would affect the pay structure, including the hours worked per week by employees in the various positions in those comparable communities, to consider both internal and external equity.

The consultant will utilize both the job questionnaire data and the market survey to recommend changes, if any, to the classification and compensation plan for the Town.

At the conclusion of the study, the consultant will provide:

- a. Position descriptions,
- b. Hourly pay grade and step compensation rates,
- c. Municipal Position Evaluation Manual to be utilized by the Town to objectively evaluate new or revised positions following the conclusion of the study. The manual shall describe the methodology used by the consultant to undertake the study and how it can be utilized by the Town in the future, including their methodology. The manual should be presented in hardcopy and in electronic format. It shall include any formulae or other elements to ensure that the Town can easily utilize the methodology to update the classification plan periodically until the next independent review.

### Financial Impact

The consultant shall prepare an analysis of the financial impact for implementation of any new recommendations regarding classification and compensation plan for review by the Working Group, Human Resources Board, and Finance Committee. After approval by the Town Select Board, the consultant shall prepare an analysis of the financial impact of the approved recommendations for use at public meetings and Town Meeting.

### Presentations:

At the conclusion of the project the consultant will meet jointly with the Working Group and Human Resources Board to discuss the recommendations and submit the final report. The consultant will also be available to make a presentation to the all Town staff, Select Board, and other committees to review the project.

### **ADDITIONAL REQUIREMENTS**

The consultant must commence work on the project within two weeks of execution of the contract with the Town. "Commence work" shall be defined as (1) holding the first meeting required above, and (2) distributing job questionnaires to employees. The project shall be completed within three months of

commencement of the project. Any deviation from this expected schedule must be clearly indicated in the submittal.

The consultant is expected to provide three (3) printed and bound copies of the completed document, including but not limited to an introduction, description of the methodology used, recommended job descriptions, survey results, and final recommended classification & compensation schedule. The completed document shall also be submitted in both MS WORD & Adobe PDF electronic format for the Town's use and distribution.

All travel and related expenses associated with this project shall be included in the lump sum price proposal.

The successful consultant will indemnify the Town of Chilmark at the time of contract execution against any and all losses and damages by the provision of liability insurance in the amount of five hundred thousand dollars (\$500,000), and provide evidence of the Worker's Compensation insurance as required by law.

## SUBMITTAL REQUIREMENTS

### 1. Non-Price Proposal Requirements

The name and address of the firm and the name, telephone numbers, and email addresses of the persons who can be contacted concerning this project.

A description of the general skills of the firm, including a description of the firm's familiarity with municipal personnel management, position description preparation and salary survey analysis. Also the resumes of the principal(s) who will be providing the services under this contract.

A list of at least seven (7) projects of similar nature performed by the consultant, with at least three (3) projects for municipalities in Massachusetts within the last three (3) years including the client's name, address, telephone number, contact person, and brief description of the project.

A plan of services describing the manner in which the firm shall fulfill the project as described in the Scope of Services, including a schedule for completion with a detailed timeline. This should be submitted in an envelope clearly marked "**Classification and Compensation Study – Plan of Services.**"

The above items (non-price proposal) may be submitted electronically or in six (6) printed/bound copies.

### 2. Price Proposal Requirements

The cost for the services required as described in this request for quotes using the form attached. The form shall be enclosed in a sealed envelope marked "Classification and Compensation Study - Cost of Services". No reference to the cost of the services to be provided under this contract shall be contained in any section of the Non-Price Requirements of the submittal. Along with the cost for services the Certificates of Non-Collusion and Tax Compliance that are attached must be included.

All travel and related expenses associated with this project shall be included in the lump sum price proposal. All Prices shall remain firm for 60 days after proposal deadline.

The Price Proposal may be submitted electronically in a separate email from the Quote and it must be clearly marked in the subject line SEALED PRICE PROPOSAL.

## EVALUATION PROCESS

In order to qualify for consideration, all the information requested must be included in the submittal. Consideration will be given to the following:

1. Experience working with classification and compensation systems in Massachusetts municipal settings.
2. Experience conducting market surveys in municipal settings.
3. Experience reviewing and developing position descriptions.
4. Detailed timeline of completion of the project that is within the required three (3) months.

The Working Group & Town Administrator will review the Non-Price Proposals/Quotes and rate the responses received privately.

Upon the completion of the rating of the non-price proposals/Quotes, the Town will open the price-proposals and post them on the Town's web page.

Best price will be determined by taking into account the cost of services along with the rating of the non-price proposal in the considerations listed above.

The Working Group will present their recommendations to the Human Resource Board and the Select Board. The Select Board will award a contract within 60 days of the submission deadline.

## DEADLINE

The Town of Chilmark invites sealed proposals for the project described above. The nature of the contents and the name of the consultant should be clearly marked on the outside of the envelope/on subject line.

Proposals are due not later than **4:00 p.m. Friday, October 6, 2023**, delivered to Town Hall or received through the mail or email, addressed to Tim Carroll, Chief Procurement Officer, Town of Chilmark, P.O. Box 119, 401 Middle Road, Chilmark, MA 02535. [townadministrator@chilmarkma.gov](mailto:townadministrator@chilmarkma.gov) clearly marked "**FY 2024 CLASSIFICATION AND COMPENSATION STUDY.**"

If delivered by Federal Express or UPS addressed to 401 Middle Road, Chilmark, MA 02535.

Proposals received after the time stated will be returned unopened.

**Rejection of Quotations**

The Town reserves the right to accept or reject any or all proposals, to waive any informality in the proposal. The Town will award the contract, as it shall decide to be in the best interest of the Town.

**Questions**

All questions concerning requirements may be directed to Tim Carroll, Chief Procurement Officer via e-mail to [townadministrator@chilmarkma.gov](mailto:townadministrator@chilmarkma.gov)

All questions will be answered in writing and all such questions and answers will be forwarded to all vendors who either requested a copy of this Request for Quotes, or were sent it.

FORM FOR  
**SEALED SUBMITTAL OF COST OF SERVICES**

TOWN OF CHILMARK  
**FY 2024 CLASSIFICATION AND COMPENSATION STUDY**

Company: \_\_\_\_\_

Individual Name: \_\_\_\_\_

Addresssss: \_\_\_\_\_

City & State and ZIP Code: \_\_\_\_\_

Office Phone: \_\_\_\_\_

Fax Phone: \_\_\_\_\_

Web Address: \_\_\_\_\_

Email Address: \_\_\_\_\_

I hereby propose to complete the Classification and Compensation Study for the Town of Chilmark as described in the attached Request for Quotes for the following lump sum of:

\$ \_\_\_\_\_

Please write out the dollar amount below:

\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Cellphone #