



ADMINISTRATIVE OFFICE

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TO: All Interested Parties
FROM: Amy Jewell
RE: RFP No. 20260901 –Compensation & Benefits Study
DATE: September 3, 2026

Attached please find Request for Proposals (RFP) No. 20260901, issued by the Chittenden Solid Waste District (CSWD), for the provision of Compensation & Benefits Study.

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 Friday, September 25, 2026.**

Proposals are to be received at CSWD 's office at 19 Gregory Drive, Suite 204, South Burlington, VT 05403, no later than **4:00 P.M. on Friday, October 2, 2026.**

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. 20260901 Enclosed: Compensation and Benefits Study ." Respondents are to adhere to all submittal requirements; failure to do so could result in disqualification.

CSWD 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. 20260901

FOR

COMPENSATION AND BENEFITS STUDY

September 2, 2026

Issued By:

CHITTENDEN SOLID WASTE DISTRICT

19 Gregory Drive, Suite 204

South Burlington, VT 05403

802/872-8100 ext 213 (phone)

1. GENERAL INFORMATION

The Chittenden Solid Waste DISTRICT , (“CSWD”) and Addison County Solid Waste Management District (“ACSWMD”) are issuing a Request for Proposals (RFP) from qualified firms to assist the organization in evaluating its overall employee compensation, benefits and pay structure as compared to the market, perform a job audit and analysis for each position to determine appropriate classification; and update CSWD’s current Rating Manual.

2. BACKGROUND

a) CSWD

CSWD is a municipality created to implement solid waste management mandates legislated by the State of Vermont. CSWD 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 CSWD s 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.

CSWD encompasses the 18 cities/towns within Chittenden County, and is the largest solid waste District in Vermont with a population of about 169,000. CSWD ’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 programs includes the following:

- *Support programs:* Administration, Finance, Information Systems, and Public Policy, Communications & Waste Diversion.
- *Operation programs:* (6) Drop-Off Centers, (1) Hazardous Waste Facility, (1) Organics Recycling Facility, and (1) Maintenance Facility.

CSWD employees 53.72 full-time equivalent employees, with 40 different job positions and descriptions.

CSWD maintains an employee classification system for all positions. All employees operate under a step system, where employees’ successful performance move them to the next step each year until they reach the maximum of their salary ranges. Each year CSWD provides a COLA adjustment.

CSWD offers a wide array of benefits including health, dental, vision, life, long and short-term disability, retirement, and paid time off.

b) ACSWMD

ACSWMD is a union municipal district formed in November 1988 to cooperatively and comprehensively address the solid waste management interests of its 21 member municipalities within Addison County, Vermont.

The District has a seasonally adjusted population of about 38,700. ACSWMD programs includes the following:

Support programs: Administration, Finance, Public Policy, Public Outreach, and Waste Diversion.

Operation programs: (1) Transfer Station collecting MSW, C&D, commingled recyclables, special wastes, organics, and household hazardous waste. (1) Regional Residential Drop-Off Center.

ACSWMD employs approximately 13.24 full-time equivalent employees, with 11 different job positions and descriptions.

ACSWMD maintains an employee classification system for all positions and uses a step system, where employees' successful performance moves them to the next step each year. Each year ACSWMD also provides a COLA adjustment.

ACSWMD offers a comprehensive benefit package including retirement, paid time off, as well as health, dental, vision, life, long and short-term disability insurances.

3. OBJECTIVES

- a) Attract and retain qualified employees.
- b) Provide salaries commensurate with assigned duties;
- c) Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
- d) Provide justifiable pay differential between individual classes;
- e) Clearly outline promotional opportunities and provide recognizable compensation growth; and
- f) Review current benefit package offerings and suggest improved benefit strategy.

All work will be done with regular involvement of the Executive Director/District Manager and Director of Administration/Business Manager. 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/Board of Supervisors 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. The study shall evaluate the present benefit structure and offerings compared to similar organizations and recommend areas of improvement or alternative benefit strategies. The inclusion of this solid waste district 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.

CSWD and ACSWMD will provide a comprehensive package of materials necessary to complete the Compensation and Benefits Study, including an organizational chart, all existing job descriptions, Pay Grade & Step Schedule, Rating Manual, and benefit information.

4. SCOPE OF SERVICES

CSWD and ACSWMD are requesting a review of the compensation and benefits to comparative market ranges.

a) Compensation & Benefits Study:

- Review existing compensation plans and benefit plans.
- Include recommendations for the list of current comparative organizations.
- Gather necessary survey data from comparable organizations

- Compile compensation information
- Compile employer paid benefit plans with comparable organizations to include the value in market comparative pay. Benefit plans should include all CSWD/ACSWDMD benefits including retirement.
- Evaluate recent pay increases and anticipated increases.
- Identify and evaluate any compression between jobs/ranks and recommend appropriate remedies.
- Determine appropriate pay ranges for all position.
- Determine appropriate spread between minimum and maximum of pay ranges and distance between steps, where appropriate.
- Prepare written report to include a comparison, by position, of the full market compensation and benefit plans.
- Prepare cost analysis for implementation of recommended changes to the pay and classification system

b) Job Audit & Analysis

- Evaluate current classification positions.
- Gather necessary employee information through the use of a combination of site visits, job analysis questionnaires, group and individual interviews.
- Information should be used to analyze the duties and responsibilities of each employee and position to determine the following:
 - Whether individual employees are appropriately classified.
 - Whether a position should be moved to a different job classification and/or pay grade or pay range.
 - Whether position titles are appropriate.
 - Other recommendations

c) Municipal Rating Manual

- Review Rating Manual for viability
- Revise the Rating Manual to integrate organizational and operational framework, to increase clarity when rating.
- CSWD/ACSWMD will provide support to the firm for this work.

d) Final Reports Requirement - separate reports for CSWD and ACSWMD

- Methods used to conduct the salary survey results and methodology of job evaluation.
- Summarized position comparison data.
- Recommended classification plan.
- Recommended pay structure.
- Recommended benefit changes, if proposed.
- Recommendations for maintaining future market competitiveness.
- Other recommendations

e) Estimated Timeline

September 4, 2026	RFP Issued
September 25, 2026	Questions Submitted
October 2, 2026	Proposal Due Date
October 9, 2026	Firm Selected
Week of October 19, 2026	Firm begins project work
Week of October 26, 2026	Firm begins onsite job analysis, individual interviews
Week of November 23, 2026	Onsite meeting to review findings
Week of December 1, 2026	Final Report Submitted
December 7, 2026	Presentation to Management
December 16, 2026	Presentation to the Board/Staff

5. SUBMISSION REQUIREMENTS

- 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 CSWD'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

Provide a total cost estimate **for CSWD's 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.

Provide a total cost estimate to **include both solid waste district's portion of the project**, 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:

- Deliver two copies to CSWD.
 - 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,

- Appear at a scheduled CSWD Board Meeting to discuss the recommendations and final report.

The complete (all pages) Request for Proposal documents with any addendum 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 nondiscriminatory and provide for compliance with all pertinent federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc.).

- The system must be easy for management to explain, administer, and defend.
- The system must easily accommodate organizational changes and growth.
- 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.
- 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.

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

6. BILLING

Projects shall be billed as agreed to by the successful Respondents and CSWD. CSWD'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 CSWD. CSWD's standard payable cycle is net 30 of receipt of the itemized invoice.

7. PROPIETARY INFORMATION

All Proposals become the property of CSWD 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 CSWD to ensure protection of such information. Such information must also meet generally accepted definitions of trade secrets or other confidential business information.

8. 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 September 25, 2026. All written questions should be addressed to:

Amy Jewell, Director of Administration
 Chittenden Solid Waste CSWD
 19 Gregory Drive, Suite 204
 South Burlington, VT 05403

Written questions may be transmitted by mail or by e-mail (ajewell@cswd.net); however, CSWD 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. EVALUATION AND SELECTION PROCESS

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:

- **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.
- **References and Credentials: 20% weight**
 - Education of key personnel;
 - Work Experience of a similar and/or relevant nature.
- **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.
- **Fee Proposal: 20% weight**

10. INTERVIEWS

Based on the evaluation, CSWD may choose to shortlist three to five firms for interviews. Shortlisted firms will be invited to provide brief presentations. 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.

11. NEGOTIATION OF CONTRACT

Following selection of the preferred Respondents, CSWD 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 CSWD is unable to negotiate a satisfactory contract with the preferred Respondent within a reasonable time frame, CSWD 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.

12. TERMS AND AGREEMENTS

CSWD Rights - This RFP does not commit CSWD to contract with any Respondent nor does it commit CSWD to an exclusive agreement with the Consultant for these services. CSWD 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 CSWD 's sole discretion;
- To postpone award of the contract;
- To accept the Proposal that CSWD finds to be the most advantageous and/or beneficial to CSWD ;
- 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 South Burlington, 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.

13. 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.

14. EQUAL OPPORTUNITIES 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.

15. RELATIONSHIP AS INDEPENDENT CONTRACTOR

The relationship between the Consultant and CSWD 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 CSWD.

16. CONFLICT OF INTEREST

A Respondent submitting a Proposal thereby certifies that: No officer, agent, or employee of CSWD 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.

17. 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.

18. TERMINATION

If the Consultant or CSWD 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.

CSWD 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 CSWD may have suffered due to breach of contract. Any finished or unfinished work prepared on behalf of CSWD shall become the property of CSWD.

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

19. 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 CSWD within thirty (30) days of receipt of an acceptable invoice for goods and/or services that have been received and accepted.

The inclusion of this solid waste district 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.