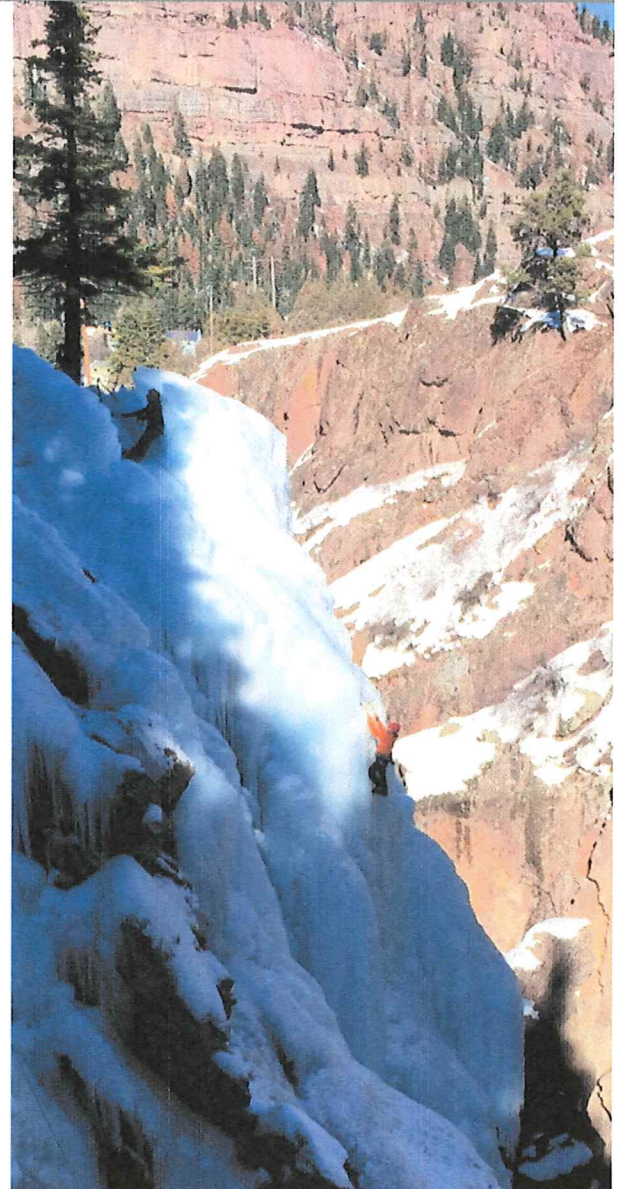


Town of Richmond
Compensation Study
Request For Proposal

Ascent Consulting LLC

Providing wisdom for clients

Construction
Real Estate
Business



Richmond, VT

Richmond, VT
20-Sep-21 3:00PM (EST)

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20-Sep-21

Josh Arneson, Town Manager
Town of Richmond
P.O. Box 285
Richmond, VT 05477

Re: Compensation Study RFP

Dear Josh:

Attached is a response to your RFP for Compensation Study with Update to Pay Grid. My experience with municipalities is extensive and I am very cognizant of the limited budgets they work with, and the taxpayers expect a good value for services paid for. What I have found during compensation study research that this naturally allow opportunities get feedback from leadership and staff of moral, operational improvements and of course compensation. My report will also compare your community's staff efficiency in comparison to other municipalities at a ratio of taxes collected.

I look forward to working with you. If you have any questions, please don't hesitate to call me at 802.665.7008.

Sincerely,
Ascent Consulting LLC



Matt Young

Introduction

Matt Young started Ascent Consulting LLC in August 2014. Ascent Consulting LLC is a limited liability corporation, incorporated and licensed in the State of Vermont. Matt is the president and owner of the consulting firm. Currently there are no employees, but if an employee is hired on, they will not be on your project without your approval. Ascent Consulting LLC does not anticipate a need for any sub-consultants for this project.

Office location: Primary Contact- Matt Young
Ascent Consulting LLC
270 Blackmer Blvd.
Stockbridge, VT 05772
Phone: 802-665-7008
myoung@ascentconsultingllc.com

Qualifications & Experience

Matt has over 30 years of experience as a corporate executive, estimator and project manager. His experience as a corporate executive involved establishing standard operating procedures (SOPs), hiring and firing staff, organizational structure, resource management, budget preparation and accountability, technology immersion, incorporating the lean process. Matt has always been a leader in utilizing technology to fulfill his mantra, "*Work Smarter, Not Harder*". Ascent Consulting LLC provides the following services in-house:

- A. Visioning Sessions
- B. Corporate Comparisons
- C. Staff Interviews & Surveys
- D. RFQ/RFP preparation
- E. Workflow Analysis
- F. Risk management
- G. Job cost reporting
- H. Project Management
- I. Scheduling
- J. Resource Management
- K. Lean Process
- L. Compensation Research

Insurance Coverage

Ascent Consulting LLC can meet the vehicle and general liability insurance as noted in the RFP.

Smartsheet.com

Ascent Consulting utilizes a web-based scheduling and project management software Smartsheet, see link for additional information, [Work Collaboration Software & Solutions | Smartsheet](#) This program allows all stakeholders to be instantly updated to activity milestones, document sharing and collaboration. This is included as part of Ascent's services.

<p>Matt Young myoung@ascentconsultingllc.com Text or Call 802.503.7008</p>			<p>Objective To provide wisdom for clients and leadership for teams to work collaboratively.</p>
<p>Skills</p> <ul style="list-style-type: none"> • 34 Years' Experience • Conceptual Estimating • Preconstruction Services • Business Development • Marketing & Branding • Project Management • Leadership 		<ul style="list-style-type: none"> • Design-build, IPD • BIM Implementation • Contract Negotiation • Real Estate Development • Entitlement, Zoning • Presentation Skills • Public Speaking 	<p>Education & Affiliations</p> <ul style="list-style-type: none"> • ASHE Certified, GBI-Green Globes • N.E. DBIA Vice Chairman 2009-2010 • Adjunct Professor, Norwich University • AGC Vermont Board 2014 • Edgewood College, Cardinal Stritch 1988-1990 • John Brown University 1985-1986

Experience

2014-Present	Owner, Principal	<p>Ascent Consulting LLC-Stockbridge, VT</p> <ul style="list-style-type: none"> • Cost estimating, value management, constructability reviews • Preconstruction services, project management, owner representation • Consultant to real estate developers, owners, businesses, municipalities • Organizational assessment, business brokerage, strategic planning • Marketing & branding
2010-2014	V.P. Preconstruction & Business Development (BD) Senior Management Team	<p>DEW/MACMILLIN CONSTRUCTION-Williston, VT & Keene, NH</p> <ul style="list-style-type: none"> • Grew company from \$90M/year in 2009 to \$150M/year in 2013 • Led corporate BD/marketing and branding in VT, NH, MA, NY, RI markets • Led corporate BIM services and technology use • Created corporate preconstruction and BD best practices • Led BD strategy and RFQ/RFP responses • Led preconstruction and value management process • Markets: healthcare, higher-ed, energy, mixed-use, student housing, K-12, resorts
2005-2010	Director of Preconstruction Preconstruction Manager Business Development (BD)	<p>PC CONSTRUCTION-Portland, ME & Burlington, VT</p> <ul style="list-style-type: none"> • Grew Portland office from \$28M/year to \$120M/ year • Created and led corporate preconstruction best practices • Led corporate BIM services and technology use • Led BD strategy and RFQ/RFP responses • Markets: healthcare, research, higher-ed, mixed use, student housing, resorts
2003-2005	Senior Project Manager Estimator Business Development (BD)	<p>SHAW CONSTRUCTION, LLC-Grand Junction, CO</p> <ul style="list-style-type: none"> • Statewide builder, \$190M/ year • Led Aspen construction market • Precon services for Aspen/Vail/Avon/Telluride/Jackson Hole markets • Markets: resort, multi-family, mixed use, luxury homes
1999-2002	Preconstruction Manager Sr. Estimator/PM Business Development (BD)	<p>DPR CONSTRUCTION-Denver, CO</p> <ul style="list-style-type: none"> • National builder, \$2.4B/ year • Led preconstruction and BD locally • Managed local projects • Primary market: healthcare, technology, corporate, mixed-use
1995-1997	PM/Estimator	<p>SCHLUMBERGER CONSTRUCTION, INC-Aspen, CO</p> <ul style="list-style-type: none"> • Local luxury home builder, single projects \$2M to \$20M • Primary market: luxury homes and estates
1991-1992	Owner, President	<p>YOUNG GROUP CONSTRUCTION, INC-Madison, WI</p> <ul style="list-style-type: none"> • Specialty subcontractor, division 8 & 10 items, MBE certified • Commercial construction projects
1986-1991	PM/Estimator	<p>J.H. FINDORFF & SON, INC-Madison, WI</p> <ul style="list-style-type: none"> • Regional builder, \$324M/ year, started in 1890 • Self-performed concrete, masonry, drywall, steel erection • Led Small Projects Group • Primary market: healthcare, higher-ed, WWTP, corrections, K-12

Ascent Consulting provides owner representation for municipalities as municipal project manager (MPM), State of Vermont as COTW and PM and private owners as Owner Project Manager (OPM) and Business Consultant.

Following are relevant projects Ascent Consulting has or is currently providing.

Town of York, ME

- Organizational assessment and wage study.

Integrity Energy, East Randolph, VT

- Corporate visioning, long term planning, business development strategy

Town of New Haven, VT

- New Haven Depot Relocation

Town of St. Albans, VT

- Town Hall Feasibility Study
- New town hall: prepare RFP for design services, conceptual design, cost estimate for ballot preparation
- New town hall: ballot passed, \$4.5M
- New public works garage: prepare RFP for design services, cost estimate for ballot preparation
- New public works garage: ballot passed, \$3.2M, manage design & construction as MPM
- New salt shed: \$1M Vtrans grant, manage design & construction
- Stone House: prepare cost estimates

Town of Georgia, VT

- New highway garage: prepared RFP for design services, ballot preparation, bid packages, cost estimates, design & construction oversight (currently under construction)

State of Vermont-BGS

- Washington County Courthouse, Barre, VT: COTW for lighting retrofit, \$300K

CityPlace Burlington

- Mixed-use project, former Burlington Town Mall, \$155M: prepare cost estimates & design services RFP, design management

Balsams Resort, NH

- Four season luxury resort, mixed use project, \$97M: prepare cost estimates & design services RFP, design management, RFP for CM services & construction oversight

1. Town of New Haven
Steve Dupois, Select Board Member: stevedupoise@yahoo.com
2. Town of St. Albans
Carrie Johnson, Town Manager: 802.524.7589, email c.johnson@stalbanstown.com
Alan Mashtare, Dir. Public Works: 802.524.7589, email a.mashtare@stalbanstown.com
3. Town of Georgia
Amber Baker, Town Administrator: 802.528.5889, email administrator@townofgeorgia.com
4. Town of York, ME
Stephen Burns, Town Manager: 802.363.1000 ex.6021, email sburns@yorkmaine.org
5. Integrity Energy
Amos Post, Owner: amos@ienergyvt.com
6. Vermont BGS
Eric Sharp: 802.461.8171, email Eric.Sharp@vermont.gov
7. Vtrans
Scott Gurley, Project Manager: 802.498.8874, email Scott.Gurley@vermont.gov
8. CityPlace Burlington
Don Sinex, Owner: 212.203.2018, email dsinex7184@gmail.com
William Fellows, VP Development: 917.923.8578 wfellows@devonwoodinvestors.com
9. Athol Hospital/Heywood Healthcare
Mike Grimmer, former COO: 978.894.5003, email mikegrimmer44@gmail.com
10. Mt. Ascutney Hospital
Paul Calandrella, COO: 802-674-7274, email paul.calandrella@mahhc.org

1. Scope of Services, **Task 1-6: \$22,000 lump sum, duration 2-3 months.**
 - a. **Task-1 Kick-off/Visioning Session, Onsite 1 day:** Required attendance for department chiefs or their deputies. A local offsite meeting room will be rented for a working lunch session. An agenda will be prepared and submitted prior to meeting.
 - b. **Task-2 Department Chief Interviews, Onsite: 1-2 days:** this is a time of one-on-one interviews with department chiefs, springing off from the previous Visioning Session. Each interview may last 1-2 hours with some follow-ups. This will be a drill down of department chief with candid feedback of themselves, their leadership style, department associates, municipal leadership, employee retention, workflow analysis, and current organization structure.
 - c. **Task-3 Employee Interviews, Onsite 1-2 days:** one-on-one employee interviews, getting their feedback on leadership, workflow feedback, gather suggestions for improvement, and moral check. If employees rather not have a face-to-face interview, an anonymous or online survey can be established.
 - d. **Task-4 Select Board Interviews, Offsite 1-2 days:** interview Select Board members either by phone or online meeting.
 - e. **Task-5 Municipal Comparative Analysis, Offsite 2-3 weeks:** contact municipalities with similar size and population and within same geographic amenities. Research available public records for compensation comparison. Town of Richmond's identity will be kept confidential.
 - f. **Task-6 Final Report, Offsite 2-3 weeks:** this report will include the following, compensation comparison; staff efficiency comparison to other communities and taxes collected; compensation grid with grade, minimum, midpoint, max; current org chart with recommended revisions if applicable; staff feedback and recommendations if applicable; workflow analysis. Ten bound copies included.
 - g. **Follow-up, Onsite 1 day:** present the report to the Town in person, or web based or both.
2. This includes travel expenses, labor, computers, phone, insurance, taxes, food & beverage for kick-off meeting, online programs such as Smartsheet and surveys.
3. Additional services will be billed at hourly rate of \$90 plus vehicle mileage of \$0.56 per mile and incurred travel expenses at cost.
4. Payment terms: Fifty percent due prior to start of services. Payment #2 of \$5,500 after Task 5 is completed; Payment #3 of \$5,500 due Task 6 completed and submission of final report.