



**ADDENDUM NO. 1  
Issued April 6, 2009**

**TO**

**REQUEST FOR QUALIFICATIONS  
FOR  
HUMAN RESOURCES CONSULTING SERVICES  
(RFP Number FY09-FA-003)  
(RFP Issued March 16, 2009)**

**Note:** Statement of Qualifications submitters are required to acknowledge this and all Addenda in Section 6(a) of the Statement of Qualifications Form.

This Addendum consists of the Connecticut Resources Recovery Authority's (CRRA) responses to written questions that were received by CRRA by 3:00 p.m., April 1, 2009, the deadline specified in the "Instructions to Human Resources Consultants" for the submission of written questions.

**1. GENERAL**

<b>1.</b>	Question	Please provide the average annual amount of spending on each of the three RFQ categories for the past two years.
	Answer	The amount spent by CRRA in FY 08 for the three categories of service are the following:  Temporary Staffing:       \$100,345 Recruiting:                 \$50,580 General HR Consulting:    \$3,000
<b>2.</b>	Question	What is the projected amount of annual spending for each of the three RFQ categories for the next two years?
	Answer	CRRA anticipates that spending for each of the three RFQ categories over the next two years will be consistent with what has been sent over the preceding two years.
<b>3.</b>	Question	Would not having an office in Connecticut preclude a firm from qualifying for selection for the Agreement?
	Answer	No, not having an office in Connecticut will not preclude a firm from qualifying for selection for the Agreement.
<b>4.</b>	Question	Since we do not have an office in Connecticut, will we be viewed as less likely to be awarded a contract for services?
	Answer	No, not having an office in Connecticut will not make a firm less likely to be awarded a contract for the services. However, some of the services may require close and frequent consultation and, in such cases, a firm that is located further from Hartford will have to convince CRRA that it is physically capable of providing the level of services required at a competitive price.

5.	Question	We understand that no joint RFQ's are permitted, however will CRRA allow a firm to "team" with subcontractors on certain of the personnel categories that our firm may not be fully experienced in recruiting for? Our firm will accept full responsibility for the management of the teaming/subcontracting arrangement(s).
	Answer	CRRA intends to enter into contacts with firms only for the services that such firms can directly provide themselves. CRRA intends to enter into contracts with a sufficient number and diversity of firms to cover the full range of personnel categories that CRRA is likely to need.

## 2. TEMPORARY STAFFING SERVICES

1.	Question	<p>Can you provide any further detail beyond "Engineer, Human Resources Professional, Financial Analyst" for the "Professional-Level Employee" for Temporary Staffing Services. Because of the wide range of experience and qualifications, it is difficult to put one hourly rate to cover the range of those professions.</p> <p>Without job descriptions it is difficult for us to price opportunities using hourly bill rates. Would CRRA accept markups, with relevant pay rates agreed upon in advance?</p> <p>Regarding the Compensation Form for Temporary Staffing Services, can CRRA provide any written position descriptions for these labor categories that may be available (including such attributes as number of years of required experience, education level requirements, special computer or application skills, etc.) in order to assist with the pricing of these positions?</p> <p>We usually build pricing models off of known volume and this applies to our direct hire pricing as well. Can CRRA please share more details so we can price competitively, including, if available, the job titles of positions most often hired using this model?</p>
	Answer	CRRA has revised the Compensation Form – Temporary Staffing Services to request Hourly Rates and Conversion Fees for specific staff positions and has included as an attachment to this Addendum and the Form descriptions for those positions. The revised Compensation Form - Temporary Staffing Services is attached to this Addendum and has been posted on CRRA's internet site.

2.	Question	In the Temporary Staffing category, can CRRA provide more details on the spending by category (i.e., clerical, secretarial, entry level accounting, professional and managerial levels)?
	Answer	<p>CRRA spent the following amounts in FY 08 for the indicated categories of temporary staff:</p> <p style="margin-left: 40px;">Clerical/Secretarial:                 \$14,532  Accounting and Billing:                 \$18,585  Scale Operator/Enforcement:         \$61,206  Professional:                                 \$199</p>
3.	Question	Under our billing model for temporary staffing, we pay our temporaries on a weekly basis. Will this be acceptable for any temporary staffing positions (as opposed to a monthly billing option for all other services, including direct placements)?
	Answer	Yes, payment of temporaries on a weekly basis is acceptable to CRRA.
4.	Question	On an annual basis, approximately how many hours of temporary staffing has CRRA used?
	Answer	In FY 08, CRRA used approximately 4,000 hours of temporary staffing.

**3. RECRUITING SERVICES**

1.	Question	For which locations will CRRA be interested in having a firm recruit? If recruiting will be primarily for one or two sites, please identify which they are.
	Answer	While CRRA may require recruiting services for any of its sites, the primary sites for which recruiting services would be required are all located in Hartford, Connecticut.
2.	Question	For what type of positions will CRRA want to have a firm recruit?
	Answer	These positions would be at the leadership level in the event one of the management team members resigned (i.e. Chief Financial Officer, Director of Operations, Director of Environmental Affairs, Chief Counsel, Human Resources Manager, Director of Accounting or senior professionals (i.e., engineers)).

3.	Question	Regarding the Compensation Form for Recruiting Services, can CRRA elaborate on the section entitled "Hourly Engagement Assisting an Internal Recruitment Process"?
	Answer	This would be in occasional instances when CRRA would engage an outside Human Resources Consultant on personnel and recruiting related matters on an hourly basis.

**4. GENERAL/MISCELLANEOUS HUMAN RESOURCES CONSULTING SERVICES**

1.	Question	Career transition (outplacement) service pricing is based on level and duration of service provided. The RFQ Package Documents do not identify what level/duration of service CRRA is interested in providing. Please let us know which services CRRA is interested in making available to its employees.
	Answer	CRRA does not currently have details on the level/duration of career transition services that would be provided.
2.	Question	How many employees and at what organizational levels (or at what career transition service levels) might be impacted by job loss over the period of the contract?
	Answer	At this time, CRRA has not determined how many employees, if any, might be impacted by job loss over the term of the contract resulting from this RFQ, nor has it determined which organizational levels might be impacted by job loss, if any. Job loss over the term of the contract may range from 0 to 35.
3.	Question	How many employees and at what organizational levels (or at what career transition service levels) have been impacted by job loss over the past two years?
	Answer	Other than through normal attrition, no employees have been impacted by job loss over the past two years.



<b>COMPENSATION FORMS</b>
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Name of SOQ Submitter:	
Name of RFQ	<b>Human Resources Consulting Services</b>

Human Resources Consultants that submit a Statement Of Qualifications ("SOQ") must include in such SOQ the Compensation Form for each Category of Services for which they want to be considered.

Complete the appropriate Compensation Forms that follow.



**COMPENSATION FORM –  
TEMPORARY STAFFING SERVICES**

CRRA seeks qualified firms to provide temporary staffing services for a wide range of positions. Please submit your hourly rates and conversion fees (if applicable) for the following sample positions:

Position	Hourly Rates		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Accounts Payable Specialist*	\$	\$	\$
Customer Accounting and Billing Coordinator*	\$	\$	\$
Scale Operator/Enforcement Specialist*	\$	\$	\$
Administrative Assistant*	\$	\$	\$
General Accountant*	\$	\$	\$
Entry-Level Engineer	\$	\$	\$
Managerial-Level Employee	\$	\$	\$

\* Position description attached.

Position	Conversion Fees		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Accounts Payable Specialist*	\$	\$	\$
Customer Accounting and Billing Coordinator*	\$	\$	\$
Scale Operator/Enforcement Specialist*	\$	\$	\$
Administrative Assistant*	\$	\$	\$
General Accountant*	\$	\$	\$
Entry-Level Engineer	\$	\$	\$
Managerial-Level Employee	\$	\$	\$

\* Position description attached



**COMPENSATION FORM –  
RECRUITING SERVICES**

CRRA seeks qualified firms to provide a range of recruiting services. CRRA may use firms to perform a full placement engagement to assist an internal placement process. Please submit price information for both a full recruiting engagement (e.g., percentage of salary, flat fee, etc.) and an hourly engagement assisting an internal recruitment process. Prices should be submitted for all levels of staff in firms who may participate in a CRRA engagement.

**Full Recruiting Engagement**

Provide price information for a full recruiting engagement (e.g., percentage of salary, flat fee, etc.).

Method of Compensation	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Percentage of Salary	%	%	%
Flat Fee	\$	\$	\$
Other*			

\* Specify other method: \_\_\_\_\_

**Hourly Engagement Assisting An Internal Recruitment Process**

Provide price information for an hourly engagement assisting an internal recruitment process. Prices should be provided for all levels of staff who may participate in a CRRA engagement.

Staff Name	Staff Level	Hourly Rate		
		July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$



**Mark-Up Percentage**

Provide information the percentage mark-up applied to travel, advertising and other expenses related to any engagement. If no mark-up is applied, enter "0%."

Item	Percentage of Mark-Up
Travel	%
Advertising	%
Other	%



**COMPENSATION FORM –  
GENERAL/MISCELLANEOUS HUMAN  
RESOURCES CONSULTING SERVICES**

A wide range of human resources consulting services exist beyond the scope of the temporary staffing services and the recruiting services categories. These services include, but are not limited to, the following: outplacement services, salary consultation, team-building projects, employee development, development planning, coaching, position design, and other similar services. For any and all of such services for which you submit an SOQ, please indicate the typical per-engagement fee and/or hourly rates of any of your staff who would participate. If there are other services not enumerated herein, but for which you believe CRRA may have a need, please list such services and your price arrangements.

Service	Typical Per-Engagement Fee		
	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
Outplacement Services	\$	\$	\$
Salary Consultation	\$	\$	\$
Team-Building Projects	\$	\$	\$
Employee Development	\$	\$	\$
Development Planning	\$	\$	\$
Coaching	\$	\$	\$
Position Design	\$	\$	\$
Other (Specify Below)			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

Staff Name	Staff Level	Hourly Rate		
		July 1, 2009 – June 30, 2010	July 1, 2010 – June 30 2011	July 1, 2011 – June 30, 2012
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$

# CONNECTICUT RESOURCES RECOVERY AUTHORITY

## Accounts Payable Specialist

### Reporting Relationship

Reports to the Accounting Supervisor.

### Essential Job Functions

Provides technical support to an accounting section of financial operation in the processing of financial transactions and the maintenance of financial records. Duties include record keeping, report preparation, the auditing of various documents, maintaining general ledger accounts, processing invoices, and performing a variety of other duties. Some examples of other duties are:

- Checks invoices for accuracy and coding and obtains necessary authorization to process them for payment; prepares vouchers.
- Prepares standard journal entries, general journal entries and posts; prepares and enters financial information into the computer.
- Prepares special reports, such as requisitions and amounts paid to vendors.
- Establishes properly authorized vendors and general ledger accounts.
- Processes payment of approved items by check runs or manual check.
- Assists in preparing Authority reports and information.
- Assists in fixed asset accounting including physical inventories
- Assists in preparation of the quarterly and annual financial statements and notes.

### Physical Requirements for Office Positions

- Ability to lift items or boxes generally weighing up to 20 pounds and infrequently weighing more than 20 pounds, if over 20lbs. a two-person may be required. Boxes of paper should be broken down into smaller parcels for handling.
- Ability to sit and use a computer workstation, including keyboard and visual display terminal, for extended periods of time.
- Ability to understand and follow directions and to communicate effectively with peers and supervisors.

## **Knowledge Skills and Experience**

- A Bachelor's degree from a recognized college or university in accounting or business plus one year of experience in accounting, OR an associates degree from a recognized college or university in accounting or business plus four years of experience in accounting.
- Solid understanding of the principles and practices of accounting, report preparation, and record keeping.
- Good knowledge of governmental accounting principles, practices, and procedures.
- Some knowledge of accounting functions, including audit, payroll, accounts payable, accounts receivable, and processing cash receipts.
- Excellent computer skills with an emphasis on experience in a computerized accounting environment.
- Ability to prepare routine journal entries and to prepare a variety of financial reports.
- Good oral and written communication skills.

## **Market Pricing Range Adjusted for inflation 7/2008**

**Low \$34,892**

**Mid \$38,152**

**High \$45,783**

## **FLSA Status- Non-Exempt**

Survey Source- Robert Half International, KForce, Bloom Shapiro Salary Survey, ERI Salary Assessor, CT Labor Market Data, Hartford Area Job Postings

Effective July 2008

**CONNECTICUT RESOURCES RECOVERY AUTHORITY**  
**Customer Accounting and Billing Coordinator**

**Reporting Relationship**

Reports to the Controller.

**Essential Job Functions**

Responsible for accounts receivable and billing functions of Authority projects. Responsible for issuing invoices for service in a timely and accurate fashion and for maintaining integrity of customer accounts. Serves as the primary day-to-day interface between the Authority and customers. Provides customer service functions related to permitting, account inquiries, surety bond issuance, letters of credit, and collections. Examples of duties are:

- Conducts all billing and accounts receivable operations.
- Prepares and issues monthly invoices of customer accounts.
- Ensures that invoices are accurate and complete.
- Ensures that complex pricing structures, each Municipal Solid Waste Services contact and CRRA policy are accurately reflected in each customer's invoices.
- Prepares daily receipts for deposit, tracks customer activity, and reports on account status and past due accounts. Follows up on past due accounts.
- Communicates with other Authority staff as needed with regard to hauler payment delinquencies and lock-outs.
- Compiles and maintains customer information files, including permit records, guarantee of payment record, insurance and general account history.
- Reviews documents related to insurance and letters of credit to ensure that they comply with Authority policy by maintaining and calculating statistical data. Notifies hauler of required increases in guarantees of payment.
- Compiles all tonnage and weight record information for reporting purposes to the Department of Environmental Protection, Authority staff, and management.
- Prepares internal reports on account and weighing activity as requested. Performs customer relations such as necessary sales adjustments, and explanations of policies and procedures.

- Issues, maintains and tracks permitting information for haulers. Responsible for yearly permitting application process for all haulers.

### **Physical Requirements for Administrative and or Office Positions**

- Ability to lift items or boxes generally weighing up to 20 pounds and infrequently weighing more than 20 pounds, if over 20lbs. a two-person lift may be required. Boxes of paper should be broken down into smaller parcels for handling.
- Ability to sit and use a computer workstation, including keyboard and visual display terminal, for extended periods of time.
- Ability to understand and follow directions and to communicate effectively with peers and supervisors.

### **Knowledge, Skills & Experience**

- A Bachelor's degree from a recognized college or university in accounting or business or equivalent experience in accounting (4 years) OR
- Associate's degree from a recognized college or university or equivalent experience in accounting (4 years)
- Knowledge of billing and accounts receivable practices.
- Excellent computer skills with an emphasis on experience in computerized billing/accounting software.
- Knowledge of Authority operations and functions.
- Good communication skills.
- Knowledge of operational procedures with regard to vehicle weighing.
- Ability to manage hauler accounts and assist customers in understanding invoices.

### **Market Pricing Range (Adjusted for inflation 7/2008)**

Low \$36,694

Mid \$40,566

High \$60,849

### **FLSA Status- non-Exempt**

Survey Source- CT Labor Market Data, KForce, Robert Half international, ERI Salary Assessor, PayScale, CT DAS, Hartford Area Job Postings

Effective July 2008

# CONNECTICUT RESOURCES RECOVERY AUTHORITY

## Scale Operator/Enforcement Specialist

### Reporting Relationship

Reports to the Field Manager - Recycling

### 40-Hour Work Week Schedule

### Essential Job Functions

Handles daily customer interaction at the Authority's facilities. Observes customer activity, surveillance, documents violations, and educates customers on compliance with CRRA regulations. Examines waste, determines compliance with applicable regulations and contracts, prepares weight transaction tickets for all customers having waste disposal permits with the CRRA. Also observes and reports to upper management the daily operation activities as performed by CRRA's contract operators to insure compliance with the contract. Operates scale recording computer devices. Examples of Duties are:

- Travels to and performs routine checks of incoming waste and recyclables at various Authority facilities to ensure that all waste meets Authority regulations and is delivered under a valid customer agreement; turns back vehicles and/or waste materials not meeting Authority regulations.
- Periodically checks origins of waste by surveillance of vehicles and examination of waste; and takes appropriate action, including reporting to Authority management all violations.
- Gathers evidence of violations and prepares reports for Authority management.
- Meets with haulers (as directed) to educate them on CRRA regulations and procedures, and violations thereof (and related penalties).
- Routinely performs scale weighing of all CRRA permitted waste & recyclable haulers accessing the specific facility (transfer station or waste processing facility) daily.
- Maintains records of any hauler violations, vehicle tare weights, and makes recommendations regarding the restriction of repeated violators.
- Monitors and reports on the daily activities of the CRRA contracted operators of the specific facility, to insure they are following through with the operating contract requirements.



## **Physical Requirements for Field Positions**

- Ability to lift items or boxes generally weighing up to 40 pounds and infrequently weighing more than 40 pounds, if over 40lbs. a two-person lift may be required. Awkward or odd shaped heavy items should be handled with two people.
- Ability to sit and use a computer workstation, including keyboard and visual display terminal, for extended periods of time. Ability to stand for long periods of time.
- Position requires exposure to all weather conditions
- Ability to understand and follow directions and to communicate effectively with peers and supervisors.
- Ability to work in various inclement weather conditions including severe cold and warm temperatures.
- Ability to stand for long periods of time, work in, around and over waste generated materials and withstand odorous conditions at facilities.

## **Knowledge, Skills, and Experience**

- An Associate's degree from a recognized college or university in law enforcement/regulatory enforcement, communications or computer science or equivalent experience plus 3 years of customer service experience in a related field or, an equivalent combination of education and experience.
- Knowledge of investigative and inspection techniques.
- Knowledge of solid waste management principles and practices related to waste facilities, and transfer station operations.
- Ability to enforce Authority rules and regulations regarding facility use with firmness and tact and to establish and maintain effective working relationships with contractors, customers, vendors, associates, superiors, and the general public.
- Ability to operate scale recording computer devices.
- Good oral and written communications plus record keeping.
- Proficient in performing weigh station and scale operations duties as required or directed on a daily basis.
- Ability to work with the contract operators, customers, as well ability to operate scale recording computer devices.
- A valid Operator's License from the state of residence is required.

- Familiarity with and utilization of personal protective equipment during the normal daily routine.
- Ability to obtain within six months of beginning employment, a State of Connecticut Solid Waste, Resource Recovery Facility and Transfer Station/Landfill Operators License.

**Market Pricing Range (Adjusted for inflation 7/2008)**

Low \$38,578

Mid \$45,157

High \$54,187

**FLSA Status- Non-Exempt**

Survey Source- CT DAS, CT DMV, PayScale, Northeast Job Postings

Effective July 2008

# CONNECTICUT RESOURCE RECOVERY AUTHORITY

## Administrative Assistant

### Reporting Relationship

Reports to Director of Operations and Director of Environmental Affairs & Development.

### Essential Job Functions

- Prepares and types letters, reports, statements, specifications, memoranda and other related material, including confidential correspondence and reports.
- Schedules appointments; makes arrangements for meetings, prepares and types agendas for management.
- Independently gathers, organizes and prepares information and materials for presentations and meetings.
- Completes routine professional work for the Authority's management and professional staff as needed.
- Composes correspondence and other materials from marginal notes or verbal instructions.
- Plans, develops and maintains a highly sophisticated and well-organized records management system.
- Manages and prioritizes workload when providing support for more than one individual.
- Handles travel arrangements when necessary.

### Physical Requirements for Administrative and or Office Positions

- Ability to lift items or boxes generally weighing up to 20 pounds and infrequently weighing more than 20 pounds, if over 20lbs. a two-person lift may be required. Boxes of paper should be broken down into smaller parcels for handling.
- Ability to sit and use a computer workstation, including keyboard and visual display terminal, for extended periods of time.
- Ability to understand and follow directions and to communicate effectively with peers and supervisors.

## **Knowledge, Skills and Experience**

- 3-6 years of administrative experience.
- Ability to research, analyze, and organize effectively.
- Strong research skills.
- Strong writing and oral communications skills.
- Associate's degree or equivalent experience required.
- Sound judgment, listening and decision making skills.
- Excellent communication and presentations skills.
- Strong interpersonal communication skills.

## **Market Pricing Data (Adjusted for inflation 7/2008)**

Low \$40,421

Mid \$47,169

High \$56,603

## **FLSA Status- Non- exempt**

Survey Source- ERI Salary Assessor, Bristol Resources Recovery Authority, CT Labor Market Data, CT DAS, Hartford Area Job Postings, PayScale

Effective July 2008

## CONNECTICUT RESOURCES RECOVERY AUTHORITY

### General Accountant

#### **Reporting Relationship**

Reports to the Accounting Supervisor

#### **Essential Job Functions**

In this entry level of accounting position the responsibilities are but not limited to the following: Month-end, quarter-end and year-end close, preparation and processing of journal entries, audit support, assisting in maintaining CRRA's general ledgers and accounting records, preparation of various reports and preparation of notes to financial statements and various other duties. Work is reviewed by the Accounting Supervisor through reports submitted and general observation of daily operations for compliance with established department practices and procedures.

Examples of duties are:

- Ensures the Work is done consistently and accounting procedures are followed.
- Importing and posting of all entries.
- Preparation and posting of Journal entries related to cash, trustee, receivables, accruals, reversals, prepaid expenses and various other entries.
- Prepares and reconciles various accounts such as cash, trustee accounts, payables, receivables and various other general ledger account balances.
- Assists in preparation of a variety of monthly, quarterly, and end-of-year managerial reports such as electricity reports, tonnage reports etc.
- Assists in fixed assets physical inventory/spare parts inventory.
- Performs account analysis.
- Responsible for 10-99 processing and filing.
- Responsible for the accounting historical records.
- Perform other duties as assigned.

## **Physical Requirements for Administrative and or Office Positions**

- Ability to lift items or boxes generally weighing up to 20 pounds and infrequently weighing more than 20 pounds, if over 20lbs. a two-person lift may be required. Boxes of paper should be broken down into smaller parcels for handling.
- Ability to sit and use a computer workstation, including keyboard and visual display terminal, for extended periods of time.
- Ability to understand and follow directions and to communicate effectively with peers and supervisors.

## **Knowledge Skills and Experience**

- A Bachelor's/Associates' degree from a recognized college or university in accounting or business.
- 0-2 years experience in a variety of entry-level accounting functions including auditing, account reconciliation, and financial analysis and reporting.
- Reasonable understanding of GAAP and experience with its practical application.
- Ability to learn and adapt quickly.
- Ability to work independently with tight deadlines.
- Excellent computer skills with an emphasis on experience in a computerized accounting environment.
- Good oral and written communication skills.
- Good organizational skills.
- Ability to work overtime during critical times(Month-end close, year-end close, etc.).

## **Market Pricing Range (Adjusted for inflation 7/2008)**

Low \$47,746

Mid \$54,468

High \$65,362

## **FLSA Status- Non-Exempt**

Survey Source- CT DAS, ERI Salary Assessor, Kforce, Robert Half Account Temps, Bloom Shapiro Salary Survey, CT Labor Market Data

Effective July 2008