

REQUEST FOR COUNCIL ACTION

Date: February 27, 2023
Item No.: 7.b

Department Approval

City Manager Approval



Item Description: Consider Awarding Contract for a City-Wide Classification and Compensation Study

BACKGROUND

As part of the 2023 budget process, Council set aside funds to hire a consultant to conduct a city-wide classification and compensation study. Staff solicited proposals from qualified firms and received a total of seven (7) responses.

Classification and compensation studies review internal equity (pay relationships between positions) and external competitiveness (pay relationships with labor market competitors). This helps achieve human resource objectives such as employee recruitment and retention. Classification and compensation plans group positions on the basis of a uniform criteria. It then allocates positions to salary grades that reflect their relative worth to the organization. A properly designed and maintained classification and compensation plan allows an organization to:

- Receive fewer requests for reclassifications
- Receive fewer pay inequities and remain in compliance with Minnesota Pay Equity laws
- Establish position qualifications for recruitment and selection
- Establish a basis to evaluate work performance
- Remain competitive in the job market

The City of Roseville last conducted a classification and compensation study in 2012. Industry standards recommend conducting a review of the overall salary structure every 3-5 years to determine whether the structure is still aligned with the city's needs and labor market. Over the past decade, job duties have gradually shifted, there have been changes in organizational relationships and responsibilities, and skills and qualifications for positions have also changed either to reflect new mandates or changing duties and responsibilities. A classification and compensation study includes new job descriptions, position evaluation tools and a market competitive wage and salary structure.

It is anticipated that the study will be completed prior to Council receiving the 2024 City Manager recommended budget which would incorporate any potential cost to implement the new classification and compensation plan. In addition, as part of this process, job descriptions will be updated and a new classification system implemented.

After reviewing proposals and conducting interviews, staff recommends entering into a contract with Abdo given their experience, cost as well as their understanding of and ability to mitigate equity impacts within a new job classification system.

POLICY OBJECTIVE

The city’s mission is to provide ethical, efficient, and responsive local government, in support of community aspirations, guided by policies of the City Council, and implemented by professional staff, to ensure that Roseville remains strong, vibrant, and sustainable for current and future generations. Additionally, the City adopted a Strategic Racial Equity Action Plan that includes high-impact areas in which to make measurable improvements, including diversifying the city’s workforce to mirror the population we serve.

The objective is to implement a compensation and classification program that will enhance employee engagement and satisfaction and to attract and retain a diverse and highly qualified workforce.

BUDGET IMPLICATIONS

The cost of the recommended firm’s proposal is \$56,700. This is broken down into the following components:

Service	Cost
Compensation study & market analysis	\$8,500
Establish Compensation system	\$6,000
Implementation Analysis & strategy	\$3,300
Pay Equity testing	\$2,100
Final Documents	\$6,900
Training	\$2,200
Formal Position Reclass & Review policy	\$2,700
Review and Update Job descriptions (Option #1 on Addendum)	\$25,000
TOTAL	\$56,700

This includes a market assessment, pay plan development, and drafting new job descriptions. The 2023 budget has funds allocated to fully cover the proposed cost.

RACIAL EQUITY IMPACT SUMMARY

There would be a positive equity impact by completing a Compensation and Classification Study. As we strive to diversify the candidate pool for all vacancies and ultimately increase diversity of new hires, this study would better position the City to update job descriptions and more accurately reflect necessary knowledge, skills, and abilities of job roles. The ability to expand applicant pools and tap into the lived experiences and skills of traditionally underrepresented communities is critical to the city remaining competitive in the job market and meeting the needs of an increasingly diverse community.

Below is data from an [article](#) published in August, 2020 by the Society of Human Resource

63 *Management.*

64
65 Many employers require a college degree for positions that don't necessarily need a candidate to
66 have spent four or more years—and tens of thousands of dollars—attending college. Because Black
67 job candidates are less likely to hold a degree than white applicants, degree requirements can keep
68 skilled and talented workers out of certain positions, which lowers their earning potential and makes
69 creating diversified and inclusive workplaces more difficult for companies.”

70
71 Research published in 2017 by the Harvard Business School shows that [degree inflation in job](#)
72 [postings is pervasive](#). Sixty-seven percent of postings for new production supervisors in 2015
73 included college-degree requirements, though only 16 percent of existing production supervisors had
74 bachelor's degrees.

75
76 Requiring a bachelor's degree "has a disparate impact on Black Americans," Blair and Ahmed said.
77 They noted that among workers over age 25, [U.S. census data shows](#):

- 78 • 40 percent of white adults hold at least a bachelor's degree.
- 79 • 26 percent of Black adults have a bachelor's degree or higher.

80
81 Research findings that Blair, Ahmed and their colleagues published in March found that [16 million](#)
82 [U.S. workers with only a high school diploma have the skills for high-wage work](#), based on the skill
83 profile of their current jobs. However, 11 million of them are currently employed in low-wage or
84 middle-wage work.

85
86 The city's current compensation system assigns points to various criteria in order to determine the
87 position's relative value to the organization and determine a hierarchy in the pay structure. Currently
88 our system weighs formal education heavily which has hindered the city's ability to hire candidates
89 with less traditional skill development and experience.

90
91 **STAFF RECOMMENDATION**

92 Staff and the City Manager reviewed proposals and interviewed the top two firms. Based on
93 feedback and interviews, staff is recommending that Council authorize the City Manager to enter
94 into a Professional Services Agreement with Abdo to conduct a classification and compensation
95 study in the amount of \$56,700.

96 **REQUESTED COUNCIL ACTION**

97 By motion, authorize the City Manager to enter into a Professional Services Agreement with Abdo
98 to conduct a classification and compensation study in the amount of \$56,700.

99
Prepared by: Rebecca Olson, Assistant City Manager
Attachments: A: Abdo proposal and Addendum



Proposed by

Leah Davis, CPA

Partner | Abdo

leah.davis@abdosolutions.com

P 507.524.2347

February 03, 2023

SERVICE PROPOSAL FOR

City of Roseville

2660 Civic Center Drive, Roseville, Minnesota 55113

abdosolutions.com | Mankato, MN - Edina, MN - Scottsdale, AZ

Executive Summary



Rebecca Olson, Assistant City Manager
City of Roseville
2660 Civic Center Drive
Roseville, Minnesota 55113

Dear Rebecca,

Thank you for the opportunity to submit this proposal to the City of Roseville (the City) for partnering with your organization on a Position Classification and Compensation Study. Based on our experience with the type of work outlined in the proposal, we're confident our experience and expertise will allow us to address your needs and goals and exceed your expectations.

Abdo's success has been driven by utilizing staff that is experienced and well trained in governmental planning, human resources, payroll, compensation systems, and operations. We understand that there are certain factors that are most important to the City in the selection of a consultant. Factors like our attention to detail, overall project approach, collaboration with City Staff and the quality of work and outcomes are just a few of the ways we set ourselves apart in our abilities and value to your city.

Our approach to this project is to engage with City staff to ensure we have an exceptional understanding of the project, each individual's role in the project, overall expectations and needs, as well as exceptions to standard operations. Throughout the project, there will be periodic meetings with City staff to share information, solicit input and provide updates. Based on our experience, we will structure each phase of the project to emphasize efficiencies and streamline processes. By spending time on the front-end evaluating positions, goals, objectives and needed deliverables, the end product for the City will be one that provides analysis and recommendations for a marketable, consistent, compliant, and forward-thinking compensation structure.

INVOLVEMENT OF CITY PERSONNEL - No matter the experience of our Abdo team, we recognize that the most critical goals and deliverables of any project relies on collaborating with the right people at the right time. Your internal staff and leadership are key to truly understanding your organization and developing solutions that work in "real life."

Examples of forms, questionnaires and instruments that City personnel will be asked to complete are included in Appendix C.

ABILITY TO SUCCESSFULLY COMPLETE ALL REQUIREMENTS - A component of our mission statement is a philosophy that we will assist clients in reaching their maximum potential by open communications and teamwork. This means we will do the following for you:

- Present to you a clear project plan
- Use portal technology to share and collaborate documents
- Provide an environment that solicits and welcomes ideas and strategies from the city team
- Present recommendations in clear, concise and non-technical terms to all members of the city team
- Collaborate with city team and software vendor to ensure alignment
- Return phone calls and emails promptly

EXPERIENCE WITH SIMILAR PROJECTS - We believe our experience with similar projects and our expertise in governmental planning, human resources, payroll, compensation systems, and process and planning is greater than any other CPA or advisory Firm in Minnesota, making Abdo uniquely qualified to provide you with the insights and recommendations that you expect.

UNDERSTANDING OF THE PROJECT AND ABILITY OF THE FIRM TO COMPLETE THE EXPECTED SCOPE OR WORK ON SCHEDULE AND WITHIN BUDGET - Abdo is committed to a team environment that gives us the ability to complete projects on time and on budget. We leverage our staff to ensure the work is being completed by the appropriate individuals and reviewed by a partner of Abdo. We understand the parameters and expectations of this project and will complete the expected scope of work on schedule and within budget.

ACCOMPLISHING PROJECT OBJECTIVES - Our approach to a project is heavily dependent on communication and technology. We believe that listening to your needs, concerns and challenges is of the upmost importance for a successful project. Our experience and knowledge of City government operations allows us to provide independent assessment and recommendations, lighting a clear path forward for City leadership. We use portal technology to securely share and collaborate on documents. This allows us to expedite our work, provide answers to staff questions quickly and communicate instantaneously with City staff.

We look forward to meeting with you to discuss our proposal and appreciate this opportunity to present Abdo for your consideration.

Abdo



Leah Davis, CPA

Partner | Abdo



The Abdo Difference

At Abdo, we believe in the importance of relationships. This core value is the foundation of our approach to delivering the best experience and outcomes for our clients. It's inherent in our people and the way we work. We know that for our clients to be successful, it takes more than having experience and credentials – we take the time to listen to their unique motivations, goals, and challenges. We truly care about their journey and where their path leads.

Our process is built around a deep commitment to every client:

*We light the path forward so you can proceed with **confidence**.*

*We're the **partner** you can trust to help you along the way.*

*We're the **catalyst** who empowers you to reach your goals.*



Helping local leaders serve their communities



As the leading governmental auditing firm in Minnesota, we provide accounting, financial management, and compliance services to over 350 governmental entities.

Our advisors act as a trusted source of guidance, working with local governments to clarify vision, set strategic goals, and deliver solutions for a brighter future. Feel empowered with the knowledge to navigate ever-changing accounting standards, tackle long-term financial planning, uncover operational efficiencies, and take on the unique challenges government entities face every day.



OUR PROCESS

Our methods are centered around integrating technology and expertise to deliver exceptional solutions. In addition to our audit services, our firm expertly performs financial outsourcing to help your organization discover solutions, set clear direction, and feel confident on the path ahead. We don't believe in a one-size-fits-all mentality, so together we'll focus on the challenges you face and determine the best way to meet them head-on.

SERVICES WE PROVIDE

Consulting & Advisory | Financial management, process evaluation & improvement, and outsourcing

Compliance | Financial statement audits, employee benefit plan audits, and single audits.

Technology & Data | Strategic data analytics, software recommendations, implementation, and consulting.

HR & Payroll | Human resources consulting, process consulting, hands-on workshops, and payroll services.



59

Years of experience serving government organizations



75+

Schools served annually



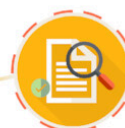
350+

Total governmental organizations served



40+

Team members 100% dedicated to government clients



250+

Annual government audits

GOVERNMENT

Consulting & Advisory
HR & Payroll
Audit & Compliance
Technology & Data

click to learn more!



Questions about what we do?

Reach out to us today!

info@abdosolutions.com | abdosolutions.com | Edina, MN - Mankato, MN - Scottsdale, AZ

EMAIL US

SUBSCRIBE

VISIT OUR WEBSITE

FIND INSIGHTS

Your Team

Based on our ability to provide the requested services, our shared core values, and an understanding of your unique needs, we firmly believe we would be a great partner for the City of Roseville. We have the resources, knowledge, people and services to light the path forward for your city.

We have assembled a team with relevant experience who are committed to working with you to ensure success. Each team member is briefly profiled below, and full biographies can be found in Appendix C.



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Senior Associate
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MICHAEL MOONEY, PHR

Senior Associate
michael.mooney@abdosolutions.com
P 952.715.3043

Abdo Firm Leadership

A full listing and biography information for all Abdo Partners can be found at:
<https://abdosolutions.com/about-abdo/our-people/>





Project Plan and Timeline

A clear implementation process coupled with frequent and consistent updates is critical to any successful project. The project scope and timeline below includes update meetings with the City leadership and other staff, designed to provide project updates, solicit comments, review progress, and address any challenges.

Timeline assumes project start date on or before March 1, 2023, with full project completion and Council delivery no later than August 1, 2023.

PROJECT PHASE	TIMELINE
Introduction and Project Orientation The first step to this project is to review and analyze data provided by the City. This includes the existing job descriptions, job evaluation system, current compensation model, and any other data the City has available. After this review, we will meet with the City and Department leadership to discuss overall project expectations, define strategic goals and outcomes, identify current compensation challenges, and discuss project timelines. This is also an opportunity for the City and Department leadership to ask for clarification on the project and address any questions or concerns they may have.	DAY 1 - 15 <i>depending on City availability</i>
Position Classification Evaluation Using the City's existing job descriptions and Job Evaluation Methodology, our team will conduct a comprehensive review and analysis of the overall compensation structure, focusing on: • identifying opportunities for improvement or areas of risk • alignment of compensation and performance management philosophies • identification of current or potential pay compression, pay equity, and/or collective bargaining issues Abdo has worked with a wide variety of job evaluation systems (position scoring methodologies) and is experienced in reviewing positions using either your current system or our Abdo Position Scoring Methodology (see Appendix B for more information on the Abdo Methodology), which we have utilized for over 10 years. This phase of the project will involve meeting with City leadership to confirm our understanding and discuss any noted recommendations or identified challenges prior to moving onto the next phase.	DAY 16- 30
Labor Market Employers Criteria and Selection Our team will meet with and solicit input from City and Department leadership to develop a list of comparable organizations, based on size, geography, and City services, to be used in the market wage analysis phase of the study.	
Market Wage Analysis Abdo will complete a full wage and benefit market survey for all City positions, utilizing aged 2022 Minnesota Local Government Salary and Benefit Survey put out by the League of Minnesota Cities as well as direct wage data surveys and private sector compensation resources, where applicable. This analysis will include consideration of equity, recommendations for maintaining marketable wage scales into future years, coordination with existing labor agreements, and effective approaches to longevity recognition.	DAY 31 - 50

PROJECT PHASE	TIMELINE
Seasonal Employee Compensation Structure Abdo will, based on your current full-time employee compensation structure, as well as industry best practices, develop and propose a pay plan for your seasonal staff. Implementation Cost Analysis All compensation structure and market adjustment recommendations will be evaluated to calculate reliable implementation cost estimates. Implementation recommendations will focus on minimizing financial/budget impact to the City while ensuring all positions are able to be placed within designated market wage ranges. Multi-year implementation plans will be considered wherever relevant or necessary. Pay Equity Testing All current and recommended compensation systems and/or pay structure will be tested with the Minnesota Local Government Pay Equity system to ensure compliance.	DAY 51 - 75
Final Documents and System Presentation All documents will be reviewed with the City Management team in draft format before finalization and distribution. Final reporting will include comprehensive project findings, recommendations, description of overall methodology utilized in the project, data analysis, and estimated implementation costs and process. The City will be provided with all tools and resources to administer and maintain the proposed compensation model into the future. Once approved by the City Management team, report findings and recommendations will be presented, in person or virtually, to the City Council for review and discussion. Implementation and System Administration Training/Support Our team will develop and lead a customized compensation system implementation and maintenance program for leadership and applicable staff. Training will include suggestions for appropriately awarding step increases and documented plan administration best practices.	DAY 76 - 110 depending on City availability
Develop Position Reclassification and Review Policy We will work with internal leadership to develop a formal position review and reclassification request policy to consistently evaluate future requests for position scoring or compensation changes. Post Contract Support Services On an as needed basis, Abdo will be available to review new or significantly altered job descriptions, including determination of points and salary ranges for the position, as well as provide documentation support for future pay equity reporting to the Minnesota Department of Management.	Optional & as directed by the City

Value

SERVICE GUARANTEE

Our work is guaranteed to the complete satisfaction of the client. If you are not completely satisfied with the services performed by Abdo, we will, at your discretion, either refund the price or accept a portion of said price that reflects the level of value received. Upon payment of each of your scheduled payments, we will judge you have been satisfied.

PRICE GUARANTEE

Furthermore, if you ever receive an invoice without first authorizing the service, payment terms, and price, you are not obligated to pay for the unauthorized service. Please understand, however, that the price we have quoted considers and relies upon the following:

- The information you agree to provide is on time and complete to the degree indicated in our agreement.
- Your key management, finance, or human resources team members don't change during our service period.
- No undisclosed or newly arising complexities, claims, or significant transactions, occur that impact our service period. This includes emergence of
- yet unspecified revisions to any prior period work that would need to occur before we can perform our agreed services.
- No new tax, regulatory, or other reporting requirements are introduced between now and the end of our service period.

A full scope of services, including estimated hourly charges, can be found below.

ADDITIONAL SERVICES

Should you request services in addition to the Contracted Services, we will provide you with proposed fees for the services to be provided. You shall be required to sign a written or electronic confirmation of your request for additional services prior to implementation.

PAYMENT TERMS

Initial invoice will be sent within 10 days of the execution of this agreement.

Contract Execution - 30% of Contract

Delivery of 1st Draft Report - 40% of Contract

Delivery of Final Report to Council - Remaining Balance

This quote is valid for ninety (90) days following the proposal submission deadline.

POST CONTRACT SUPPORT SERVICES OPTIONS

Annual Market Study Updates

In the future, should you wish to conduct annual updates of relevant position market data, Abdo provides options for clients to perform a full market wage analysis, provide recommendations for updates to your existing compensation structure to ensure ongoing alignment with your compensation philosophy, and provide a cost analysis of any suggested changes.

Formal Position Reclassification and Review Policy Development

Since positions change over time and employees may occasionally request classification/scoring reviews, make sure your City has a clear, consistent and manageable process and policy in place to handle changes and requests. Abdo will help you draft a customized policy to ensure that you're proactively addressing and administering your position classification maintenance as you move forward.

ABDO CONTRACT TASK	TOTAL COSTS NOT TO EXCEED
Compensation Study/Market Analysis: assumes 103 individual positions (including seasonal)	\$8,500
Amend or Establish Compensation System	6,000
Implementation Analysis & Strategy for Compensation System	3,300
Minnesota Local Government Pay Equity Testing: Current and Proposed Pay Systems	2,100
Final Documents & Report of Findings and Recommendations: includes up to 2 report draft revisions, virtual draft review meetings (2-3) with City leadership and in-person presentation to Council and related travel time/mileage	6,900
Training for Maintenance of System	2,200
TOTAL PROJECT INVESTMENT (LUMP SUM NOT TO EXCEED)	\$29,000
OPTIONAL ADDITIONAL SERVICES:	INVESTMENT
Annual Market Study Updates	\$8,500
Develop Formal Position Reclassification and Review Policy	\$2,700

**All proposed pricing assumes City position descriptions and scoring are current and accurate. Identification of necessary job description updates and/or job evaluation rescoring needs will incur additional charges, per a formal change order process.*

Technology



We believe technology should enhance our service offerings, making our work less intrusive, our time with you more productive and everyone's data more secure. The use of technology in our HR and consulting services enables us to streamline our processes and helps to automate certain functions of our work so we are able to spend more time analyzing our results and working directly with you.

Through the outbreak of COVID-19, our team has been able to seamlessly move to a completely remote work environment with no loss of productivity, cooperation, or communication. Since March 17, 2020, our staff has been successfully conducting remote HR and consulting services using the latest video conferencing and secure file sharing technology. Through Zoom, Microsoft Teams, or whatever technology your city may use, our team will continue to work through normal procedures, including regular meetings with you during the consulting services to ensure effective collaboration with your team.

We take the security of our client's data - and our own - very seriously. A number of systems are in place to ensure the safety of your city's data. We operate on a remote distributed infrastructure leveraging Microsoft's Cloud Platform Azure. This not only allows our staff to securely work from any computer, anywhere, any time, but also provides large-scale, cutting-edge technology and security for your data. Your data is housed in secure data centers that reside exclusively in the U.S. and not on laptops or local servers which could be stolen or misplaced. We continually provide security awareness training to our staff members to ensure they are good digital stewards of your data. In addition to this, we also consult bi annually with 3rd party security experts to conduct risk assessments and conduct annual penetration tests.

IT ALSO MEANS:



All firm staff use dual authentication to ensure that every login to our remote environment is secure and authorized.



All data is saved on redundant servers and data centers so if one server fails, another immediately takes over with no data lost.



All data is backed up continually which means we always have an extra copy for safe-keeping.



All incoming emails, attachments, and embedded links are scanned for viruses prior to landing in our inbox, which allows us to operate with more protection from phishing emails, malware attacks, and other digital threats.

Our cloud platform, Azure, is globally trusted by companies and governments and has numerous security compliance standard they adhere to. Reports of these can be provided as requested.

What Our Clients Say

CLIENT REFERENCES

One of the things we enjoy most about our work is developing long-term relationships with our clients and watching their city thrive as we help them to evolve and grow. Our clients listed below serve as a sample of references of those we partner with for their position classification and compensation analysis services within the last 12 months. Additional references are available upon request.



CITY OF FAIRMONT

Cathy Reynolds
City Administrator
P 507.238.3936

CITY OF HASTINGS

Kelly Murtaugh
Asst. City Admin/HR Director
P 651.480.2355

CITY OF BELLE PLAINE

Dawn Meyer
City Administrator
P 952.873.5553

Value Added Services

When you partner with Abdo, you get access to our entire catalog of services. Below is a selection of the services that we believe could be of great value to your city. If you have need of these services, please reach out to us so we can help! Our additional service offerings can be found at www.abdosolutions.com.

HR & PAYROLL SERVICES

We help employers better support their most valuable resource... their people.

Having clear and consistent HR practices that best suit the individuality of your city is key, even more so in today's tight employment environment. And because the right policies are just as important, we lend our HR expertise to help you strategically plan for your future.

We help cities with:

- Employee management and development
- Regulatory compliance
- Benefits analysis and administration, including the Affordable Care Act (ACA) and workers' compensation
- HR/Payroll software implementation and management
- Advisory services such as specialized labor cost analysis, compensation studies, and HR process development and implementation
- Advisory services such as specialized labor cost analysis, compensation studies, and HR process development and implementation

LONG TERM PLANNING

How will you fund your city's Capital Improvement Plan? Part of establishing a capital improvement program is determining how to pay for it. Will you issue debt? Raise property taxes? Reorganize your capital budget? A long-term plan can help you answer these questions and more. Depending on your needs, our approach to long term planning may include:

- Preparing projections to gauge future revenue streams
- Conducting a debt management study
- Reviewing reserve and fund balance policies
- Implementing plans to achieve pay-as-you-go financing

PROCESS SOLUTIONS

“Because we’ve always done it way” is an easy trap to fall into. But this outdated processes or systems rarely get results. Instead, they often lead to redundancies, unreliable outcomes, and frustrated staff. An ineffective process can become your Achilles heel in a crisis. Our customized process improvement solutions will meet you where you are — and guide you to a better tomorrow.

Our Process Solutions Services Include:

- Process Mapping Documentation -- *How do transactions and data flow through your city?*
- Abdo ProEval -- *Removing waste in your processes allows your team members to focus on what they were hired to do—and to spend more time on value-added initiatives.*
- Abdo ProEval - Kaizen -- *Does the project seem too large, or the change too overwhelming? The Kaizen approach is a pared-down version of our ProEval service. Instead of a full operational review, we'll focus on one aspect of your operation*
- Software Inventory & Assessment -- *Including recommendations for increasing efficiency and, if possible, reducing software-related costs.*

Why Partner with Abdo

LIGHTING THE PATH FORWARD

In a world of ever-changing complexity, people need caring, empathetic and highly skilled professionals they can depend on to provide the right advice and solutions for them. Our clients seek growth and success, but also want security and confidence. For nearly 60 years, Abdo has provided insights for our clients to help them achieve their goals.

That same innovative spirit is also what has earned us the title of being one of the top accounting firms in the Midwest. Abdo is a better firm today because of the efforts we made to support a culture driven by our core values of growth, relationships, and teamwork.

With this foundation in place, we have successfully helped our clients identify and break through their own growth barriers. Every challenge they face is an opportunity for us to listen, understand and empower them with solutions and a plan to achieve their goals. It's fulfilling to serve as the catalyst that helps them overcome obstacles that block their progress.

When it comes to our working relationships, we are partners. We're confidants. We're the catalyst that sparks true business growth, providing guidance through every challenge and opportunity along the way.

ABOUT ABDO

Abdo is a full-service accounting and consulting firm that delivers customized strategies and innovative solutions to help businesses, governments and nonprofits succeed. With more than 180 professionals and nearly six decades of experience, Abdo is ranked as one of the top accounting firms in the Midwest. It is a licensed CPA firm with offices located in Minneapolis and Mankato, Minnesota, and Scottsdale, AZ. Abdo's commitment to its clients is to gain in-depth knowledge of their unique challenges, opportunities, and needs. Through this consultative approach, Abdo partners with organization leaders to light the path forward to confidently reach their goals.

"Listening to our clients' needs, understanding their challenges, and adjusting how we work together is key to our partnership with the people we serve."

– **Steve McDonald, CPA** | *Managing Partner*



Abdo
Diversity, Equity & Inclusion



61%

of our employees
are female



51%

of our management
level employees are
female



23%

of our interns this year
were people of color

At Abdo, we recognize the need for continuous improvement in diversity, equity and inclusion initiatives throughout our firm and the accounting industry at large. We believe that when we understand each other better, we grow better together.

Over the past year, we have increased our efforts to promote diversity, equity, and inclusion within our firm and community through implicit/unconscious bias, anti-harassment, and interview training. Our Diversity, Equity, and Inclusion Committee looks continues to implement new ideas, projects, and initiatives to move our firm forward through learning, understanding, and improving on these issues.

We continue to increase our number of women at the highest leadership level. We strive for continued growth in our ability to attract and retain women and people of color within our firm and we are working towards greater equity and diversity for all within our industry.

In order to build a more inclusive work environment, the firm has implemented diversity and inclusion education through partnering with expert speakers and trainers. Please let us know if you have any ideas on how we can improve diversity, equity, and inclusion at Abdo.



Appendix A

APPENDIX A

Proposal for Analysis of Compensation and Pay System Structure and Implementation

Abdo LLP Agrees to provide the City of Roseville with professional consulting services and we will provide the following:

Compensation Study/Market Analysis	\$ <u>8,500</u>
Amend or Establish Compensation System	\$ <u>6,000</u>
Implementation Strategy for Compensation System	\$ <u>3,300</u>
Training for Maintenance of System	\$ <u>2,200</u>
Other Pay Equity Testing and Final Reporting	\$ <u>9,000</u>
Total	\$ <u>29,000</u>

Along with this proposal we have included background information about our firm, references, project schedule, cost and pricing analysis and project overview.

Signature 

Date 2/3/2023



Appendix B

ABDO POSITION SCORING
METHODOLOGY

Abdo Position Scoring Methodology



As part of our position analysis and classification, positions will be scored using a plan adapted from the method used by the State of Minnesota. The model assigned each position a score in the following categories (adapted from the State of Minnesota 2009 Hay Manual): Know-How, Problem Solving, Accountability, and Special Conditions. The following information provides a summary of factors and considerations used to apply this classification method.

Know-How represents the knowledge, skills and abilities an employee needs to be successful in a particular job. The Hay evaluation method places the greatest emphasis on Know-How. Know-How is defined as an expert skill, information or body of knowledge that imparts an ability to cause a desired result. The Know-How category is the most heavily weighted category. If a position is more easily learned, the position will point toward the lower end of the scale.

Know-How category is further divided into three parts: Depth and Breadth of Job-Specific Knowledge (aka Technical and Specialized Know-How and Job-Specific Knowledge); Integrating Know-How (aka Managerial Breadth or Know-How); and Human Relation Skills (aka Human Relations Know-How). A number is assigned for total Know-How points by making several separate choices for each of the three elements described and an overall assessment.

- **Job-Specific Knowledge** includes the position's requirements for knowledge and skills related to practices, procedures, specialized techniques and professional disciplines. It also includes basic and job-specific supervisory and managerial KSAs, when appropriate. This aspect of Know-How does not make distinctions among differently-sized managerial jobs nor does it include human relation skills. It is important to remember that this element measures the requirements of the position, not the qualifications of an incumbent.
- **Integrating Know-How** considers the need to integrate and manage progressively more diverse functions and is used to rank managerial breadth and scope, from similar to very different functions. When required, basic and job-specific supervisory and managerial knowledge, skills and abilities are included in the Job-Specific part of a Know-How rating. The overall size of an organization directly influences the number of managerial breadth categories, because the organizational size often reflects requirements for increased managerial complexity and diversity.
- **Human Relation Skills** is the third element of a job's Know-How rating. It is the active, practicing interpersonal skills typically required for productive working relationships to work with, or through, others inside and/or outside of the organization to get work accomplished. It assumes that each job requires a foundation of basic human relations skills. To be effective, an employee must typically be proficient at the highest level of Human Relations Skill regularly required for the position.

Problem Solving is the process of working through details of a problem to reach a solution. Problem solving may include mathematical or systematic operations and can be a gauge of an individual's critical thinking skills. Problem Solving measures the intensity of the mental process that uses Know-How to: (1) identify, (2) define, and (3) resolve problems. It is a percentage of Know-How, reflecting the fact that "you think with what you know." This is true of even the most creative work. Ideas are put together from something already there. The raw material of any thinking is knowledge of facts, principles and means.

- **Context** includes the influences or environment that limit or guide decision-making such as rules, instructions, procedures, standards, policies, principles from fields of science and academic disciplines. Positions are guided by organizational, departmental or functional goals, policies, objectives and practices circumscribed by procedures and instructions. In general, policies describe the "what" of a subject matter, procedures detail the steps needed to follow through on a policy (i.e., how, where, when, by whom) and instructions outline the specific aspects of how to perform the tasks, such as the operation of a machine or how to select the appropriate letters to use in particular situations.
- **Thinking Challenge** includes the nature of the problems encountered and the mental processes used to resolve the problems. The scale ranges from simple problems to very complex issues, with the premise that simple issues recur regularly in the same form and after a while are resolved by rote or instinct, but very difficult issues require substantial thinking and deliberation. The types of situations encountered and the processes involved in identifying, defining or resolving related problems are considered. Thinking Challenge reflects the degree of difficulty in finding improvements and adapting to changes.

Accountability does not mean being responsible for getting one's own work done. Rather, it reflects responsibility for actions and their consequences and the measured effect of the job on end results for the organization. Accountability includes three factors: Freedom to Act/Empowerment, Magnitude, and Job Impact.

- **Freedom to Act/Empowerment** involves the degree of personal or procedural control or guidance exercised over the position. For example, what constraints are put on an employee in this job? How closely supervised is the position? What kinds of decisions are made higher up in the organization?
- **Magnitude** is the portion of the total organization encompassed by the position's primary purpose. It's most typically indicated by the general dollar size of the area(s) most directly affected by the job, i.e., the resources over which the position has control or influence. A variety of factors are considered such as size of budget the employee is responsible for, what degree of influence is held and is this person a decision maker.
- **Job Impact** is considered to be indirect (indirect or contributory) or direct and measurable (shared or primary). It involves the way in which the position's actions affect end results in the agency. For example, how does the employee influence the business - directly or indirectly? Does the employee provide advisory or interpretive services for others to use in making decisions? Is the job an information-recording one? Does it provide a necessary service with a relatively small effect on the business of the agency? "Contributory" and "primary" are, by far, the most frequently used options."

Special Conditions consider the physical effort, environmental conditions, hazard exposure, and sensory attention demands that an employee is commonly subject to in the position. For example, two positions may be assigned identical points in all other areas but the position that is regularly required to work in extreme outdoor conditions (i.e. heat or extreme cold) would receive additional points for these factors.

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Appendix C

PROFESSIONAL BIOS



Leah Davis

CPA

Partner, HR and Payroll Services

leah.davis@abdosolutions.com

Direct Line 507.524.2347

Leah joined the firm as Partner of the Firm's HR and Payroll Service segment. She spends her time helping employers find creative ways to overcome their HR and payroll challenges. As an active CPA and after owning and operating an outsourced HR and payroll consulting business for nearly a decade, Leah has worked with employers across all industries and has several years of experience in public accounting, focusing on business tax and financial institutions. This variety of experiences equip Leah with a unique perspective on the complex HR, financial, and strategic planning issues that employers face every day.

EDUCATION

- Bachelor of Science in Accounting and Business Administration, Minnesota State University, Mankato
- Continuing professional education

PROFESSIONAL MEMBERSHIPS

- American Institute of Certified Public Accountants
- Minnesota Society of Certified Public Accountants
- Society for Human Resource Management (SHRM)

QUALIFICATIONS

- Human Resources Management, Consulting, and Compliance, including a focus on leveraging technology to maximize employee experience and streamline administrative HR workflows
- HR and Leadership Team Coaching and Training, focused on building technical and practical skills to improve overall performance and operational effectiveness
- Employee Benefit Plan Administration and Analysis, including Affordable Care Act (ACA) compliance, benefit workflow optimization, and evaluation of benefit plan design options to evaluate costs and maximize employee value recognition
- Employee Incentive and Compensation Plan Development, including position classification and compensation plan design and total compensation analysis
- Complex State and Federal employment tax and regulatory compliance consulting, including wage and hour analysis and tax agency amendments and negotiations



Brittany Bauer

Senior HR Associate

brittany.bauer@abdosolutions.com

Direct Line 507.304.6836

Brittany Bauer joined Abdo in 2017 as a Human Resources Specialist after spending many years in the staffing and recruiting industry as well as providing HR, payroll, and operational support for an agribusiness software development company. Brittany has over 10 years of both HR and payroll experience working with clients from a broad range of industries including agriculture, non-profit and government. She has a passion for leveraging technology to streamline processes, manage compliance, and improve the overall employee experience.

AFFILIATIONS

- Greater Mankato Growth Young Professionals
- Southern Minnesota Human Resource Association (SMAHRA)

QUALIFICATIONS

- Payroll processing and compliance, HRIS/payroll software implementation support, maximizing HRIS/payroll system utilization, timeclock, HR, and payroll database integrations
- HR and payroll process review, improvement, and training
- Development of effective recruiting, hiring, employee onboarding, engagement and retention programs and policies
- HR/payroll compliance, employee management and communication, unemployment claim management, and employee off-boarding support
- Worker's compensation administration, including Carrier Communications, employee claim management, OSHA reporting/filing, and annual policy audit reporting
- Employee benefits administration, including plan compliance, COBRA, benefit program analysis, employee enrollment/terminations, and plan renewals



Michael Mooney

PHR

Senior Associate

michael.mooney@abdosolutions.com

Direct Line 952715.3043

Michael joined the Firm in 2022. He brings over 5 years of experience working closely with business leaders, managers, and employees in a wide variety of HR Functions. He is passionate about utilizing HR technology and data to support growing businesses.

EDUCATION

- Bachelor of Science in Management with HR Emphasis, North Dakota State University

PROFESSIONAL MEMBERSHIPS

- Society for Human Resource Management

QUALIFICATIONS

- Human Resources management & process development
- HRIS implementation, system utilization, and process improvement
- Compensation and benefits plan design and management
- Manager coaching
- Full cycle recruiting and interview training
- Certified DiSC Workplace Profile facilitator
- Employee engagement, development, performance management and retention
- Experience in banking and multi-family housing industries

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Appendix D

SAMPLE TOOLS, QUESTIONNAIRES, AND
PROJECT ANALYSIS INSTRUMENTS

EMPLOYEE CENSUS - To be completed by the City

[illegible]

Abdo, LLP
Compensation Study for the City of SAMPLE
Information Request



- 1 List of key project contacts, with title and position
- 2 Current Employee/Position job descriptions with assigned points (indicate which descriptions likely need review/updates)
- 3 Information related to positions that do not have job descriptions
- 4 Current Organizational Chart
- 5 Employee information - Complete Employee Data Spreadsheet (see template for fields required)
- 6 Copy of current pay scale structure and/or method
- 7 Copy of most recent MN pay equity report
- 8 Copy (if any) of most recent compensation analysis
- 9 Pay equity reporting login information
- 10 Exceptional service pay policy (if any)
- 11 Existing/governing union contracts (if any)
- 12 List of requested comparable cities for market study
- 13 Logo if you'd like logo to be added job descriptions
- 14 Any other information that may be relevant:



Appendix D

AGREEMENT FOR SERVICES

Agreement for Services

THIS AGREEMENT, is made and entered into on February 03, 2023, by and between the City of Roseville, Minnesota (hereinafter referred to as the "Client"), and Abdo LLP (hereinafter referred to as "Abdo" or the "Contractor").

Articles of Agreement & Recitals

WHEREAS, the Client is authorized and empowered to secure from time to time certain professional services through contracts with qualified consultants; and

WHEREAS, the Contractor understands and agrees that:

The Contractor will act as an Independent Contractor in the performance of all duties under this Agreement. Accordingly, the Contractor shall be responsible for payment of all taxes, including federal, state and local taxes and professional/business license fees related to its own operations and arising out of the Contractor's activities;

The Contractor shall have no authority to bind the Client for the performance of any services or to obligate the Client. The Contractor is not an agent, servant, or employee of the Client and shall not make any such representations or hold itself out as such;

The Contractor shall perform all professional services in a competent and professional manner, acting in the best interests of the Client at all times.

The Contractor may make recommendations and/or perform services on behalf of the Client but the Client is responsible for all final management decisions and for setting and administering any organizational policies, procedures, or other guidance that result in the services being performed. Further, with respect to the payroll services that are being provided, the Client is responsible for all originating documents (i.e. salary or hourly wage amounts, hours worked, benefits, premium pay policies, etc.) that affect payroll processing, and the Client will review and approve the payroll before or after its processed. The Contractor will not hold or have access to any Client funds as part of the services being provided..

If applicable, the Client will approve all general ledger setup and mapping related to payroll journal entries provided or initiated by the Contractor. The Contractor will be responsible for notifying the Contractor of any changes to the general ledger or journal entry and all changes will be approved by the Client.

The Contractor shall not accrue any continuing contract rights for the services performed under this contract.

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein, it is agreed as follows:

ARTICLE I

INCORPORATION OF RECITALS

The recitals and agreement set forth above are hereby incorporated into this Agreement.

ARTICLE II

LIABILITY INSURANCE

Section 1 Liability Insurance: The Contractor shall obtain professional liability insurance, at its expense with liability insurance coverage minimums in the amount of \$2,000,000, which Contractor must secure and maintain during the term of this Agreement. Contractor will provide the Client with proof of liability insurance coverage under this Agreement in writing upon request by the Client.

ARTICLE III

DURATION OF THE AGREEMENT

Section 1 Duration: This Agreement shall commence upon date of execution by all parties and will remain in effect for UP TO 90 DAYS, or upon the completion of the consulting engagement, whichever is longer, unless earlier terminated as provided in Subsections 2 and 3.

Section 2 Client's Termination Rights: The Client may terminate this Agreement upon sixty (60) days written notice in the event the Client determines in its sole discretion that it is not in the Client's best interest to continue using Contractor's services. The Client may terminate upon ten (10) days written notice of the Contractor fails to perform its obligations under this Agreement.

Section 3 Contractor's Termination Rights: Contractor may terminate this Agreement upon thirty (30) days written notice to the Client in the event the Client does not pay Contractor compensation as required under Article 5, Section 9 within fifteen (15) days after invoice is received by the Client. In the event of non-payment within thirty (30) days, Contractor shall give the Client an opportunity to cure the default by giving a notice of such non-payment and an additional five (5) days after the Client's receipt of the notice to remit such payment, prior to giving a notice of termination. Contractor can also terminate the Agreement with sixty (60) days written notice.

ARTICLE IV

RENEWAL OF THE AGREEMENT

Section 1 Renewal Period: Not less than ninety (90) days prior to the expiration of the term of this Agreement, the Client may provide written notice of its intent to renew this Agreement for an additional term of up to three years upon terms and conditions agreed upon by both parties to the Agreement. If no such renewal agreement is executed by the parties, the Agreement terminates without further action of either party on the one year anniversary date, or the completion of the consulting engagement, whichever is longer.

ARTICLE V

GENERAL

Section 1 Authorized Client Agent: The Client's authorized agent for the purpose of administration of this Agreement is the Client Operations Manager. Said agent shall have final authority for approval and acceptance of the Contractor's services performed under this Agreement and shall further have responsibility for administration of the terms and conditions of this Agreement. All notices under this Agreement shall be sent to the person and address indicated below on the signature lines.

Section 2 Amendments: No amendments or variations of the terms and conditions of this Agreement shall be valid unless in writing and signed by the parties.

Section 3 Assignability: The Contractor's rights and obligations under this Agreement are not assignable or transferable, but the Client's rights and obligations may be assigned to any successor entity upon ten (10) days notice.

ARTICLE V - CONTINUED

GENERAL (CONTINUED)

Section 4 Data: Any data or materials, including, but not limited to, reports, studies, photographs or any and all other documents prepared by the Contractor or its outside consultants in the performance of the Contractor's obligations under this Agreement shall be the exclusive property of the Client, and any such data and materials shall be remitted to the Client by the Contractor upon completion, expiration, or termination of this Agreement conditioned upon Client's payment of all fees and expenses due to Contractor pursuant to this Agreement. Further, any such data and materials shall be treated and maintained by the Contractor and its outside consultants in accordance with applicable federal, state and local laws. Further, Contractor will have access to data collected or maintained by the Client to the extent necessary to perform Contractor's obligations under this Agreement. Contractor agrees to maintain all data obtained from the Client in the same manner as the Client is required under the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13 or other applicable law (hereinafter referred to as the "Act"). Contractor will not release or disclose the contents of data classified as not public to any person except at the written direction of the Client. Upon receipt of a request to obtain and/or review data as defined in the Act, Contractor will immediately notify the Client. The Client shall provide written direction to Contractor regarding the request within a reasonable time, not to exceed fifteen (15) days. The Client agrees to indemnify, hold harmless and defend Contractor for any liability, expense, cost, damages, claim, and action, including attorneys' fees, arising out of or related to Contractor's complying with the Client's direction. Upon termination and/or completion of this Agreement, Contractor agrees to return all data to the Client, as requested by the Client.

Section 5 Entire Agreement: This Agreement is the entire agreement between the Client and the Contractor and it supersedes all prior written or oral agreements. There are no other covenants, promises, undertakings, or understandings outside of this Agreement other than those specifically set forth. Any term, condition, prior course of dealing, course of performance, usage of trade, understanding, or agreement purporting to modify, vary, supplement, or explain any provision of this Agreement is null and void and of no effect unless in writing and signed by representatives of both parties authorized to amend this Agreement.

Section 6 Severability: All terms and covenants contained in this Agreement are severable. In the event any provision of this Agreement shall be held invalid by any court of competent jurisdiction, this Agreement shall be interpreted as if such invalid terms or covenants were not contained herein and such holding shall not invalidate or render unenforceable any other provision hereof.

Section 7 Contractor Fiscal Decision Waiver: Contractor is responsible for providing the Client with timely and accurate human resource recommendations and information that allows the Client the ability to make final human resource decisions. Contractor will provide final human resource recommendations, but Contractor is not responsible for the final decisions made regarding human resource matters and Client shall indemnify and hold Contractor harmless from the same.

ARTICLE V - CONTINUED

GENERAL (CONTINUED)

Section 8 Client Employment of Contractor's Employees: The Client acknowledges and agrees that Contractor's workforce, including employees assigned to staff the engagement provided for under this Agreement, constitutes an important and vital aspect of Contractor's business. In recognition of the foregoing and the harm that Contractor will suffer in the event of the loss of one or more of its employees, the Client agrees that during the Term of this Agreement and for a period of six (6) months following the termination of this Agreement for any reason (the "Restrictive Time Period") the Client shall not, directly or indirectly, on behalf of itself or any person, firm, corporation, association or other entity, (a) recruit, solicit, or assist anyone else in the recruitment or solicitation of, any of Contractor's employees to terminate their employment with Contractor and to become employed by or otherwise engaged with or by the Client in any capacity independent of Contractor; (b) hire or engage any Contractor employee; or (c) otherwise encourage or induce any of Contractor's employees to terminate their employment with Contractor.

Notwithstanding the foregoing, Contractor may (but shall not be obligated to) consent to the Client's recruitment, solicitation, employment or other engagement of a Contractor employee otherwise prohibited by this paragraph provided that (a) the Client discloses to Contractor in writing its desire to recruit, solicit, employ or otherwise engage the Contractor employee independent of Contractor before engaging with the Contractor employee regarding any such potential relationship; (b) the Client agrees to pay Contractor a Restrictive Covenant Exception Fee (as hereafter defined) in the event the Contractor employee becomes employed by or otherwise engaged with the Client independent of Contractor; and (c) Contractor provides written consent to the Client to engage with the Contractor employee regarding any such relationship. For purposes of this Agreement, the Restrictive Covenant Exception Fee shall be the greater of: (i) 200% of the annual contracted cost of Contractor's services under this Agreement in addition to the annual contracted cost paid or due Contractor hereunder; or (ii) 200% of the fees paid or due Contractor for services provided under this Agreement during the twelve (12) month period immediately prior to the termination of this Agreement or, in the event the Agreement has not been terminated, during the twelve (12) month period immediately prior to Contractor's provision of written consent to the Client to engage in the recruitment, solicitation, employment or other engagement of a Contractor employee otherwise prohibited by this paragraph.

Section 9 Compensation: The parties agree that the Contractor shall be paid compensation for the services provided hereunder, based on the fees indicated in the proposed client investment schedule and under the attached scope of services. Additional fees will not be incurred without prior approval of the Client.

Initial invoice for anticipated first month fees will be sent within 10 days of the execution of this agreement. Monthly installment fees will be invoiced throughout the remainder of this contract. If the contract is for an hourly fee basis, invoices will be sent monthly.

Section 10 Additional Services: Should the Client request additional services in addition to the Contracted Services, the Contractor will provide the Client with proposed fees for the additional services to be provided. The Client shall provide a written or electronic confirmation prior to the proposed services implementation.

Section 11 Outside Contractors: It shall be the responsibility of Contractor to compensate any other outside consultants retained or hired by Contractor to fulfill its obligations under this Agreement and shall be responsible for their work and Contractor, by using outside contractors, shall not be relieved of its obligations under this Agreement.

ARTICLE V - CONTINUED

LIMITATION OF LIABILITY

Section 1 Disputes: If any dispute arises between Abdo and the Client under this Agreement, the dispute shall first be submitted to mediation. The costs of mediation shall be shared equally by the parties. All disputes between Abdo and the Client arising out of this Agreement which cannot be settled directly or through mediation shall be resolved through binding arbitration in Mankato, Minnesota in accordance with the rules for resolution of commercial disputes then in effect of the American Arbitration Association, and judgment upon the award may be entered in any court having jurisdiction thereof. It is further agreed that the arbitrator may, in its sole discretion, award attorneys' fees and costs to the prevailing party.

Section 2 Limitation of Liability: Abdo's entire liability, and the Client's exclusive remedy, for Abdo's performance or non-performance under this Agreement shall be for Abdo to reimburse the Client the total charges for related services provided during the previous twelve months. ABDO WILL NOT, UNDER ANY CIRCUMSTANCES, BE LIABLE FOR ANY INCIDENTAL, INDIRECT, SPECIAL OR CONSEQUENTIAL DAMAGES OR FOR LOST PROFITS, SAVINGS OR REVENUES WHICH THE CLIENT MAY INCUR AS A RESULT OF ABDO'S FAILURE TO PERFORM ANY TERM OR CONDITION OF THIS AGREEMENT (EVEN IF IT HAS BEEN SPECIFICALLY ADVISED OF THE POSSIBILITY OF SUCH DAMAGES). The Client shall indemnify Abdo against, and hold each of them harmless from, any and all liabilities, claims, costs, expenses and damages of any nature (including reasonable attorney's fees and costs) in any way arising out of or relating to disputes or legal actions with Client's employees or any third parties concerning the provision of the services under this Agreement. The Client's obligations under the preceding sentence shall survive termination of this Agreement.

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Appendix F

AGREEMENT FOR THE PROVISION OF
PROFESSIONAL SERVICES

Agreement for the Provision of Professional Services

WHEREFORE, this Agreement was entered into on the date set forth below and the undersigned, by execution hereof, represent that they are authorized to enter into this Agreement on behalf of the respective parties and state that this Agreement has been read by them and that the undersigned understand and fully agree to each, all and every provision hereof, and hereby, acknowledge receipt of a copy hereof.

City of Roseville

2660 Civic Center Drive

Roseville, Minnesota 55113



SIGNATURE

Rebecca Olson

Abdo, LLP

100 Warren Street, Suite 600

Mankato, Minnesota 56001

A handwritten signature in cursive script that reads "Leah Davis".

Leah Davis, CPA

Partner | Abdo

February 03, 2023



Change Order Proposal for

City of Roseville

2660 Civic Center Drive
Roseville, Minnesota 55113

Proposed By:

Leah Davis, CPA
Partner | Abdo
email@abdosolutions.com
Direct Line 507.524.2347

Mankato Office

100 Warren Street, Ste 600
Mankato, MN 56001
P 507.625.2727
F 507.388.91399

Edina Office

5201 Eden Avenue, Ste 250
Edina, MN 55436
P 952.835.9090
F 952.835.3261



Rebecca Olson, Assistant City Manager
City of Roseville
2660 Civic Center Drive
Roseville, Minnesota 55113

February 21, 2023

Proposed by Abdo

Change Request:

Per request of the City of Roseville (the City) we are expanding the scope of the Classification and Compensation Study Proposal originally submitted on February 3, 2023.

The additional investment is needed in order to update all current City job descriptions and score all positions using the Abdo Methodology.

Reason for requiring the change order:

Clarification by the City of desired project scope

Nature of additional work to be performed:

Full Job Description updates and review – 103 positions

Position Scoring – 103 positions

Estimated cost of additional work (in addition to original proposed cost):

OPTION #1 - Assuming Abdo performs all job analysis questionnaires, description updates, and regulatory review	\$ 25,000.00
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OPTION #2 - Assumes City of Roseville performs all job analysis questionnaires and updates, using Abdo provided tools and templates, and provides Abdo with current and updated job descriptions for regulatory review.	\$ 9,500.00
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Change order will be invoiced in accordance with originally proposed payment terms.

APPROVED

City of Roseville

2660 Civic Center Drive
Roseville, Minnesota 55113

Name _____

Title _____

Name _____

Title _____

Date _____

Abdo
100 Warren Street, Suite 600
Mankato, MN 56001

Name Leah Davis

Title Partner

Date February 21, 2023

REJECTED

I do not want Abdo to perform the additional services required. I will be responsible for ensuring that our personnel will provide the requested assistance.

City of Roseville

2660 Civic Center Drive
Roseville, Minnesota 55113

Name _____

Title _____

Date _____