



## **REQUEST FOR QUALIFICATIONS (RFQ)**

Salary & Benefits Survey with optional Organizational Structure Review  
Comprehensive Classification and Compensation Study

### **Request for QUALIFICATIONS Date**

February 14, 2019

### **Request for Additional Information (RFI)**

Submit in writing to Contact identified below  
on or before February 21, 2019 by 4:00p.m.

### **Proposal Submittal Due Date**

February 28, 2019 by 4:00p.m.

### **Point of Contact (POC) Information**

Any questions/RFI's regarding the RFQ must be directed to the Point of Contact:

**Crystal Peters**  
**Human Resources & Risk Manager**  
**Town of Paradise**  
**5555 Skyway**  
**Paradise, CA 95969**  
**(530) 872-6291 ext 117**  
[cpeters@townofparadise.com](mailto:cpeters@townofparadise.com)

REQUEST FOR QUALIFICATIONS

**SECTION I. INTRODUCTION**

The Town of Paradise was incorporated in 1979, and is a general law city with a Council/Manager form of municipal government. Prior to the Camp Fire, Paradise was the second largest populated city in Butte County, with a population of 26, 316. The city, which is located on a ridge east of Chico, is over 18 square miles in size, and ranges in elevation from 1200 to 2400 feet.

On November 8, 2018, the most destructive wildfire in California history began in Butte County, California and quickly spread to the Town of Paradise, California. After burning for over three weeks, the fire ultimately destroyed nearly 14,000 residential units and over 500 commercial structures with an estimated property loss of over \$3.5 billion. In the aftermath of this disaster, a substantial recovery and rebuilding effort is underway. In an effort to attract and retain qualified municipal employees, the Town of Paradise is seeking QUALIFICATIONS from responsible, qualified and experienced firms to provide a Comprehensive Classification Study, and Total Compensation Survey described in Section II, as well as an option for Organizational Structure Review.

The Town currently has 72 authorized positions, and approximately 45 active classifications. More information on the Town of Paradise can be found on our website at [www.townofparadise.com](http://www.townofparadise.com).

It is unknown when the last town wide study was completed. There have been numerous minor changes and reorganizations to the plan over time. Since 2009, Town staff has been reduced from 114 positions to the current 72. Over the last several years, Human Resources has internally reviewed and adjusted individual positions and created new classifications as needed. A complete list of all current classifications is attached to this Request for Proposal. The Town's employees are divided into five bargaining groups as follows:

<b>Employee Type</b>	<b>Number of Active Classifications</b>	<b>Approved Headcount</b>
Management	5	5
Police Mgt & Mid-Mgt	2	3
Confidential & Mid-Mgt	11	11
Police Officers Association	4	27
General Employees Unit	17	21
Part-time, no group, no benefits	4	5
<b>ALL GROUPS TOTAL</b>	<b>45</b>	<b>72</b>

Employees are covered through Memoranda of Understanding through their bargaining groups, with the exception of part-time employees. All positions, salaries, and salary grades are authorized through a Salary Resolution adopted by Town Council as part of the annual budget.

Since 2009, the Town has substantially fewer employees; however, levels of service have increased in many areas. As such, duties and responsibilities that were previously shared with multiple positions

have been combined and re-allocated, not to mention the distinct impact that the devastating Camp Fire has had on the workload. Though the Town has recently provided some salary range cost of living type increases, Town wide salary surveys have not been conducted on a regular basis. The Town seeks to revise outdated classifications and maintain a competitive salary structure so that it can recruit and retain a quality labor force.

## **SECTION II. PROPOSAL FOR COMPREHENSIVE SALARY & BENEFITS SURVEY**

The Town of Paradise (Town) desires to engage a firm with experience in the entire scope of Comprehensive Salary and Benefits Survey, with an optional Organizational Study component. Firms must have experience working with public agencies.

### **General Scope of Services**

#### Classification Study Activities:

- Initial Document Reviews and Meetings with Staff
- Orientation Meetings with Employees
- Distribution of Job Related Questionnaires
- Analysis and Data Review
- Employee/Supervisor/Management Interviews
- Informal Appeal Process
- Project Team Meetings

#### Classification Study Deliverables:

- Classification Concept/Preliminary Allocation
- Draft Class Description
- Finalized Classification Plan
- Draft Interim Report
- Final Report

#### Comprehensive Total Compensation Study Activities:

- Identify Comparator Agencies
- Benchmark Classes, using not only titles, but duties and responsibilities
- Benchmark Benefits
- Compensation Data Collection
- Internal Relationship Analysis/Internal Alignment
- Analysis and Data Review
- Formal Appeal Process
- Project Team Meetings

#### Comprehensive Total Compensation Study Deliverables:

- Draft Compensation Findings
- Salary Structure Recommendations that reflect market survey and analysis of internal relationships
- Implementation Recommendations
- Draft Final Report presentation to management and bargaining unit if needed
- Final Report
- Presentation to Town Council

**PROPOSAL FOR OPTIONAL Organizational Structure Review**

Review the Town's organizational structure:

- Understand Town's current structure
- Compare the Town's organizational structure against comparable organizations
- Consideration of Town's disaster recovery and rebuilding situation
- Propose options and recommendations
- Final Report
- Presentation to the Town Council.

**Detail of Scope of Services**

Classification:

- Review all job descriptions and revise where necessary. Confirm legal compliance with federal and state labor and employment laws, including Fair Labor Standards Act (exempt/non-exempt) and Americans with Disabilities Act. Update technical requirements where necessary.
- Verify accuracy of comparable classifications by reviewing job descriptions from labor market agencies.
- Confirm validity of current job families, classification series, and career ladders to ensure accuracy of internal alignments.
- Draft and submit up-to-date and accurate class specifications for classifications, as needed, which uniformly reflect distinguishing characteristics, essential job functions, minimum qualifications, working conditions and physical demands, license requirements, certification requirements, and regulatory requirements.
- Recommend deletion of outdated or unnecessary classes.
- Recommend modification or reclassification as necessary.
- Assist the Town in developing a classification and compensation policy with the goal of providing ongoing structure and consistency for classification and compensation analysis and changes in future years.
- Develop a communication plan regarding the classification and compensation study to include consultation on the objectives, processes, and progress of the study.
- Facilitate meetings with employees explaining the objectives and processes of the study, including assigning and reviewing Job Analysis Questionnaires (JAQs) as needed.
- Provide bi-weekly progress reports outlining the scope of work completed to date, scope of work completed during the period, and summary statement of project progress.
- Present draft results of the survey to management and bargaining units in a group meeting setting.
- Design and conduct an employee review and appeal process including a clear understanding of the process employees must follow and what they should expect in response to appeal. The process must include direct contact with consultants.

Comprehensive total Compensation:

- Analyze labor market agencies and recommend appropriate agencies to include in compensation studies.
- Assist Town in developing a compensation philosophy and practices relative to other public jurisdictions.
- Determine the Town's current labor market position with regard to salaries and benefits, and propose target compensation goals, while considering the Town's financial constraints. Recommend salary range adjustments for classifications, based on study results.
- Considering the Town's salary structure and compensation goals, develop a strategy for implementing the results of the study, including how to establish salaries for classifications that are above or below market. Considering the Town's financial constraints, provide multiple options for implementation, including partial and full implementation over a multi-year period. Assist in implementing the results of the study by determining the short and long term fiscal impact to the Town for providing market adjustments.
- Conduct a total compensation analysis to provide the Town with an accurate assessment of how its compensation plan compares with the selected labor market agencies. The total compensation analysis includes the employer cost for benefits including but not limited to: base salary, cash supplements, certification pay, longevity, auto allowance, standby pay, PERS, Social Security, etc.
- Conduct analysis of employer paid insurance premium contributions for health, dental, vision insurance, life insurance, and AD&D insurance.
- Conduct an analysis of leave benefits including holidays, sick leave, administrative leave, and vacation.
- Complete an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines.
- Develop externally competitive and internally equitable salary recommendations for each classification included within the study.
- Train Town Staff in the methodology used to systematically assess job classifications in order to maintain internal compensation equity in the future when adding, changing or deleting classifications.

**Detailed Scope of Services (AT TOWN'S OPTION) – Organizational Structure Review**

- Review the Town's organizational structure to gain an understanding of how the departments, divisions, and work units correlate; review span of control and area of responsibility for each position.
- Compare the Town's organizational structure against comparable organizations.
- Comparisons and consideration for the unique circumstance of disaster recovery and rebuilding.
- Evaluate the Town's management-level organizational structure using the latest theories and best practices in organizational structure design to determine whether the Town's structure is designed in the most efficient and effective manner.
- Prepare and present a report detailing the findings, analysis, and recommendation(s) for modifications to the Town's current organizational structure.
- Analyze organizational charts, budgets, operational functions, and relevant Town reports. Particular focus should be applied to efficient organizational staffing methodology and allocation to ensure efficient and effective delivery of services to the public and internal customers.

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- Review the existing organizational structure and identification of gaps and/or duplication of services, as well as efficiencies to be gained.
- Propose options for a new organizational structure and recommendations on staffing levels, workload and span of control.
- Prepare a comprehensive Final Report and make a presentation to the Town Council.

### **Deliverables**

- Consultant is to provide weekly project status reports to the Human Resources & Risk Manager on the first work day of each week outlining the following information:
  - a. The specific accomplishments achieved during the reporting period.
  - b. Specific tasks completed pursuant to the provisions of the contract and the completion of such tasks.
  - c. The project completion dates for the remaining specific tasks required by the Consultant.
  - d. Any project component, activity, or problem that could result in a delay of the project.
  - e. Any current or future changes in project personnel or their assignments.
  - f. Delays caused by Town personnel.
- Benchmark Reports: Benchmarks of project completion are measured by the following deliverables:
  - a. Completion of all necessary department and employee interviews.
  - b. Results of data gathering phase.
  - c. Draft of preliminary finding and recommendations.
  - d. Staff training on recommendations/systems.
  - e. Final report of finding and recommendations.

## **SECTION III. QUALIFICATIONS**

### **Firm's Investigation.**

Before submitting a proposal, each firm shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the proposed agreement and to verify any representations made by Town upon which the firm may rely. If a firm receives an award as a result of its proposal, failure to have made such investigations and examinations will in no way relieve the firm from its obligation to comply in every detail with all provisions and requirements of the agreement, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim whatsoever by the firm for additional compensation.

### **Proposal Submission.**

No oral interpretations will be made by the Town to any firm as to the requirements of this RFQ. ***Emailed PDF QUALIFICATIONS*** titled in Subject as Salary and Benefits Survey with Organizational Study Option will be accepted on or before 4:00 p.m. PST on February 28, 2019 (Deadline) *at the email address below.* QUALIFICATIONS tendered after the deadline will be rejected.

**Dina Volenski**  
**Town Clerk**  
**dvolenski@townofparadise.com**

The Town reserves the right to reject any or all QUALIFICATIONS for any reason and to waive any informality it deems in its best interest. Any requirements in the RFQ that cannot be met must be indicated in the proposal. Proposers must respond to the entire Request for QUALIFICATIONS.

**Timelines**

The following information is provided as a general timeline which may be amended by the Town as necessary.

**ESTIMATED TIMELINES**

February 14, 2019 .....	RFQ Issued
February 21, 2019 by 4:00p.m.....	Last Day to Submit RFI's
February 28, 2019 by 4:00p.m.....	QUALIFICATIONS Due
March 1-5, 2019 .....	Evaluation
March 12, 2019.....	Council Award of Agreement

**Request for Information**

The following additional documentation is available for review on the Town's request for bids page at <https://www.townofparadise.com/index.php/request-for-bids-and-proposals>

- MOU's
- FY18/19 Salary Pay Plan
- Active Job Descriptions
- Organizational Chart (only management level Org Chart maintained regularly)

Questions concerning this RFQ will be accepted prior to the Deadline and should be directed to Crystal Peters at [cpeters@townofparadise.com](mailto:cpeters@townofparadise.com).

**Rights to Submitted Material**

All QUALIFICATIONS, responses, inquiries, or correspondence relating to this RFQ, and all reports, charts, and other documentation submitted by Proposers (other than materials submitted as and qualifying as trade secrets under California Law) shall become the property of the Town when received and the entire proposal shall be subject to the public records laws of the State of California except where a proper trade secrets exception has been made by the Proposer in accordance with the procedures allowed by California and Federal Law and marked in bold "**Confidential.**"

The fact that a Proposer marks information in its proposal as "Confidential" does not necessarily mean that the information is exempt from public disclosure. Upon the receipt of a request for public records under the California Public Records Act (Government Code sections 6250, *et seq.*), the Town will make an independent determination regarding the applicability of exemptions that have been asserted in properly

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marked QUALIFICATIONS. Proposers are cautioned that improperly marked QUALIFICATIONS are subject to disclosure in their entirety, without any independent review by the Town and without notice to the Proposer. If a Proposer fails to identify information in a proposal that the Proposer believes is exempt from disclosure, the Proposer waives any future claim that such information is exempt from public disclosure.

Submission of a proposal indicates acceptance by the Proposer of the conditions contained in this RFQ.

### **Proposal Format**

QUALIFICATIONS must be clear, succinct, and not exceed 40 pages or 20 sheets of 8 1/2" x 11" paper of no less than 12-point font. Responses must follow the format outlined herein. The Town may reject as non-responsive, at its sole discretion, any proposal or any part thereof that is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner. Sections should be **tabbed** to identify the location of the required information.

- A. Cover Letter/Letter of Intent
- B. Executive Summary
- C. Project Understanding, Approach and Schedule
  - A statement concerning the ability of the firm to meet required time schedules
  - A detailed outline describing the scope of work as you understand it.
- D. Firm Qualifications, Team Organization, Experience and Certifications/Qualifications
  - Previous experience
  - Present workload (ability to respond)
  - Number of qualified personnel
  - Previous projects and present relationship with Town
  - Ability to perform scope of services (all or a portion of work)
  - Stability of firm
- E. Staff Qualifications
  - A resume of the proposed Project Manager
  - The name of the principal responsible for the work
- F. Subcontractor Qualifications
  - Extent of subcontracting of work
- G. References
- H. Cost Proposal
- I. Additional Requirements

### **Proposal Content**

QUALIFICATIONS must contain the following information in the specified order:

#### **A. Cover Letter/Letter of Intent**

The cover letter shall be addressed to Crystal Peters and must contain the following:

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- Identification of firm, including name, address and telephone number.
- Name, title, address, and telephone number of contact person during period of proposal evaluation.
- Whether the firm qualifies as a Minority Business Enterprise (MBE) or a Women Business Enterprise (WBE) or is within a Labor Surplus Area (SLA). (The Town may request copies of the identified MBE or WBE firm certifications).
- A statement to the effect that the proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal.
- Signature of a person or persons authorized to bind the firm to the terms of the proposal.

### **B. Executive Summary**

In a brief narrative, describe the overall approach, plans and timeline to meet the requirements of the RFQ and provide the scope of services in Section II.

### **C. Project Understanding, Approach and Schedule**

Proposer shall provide a statement demonstrating the firm's understanding of the proposed scope of services and describe its approach in detail in narrative, outline, and/or graph form to accomplishing the scope of services in Section II. A description of each task and deliverable and the schedule for accomplishing each shall be included. The intent of this narrative is to convey to the Town that the Proposer understands the nature of the work and the level of effort necessary to successfully provide the defined services.

Provide a timeline indicating tasks required and the start/completion dates. The timeline should include specific milestones and the final date of completion of the project. It is expected that work will commence as soon as possible after approval of consultant by the Town Council.

Provide a detailed plan to achieve the necessary requirements and plan for accomplishing the work. This plan should describe the approach, methodology, and procedures to be employed to gather the data, analyze findings, and develop recommendations. If the consultant has a pre-designed system, provide a detailed description of the job analysis and compensation methodology.

### **D. Firm Qualifications, Team Organization, Experience and Certifications/Qualifications**

Proposer shall provide information demonstrating the qualifications of the firm and key staff to perform the services identified in Section II. Including previous experience, present workload (ability to respond), number of qualified personnel, previous projects and present relationship with Town, ability to perform scope of services (all or a portion of work) and overall stability of the firm. Provide evidence of the firm's financial stability, such as current financial statements, and clarify the extent to which the firm intends to provide all or part of the proposed scope of services.

### **E. Staff Qualifications**

Proposers should submit an organizational chart illustrating team members and relationships for individuals who will be providing services to the Town. Included with the organizational chart should

be resumes stating the qualifications (including education and years of experience with Salary and Benefits Surveys and depth of Organizational Study experience of the proposed staff members.

Location of principal office and the location of the office that will be responsible for fulfilling the terms of the contract

**F. Subcontractor Qualifications**

The Town desires to enter into an agreement with one Proposer that will be responsible for all defined services. If the Proposer plans on using subcontractors as part of its implementation plan, then provide each subcontractor's profile, name, address, telephone number and email address. Define the responsibilities and give a description of the services to be provided by each subcontractor. Describe the firm's business and reporting relationship with each subcontractor. Identify certified Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) firms, if any. Include references and resumes for all third-party subcontractors in the proposal.

The Town has the right to accept or reject any changes made to the proposed project team members, including the use of subcontractors. The Town may request copies of the identified MBE or WBE firm certifications.

**G. References**

Provide a list of municipalities/counties for which your firm has provided similar services in the last 3 years. Any reference on the list may be contacted as part of the evaluation process. A minimum of three references is required. Each reference should include the following information.

- Name of Organization and Contact including Contact Title, Address (delivery and email), and Telephone Numbers
- Summary of service provided including year completed, scope, cost and timeline.

**H. Cost Proposal**

Proposer should submit a proposal setting forth the defined costs for services.

Include the following:

- Provide detailed cost of services. Costing should include: a. Fixed prices, including out-of-pocket expenses, for all costs associated within the scope of this proposal.
- Detailed hourly rates of all members of the project
- Additional billable costs for non-specified tasks
- Total fees and expenses for the entire scope of the project.
- Separate cost proposal for total fees and expenses for the optional element of the project, Organizational Structure Review.
- Any area which proposers believe should be included in the scope of work in this proposal, but which is not stipulated in this RFQ, and identify the costs associated with the services rendered pursuant to this proposed expansion of the scope of work set forth in this RFQ.

**I. Additional Requirements**

- Attachment A, Proposal Certification, must be completed and submitted with the firm's proposal.
- Attachment B, Cost Proposal Form, along with cost proposal information on page 10.

**IV. SELECTION**

**Selection Criteria**

The following selection criteria will be used to evaluate and select responsible firm(s) possessing the ability to successfully perform the desired services under the terms and conditions of the proposed agreement. The criteria will include, among others, firm integrity, compliance with public policy, record of past performance, and financial and technical resources to provide the requested services, and include:

- Quality of Proposal
- Quality of organization and experience of individuals to be assigned to perform services
- Demonstrated success in providing services of a similar nature in a similar context/setting
- Proposed project timeline & completion
- Recent references
- Cost evaluated on the basis of best value to the Town of Paradise.

**Panel Review**

A panel of Town staff members and such other parties as the Town deems necessary (Panel), will conduct an initial "Pass/Fail" review of all QUALIFICATIONS to check for completeness and compliance with RFQ requirements. QUALIFICATIONS that have been determined to be complete and in compliance with the RFQ requirements will undergo further evaluation by the Panel. QUALIFICATIONS that are not complete or are not in compliance with RFQ requirements will be disqualified from further evaluation and will be returned to the Proposer along with the reason the firm is no longer being considered.

The Panel will review all QUALIFICATIONS from firms that have not been disqualified, using the criteria above. The Panel may consider additional sub-criteria beyond those listed that are discovered during the review of the various QUALIFICATIONS. The Panel may elect to identify the top QUALIFICATIONS and invite the top tier of Proposers to an interview in a Town Office in Paradise, California, at no cost to the Town. The number of Proposers selected for a Panel interview will be at the sole discretion of the Panel. Upon conclusion of interviews, the Town may request Best and Final offers. Based on the initial QUALIFICATIONS, the Panel interview, and best and final offers if requested, the Panel will select the proposal which best fulfills the Town's requirements and is deemed to offer the best value to the Town. Because the proposed agreement is negotiable, all QUALIFICATIONS will remain confidential until after negotiations are complete except as required otherwise by the California Public Records Act.

Quoted costs and rates must be held firm for 90 days after the Deadline. The Town reserves the right to

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make an award based on a proposal alone without interview of Proposers. The Town shall not be bound or in any way obligated until both parties have executed an agreement. The Town also reserves the right to delay the award of an agreement or not award an agreement. The RFQ may be awarded by individual task or total proposal, whichever is most advantageous to the Town.

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Attachments:

ATTACHMENT A - PROPOSAL CERTIFICATION

ATTACHMENT B - COST PROPOSAL FORM

**ATTACHMENT A**

**PROPOSAL CERTIFICATION**

**Proposers Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

By signing above, I Certify that I have carefully read and fully understand the information contained in this RFQ and any addenda thereto; and that I have the capability to successfully undertake and complete the responsibilities and obligations of the Proposal being submitted and have the authority to sign the proposal on behalf of my firm.

BY (Printed): \_\_\_\_\_

TITLE: \_\_\_\_\_

COMPANY: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

EMAIL: \_\_\_\_\_

**ATTACHMENT B  
COST PROPOSAL FORM**

**FOR CLASSIFICATION AND COMPENSATION STUDY**

(Consulting Firm) agrees to provide the Town of Paradise with professional consulting services and we will provide the following:

**Maximum Total Project \$** \_\_\_\_\_

**FOR OPTIONAL ORGANIZATIONAL STRUCTURE STUDY**

(Consulting Firm) agrees to provide the Town of Paradise with professional consulting services and we will provide the following:

**Maximum Total Project \$** \_\_\_\_\_

Along with this proposal we have included the information listed on page 10 of this Request for Proposal. By submitting a proposal, and if awarded the RFQ, the firm agrees to enter into a Professional Services Agreement which the content shall be agreed upon by both parties. The firm's proposal shall not be revocable for 90 days following the response deadline indicated in the RFQ.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

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

\_\_\_\_\_  
Title

**Individual Authorized to Commit Respondent**

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

Title: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

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

Consulting Firm's Mailing Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Website: \_\_\_\_\_

**Official Contact(s) Regarding All Matters Concerning Proposal**

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

Title: \_\_\_\_\_