



## **WAYNE WATER DISTRICTS REQUEST FOR PROPOSAL CLASSIFICATION AND COMPENSATION STUDY AND ANALYSIS**

### **Introduction**

Wayne Water Districts, (“WWD”) is requesting proposals for consulting services to conduct an organizational-wide Employee Classification and Compensation Study as described herein.

### **Background Information**

WWD provides water service to approximately 23,000 residential and commercial users located within 5 water service districts: Eastern Wayne Sanitary District, Northwestern Wayne Sanitary District, Southwestern Wayne Sanitary District, Southeastern Wayne Sanitary District and Belfast-Patetown Sanitary District. Each district is governed by a five (5) member board. Overall, WWD has approximately 33 full-time employees.

WWD’s current Classification and Compensation plan has not been evaluated, reviewed and updated in approximately 12 years. Some new positions have been created and have been incorporated into the plan. Other positions have been eliminated. Since the plan was adopted, inequities and compression have developed, and the criteria and weighting of various factors of the system need to be updated.

### **Goals and Objectives**

The purpose of the Classification and Compensation Study is to address changes in WWD operations and staffing over the past 12 years, which may have affected the type, scope, and level of work being performed.

WWD’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. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

All work will be done with regular involvement of the District Manager, Human Resources Director/Assistant Finance Officer, Operations Manager, Office Manager and other key personnel will be involved as necessary. Regular presentations and meetings with these individuals or groups, incorporating their input into the process, are expected. Presentation to each of WWD's five (5) boards 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 positions in the public sectors. The consultant shall perform or provide the following:

#### **A. Scope of Services**

1. Provide for a comprehensive evaluation of every job within WWD, including board members of the five districts, 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 North Carolina municipalities, utility providers and County governments 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 current staffing patterns to ensure that the organization is properly staffed for effectiveness and efficiency.

#### **B. Information Meetings**

1. Consultant to schedule an initial meeting with District Manager, Human Resources Director/Assistant Finance Officer, Operations Manager and Office Manager to discuss the process and tasks to be performed in the study to include reasonable dedication of key personnel.
2. Consultant to meet with all supervisors to explain study and process to be used.

3. Consultant to provide at least bi-weekly updates to District Manager.

### **C. Classification Study**

1. Consultant to review current classification grade methodology and propose recommended strategies for WWD.
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 update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed. Job descriptions are to be updated for all positions, regardless of whether or not any change is recommended in compensation for such position.
4. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Workers, and Service employees, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).
5. Consultant to present proposed recommendations to the District Manager other key personnel for review prior to making any final classification determinations.
6. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
7. Consultant to identify staffing adjustments and or opportunities as deemed appropriate.
8. Consultant to submit recommendations for appropriate implementation measures that the various departments will need to take.
9. Consultant to provide a straightforward, easily understood, maintenance system that Human Resources Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium (Excel and/or Word are appropriate). Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
10. Consultant to conduct a comprehensive training program for Human Resource Director/Assistant Finance Officer and key staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly delineated in the proposal.

### **D. Compensation Study**

1. Consultant to review current compensation plan (salary grade levels) and understand current challenges in recruiting and retaining employees.

2. Consultant to recommend and identify a consistent and competitive market position that WWD can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public sector employers for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist WWD 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.
7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. 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.
9. 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, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
10. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
11. Consultant to conduct a compression analysis to include any recommendations for implementation.
12. Consultant to conduct a comprehensive training program for Human Resource Director/Assistant Finance Officer and key staff 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.

## **WWD Resources**

WWD will provide copies of all pay ranges, job classifications, and any other available in-house information requested by the selected consultant that may be required to complete the study.

## **Proposal Format and Requirements**

The proposer shall submit one original (marked "ORIGINAL"), three complete copies, and one flash

drive of their written proposal that presents their qualifications and understanding of the work to be performed. Include all information requested, organized in tabbed sections clearly identified in a table of contents as described in the paragraphs that follow. Any other information thought to be relevant, but not applicable to the enumerated categories, may be provided as a separate appendix to the proposal. The following information/documents shall be included in the proposal package to be considered responsive to the Request for Proposals:

#### **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 utilities. Describe successful outcomes of past consulting work. List the address, email 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 WWD 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 minimum, for three (3) other public entities for which comparable services have recently been rendered.

#### **G. Cost of Services**

Provide a total cost estimate, 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 proposer 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 at least three (3) hard copies, and a flash drive of the final report to the District Manager.
- 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 an electronic medium (flash drive); and
- c.** Appear at a scheduled Joint Board meeting to discuss the recommendations and final report.

## **I. 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.
- 5.** The system should be compatible with current WWD payroll programs/software.
- 6.** WWD requests that all information submitted by the successful consulting firm be in Microsoft Word format on flash drive, and in hard copy. WWD further requests the complete use of the material developed for the ability to update or change it as needed. All work provided by the consultant under contract with WWD shall belong exclusively to the WWD.

## **Cost Proposal; No Implied Contract**

This request for information does not, under any circumstance, commit WWD to pay any costs incurred

by any proposer in the submission of qualifications. The proposer is responsible for all costs associated with response to this request.

### General Information

WWD’s website is [www.waynewaterdistricts.com](http://www.waynewaterdistricts.com). WWD’s current approved budget for each district can be provided upon request.

### Questions

Questions pertaining to this document should be submitted via email with “Questions about Salary Survey” in the subject line, at least one week prior to the due date to Larry Bridges, District Manager at [larry@waynewaterdistricts.com](mailto:larry@waynewaterdistricts.com).

### Addenda

It is the proposer’s responsibility to check the website for any addenda.

### Criteria and Selection

After WWD staff has reviewed the proposals, final selection will be determined. The successful contractor will be required to enter into an agreement for professional services with the WWD.

Proposals will be evaluated using the following criteria:

Quality and thoughtfulness of the proposal	15%
Related experience of the firm and key staff with similar studies	25%
References, credentials and/or recommendations from past clients	15%
Costs associated with developing, preparing and presenting the study	25%
Ability of the firm and the firm’s subcontractors to provide the services requested as well as financial stability and availability	20%

### Submission Information

1. Responses may be double-sided and are limited to a total of 20 pages, excluding cover, cover letter and table of contents which may or may not be provided at the discretion of the respondent. Font size shall not be smaller than 10-point. Respondents are requested not to include other generalized marketing information as a part of the submittal documents.
2. Three (3) hard copies and one flash drive of the proposal must be received by **Monday, September 16, 2024 at 5:00 P.M.** in the office of the District Manager. Facsimile and electronic submissions are not acceptable.
3. The proposal must be in a sealed envelope marked **“WAYNE WATER DISTRICTS - REQUEST FOR PROPOSAL CLASSIFICATION AND COMPENSATION STUDY AND ANALYSIS”**

4. Proposals may be mailed to:

Mr. Larry Bridges, District Manager  
Wayne Water Districts  
PO Box 1583  
Goldsboro, NC 27533

or hand delivered to:

Mr. Larry Bridges, District Manager  
Wayne Water Districts  
3600 Commercial Dr.  
Goldsboro, NC 27534

5. Questions should be addressed to:

Mr. Larry Bridges, District Manager  
larry@waynewaterdistricts.com  
Phone: (919) 734-4103

**WWD IS AN EQUAL OPPORTUNITY EMPLOYER AND INVITES THE SUBMISSION OF PROPOSALS FROM SMALL, MINORITY, WOMEN-OWNED FIRMS AND HISTORICALLY UNDERUTILIZED BUSINESSES.**