



TOWN OF HAMILTON
Massachusetts

REQUEST FOR PROPOSALS

PAY AND CLASSIFICATION STUDY

JULY 9, 2014

**TOWN OF HAMILTON
MASSACHUSETTS
NOTICE OF REQUEST FOR PROPOSALS FOR
PAY AND CLASSIFICATION STUDY**

The Town of Hamilton, acting through its Board of Selectman, invites proposals for consulting services for a Pay and Classification Study and Job Descriptions update for Union and Non-Unionized Employees.

All proposals shall comply in all respects with the instructions, conditions, specifications and other requirements in the Request for Proposals, which is attached.

Proposals shall be submitted to the Office of the Town Clerk, Town Hall, 577 Bay Road, Hamilton, MA, 01936, by 4:00 p.m. on Friday, August 1, 2014.

The Town of Hamilton is an equal opportunity employer and provider.

In the case where the bid opening location shall be shut down as the result of an emergency, the bids will be due and opened at the same time and location on the 1st business day the building is able to re-open.

The Town of Hamilton reserves the right to accept or reject any and all bids, or any portion of any bid, deemed to be in the best interest of the Town.

Michael Lombardo
Town Manager

I. BACKGROUND

The Town of Hamilton seeks proposals from an experienced and qualified professional personnel consulting firm or individuals to conduct a classification and compensation study for its union and non-union positions listed in **Attachment A** (approximately 68 positions).

The classification and compensations plans currently in existence were last updated for the Town in 2002. At that time, position descriptions were also written and updated and a classification plan was adopted. Many of the positions rated in 2002 have been reviewed and updated where necessary. Some job descriptions have been created since the 2002 classification and have been incorporated into the plan. Other positions have been eliminated. Adjustments to the plan have also been made to accommodate collective bargaining agreements.

It is anticipated that the following personnel tools will be created as a result of the study: written descriptions for each position, a benchmark survey of comparable positions in government and industry and for the Metropolitan Statistical Area, a recommended compensation plan with salary ranges that provides for both internal equity and external competitiveness, a recommended mechanism to address employees who are beyond the maximum salary for the salary range, and a position evaluation tool.

II. OBJECTIVES

The general objectives of the study are detailed below:

- A.** To review, update and/or create current position descriptions for full-time and part-time union and non-union positions;
- B.** To ensure all position descriptions are in full compliance with all applicable federal and state statutes and regulations;
- C.** To develop recommendations for a position classification system for proper internal equity, as dictated by the actual responsibilities of the position;
- D.** To develop compensation ranges with uniform steps for each position, which will provide for a competitive pay plan with other municipal employers comparable to Hamilton;
- E.** To provide the Town with a new or updated classification manual that documents the classification methodology used in the study.

III. SCOPE OF SERVICES

- A.** Research, create and modify position descriptions for compliance with any applicable federal or state statutes, including the Americans with Disabilities Act. The consultant shall also include the classification plan identification of exempt and non-exempt positions as specified in the Fair Labor Standards Act. Specifically, essential functions will be identified in each job

description. The consultant will devise a questionnaire method that will include input from employees, supervisors, Department Heads, and Town Manager as necessary.

The consultant shall determine whether the duties performed by each employee actually reflect the duties of the job title/description assigned to that employee and, if not, recommend the appropriate job title and description for the employee.

Provide employees with a Position Description Questionnaire and conduct employee interviews to determine current responsibilities and the appropriate time needed to perform each of the identified responsibilities. Modify and/or create existing position descriptions where necessary. Where possible, the Town will provide existing position descriptions to the consultant in electronic format.

- B.** Meet with the Town Manager and Management Team, where appropriate, to review any modifications to the existing position descriptions and new position descriptions. The consultant will then provide the recommended version of the position description for review by the Town Manager and the Management Team, including those duties and responsibilities that are designated essential functions for each position as required by the Americans with Disabilities Act.
- C.** Review and recommend classification structures for union and non-union positions based on the revised position descriptions, including the recommended assignment of each position within the classification structure utilizing a standard rating system which analyzes each position against multiple evaluation criteria.
- D.** Provide a classification manual which can be used by the Town of Hamilton to objectively evaluate new or revised position descriptions following the conclusion of this study. The manual shall describe the methodology used by the consultant to undertake this study and how it should be used by the Town in the future, including the detailed rating structure and evaluation criteria. The manual should be presented in hard copy and in electronic format.
- E.** Conduct a market salary survey to compare the Town's current compensation levels for each position to comparable positions in government and industry and for the Metropolitan Statistical Area. The consultant shall review the list of comparables, with the Town Manager; determine whether these or other comparables should be used in the current study.
- F.** Using the salary survey results, prepare a recommended salary schedule for each of the employee groups to correspond with the applicable classification plan.
- G.** Once the position descriptions, classification plan, and salary ranges have been finalized, the consultant will make a final presentation at a staff meeting and may be required to make a presentation to the Board of Selectmen.
- H.** The resulting reclassifications should have a minimum effective life of not less than ten (10) years.

IV. ADDITIONAL REQUIREMENTS

- A. Meetings:** Throughout the study, the consultant will communicate frequently with the Town Manager. In addition, the consultant will be expected to meet with the Town Manager and the Management Team on an as-needed basis, up to and potentially including an interim meeting to review progress and direction.
- B. Deliverables:** The consultant is expected to provide ten (10) copies of the completed plan and classification manual, including but not limited to an introduction, description of the methodology used, finalized position descriptions, survey results, and a final recommended classification and compensation schedule for each employee group. Finally, the consultant shall provide an electronic copy of the completed plan and classification manual on Microsoft Word and/or Microsoft Excel.
- C. Expenses:** All travel and related expenses associated with the project shall be included in the lump sum price proposal. The price for additional employment positions added to the study shall be stated in the price proposal.
- D. Insurance:** The successful consultant will indemnify the Town of Hamilton at the time of contract execution against any and all losses and damage caused by Consultant's work by the provision of liability insurance in the amount of \$1,000,000, to which the Town will be added as an additional insured, and provide evidence of the required Worker's Compensation insurance as required by law.
- E. Assignment:** The successful Consultant is prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of the contract or its rights, title, or interest therein or its power to execute such contract to any other person, company, or corporation without prior written consent and approval by the Town of Hamilton.
- F. Ownership of Material:** All rights, titles to and ownership of all data, material, and documentation resulting from this project and/or prepared for the Town of Hamilton pursuant to this contract shall remain exclusively with the Town of Hamilton.

V. SUBMISSION REQUIREMENTS

- A. Bidders** are required to submit one (1) original and (5) copies of the Non-Price Proposal as described in Part B below, and one (1) original sealed Price Proposal using the form attached to this document.

B. Non-Price Proposal: All non-price proposals shall include the following information:

1. Name, address, e-mail address and telephone number of firm;
2. Name and address of designated contact person for this project;
3. A description of the general skills of the firm, including a description of the consultant's familiarity with municipal personnel management, position description preparation, and salary survey analysis.
4. Resumes of the principal(s) who will be providing the services under this contract and an indication of the number of hours each principal is expected to devote to this project;
5. A Plan of Services describing the manner in which the consultant shall fulfill the Scope of Services as outlined in Section III of this Request for Proposals and the proposed timetable for completion;
6. A list of the last five (5) projects of similar nature and magnitude performed by the consultant within the last three (3) years, including the client's name, address, telephone number, contact person and brief project description;
7. Samples of work product, such as completed compensation plans from other municipalities.

C. Price Proposal: Bidders shall submit one (1) signed Price Proposal, Non-Collusion Statement, Certification of Corporate Vote, and Certification of State Taxes using the forms attached to this Request for Proposals. The forms shall be enclosed in a sealed envelope marked Price Proposal. No reference to the cost of the services to be provided under this contract shall be contained in any section of the Non-Price Proposal. Any such reference shall be cause for rejection of the entire proposal.

D. All proposals must be submitted no later than 4:00 p.m. on Friday August 1, 2014 to the Town Clerk, Town of Hamilton, 577 Bay Rd, Hamilton, MA 01936.

VI. EVALUATION CRITERIA

All nonprice proposals will be evaluated based upon two sets of criteria — minimum and comparative.

Minimum Evaluation Criteria - Each proposal shall meet all the following criteria in order to be considered further:

1. Consultant shall have a minimum of three (3) years of experience in conducting wage and classification studies, developing and recommending salary structures, reviewing and developing position descriptions, and recommending the placement of positions within the salary structure.
2. Consultant shall have completed at least five (5) classification and compensation studies, three (3) of which such plans shall have been for a municipality.
3. Consultant shall have demonstrated knowledge of applicable federal and state statutes and regulations governing employment and personnel activities.

Comparative Evaluation Criteria - Each proposal shall meet all the following criteria in order to be considered further:

A. Professional Qualifications/Experience

1. Level of experience in conducting Compensation and Classification Studies:

A rating of HIGHLY ADVANTAGEOUS will be give to consultants who have ten (10) or more years experience in conducting wage and classification studies, developing and recommending salary structures, reviewing and developing position descriptions, and recommending placement of positions within the salary structure and have completed more than ten (10) such studies comparable to this project, of which seven (7) or more have been for municipalities.

A rating of ADVANTAGEOUS will be given to the consultants who have more than five (5) but less than ten (10) years of experience in conducting wage and classification studies, developing and recommending salary structures, reviewing and developing position descriptions, and recommending placement of positions within the salary structure and have completed more than seven (7) such studies comparable to this project, of which more than five (5) but less than seven (7) have been for municipalities.

A rating of NOT ADVANTAGEOUS will be given to consultants who have more than three (3) but less than five (5) years of experience in conducting wage and classification studies, developing and recommending salary structures, reviewing and developing position descriptions, and recommending placement of positions within the salary structure and have completed more than five (5) such studies comparable to this project, of which at least three (3) have been for municipalities.

2. Staff:

A rating of HIGHLY ADVANTAGEOUS will be given to consultants who assign a principal consultant to this project who has participated in at least six (6) comparable studies for municipalities.

A rating of ADVANTAGEOUS will be given to consultants who assign a principal consultant to this project who has participated in at least four (4) but less than six (6) comparable studies for municipalities.

A rating of NOT ADVANTAGEOUS will be given to consultants who assign a principal consultant to this project who has participated in at least two (2) but less than four (4) comparable studies for municipalities.

3. Demonstrated experience regarding specific items outlined in this RFP:

A rating of HIGHLY ADVANTAGEOUS will be given to the consultants with a well defined and developed Plan for Scope of Services as set forth in this Request for Proposals and clear, understandable and focused implementation strategy.

A rating of ADVANTAGEOUS will be given to the consultants with a sufficiently defined and developed Plan for Scope of Services as set forth in response to this Request for Proposals and adequate, but not exceptional implementation strategy.

A rating of NOT ADVANTAGEOUS will be given to consultants with inadequately defined and developed Plan for Scope of Services as set forth in response to this Request for Proposals and sketchy and undefined implementation strategy.

4. Demonstrated ability to complete projects on a timely basis:

A rating of HIGHLY ADVANTAGEOUS will be given to consultants who provide a timeline that illustrates completion of the project by December 30, 2014.

A rating of ADVANTAGEOUS will be given to consultants who provide a timeline that illustrates completion of the project after December 30, 2014 but before January 16, 2015.

A rating of NOT ADVANTEGOUS will be given to consultants who provide a timeline that illustrates completion of the project after January 16, 2015 but before February 1, 2015.

B. References

1. Evaluator's degree of satisfaction with the proposer's references:

A rating of HIGHLY ADVANTAGEOUS will be given to consultants when all of the proposer's references indicate that the projects were completed to their satisfaction, on time, proposer was professional and responsive to requests of the employing entity and reference would use proposer again on another project.

A rating of ADVANTAGEOUS will be given if to consultants if only one of the proposer's references indicates that the project was not completed to their satisfaction.

A rating of NOT ADVANTEGOUS will be given to consultants if two of the proposer's references indicate that the project was not completed to their satisfaction.

C. Materials Submitted

1. Quality of proposer’s presentation and manner of presentation:

A rating of HIGHLY ADVANTAGEOUS will be given to consultants when their presentation was extremely clear and well organized and demonstrated the proposer’s superior ability to present information effectively.

A rating of ADVANTAGEOUS will be given if to consultants when their presentation was clear and well organized and demonstrated the proposer’s ability to present information effectively.

A rating of NOT ADVANTEGOUS will be given to consultants when their presentation was unclear and disorganized and did not demonstrate the proposer’s ability to present information effectively.

2. Description of Services

A rating of HIGHLY ADVANTAGEOUS will be given to consultants when their presentation excels in addressing the scope of service requested in the RFP; method and approach is proven, detailed, comprehensive and effectively presented.

A rating of ADVANTAGEOUS will be given if to consultants when their presentation fully addresses the scope of services requested in the RFP; method and approach is detailed and comprehensive.

A rating of NOT ADVANTEGOUS will be given to consultants when their presentation describes a less than adequate response to the scope of services requested in this RFP; method and approach is not detailed or comprehensive.

3. Proposer’s apparent breadth of knowledge and experience in conducting Compensation and Classification studies:

A rating of HIGHLY ADVANTAGEOUS will be given to consultants when their presentation demonstrated the proposer’s superior level of knowledge and experience in the field.

A rating of ADVANTAGEOUS will be given if to consultants when their presentation demonstrated the proposer’s high level of knowledge and experience in the field.

A rating of NOT ADVANTEGOUS will be given to consultants when their presentation did not demonstrate a high level of knowledge and experience in the field.

VII. GENERAL PROVISIONS

- A.** Acceptance of the successful Consultant's proposal shall take place within sixty (60) days of the deadline for submitting proposals. All proposals shall remain valid and

acceptable for this length of time.

- B.** Non-Price Proposals shall be opened at August 4, 2014 in the presence of one or more witnesses. A register of proposals will be made available for public inspection. Price proposals will be opened immediately upon the completion of the evaluations by the Town Manager and a witness of the Non-Price Proposals.
- C.** The awarding authority is the Town Manager, Town of Hamilton, acting in his capacity for the Board of Selectman.
- D.** The Town of Hamilton reserves the right to contact any proposer individually for the purpose of clarifying his/her proposal. Each Consultant who submits a response to this RFP may be required to make an oral presentation of the submitted proposal to the Town. Such presentations, which provide an opportunity for the Consultant to clarify its proposal and to ensure mutual understanding, will in no way change the Consultant's original proposal response. No expenses or fees will be paid for any oral presentations, or other services related to competition.
- E.** Under the Massachusetts General Laws, the Town cannot assure the confidentiality of any material or information which may be submitted by a vendor in response to this RFP. Thus, vendors who choose to submit confidential material or information do so at their own risk.
- F.** Pursuant to M.G.L. Chapter 30B, upon opening, each proposal will be held confidential by the Town Manager and key management until such time as the Town has completed the evaluation and selection process. Proposal responses are public documents available for inspection by interested parties after completion of this procurement.
- G.** The Town of Hamilton reserves the right to accept or reject any or all proposals if deemed to be in the best interests of the Town. A Consultant's proposal may be rejected if the Consultant:
 - 1.** Fails to adhere to one or more of the provisions established in this RFP; or fails to comply with any of the applicable provisions of Chapter 30B of M.G.L.;
 - 2.** Fails to submit his/her proposal at the time or in the format specified herein or to supply the minimum information requested herein;
 - 3.** Fails to meet the minimum evaluation criteria as specified above;
 - 4.** Fails to submit his/her proposal to the required address on or before the deadline date and time specified;
 - 5.** Misrepresents his/her services or provides demonstrably false information in the proposal, or fails to provide material information.
 - 6.** Fails to submit costs in a separate Price Proposal.

H. Determination of "Best Price"

1. The best price will be determined after a ranking of non-price proposals and a separate ranking of price proposals. The best price is the lowest price for the most advantageous proposal. The determination of the most advantageous proposal shall be made on the basis of evaluation of non-price factors. The Town Manager will make the determination as to which proposal provides the lowest price for the services specified. The Town reserves the right to award to other than the lowest price proposal.

VIII. EXECUTION OF AGREEMENT

Upon the acceptance of a Consultant's proposal, the Town will prepare and submit an Agreement to the successful Consultant for signing. In the event that the successful consultant fails neglects or refuses to execute the Agreement within thirty days after its receipt from the Town, the Town may, at its option, cancel the award and make a new award to another vendor, or reject all proposals and issue a new RFP, or cancel the procurement entirely.

Incorporated by reference into the Agreement which is to be entered into by the Town and the successful Consultant pursuant to this RFP will be (a) all of the information presented in or with this RFP and Consultant's response thereto, and (b) all written communications between the Town and the successful Consultant whose proposal is accepted.

IX. QUESTIONS

It is the responsibility of the Consultant to inquire about and question any material contained in this RFP which is not fully understood or that is believed to be susceptible to more than one interpretation. Any inquiries or requests for clarification regarding this RFP should be submitted in writing, addressed to:

Michael Lombardo, Town Manager
Town of Hamilton
577 Bay Road
Hamilton, MA 01936
(978) 468-5572
mlombardo@hamiltonma.gov

If any response to such inquiries affects the content of this RFP, then the Town shall provide its response in writing, with a copy to each Consultant who has received the RFP.

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ATTACHMENT "A"
List of Covered Positions

NO.	POSITION
1.	Administrative Assistant/Account Receivable Specialist
2.	Administrative Assistant/Assessors
3.	Administrative Assistant/Inspectional Services
4.	Administrative Assistant/Library
5.	Administrative Assistant/Public Health Department
6.	Administrative Assistant/Public Works Department
7.	Administrative Assistant/Town Clerk and Elections
8.	Administrative Assistant/Water Department
9.	Animal Control Officer
10.	Assistant to Town Manager
11.	Assistant Town Accountant
12.	Assistant Town Manager
13.	Assistant Treasurer and Collector Benefit/Payroll Coordinator
14.	Chief Assessor/Valuation Consultant
15.	Chief of Fire
16.	Chief of Police
17.	Chief of Public Safety
18.	Clerk/Typist
19.	Conservation Coordinator
20.	Council on Aging Director
21.	Community Preservation Committee Coordinator
22.	Custodian
23.	Deputy Chief Fire
24.	Director of Assessing
25.	Director of Finance/Accountant
26.	Director of Library
27.	Director of Planning and Development
28.	Director of Public Health
29.	Director of Public Works
30.	Dispatch Supervisor/Office Administrator
31.	Emergency Communications Dispatcher
32.	Emergency Communications Supervisor
33.	Facilities Maintenance Technician
34.	Firefighter Inspector
35.	Firefighter/EMT
36.	Firefighter-Call
37.	Foreman
38.	Foreman 2
39.	Health Agent
40.	Health Inspector
41.	Heavy Equipment Operator

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NO.	POSITION
42	Heavy Equipment Operator
43	Inspector of Buildings & Zoning
44	Inspector of Electrical
45	Inspector of Plumbing/HVAC
46	Library Assistant/Support Staff
47	Library Children's Program
48	Library Head of Circulation
49	Library Technician
50	Lieutenant Fire
51	Lieutenant Police
52	Matron
53	Mechanic Fire
54	Mechanic General
55	Parks and Recreation Director
56	Patrolman
57	Planning Coordinator
58	Plant Operator-Primary
59	Plant Operator-Secondary
60	Police Sergeant
61	Probationary Firefighter
62	Public Health Nurse
63	Reserve Patrolman
64	Social Services Specialists
65	Town Accountant
66	Town Clerk
67	Town Treasurer and Collector
68	Truck Driver Laborer

PRICE PROPOSAL FORM

The PRICE PROPOSAL FORM must be submitted in a separate sealed envelope, separate from the Technical Proposal Form, and clearly marked. The Town of Hamilton is seeking proposals based upon the following parameters:

Total Cost for study \$ _____

Additional cost per job description \$ _____

Name of business: _____

Designated Contact Person: _____

Address: _____

City / State: _____ Zip: _____

Telephone: _____ Fax: _____

Email: _____

BY: _____
Name of person signing bid or proposal

SIGNATURE: _____

DATE: _____

SEAL, required if proposer is by corporation

CERTIFICATE OF VOTE

CERTIFICATE OF VOTE OF AUTHORIZATION

_____ 20_____

I hereby certify that a meeting of the Board of Directors of the:

Name of Corporation

Duly called and held at _____ on the _____ day of _____ 20_____

At which a quorum was present and acting, it was voted that _____
Name of Corporate Officer

Of the _____, be and hereby is authorized to execute
and _____
Corporation Name
deliver for and on behalf of the Corporation a Contract with the Town of Hamilton, for worked to
be done at _____ in the Town of Hamilton.

And to act as principal to execute bonds in connection therewith, which Contract and Bonds were
presented to and made part of the records of said meeting.

I further certify that _____ is duly qualified and
acting _____
Name of Corporate Officer
_____ of the Corporation and that said vote has not been
Officers Title repealed, rescinded or amended

A true copy of the record,

ATTEST: _____

(CORPORATE SEAL)

On this ____ day of _____ 20____, before me, the undersigned Notary Public, personally
appeared _____, duly designated by the board of directors and proved
to me, through satisfactory evidence of identification, which was _____,
that s/he is the person whose name is signed on the foregoing documents, and acknowledged to
me that s/he signed it voluntarily for its stated purpose and that it was her/his free act and deed.

Notary Public
My Commission Expires:

BID CERTIFICATIONS

The undersigned assures that this proposal is made in good faith, without fraud, collusion, or connection of any kind with any other bidder for the same work; that he has informed himself fully in regard to the specifications and forms attached. Also, he has made his own examinations and estimates and from them makes this proposal.

The undersigned understands that the TOWN reserves the right to waive any formalities in or to reject any and all bids or any part thereof, and/or accept any bid or part thereof, or to select a bidder whose bid is not the lowest, which it considers to be in the best interests of the TOWN.

All bidders must certify to the following by signing this page in the space indicated below:

- A. The undersigned certifies under the penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.
- B. Pursuant to M.G.L. Chapter 62C, section 49A, I certify under the penalties of perjury that the company named below, to my best knowledge and belief, is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.
- C. The undersigned hereby certifies that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work and that he will comply fully with all laws and regulations applicable to awards made subject to Chapter 30, Section 39M of the Massachusetts General Laws.
- D. The undersigned further certifies under penalty of perjury that the said undersigned is not presently debarred from doing public construction work in the commonwealth under the provisions of Chapter 29, Section 29F of the General Laws, or any other applicable debarment provisions of any other chapter of the General Laws or any rule or regulation promulgated hereunder.

Social Security Number or Federal I.D. Number of Bidder: _____

DATE: _____
COMPANY NAME: _____

BUSINESS ADDRESS: _____
TELEPHONE: _____

NAME & TITLE OF PERSON AUTHORIZED TO SIGN THIS FORM

Authorized Signature

Failure to submit this sheet properly signed may be reason to reject the bid.