



# CITY OF MADRAS

## REQUEST FOR PROPOSAL Compensation Study

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**Proposal Due Date:** July 26, 2024, by 4:00 P.M. Pacific Time

## Introduction

It has been a few years since the city completed a salary study. Since that time the city has added a few different positions and the employment market for municipalities has changed. The city is looking for a Salary Consultant to review job descriptions, review the existing pay scale, determine comparable cities to use for a study, and develop a pay matrix that is in better alignment with the city.

Madras is a small community of 8,100 located approximately 42 miles west of Bend, in Jefferson County, Oregon. The city is governed by a City Council with the City Administrator responsible for the daily administration of all city functions. As a community, Madras is experiencing both economic and residential growth and is striving to plan for that growth responsibly while maintaining the charm and feeling of a small town. In addition, the city provides a full range of services to the community, including a golf course and an airport.

The selected firm would work directly with the Human Resources Director to develop a new pay scale that is based on comparable cities wages, with comparable employment classifications. The current pay scale is a challenge with too many steps and too many grades. The city is looking for a firm that will share its research and develop a scale that meets the current and future needs of city.

For more information on the City of Madras, visit [www.cityofmadras.us](http://www.cityofmadras.us)

## Issuing Officer

The Human Resources Director is the issuing officer for this Request for Proposal (RFP) and the point of contact for the City for all process and contract questions as well as protests.

Issuing Officer:           City of Madras  
                                  Rebecca J. Mock, Ph.D.  
                                  Madras, Oregon 97734  
                                  Phone: 541-325-0312  
                                  E-mail: [rmock@cityofmadras.us](mailto:rmock@cityofmadras.us)

### Anticipated RFP Schedule

The city anticipates the following general timeline for this RFP. The city reserves the right to change the schedule for dates prior to Notice of Intent to Award through a written addendum. The anticipated dates for the Notice of Intent to Award and subsequent dates are approximate and subject to change at the discretion of the City.

Issuance of RFP documents	Friday, June 28, 2024
Deadline for Proposal Submission	Friday, July 26, 2024, 4:00 PM PST
Proposer Interviews (if required)	The week of July 29, 2024
Notice of Intent to Award	Friday, August 9, 2024
Award Protest Deadline	Friday, August 16, 2024
Notice of Award	Thursday, August 29, 2024

### Submission Date and Location

Sealed Proposals for the Salary Consultant position will be received by the City of Madras until July 26, 2024, at 4:00 PM, PST. Proposals will not be received after such date and time. Proposals can be submitted electronically and in paper form.

Electronic submittals shall be sent in pdf format to both [wibershof@cityofmadras.us](mailto:wibershof@cityofmadras.us) and [rmock@cityofmadras.us](mailto:rmock@cityofmadras.us) with a subject line: "Proposal for Salary Consultant RFP".

Paper submittals shall be in the form of five (5) printed copies of the RFP and accompanying documents to the address listed below.

### City of Madras

Attn: Rebecca J. Mock, Ph.D.  
125 SW E Street  
Madras, OR 97741

In the event that electronic proposals are too large to email, a file transfer protocol (FTP) or similar file sharing service shared to the two emails listed will above, or a USB Drive mailed, or hand delivered, to the physical address above will suffice. All proposals must be received by the date and time listed above to be considered responsive.

To receive consideration, submit proposals in accordance with the following instructions. Proposals should be prepared simply and economically, providing a straightforward, concise description of Proposer's capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.

The city recognizes that in the submittal of proposals, certain information may be proprietary to the Salary Consultant and that the safeguarding of such information is necessary. Accordingly, the City will make every effort to prevent any disclosure of data supplied by any Salary Consultant where the Proposer identifies those portions of its Proposal that are proprietary. See Section 1.12, Public Records.

All requested forms and attachments must be submitted with the proposal and in the required format. The submission and signing of a proposal shall indicate the intention of the firm to adhere

to the provisions described in this RFP.

### **Proposal Format & Contents**

Proposals are to include, but not necessarily be limited to, the content listed below. The volume, or size of the proposal, should be consistent with the relative size of the project. Concise proposals without needless duplication are encouraged.

1. **Letter of transmittal.** The proposal must include an introductory letter attesting to the accuracy of the proposal and signed by an individual authorized to execute binding legal documents on behalf of the proposer. The letter should present the proposer's understanding of the services requested in the RFP, a brief summary of the approach to be taken in performing the services, and highlights of the proposer's expertise and history. The letter should include name of firm, RFP contract person, email address, mailing address, telephone number, and must be signed by person authorized to bind the firm. It should also include proposer's capability and availability to provide services to the City; this includes availability to attend Council meetings in-person or remotely.
2. **Company description.** Provide a description of the company, including the following:
  - Brief company history
  - Description of the firm, including size, locations, number of years in business, and primary services provided.
  - Disclose any employees or owners that may have a conflict of interest (financial or personal) and the nature of such conflict.
3. **Oregon Statutory Certifications.** Place a signed copy of Oregon Statutory (ORS) Certifications exhibit, immediately behind the letter of transmittal.
4. **Project Understanding and Approach.** Provide a statement of the services to be provided including a detailed explanation of how the services are to be provided. Included in your proposal should be the criteria utilized for evaluating and comparing classifications for a compensations study. A project schedule should be included in this section.
5. **Project Team.** List the experience and qualifications of staff who will be working on the project. Describe the applicable skills and accomplishments of the project manager. Confirm availability and commitment of named key staff to the project. Do not include persons who will not be working on the project.

Identify a plan to ensure the project team stays consistent throughout the project, what contingency plans are in place if a project team member is no longer on the project. How will losing a project team member impact the project and the Contractors ability to adhere to key milestones and deliverables? Identify a plan to demonstrate the ability to meet timelines in the instance of team turnover and to mitigate increase in project cost in getting new team members up to speed. Include resumes at the back of the proposal which reflect education, registrations, and experience of key staff.

6. **Related Experience.** Provide project descriptions, a minimum of three recent public sector

projects similar in nature to the proposed project, including completion dates, measures that indicate quality and successful project completion, and a client reference name and phone number. Indicate the involvement of proposed key staff on those or similar projects. Provide any background information on the size, capability and location of the firm that may be beneficial.

7. **Cost Proposal.** Provide a cost proposal to perform the scope of work. Include estimated person hours, labor costs and expenses for each task listed in the scope of work. Clearly describe any deviation from the listed scope of work that would significantly affect costs. Separate the cost of any proposed optional services from the cost of services requested. The format for the cost proposal is to be selected by the consultant.

Include a listing of hourly rates for all employee classifications anticipated to work on the project, as well as rates for non-labor direct expenses. Include similar information for any major subconsultants. The listed rates will be used in preparation of any future change orders.

Format for Proposals. Please submit written proposals in compliance with the following page limitations (one page is considered to measure 8-1/2 x 11, with 11-point font size minimum):

**Limitations:**

- |   |                     |
|---|---------------------|
| • Letter of transmittal:                      | Max. # of Pages – 2 |
| • Company Description                         | Max. # of Pages – 3 |
| • Oregon Statutory Certifications (exhibit B) | Max. # of Pages – 1 |
| • Project Understanding & Approach            | Max. # of Pages - 3 |
| • Project Team                                | Max. # of Pages – 3 |
| • Related Experience                          | Max. # of Pages – 2 |
| • Cost Proposal                               | Max. # of Pages - 2 |

The proposal should not exceed nineteen (16) pages, excluding the cover sheet, certificate of nondiscrimination, and any tabs or indexes.

**Requests for Change of Requirements or Contract Terms**

Proposers shall promptly notify the city of any ambiguity, inconsistency, or error which they may discover upon examination of the Request for Proposal documents. Any request for an explanation regarding the meaning or interpretation of requirements, contract document or other documents must be in writing, with sufficient time for the City to reply before proposal due date. The city may choose not to provide an explanation. Explanations shall be made in the form of addenda and shall be furnished to persons who have registered as detailed above. Oral explanations and comments shall not be binding.

Any Proposer that believes a requirement or contract term is unnecessarily restrictive or limits competition may submit a protest setting out the language for which change is sought and

indicating the document title, page and, Section of Subsection where the language is located. To be considered, the protest must include a detailed statement of the legal and factual grounds for the protest, a description of the resulting prejudice to the Proposer if the protest is not granted, and the proposed change. A Proposer who fails to submit a protest relating to contract terms at least 7 days before due date may not request different contract terms if awarded the contract.

## **Protests**

Protests may be submitted only from those proposers who would be awarded the contract if their protest was successful. Protests must be in writing and received within seven (7) calendar days, UNLESS OTHERWISE NOTED, following the issue date of the City's Notice of Intent to Award. The protest must specifically state the reason for the protest and show how its proposal or the winning proposal was miss-scored or show how the selection process deviated from that described in the solicitation document. No contract will be awarded until the protest has been resolved. Protests shall be delivered to City of Madras, HR Director, 125 SW E Street, Madras, Oregon 97741. Protest procedures are set forth in Oregon Administrative Rules (OAR) 137-048-0240. Protests shall be handled in accordance with applicable laws and rules.

## **Modification / Withdrawal**

Unless otherwise specified, modification of a Proposal will not be permitted; however, a Proposer may withdraw the Proposal at any time prior to the scheduled closing date and time for receipt of Proposals (Proposal due date). Proposals may be withdrawn in person or by written request to the Issuing Officer as described below. Withdrawal of Proposal shall not disqualify the Proposer from submitting a Proposal prior to the Proposal due date defined in this RFP.

A Proposer may withdraw its Proposal prior to the Proposal due date by submitting written notice on Proposer's letterhead signed by an authorized representative. The notice must include the name and telephone number of the Proposer's representative that will be contacted to arrange for the Proposer to retrieve the withdrawn Proposal.

A Proposer may withdraw its Proposal in person prior to the Proposal due date upon presentation of identification and evidence of authorization to act for Proposer. If possible, the city will return all Proposal materials at the time an in-person withdrawal is presented.

## **Responsiveness, Rejection/Cancellation**

The City may, at its discretion, reject any Proposal that does not substantially comply with the requirements set forth in the RFP. The City may reject any Proposal not in compliance with all prescribed public proposal procedures and requirements, and may reject for good cause any or all Proposals or cancel the RFP at any time before execution of the contract by both parties if rejection or cancellation is deemed to be in the public interest as determined by the city.

If a Proposal is entirely or predominately labeled as "Proprietary", the Proposal may in the sole discretion of the city, be deemed non-responsive. Unless the city, in its discretion, determines that a submitted Proposal is not in substantial compliance with RFP requirements, unintentionally incomplete, qualified, or omitted responses to proposal, sections will be dealt with as a matter of Proposal scoring as opposed to responsiveness.

The city may waive minor informalities and irregularities.

### **Duration of Proposals**

Proposals must remain valid for at least 60 days. Proposals must be signed by an official authorized to bind the proposer.

### **Public Record and Property of the City**

With the exception of Proposals that are withdrawn prior to the Proposal due date or Proposals submitted past the Proposal due date, all information submitted by a Proposer in response to this RFP shall become the property of the City and will not be returned to the Proposer. All copies of properly withdrawn or late Proposals will be returned to the Proposer unopened.

All documents received by the city are subject to public disclosure after the city selects a consultant. Information deemed by the Proposer as exempt under Oregon's public records law should be clearly marked by the proposer as "Proprietary". Marked pages should be placed in a group separate from the remainder of the proposal. The City will make an independent determination regarding exemptions applicable to information that has been properly marked and segregated. The city will attempt to maintain the confidentiality of materials clearly marked "Proprietary" to the extent allowable under Oregon public records law.

### **Incurring Costs**

The City is not liable for any costs incurred by proposers in the preparation and/or presentation of their proposals. Proposers responding to this RFP do so at their own expense and the city will not reimburse any expense incurred by proposers or any other party in the preparation or submission of a response to this RFP.

### **Business Inclusion and Diversity**

Minority, women owned, Emerging Small and Veteran Owned businesses are encouraged to submit a proposal. Proposers are encouraged to involve participation of small, minority, women, and veteran owned business enterprises. A Directory is available from the Certification Office for Business Inclusion and Diversity (COBID) web site at: <https://www.oregon.gov/biz/programs/COBID/Pages/default.aspx>, or by telephone, 503-986-0078.

### **Negotiations and Contract**

The City reserves the right to negotiate a final Contract that is in the best interest of the City. At completion of the evaluation process, the City will notify Proposers of its intent to award a contract. The City will attempt to reach final agreement, including a detailed scope, project schedule and fee schedule with the highest scoring Proposer. If it appears agreement cannot be reached, the City, in its sole discretion, may terminate negotiations and reject the Proposal. The City may then attempt to reach a final agreement with the second highest scoring Proposer. The negotiation process may continue in this manner through successive Proposers until an agreement is reached or the City terminates the contracting process.

## Selection Process

The City reserves the right to select a salary consultant on the basis of the proposals or to conduct interviews with the highest qualified proposers following evaluation and scoring of the proposals, whichever is determined to best serve the needs of the City. The City reserves the right to seek clarifications of any or all proposals. Failure to respond in a timely manner to any such questions or requests may be grounds for elimination of the Proposer from further consideration.

The City may request additional information or make such independent investigations that, in the City's sole discretion, it deems necessary or advisable to determine the responsiveness and responsibility of any Proposer. The City may obtain information from any legal source for clarification of any Proposal or for information regarding any Proposer. The City reserves the right to research and investigate references, including customers other than those listed in the Proposer's submission.

## Proposal Evaluation Criteria and Scoring

### 1. Minimum Qualifications

There are three key factors the city is looking for in the consultant. First, they have experience in completing salary studies for cities. Secondly, they will share their research with the city. Meaning when the report is submitted, the city will be able to review the list of comparable cities and how the analysis was determined. Thirdly, we are looking for a consultant that will work with the council on their goals for the study.

### 2. Evaluation Process

The successful consultant shall be selected by the following process:

- ✚ A review of the proposals by one or two city council members, City Administrator, and the Human Resources Director. They will look for experience, well drafted RFP, strategy for completing a comp study, and their timing for completing the work.
- ✚ Up to three firms will be asked to interview.

### 3. Evaluation Criteria

- ✚ There will be a total of 100 points.
- ✚ 70 points for the proposal broken down into three sections. Points for each section are listed below.
- ✚ 30 points for the interview.
- ✚ Overall Experience, Background, Qualifications.
- ✚ The ability to work with the elected officials on their key goals.
- ✚ The approach in the proposal and extent to which it is thorough, original, comprehensive, and tailored to the needs of the city.
- ✚ The nature and extent of prior experience in working with other municipalities in developing pay scales that can grow with the municipality.
- ✚ References.

The City of Madras reserves the right to select a short list of the highest scoring proposers for



interviews. Interviews will be ranked based upon the following:

The evaluation and scoring will be based on technical and administrative capabilities in relation to the needs of the project. The proposer with the highest total score shall be selected assuming all other applicable criteria are met. For the interviews, there will be an additional 30 points available. The following criteria will be used in scoring the proposals:

**Overall Experience & Qualifications** \_\_\_\_\_ Max. Points: 25 score \_\_\_\_\_

Evaluate the consultant's project understanding and approach to accomplish the objectives and tasks set forth in the Scope of Work. Consider methodologies proposed to accomplish the work, including the types of information or data required. Review the proposed schedule for compliance with stated milestone dates and/or suggested schedule enhancements or deviations.

**Project Team, Experience and Quality of Service** \_\_\_\_\_ Max. Points: 25 score \_\_\_\_\_

Evaluate the proposed team's qualifications, experience, skills, and commitment to perform the work. Evaluate the firm's recent projects experience, specifically for this type of work, level of complexity, and comparable size with the proposed project. Were team members actively involved from start to finish in any of the referenced projects? Did assigned project members see the project through completion.

**Cost** \_\_\_\_\_ Max. Points: 20 score \_\_\_\_\_

The proposal that accomplishes the stated objectives and tasks at the lowest cost will receive the highest points for this criterion.

**Interview** \_\_\_\_\_ Max Points: 30 score \_\_\_\_\_

**TOTAL SCORE** \_\_\_\_\_

## SCOPE OF WORK

### General Information

The city workforce is comprised of both non-represented (26 employees) and represented (14 employees) from one the police labor association. The requested professional services will include analysis for both non-represented positions (non-rep) and those represented by the Madras Police labor association.

### Purpose

The City of Madras is looking to improve the pay scales for non-represented employees, which has over 30 grades, with 15 steps in each grade. The existing salary schedule is a challenge, with too many steps and too many grades. The city is looking for a firm that will share its research and develop a scale that meets the needs of the city. In addition, the City of Madras will be entering bargaining with the City of Madras Police labor association towards the end of the year.

### Objectives

1. Assist the City in conducting a compensation study for all represented (see Appendix A) classification descriptions as prescribed by the guidelines below.
2. Assist the City with conducting a compensation study for all non-represented (see Appendix A) classification descriptions as prescribed by the project objectives in this RFP.
3. The studies should be completed to achieve both final reports to be presented in person on the same day.

### **Project Timeline:**

The City of Madras is requesting that the project work by the Contractor is completed by July 19, 2024. The Contractor will be available for clarifying questions for a minimum of 6 months after delivering the final project report to answer questions related to information provided to the city.

### **Tasks**

The compensation study will include the following tasks for the Contractor to complete. Contractors are encouraged to use their expertise to provide guidance to the identified project team to ensure a successful project.

- A. Become familiar with the City of Madras structure, services, classification structure and collective bargaining agreement. Review current represented classifications, services provided, salary schedule, and City organizational charts. All methodology must be consistent with Federal and State of Oregon regulations.
- B. Conduct a project kickoff meeting with the project team. The purpose of the kickoff meeting will include introducing the Contractors project team, meeting the City of Madras Administrator and HR Director, exchanging information regarding staff roles and responsibilities, providing additional information requested of the Contractor, and reviewing the project requirements including scope, schedule, and budget.
- C. Conduct the study by obtaining compensation and benefits data from comparable agencies, using not only classification titles, but also reviewing the full classification descriptions, organizational charts, and information obtained from the project team to ensure accurate comparable classifications are identified.
- D. Communicate regularly with City of Madras Administrator and HR Director, about the project status, findings, and to seek clarification. Progress meetings or conference calls are anticipated to be ongoing and open communications between designated representatives and the Contractor over the course of the project.
- E. The Contractor will be onsite to present the final project report to City Administrator and HR Director.
- F. Assist with development of a variety of communication materials throughout the project

timeline.

- Regular project updates with agendas.
- Meeting notes that can be shared with key stakeholders.
- Documentation that clearly explains the projects steps, desired outcomes, and results to various stakeholders.

## Deliverables

A. Deliver a final report that meets the project objectives including distinct sections that easily outlines the data and analysis requested. The report should include:

a. Include a section that allows the project team to easily identify each comparable classification for each individual represented classification. The report should include:

- i. Organization compared to and the identified comparable classification. If needed, for certain classifications, outline why an identified organization was either not utilized or added for comparison.
- ii. Present each comparable job classification's top wage/step per their designated wage band.
  - 1. Including the date information was obtained and effective dates of the organization's salary schedule.
- iii. Utilize the highest step/wage of each identified comparable classification to calculate the "comparator aggregate average".
- iv. Provide the percentage difference between the City of Madras's top step and the comparator aggregate average. Include a system for determining the validity and reliability of the benchmarking data provided.

b. Include a section that allows the City Administrator and HR Director to easily identify the health & dental benefits offered to comparable classifications at each identified organization. The report should include:

- i. Identify the health and dental insurance offered to the classifications. Include the following information:
  - 1. Total plans offered by each comparator.
  - 2. Premium split between the organization and employee
  - 3. Deductible amounts
  - 4. Maximum Out-of-Pocket
  - 5. Offered HRA, HSA or FSA

c. Include a section that allows the City Administrator and HR Director to easily identify the employer provided life insurance (employer paid) offered to comparable classifications. The report should include:

- i. Identify the employer paid life insurance provided to the classification. Include the following information:
  - 1. Amount of coverage
  - 2. Type of coverage
  - 3. Premium amounts paid by the organization on behalf of the

employee.

- d. Include a section that allows the City Administrator and HR Director to easily identify the Leave (vacation, sick, holiday) offered to comparable classifications.

The report should include:

- i. Identify the paid leave (vacation, sick, holiday) provided to the classification or their assigned organizational unit. Include the following information:
  1. Vacation accrual rates.
  2. Sick leave accrual rates
  3. Offered Paid Holidays

## EXHIBIT A

<b>City of Madras Represented Positions</b>
Patrol Officer
Office Supervisor
Reserve Officer
Sergeant
Evidence Technician
Police Chief
Background Investigator
Records Specialist

<b>City of Madras Non-Represented Positions</b>
Accounting Technician
Airport Manager
Airport Technician
City Administrator
City Recorder & Communications Specialist
Community Development Director
Customer Accounting Clerk
Finance Director
Fleet Maintenance
Golf Course Supervisor
Greenskeeper/Utility Works II
HR Director
Maintenance Specialist
Operations Manager
Public Works Director
Public Works Manager
Senior Accounting Analyst
Senior Planner
Street Utility & Building Maintenance Specialist
Utility Supervisor
Wastewater Operator

EXHIBIT B

Oregon Statutory (ORS) Certifications  
(Must be signed and included with Proposal)

**We Hereby Certify** to comply with Title VI of the Civil Rights Act of 1964, with Section V of the Rehabilitation Act of 1973, and with all applicable requirements of federal and state civil rights and rehabilitation statues, rules, and regulations. **We Certify** also that we shall comply with the Americans with Disabilities Act of 1990, as amended by the ADA Amendments Act (ADAAA) of 2008 and any subsequent amendments (42 U.S.C. § 12101, et seq.) (Pub L No. 101-336), ORS 659A, and all regulations and administrative rules established pursuant to those laws. **We Certify**, in the performance of any contract issued from any proposal related to these documents, we will in all respects adhere to the City of Bend’s policy of non-discrimination.

**We Certify** that we have not and shall not discriminate against a subcontractor in awarding a subcontract because the subcontractor is a minority, women or emerging small business enterprise certified under ORS 200.055 or a business enterprise that is owned or controlled by or that employs a disabled veteran, as defined in ORS 408.225.

**We Certify** that we, and our subcontractors, if any, and all employers working under this agreement are subject employers under the Oregon Workers' Compensation Law, and shall comply with ORS 656.017, which requires them to provide Workers’ Compensation coverage for all of their subject workers, unless such employers are exempt under the law.

**We Certify** that we accept all the terms and conditions contained herein and in the event of a forthcoming contract containing these same terms and conditions we would agree without exception. Any exception to these terms and conditions will be made a minimum of five (5) working days before the proposal deadline.

**We Certify** that we \_\_\_\_ ARE \_\_\_\_ ARE NOT (mark one) a “Resident Bidder” as defined by ORS 279A.120. As defined in ORS 279A.120, “Resident Bidder” means a bidder that has paid unemployment taxes or income taxes in this state in the twelve calendar months immediately preceding submission of the bid, has a business address in this state, and has stated in the bid whether the bidder is a “Resident Bidder”.

If not, a Resident Bidder as defined in ORS 279A.120, please indicate state of residence:

\_\_\_\_\_.

Contractor: \_\_\_\_\_  
(Authorized Official)

Date: \_\_\_\_\_

**Exceptions** to the above Certifications. The Contractor will cross out those items they cannot certify to and then list the reasons for the exception (use additional pages if necessary):