

**Deschutes County**  
**REQUEST FOR PROPOSALS**  
**FOR**  
**SALARY STUDY WITH MARKET REVIEW**

(Document Number 2023-1007)

Deschutes County, Oregon



Issued: Tuesday, November 15, 2023

Proposal Closing Date:

**December 15, 2023; 3:00 p.m. (PST)**

**Request for Proposals (RFP)**

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**SECTION 1**  
**GENERAL INFORMATION**

**1.1 INTRODUCTION**

Deschutes County is governed by three elected Board of County Commissioners (BOCC) who are responsible for establishing policies and setting priorities of the County. The County Administrator, Chief Administrator Officer of the County, oversees the administration, management and operations of the County, policy administration and classified department heads. In addition, there are six (6) other elected officials as leaders of their respective county departments.

Deschutes County consists of a variety of departments providing public services that include health & human services, public safety & emergency services, planning & zoning, community justice, prosecution, public works, and solid waste. The County also has a number of internal and support services such as finance, information technology, risk management, human resources and legal services. For more information on the County, please visit [www.deschutes.org/](http://www.deschutes.org/)

Deschutes County completed a comprehensive compensation and classification study in 2017 and the scope of this RFP is an update focusing on wages, market, and equity analysis.

The County seeks a consultant to help us achieve these objectives:

- Understand the equity and competitiveness of our employee’s compensation and benefits,
- Update the existing program so that the program can be competitive, sustainable, and equitable for the future, and
- Recommend a budget plan to appropriately realign employees’ compensation as necessary.

**1.2 SCHEDULE OF EVENTS**

The County anticipates the following schedule:

Week of November 15, 2023	RFP Advertisement
November 27, 2023	Questions/Requests for Clarification due by 3:00 p.m. (PST)
December 1, 2023	Addendum(s) Issued, if applicable
<b>December 15, 2023</b>	<b>Proposal Due Date: 3:00 p.m. (PST)</b>
December 18-22, 2023	Review Proposals, Virtual Presentations, if applicable, Selection & Notification
January 5, 2024	Contract Execution

**IMPORTANT:** Other than the proposal due date, the schedule is approximate and subject to change. All questions must be made in writing via email to Kathleen Hinman at [Kathleen.Hinman@deschutes.org](mailto:Kathleen.Hinman@deschutes.org) by 3 p.m. (PST), November 27, 2023. Questions requiring clarification or modifications from the County will be posted to the RFP website at [www.deschutes.org/RFP](http://www.deschutes.org/RFP).

### 1.3 PROPOSAL DELIVERY

Proposals must be sent as Electronic Submission only and received by the County's Human Resources. Complete proposals must be received via e-mail in a Microsoft word or .pdf document addressed to Kathleen.Hinman@deschutes.org by **3:00 p.m. (PST), December 15, 2023** as recorded by the Deschutes County e-mail system time stamp. Proposals received after the deadline will not be considered. Proposal documents must be no larger than 10MB in size. Deschutes County reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether the proposal is selected.

### 1.4 SUBMISSION NOTICE

All proposals submitted in response to this RFP shall become the property of the County and may be utilized in any manner and for any purpose by the County. ***Be advised that proposals and all documents submitted in response to this RFP are subject to public disclosure as required by applicable state and/or federal laws.*** If you intend to submit any information with your proposal which you believe is confidential, proprietary, or otherwise protected from public disclosure (trade secret, etc.), you must separately and clearly identify all such material. The cover page of the separate document must be red, and the header or footer for each page must provide as follows: "Not Subject to Public Disclosure". Where authorized by law, and at its sole discretion, the County will endeavor to resist disclosure of properly identified portions of the proposals.

### 1.5 PROCUREMENT PROCESS

#### a. Public Notice

Notice of the RFP has been advertised in the Daily Journal of Commerce at <https://dicoregon.com/>, and on the County's website at <https://www.deschutes.org/rfps>.

End of Section 1

## SECTION 2

### AUTHORITY, OVERVIEW, AND SCOPE OF WORK

#### 2.1 AUTHORITY

The County is issuing this RFP in accordance with Deschutes County Code and applicable provisions of Oregon Revised Statute (ORS) and Oregon Administrative Rules (OAR).

#### 2.2 OVERVIEW

The Deschutes County workforce is comprised of both non-represented and represented members from six (6) unions. Salaries are regularly adjusted by a cost of living adjustment (COLA) as well as periodic salary comparisons of like entities. A factor comparison method is the current job evaluation system used. The last comprehensive classification study for this selected group was completed in 2017. The Human Resources Department is responsible for compensation analysis, bench marking positions and salary surveys. HR staff have maintained any assessments for new and changes to existing classifications. Over the years, the County has undergone growth resulting in being the third highest cost County for living, increased recruitment and retention demands, reorganization and requests for position reviews have increased exponentially in effort to keep pace with market and internal equity pressures. Consequently, a thorough study of the County's wage scales, internal equity and compression factors is warranted.

#### 2.3 SCOPE OF WORK

This project will encompass a thorough wage review and market analysis for Non-represented and AFSCME represented employees, as well as look at internal equity and pay equity within the organization. A compensation structure will be recommended that includes methods to easily update the wage structure as new market indicators and minimum wage changes occur; as well recommendations for addressing employee and position equity, advancement, and development.

The consultant must be prepared to guide the County through processes to facilitate project planning and engage County leadership on establishing comparable agencies, updating the County's compensation philosophy, and reviewing salary structure for competitiveness and equity. The consultant will conduct strategy meetings with stakeholders, review all positions within the scope of the project, collect salary survey data, and make compensation recommendations to salary ranges and structure. The consultant will review existing policies and procedures applicable to administering compensation to ensure the County is meeting current state or federal labor compliance requirements and best practices and managers and leaders are able to administer compensation in a disciplined way to ensure that compensation of employees across the County is managed equitably and consistently. The consultant will also review internal equity for outliers and areas of compression and complete an analysis ensuring the County's compliance with pay equity laws.

A report will be generated and presented that will include deliverables that address the requirements listed above, and also include a proposed Pay and Classification Plan, Internal and Pay Equity Plan, Policy and Practice Development Plan, and an Implementation Plan that includes implementation options and the projected cost impact associated with each option. Throughout the process, the selected consultant will assist the County with appropriate stakeholder communications.

The County requires a detailed and regularly updated work plan including, where appropriate, alternative approaches and methodologies.

#### **2.4 TERM AND TIMELINE**

The term of the agreement shall commence as soon as the award is finalized. It is anticipated that the work from this agreement will be implemented within 6 months of commencing this agreement, however an earlier implementation date is desirable.

**End of Section 2**

## SECTION 3

### REQUIREMENTS AND EVALUATION

#### 3.1 MINIMUM RESPONDER REQUIREMENTS

The County reserves the right to disqualify Proposals failing to meet minimum requirements. To be considered for evaluation, each Proposal must contain the following information:

- A. Number of years your company has been conducting classification and compensation studies for public entities (municipalities, counties);
- B. Consultant's understanding of the services to be provided;
- C. Statement of how your company has acquired the expertise and experience to provide the required analysis;
- D. Resumes of experience and education for all staff to be assigned to this project;
- E. Three examples that demonstrate your firm being proactive in finding opportunities to enhance and improve classification and compensation services.

#### 3.2 PROPOSAL CONTENT REQUIREMENTS

Responders must provide proposal content to the following request for information by submitting the following in the order listed.

##### A. COVER LETTER AND

Provide a one (1) page cover letter that includes the name, address, phone number, email address, website address of Firm responding to the RFP. The cover letter must include a statement expressing the Responders' interest and understanding of the County's request for proposal and the manner in which the scope of work would be approached. The cover letter should name all of the persons authorized to make representations for the Responder and be signed by an authorized representative. Additionally, the Responders' proposal must include:

- a. Detailed work plan. Include a step-by-step study process, which includes an itemization of tasks to be performed, an estimated number of hours, and the timeline for completing each step. Include also a plan for communications and the employee appeal process;
- b. Description in detail of the approach to obtaining and communicating any information needed, frequency of any on-site visits and on-site requirements;
- c. A statement indicating any information you may require from County staff and any other County assistance that may be needed; and
- d. Description, if applicable, of how County support staff and services are expected to be used in the project.

##### B. QUALIFICATIONS

Provide the following. If non-applicable, indicate subject and "non-applicable":

- a. Number of years your company has been conducting classification and compensation studies for public entities (municipalities, counties);
- b. Consultant's understanding of the services to be provided;

- c. Statement of how your company has acquired the expertise and experience to provide the required analysis;
- d. Resumes of experience and education for all staff to be assigned to this project;
- e. Three examples that demonstrate your firm being proactive in finding opportunities to enhance and improve compensation and equity review services.
- f. References – Minimum of three (3) appropriate current references, including public clients, your Firm has performed similar services within the past 5 years. The list must include each reference’s business name, address, contact person, length of the relationship, number of employees and a description of the services provided.

**C. STRATEGY**

A description of the strategic approach to the Scope of Work outlined in Section 2. This portion of the response should be clear, concise and comprehensive.

**D. FEE**

A project schedule should be supplied identifying a schedule for the beginning and end dates of key components of the project and the project as a whole based on the start date of the date the agreement is entered. The proposed fee should include all costs (i.e. miscellaneous administrative, travel, etc.) for the items under Section 2, Project Scope. Expense reimbursements for travel and other expenses shall be reimbursed in accordance Deschutes County Policy (terms outlined in the Sample Contract). The County will not reimburse suppliers for any costs involved in preparation and submission of proposals to the RFP or in the preparation for and attendance at subsequent interviews.

An analysis of rate/fee structure should be provided and alternative rates for alternative approaches are requested with a complete analysis of the reasons for the differences. The County reserves the right under the terms of this RFP to request duties unrelated to this defined set of services. The Scope of these services and related costs will be agreed to prior to the consultant performing any work.

**3.3 EVALUATION PROCESS**

**A. Responsiveness and Responsibility Determination**

Proposals will be reviewed for responsiveness to all RFP requirements, including timely submission, compliance with Minimum Requirements and Proposal Content Requirements. If the Proposal is unclear, the County may request clarification from Responder. However, clarifications may not be used to rehabilitate a non-responsive Responder. If the County finds the Proposal non-responsive, the Proposal may be rejected; however, the County may waive mistakes in accordance with applicable DCC, ORS or OAR.

At any time prior to award, the County may reject a Responder found to be not responsive.

**B. Evaluation Criteria**

Proposals meeting Proposal Content Requirements will be evaluated by an Evaluation Committee using criteria and priorities as defined by the County. The Evaluation Committee will determine which Proposal or Proposals taken as a whole, and in the County’s sole judgment, are in the best interest of the organization. Proposals should address the evaluation criteria listed below.



The County may request further clarification to assist the Evaluation Committee in gaining additional understanding of Proposals. A response to a clarification request must be to clarify or explain portions of the already submitted Proposal and may not contain new information not included in the original Proposal.

Proposals will be scored by a committee based on the following criteria and points:

Criteria	Maximum points
Quality and responsiveness of the proposal	20 points
Organization and financial stability.	10 points
Qualifications and experience	20 points
Proposal approach, Work plan and Workload	20 points
Fees and Costs for services	30 points
Total	100 points

### C. Selection Process

This Request for Proposals is being issued in accordance with applicable provisions of DCC, ORS and OAR. The selection process will be conducted in a fair and impartial manner, where qualified individuals will evaluate proposals, and presentations if applicable. The selection has three major parts: 1) Proposal evaluation and ranking; 2) Selection; and 3) Contract execution.

**End of Section 3**

## **SECTION 4**

### **AWARD NOTIFICATION PROCESS AND CONTRACT REQUIREMENTS**

#### **4.1 AWARD NOTIFICATION PROCESS**

The proposals will require approximately seven (7) calendar days for evaluation. The top ranked Proposals may, at the County's discretion, be required to make an in-person presentation in support of their Proposal to the evaluation committee and answer any questions the evaluation committee may have. If required, the interview will serve to assist the County in selecting the successful Firm and will serve as a tool to refine scoring of the RFP to produce a final ranking. Award notification will be made by email to the winning Responder and will be made available on the County's website.

#### **4.2 CONTRACT REQUIREMENTS**

The successful Firm candidate will be required to enter into a Professional Services Contract with the County, example provided in addendum. The successful Firm candidate must also submit documents addressing liability insurance, workers compensation, and overhead expense as part of the contract, as well as a W-9 with a valid and active tax identification number. County reserves the right to reject any or all Proposals that do not satisfy requirements.

**End of Section 4**

## SECTION 5

### ADDITIONAL INFORMATION

#### 5.1 ASSIGNMENT

Neither the resultant contract nor any of the requirements, rights, or privileges demanded by it may be sold, assigned, sublet, contracted, or transferred by the Contractor without the express written consent of the County. The granting or withholding of such consent shall be at the County's sole discretion.

#### 5.2 CANCELLATION

ORS 279.025 provides that the public contracting agency may reject any proposal not in compliance with all prescribed public bidding procedures and requirements. The County reserves the sole and unconditional right to cancel award of the contract any time before execution of the contract by both parties if cancellation is deemed by the County to be in the County's best interest. In no event shall the County have any liability for the cancellation of the award or proposed contract.

#### 5.3 CLARIFICATION OF RESPONSES

The County or its agents reserves the right to obtain clarification of any point in a Responder's Proposal Response or to obtain additional information necessary to properly evaluate a particular Proposal. Failure of a Responder to respond to such a request for additional information or clarification could result in rejection of the Responder's response and/or Proposal.

#### 5.4 COLLUSION

A Responder submitting a Proposal hereby certifies that no officer, agent, or employee of the County has a pecuniary interest in the submitted Proposal; that the Proposal is made in good faith without fraud, collusion, or connection of any kind with any other Responder; the Responder is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm.

#### 5.5 COST OF PREPARATION OF RESPONSE

Costs incurred by any Responder including time and expense in the preparation of their response to this Request for Proposal is the sole risk and responsibility of the Responder and will not be reimbursed by the County.

#### 5.6 DISPUTES

In case of any doubt or differences of opinions as to the items or service to be furnished hereunder, or the interpretation of the provisions of the Request for Proposal, the decision of the County shall be final and binding upon all parties.

#### 5.7 LOBBYING

Commencing with the issuance of this RFP, Responders or others acting on their behalf are cautioned not to undertake any activities or actions to promote their proposals. Responders or others acting on their behalf shall not make direct or indirect (through others) contact with members of the Deschutes County Board of Commissioners, County staff, or others to promote their proposals. Violation of this requirement may, in County's sole discretion, be grounds for disqualifying the Responder from further consideration.

#### 5.8 NON-APPROPRIATION

Notwithstanding any provision of this Request for Proposals or resultant contract to the contrary, in the event insufficient funds are appropriated for the project or County has no other lawfully available funds, then the County

may terminate any resulting agreements and contracts at the end of its then-current fiscal year, with no further liability or penalty. The County shall deliver written notice to the contractor of such termination no later than thirty (30) days from the determination by the County of the event of non-appropriation.

#### **5.9 NON-DISCRIMINATION IN EMPLOYMENT**

The successful Responder's attention is directed to the provisions of Oregon Revised Statutes, Chapter 659, prohibiting discrimination in employment.

#### **5.10 PROPOSALS ARE PUBLIC RECORDS**

As previously stated in Section 1.4, all Proposals submitted in response to this RFP shall become the property of the County and may be utilized in any manner and for any purpose by the County. ***Be advised that Proposals and all documents submitted in response to this RFP are subject to public disclosure as required by applicable state and/or federal laws.*** If Responder intends to submit any information with the Proposal which Responder believes is confidential, proprietary, or otherwise protected from public disclosure (trade secret, etc.), Responder must separately bind and clearly identify all such material. The cover page of the separate binding must be red, and the header or footer for each page must provide as follows: "Not Subject to Public Disclosure". Where authorized by law, and at its sole discretion, the County will endeavor to resist disclosure of properly identified portions of the Proposals.

#### **5.11 PROPOSAL NOT A CONTRACT**

Neither this Request for Proposals nor responses to it constitute a contract between the County and the Responder. The County reserves the right to negotiate specific contract terms with the selected broker/firm.

#### **5.12 VERBAL STATEMENTS NOT BINDING**

Statements made by the County representatives concerning this Request for Proposal are not binding upon the County unless confirmed in writing by a duly authorized employee/official.

#### **5.13 REJECTION OF PROPOSALS**

The County reserves the right to reject any or all responses to this Request for Proposals for any lawful reason or for no reason. No proposals will be considered that fail to contain the required information. There will be no changes to the content of this request for proposals except by written notification to the bidders who respond in accordance with the criteria herein.

#### **5.14 STATE AND FEDERAL LAW COMPLIANCE**

Responder must comply with all applicable requirements of federal and state civil rights law and rehabilitation statutes. As applicable, the successful Responder agrees to comply with all applicable provisions of the County and Oregon public contracting law.

**End of section 5**