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TO: All Interested Parties
FROM: Amy Jewell
RE: RFP No. 20200113 – Classification and Compensation Study and Analysis
DATE: January 13, 2020

Attached please find Request for Proposals (RFP) No. 20200113, issued by the Chittenden Solid Waste District (the District, CSWD), for the provision of Classification and Compensation Study and Analysis.

Every effort has been made to identify, as clearly as possible, the level of detail respondents are to include in their submittal. An effort also has been made to make the submittal format consistent. Respondents are requested to adhere to this format and make every effort to submit Proposals that are complete and concise.

Questions may be submitted in written form and directed to Amy Jewell, Director of Administration, no later than **4:00 P.M. on Tuesday, February 4, 2020.**

Proposals are to be received at the District's office at 1021 Redmond Road, Williston, VT 05495, no later than **4:00 P.M. on Tuesday, February 18, 2020.**

LATE SUBMITTALS WILL NOT BE ACCEPTED UNDER ANY CIRCUMSTANCES.

Proposal packages must be sealed and marked clearly with the Respondent's name and with the phrase "Proposal No. 20200113 Enclosed: Classification and Compensation Study and Analysis." Respondents are to adhere to all submittal requirements; failure to do so could result in disqualification.

The District sincerely appreciates each party's efforts in responding to this RFP and looks forward to receiving your submittals.

REQUEST FOR QUALIFICATIONS/REQUEST FOR PROPOSALS NO. 20200113
FOR
CLASSIFICATION AND COMPENSATION STUDY AND ANALYSIS

January 13, 2020

Issued By:

CHITTENDEN SOLID WASTE DISTRICT

1021 Redmond Road

Williston, VT 05495

802/872-8100 (phone)

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REQUEST FOR QUALIFICATIONS/REQUEST FOR PROPOSALS NO. 20200113

FOR

CLASSIFICATION AND COMPENSATION STUDY AND ANALYSIS

1.0 INTRODUCTION

The Chittenden Solid Waste District, (“CSWD”) is requesting proposals for consulting services to conduct a Classification and Compensation Study as described herein.

2.0 BACKGROUND AND GENERAL INFORMATION

The Chittenden Solid Waste District is a municipality created to implement solid waste management mandates legislated by the State of Vermont. The District is governed by a Board of Commissioners representing the communities of Chittenden County, Vermont. In 1987, the Vermont Legislature passed Act 78, the state’s first solid waste law. Act 78 created solid waste districts throughout the state. Functioning much like a school or water district, these solid waste districts are government entities that design regional solutions to the solid waste challenges faced by their member towns.

Chittenden Solid Waste District (CSWD) encompasses the 18 cities/towns within Chittenden County, and is the largest solid waste district in Vermont with a population of about 162,000. The District’s mission is to provide efficient, economical, and environmentally sound management of solid waste generated by member towns and cities and their residents and businesses. CSWD has the following departments: Administration, Compliance, Finance, Outreach & Communications, and Operations, which includes a Materials Recovery Facility , a Biosolids program, six Drop-Off Centers, a Maintenance Department, Engineering, and an Organics Diversion Facility. Overall, the CSWD as approximately 42 full-time employees and 23 part-time employees.

2.1 CSWD is currently operating under a Pay Classification Plan designed in 1990 and independently reviewed in 1994, 2006, and 2012. The Municipal Position Rating Manual used to determine ratings was also reviewed and adjustments were made in 2006. In order to classify positions a job description is used with the Rating Manual. The rating score determines the pay grade on the Pay Grade & Step Schedule. Job descriptions are reviewed and updated annually. When significant job changes occur, the job description is reviewed using the Rating Manual to determine if there is a pay grade change. The rating is conducted by two Directors and the Executive Director. The Executive Director determines the final grade and step for the position.

CSWD requests an independent review of the rating process, including job description review, a review of the Municipal Position Rating Manual, the Pay Grade & Step Schedule and review of the evaluation and achievement award process. This review will determine if positions are in market range, to see if there are inequities and/or compression that has developed, and to recommend changes to correct any suggested issues or to propose a new classification system.

3.0 BRIEF DESCRIPTION OF SERVICES

The purpose of the Classification and Compensation Study is to address changes in CSWD's operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed and to recommend, if suggested, a new rating system that can be used moving forward that eliminates the possibility of any inequities and/or compression that has developed, if found. CSWD's Pay Grade & Step Schedule is updated annually based on a Cost-of-Living-Allowance. Annual Performance Evaluations are also tied to the Pay Grade & Step Schedule. In addition, a small Achievement Award program is available to employees based on certain criteria. A review of the current evaluation and achievement award process is requested to better recognize and reward exceptional performance.

CSWD's objectives are to:

1. Attract and retain qualified employees;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes; and
6. Establish/revise the performance evaluations to support compensation decisions.

All work will be done with regular involvement of the Executive Director and Director of Administration. Other Senior Management will be involved as necessary. Regular presentations and meetings with these individuals or groups, incorporating their input into the process, are expected. Presentation to the Board of Commissioners upon completion of the project is also expected.

The study shall evaluate the present salary structure as compared to the specific job market for comparable municipal positions.

4.0 SCOPE OF SERVICES

This section provides a brief description of the types of services that the District currently believes will be provided by the successful Respondent.

Outlined below are brief descriptions of the focus areas that the successful Respondent is expected to analyze and report on over the contract term. Should additional areas of focus become evident over the course of the analysis, the Consultant should make these areas known to the Project Manager, who at that time will determine whether the Consultant should proceed with additional analysis.

A. Focus Areas

1. Provide for a comprehensive evaluation of every job within CSWD to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable municipalities as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.
6. Review and recommend a revised performance evaluation process and achievement award process.

B. Information Meetings

1. Consultant to schedule an initial meeting with Executive Director and Director of Administration to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel.
2. Consultant to meet with department heads to explain study and process to be used.
3. Consultant to provide frequent updates to the Director of Administration.

C. Classification Study (Rating Manual)

1. Consultant to review current classification grade methodology and propose recommended strategies for CSWD.
2. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
3. Consultant to present proposed recommendations to the Executive Director and Director of Administration for review prior to making any final classification determinations.
4. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
5. Consultant to submit recommendations for appropriate implementation measures that the Director of Administration will need to take.

6. Consultant to provide a straightforward, easily understood, maintenance system that Administration Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
7. Consultant to conduct a comprehensive training program the Director of Administration ensure that the staff can explain and administer the new system in the future. The training program should be clearly spread out in the proposal.

D. Performance Evaluation and Achievement Award Review

1. Consultant to review current Performance Evaluations and Achievement Award process.
2. Consultant to recommend a revised performance evaluation that will result in tiered opportunities for increased compensation based on performance and to review the Achievement Award process and incorporate into proposed changes.
3. Consultant to conduct a training program to the management team to educate them on the process to conduct the performance review. The training program should be clearly spread out in the proposal.

E. Compensation Study (Pay Grade & Step Schedule)

1. Consultant to review current compensation plan (salary grade levels and steps).
2. Consultant to develop and conduct a comprehensive compensation survey.
3. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a salary structure based on the results of the survey and best practices, including incorporating the performance evaluation an Achievement Award system into the Pay Grade & Step Schedule.
4. Consultant to develop guidelines to assist CSWD staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
5. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
6. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
7. Consultant to make recommendations and to provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, and achievement award pay.

8. Consultant to provide system documentation and computer formats/software to administer compensation plan.
9. Consultant to conduct a compression analysis to include any recommendations for implementation.
10. Consultant to conduct a comprehensive training program for the Administrative Director and Executive Director to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

CSWD Resources

CSWD will provide a comprehensive package of materials necessary to complete the Classification and Compensation Study and Analysis.

5.0 PROCUREMENT SCHEDULE

RFP Issuance:	Monday, January 13, 2020
Additional Questions:	4:00 PM Tuesday, February 4, 2020
Proposals Due:	4:00 P.M. Tuesday, February 18, 2020

An Evaluation Committee comprised of members of the District's staff will evaluate the Proposals and recommend Respondents for selection within approximately three (3) weeks following receipt of Proposals. The successful Respondents will be expected to begin the contract on or about Friday, March 13, 2020. All Respondents will be notified by mail of the outcome of the selection process.

6.0 PROPOSAL INSTRUCTIONS

The offeror shall submit one original and one copy no later than 4:00PM Tuesday February 18, 2020. Proposals received after this time will not be considered. Proposal envelopes must be sealed and clearly marked on the outside with the Respondent's name and identified as follows: Proposal No. 20200113 Enclosed: Classification and Compensation Study and Analysis. Proposals should be addressed to:

Amy Jewell, Director of Administration
 Chittenden Solid Waste District
 1021 Redmond Road
 Williston, VT 05495

This is a request for proposals, not a request for bids. There will be no public opening or reading of responses received.

The Proposals shall be considered valid for a period of at least one hundred twenty (120) days and must contain a statement to that effect. The Proposal must contain the name, address, and telephone number of an individual or individuals with authority to commit to all provisions of this RFP during the period in which the District is evaluating the Proposals.

The Respondent shall bear all costs related to responding to this RFP.

6.1 Proposals must include the following sections in the following order:

- A. Agents and Address
- B. Statement of Methods and Procedures
- C. Management Synopsis
- D. Structure and Content of Work Product
- E. Work Schedule
- F. References
- G. Cost of Services
- H. Final Product (Deliverable)
- I. Additional Services (Optional)
- J. Other

Each section of the Proposal should be marked clearly and tabbed for easy reference.

In keeping with the District's policies promoting source reduction and recycling, we suggest that all pages be duplex printed on recycled paper.

A. Agents and Address

Identify who will be the project manager and key staff assigned if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff's experience with public sector compensation including public safety. Describe successful outcomes List the address, e-mail address, and telephone number of the office from which the services are to be provided. Promotional literature and other public relations documents should NOT be included.

B. Statement of Methods and Procedures

Provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Management Synopsis

Provide a synopsis prepared for management review, covering the significant features of the proposal including overall costs and term of work.

D. Structure and Content of Work Product

Provide a detailed breakdown and description of the specific steps, services, and study products that will be provided. Describe how the final product will be structured and presented upon completion. Include any computer/software compatibility information. Firms may elect to include in the section any innovative methods or concepts that might be beneficial to CSWD as long as the minimum requirements set out in this RFP are met.

E. Work Schedule

Provide a timeline indicating tasks required and the start and completion dates for each. It is expected that the work will commence as soon as possible after the contract is awarded.

F. References

Include the name, address, telephone number, and e-mail address for contact persons at five (5) other public entities for which comparable services have recently been rendered.

G. Cost of Services

1. Provide a total cost estimate **for the CSWD portion of the project only**, including travel expenses, and “not to exceed” amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work; and an amount to be deducted from total cost estimate because Offeror is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.
2. Provide a total cost estimate to **include all four solid waste districts portion of the project only**, including travel expenses, and “not to exceed” amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work; and an amount to be deducted from total cost estimate because Offeror is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.

H. Final Product

Provide a statement that the proposer agrees to:

- a. Deliver two copies to CSWD.
- b. Provide the final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the compensation/classification system in word and excel format and
- c. Appear at a scheduled CSWD Board Meeting to discuss the recommendations and final report.

I. Additional Services (Optional)

Provide any other related and recommended products or service not specified in the RFP which may be considered essential or benefitted by the firm. These services should be priced separately from "G" above and shown here.

J. Other

The complete (all pages) Request for Proposal documents with any addenda acknowledgements filled out, initialed, and signed as required. The person that signed the RFP shall have the authority to negotiate the full scope of services on behalf of the organization and shall be authorized to bind the contract to the terms and conditions of this RFP.

The classification and compensation system to be recommended as responses to this RFP must adhere to the following basic elements and characteristics: (a) the system must meet all legal requirements, (b) be totally nondiscriminatory and provide for compliance with all pertinent federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc).

1. The system must be easy for management to administer, maintain, and defend.
2. The system must easily accommodate organizational changes and growth.
3. The system should be based on sound compensation principles in which internal and external equity are considered within the pay structure, as well as, the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.
4. The system should provide for new positions to be incorporated into the compensation plan, as well as, regular adjustments to maintain the plan's competitiveness.

6.2 Coordination with District Staff

The District intends to take a proactive role in the management of this project. The District's staff time is limited; the Respondent shall therefore propose an efficient method and timeline to include critical milestones to keep the District aware of all key issues, decisions and changes in project scope.

6.3 Method of Billing

Projects shall be billed as agreed to by the successful Respondents and the District. The District's preferred payment schedule is 40-30-30: Forty percent of the project cost payable upon project commencement, thirty percent payable at the agreed upon mid-point, and Thirty percent payable once the project is concluded to the satisfaction of the District. The District's standard payable cycle is net 30 of receipt of the itemized invoice.

6.4 Appendices

Respondents may include any information not solicited that the Respondent believes to be relevant and important to the understanding of the Proposal.

7.0 PROPRIETARY INFORMATION

All Proposals become the property of the District and will be subject to public review. If any proprietary information is contained in or attached to the written Proposal, it must be clearly identified for the District to ensure protection of such information. Such information must also meet generally accepted definitions of trade secrets or other confidential business information.

8.0 RFP QUESTIONS

Any questions concerning the Scope of Services must be received in written form and will be accepted until 4:00 P.M. on February 4, 2020. All written questions should be addressed to:

Amy Jewell, Director of Administration
Chittenden Solid Waste District
1021 Redmond Road
Williston, VT 05495

Written questions may be transmitted by mail or by e-mail (ajewell@cswd.net); however, the District will not be responsible for information that is not received, and it is Respondent's responsibility to confirm our receipt of the questions. Please note that questions will not be answered over the telephone.

Written responses to all substantive questions will be forwarded to all prospective Respondents in advance of the submittal deadline.

9.0 EVALUATION AND SELECTION PROCESS

9.1 EVALUATION CRITERIA

The following factors will be considered by the Evaluation Committee in developing a shortlist of firms. Although some factors are more important than others, all factors are considered necessary:

9.1.1 Experience of Firm: 30% weight

- Evidence of past work with municipalities, quasi-public entities, public utilities or similar to analyze, refine, or create compensation programs and protocols;
- Expertise and specific experience of assigned personnel in the types of work referenced above;
- Qualifications and favorable references for project team, and subconsultants, if any.

9.1.2 References and Credentials: 20% weight

- Education of key personnel;
- Work Experience of a similar and/or relevant nature.

9.1.3 Quality and Thoughtfulness of Response: 30% weight

- Appropriateness of project management approach to be employed;
- Demonstration of understanding of the project and its goals and responsiveness thereto;
- Completeness of response; adherence to instructions;
- Detail and quality of project plan and demonstration of ability to meet work schedules.

9.1.4 Fee Proposal: 20% weight

9.2 INTERVIEWS

Based on the evaluation, the District may choose to shortlist three to five firms for interviews. Shortlisted firms will be invited to provide brief presentations of their Proposal at the District's offices at 1021 Redmond Road, Williston, VT. The Evaluation Committee reserves the right to make a recommendation for contract award based on the interview or to forego the interview process and make the recommendation directly from the evaluation of the written Proposals.

9.3 NEGOTIATION OF CONTRACT

Following selection of the preferred Respondents, the District will seek to negotiate a contract for performance of this work with the Respondent.

The Respondent's proposal should be developed in sufficient detail so that it is capable of serving as an attachment in any resulting contract.

If the District is unable to negotiate a satisfactory contract with the preferred Respondent within a reasonable time frame, the District reserves the right to negotiate with any or all of the other Respondents to this RFP without further advertisement or issuance of another RFP.

The contract which ultimately may result from this RFP will be governed by the laws of the State of Vermont.

10.0 TERMS AND AGREEMENTS

10.1 DISTRICT RIGHTS

This RFP does not commit the District to contract with any Respondent nor does it commit the District to an exclusive agreement with the Consultant for these services. The District reserves the following rights:

- To withdraw this RFP at any time;
- To reject any and all Proposals or Respondents;
- To eliminate any of the tasks in the Scope of Services of this RFP and to issue a contract with a correspondingly reduced Project Work Program;
- To modify the RFP or to issue subsequent RFPs at the District's sole discretion;
- To postpone award of the contract;
- To accept the Proposal that the District finds to be the most advantageous and/or beneficial to the District;
- To split the award or to make multiple awards;
- To negotiate the Proposal to further refine, clarify, amend, or expand any and all aspects of the Proposal;
- To accept Proposals that do not offer the lowest cost;
- To confirm all references and contact further references obtained from other sources as deemed necessary;
- To request Respondents to send representatives to Williston, Vermont for interviews at the Respondents' expense.
- To waive any informalities or technicalities in any Proposal; and
- To apply any additional rights as may be allowed under applicable purchasing laws and rules.

10.2 TERM OF CONTRACT

The contract which may result from this RFP will be a service contract.

The duration of this consultant agreement has not been determined.

10.3 EQUAL OPPORTUNITY COMPLIANCE

The Consultant must agree to abide by all applicable Vermont State Minority Hiring laws, Equal Opportunity Employment Rules and Regulations, and Executive Orders and any and all other applicable Vermont employment laws, rules or regulations.

State Equal Opportunity Compliance Certificate and Agreement procedures must be complied with when applicable. If applicable, certification shall be required as a condition precedent to receipt of any payment for supplies or services.

10.4 RELATIONSHIP AS INDEPENDENT CONTRACTOR

The relationship between the Consultant and the District under any resulting contract shall be that of independent contractor. Nothing in this RFP nor any resulting contract shall be construed to designate the Consultant, or any of its employees or subcontractors, as employees, agents, joint ventures, or partners of the District.

10.5 CONFLICT OF INTEREST

A Respondent submitting a Proposal thereby certifies that: No officer, agent, or employee of the District has a pecuniary interest in the Proposal or has participated in contract negotiations on the part of the Respondent; that the Proposal is made in good faith without fraud, collusion, or connection of any kind with any other Respondent for the same call for Proposals; and, the Respondent is competing solely in its own behalf without connection with, or obligation to, any undisclosed person or firm. Further, no person or firm who is listed as a Subcontractor shall be eligible to become a qualified Respondent in the same solicitation.

10.6 CONTRACTUAL DISPUTES

All claims, disputes, and other matters in question arising out of or relating to this Contract or the performance or interpretation thereof shall be submitted to arbitration pursuant to the terms of Title 12, Chapter 192, of the Vermont General Laws, as amended.

10.7 TERMINATION

- If the Consultant or the District fails to fulfill its obligations in a timely and proper manner, or if either party violates any of the agreements of the negotiated contract, either party shall have the right to terminate the contract by giving written notice to the other party. Termination of the contract shall in no way limit any legal rights of either party.
- The District reserves the right to terminate the contract without cause at any time by giving the Consultant ten (10) days' written notice. The Consultant shall be entitled to reasonable compensation for any services rendered prior to the date of termination subject to damages the District may have suffered due to breach of contract. Any finished or unfinished work prepared on behalf of the District shall become the property of the District.

- Any resulting contract may be considered null and void if the Consultant deliberately misrepresented facts or provided false information in the Proposal.

10.8 BILLING PROCEDURES

Final billing procedures shall be negotiated prior to the execution of the contract. Invoices minimally will contain the Consultant's name, address and phone number; date; and a work order summary including amount approved, amount billed, amount remaining to date. Invoices shall be paid by the District within thirty (30) days of receipt of an acceptable invoice for goods and/or services that have been received and accepted.

11. APPENDIX A

In 1987, the Vermont Legislature passed Act 78, the state's first solid waste law. Act 78 created solid waste districts throughout the state. Functioning much like a school or water district, these solid waste districts are government entities that design regional solutions to the solid waste challenges faced by their member towns.

Two additional solid waste districts are included in the Classification and Compensation Study and Analysis.

1. Addison Solid Waste District
2. Windham Solid Waste District

Listed below is the background information on each Solid Waste District, the job descriptions to be reviewed, and the Pay Grade Schedule for each of those positions. The inclusion of these two solid waste districts will follow the same process as listed in the RFP for CSWD. The only difference will be consideration of compensation based on their geographic location.