



Memo

To: **Compensation and Benefits Consultants**

From: Hugh Findlay, Human Resources and Risk Management Director
Clark Regional Wastewater District (District)

Date: December 11, 2015

Re: **REQUEST FOR QUALIFICATIONS**

Attached is a Request for Qualifications (RFQ) to provide consulting services to complete a compensation and benefit study for Clark Regional Wastewater District. Please ensure that your submission includes, at a minimum, all of the information defined in the RFQ. We must receive your submission at the District no later than the date and time defined in the RFQ (Wednesday, January 6, 2016).

If you have any questions, please call Hugh Findlay, Human Resources and Risk Management Director at 360-993-8845 or e-mail at hfindlay@CRWWD.com. Thank you for your interest and participation in the RFQ process.



REQUEST FOR QUALIFICATIONS #HR 2015-001

Release Date: December 11, 2015

Compensation & Benefits Study

Statement of Qualifications DUE: January 6, 2016, by 5:00 PM Pacific Time

Project Manager:

Hugh Findlay, Human Resources Director
Clark Regional Wastewater District
PO Box 8979
Vancouver, WA 98668-8979
360.993.8845
hfindlay@crwwd.com

I. Introduction

The Clark Regional Wastewater District (District) is requesting a Statement of Qualifications (SOQ) from consultants to conduct a Compensation and Benefit Study (Study). The District currently has 50 employees who perform administrative and customer service, accounting, operation and maintenance, and engineering functions. The District is a special purpose District formed under RCW Title 57 and is governed by a three-member Board of Commissioners elected at-large. The District’s organizational chart is included to illustrate the service delivery model (Appendix A).

II. Description

The Study is to provide a fair and flexible methodology for comparing the compensation and benefits actually paid by the District with the prevailing market for similar employee classifications. A certified bargaining unit does not represent District employees. The selected consultant will provide the District with specific recommendations regarding appropriate modifications to the District’s compensation and benefit structure in order to accurately reflect prevailing market conditions. Recommendations shall be supported by the results of the survey and include specific recommendations on a position-by-position basis.

The selected consultant will work with the District’s Compensation and Benefit Study Committee throughout the process. That committee will include one employee representative from each of the four departments (Finance, Maintenance, Administration and Engineering), the project manager, Assistant Manager, General Manager and a member of the Board of Commissioners. The committee will be responsible for communicating with staff and the consultant. They will make recommendations to the District’s Management Team. The Management Team will be the decision-making group, determining what is presented to the Board of Commissioners.

The project manager will provide on-site support to the consultant to ensure timely and cost effective completion of the project. The attached Project Plan and Timeline (Appendix B) will define timelines and key deliverables.

Availability of Funds:

It is expected that the project work, expenses and deliverables will not exceed \$25,000.

III. Statement of Qualifications (SOQ)

It is the District’s intent to select a consultant based on the qualifications and abilities of the firm, the team, and key project individuals which are best suited to successfully complete the project. Consultants may be individual firms or teams as appropriate to meet the specific needs of the project.

The SOQ must include the following:

- A. Cover letter including a statement of qualifications, availability and ability to meet project schedule and cost
- B. Project Understanding and Approach
- C. Qualifications of the proposed project team including
 1. Firm
 2. Project Manager
 3. Key Staff
 4. Sub Consultants
- D. Relevant project experience and expertise
- E. References for projects of similar size and scope that we may contact

Interested and qualified firms should provide one original copy and/or a PDF of their submission to Clark Regional Wastewater District, Attn: Hugh Findlay, 8000 NE 52nd Court, P.O. Box 8979, Vancouver, Washington 98668-8979, by 5:00 p.m. on January 6, 2016. A PDF can be emailed to Hugh Findlay at hfindlay@crwwd.com. Any submissions received after 5:00 p.m. will not be considered in the evaluation process. Questions regarding this project should be directed to Hugh Findlay at 360-993-8845 or hfindlay@crwwd.com.

Submissions must be clear, succinct, and not to exceed 20 pages. SOQ may refer to a firm website for more information or additional information can be placed in an Addendum. Section dividers, title page, table of contents, and appendices do not count in the overall page count. All text shall be 12-point font size or larger and lines shall be single spaced or greater.

The SOQ must include all of the sections in the order indicated; attachments should be clearly referenced and identified to facilitate the review process. Special bindings are not required. A page is defined as a single side of a sheet. The front and back of a single sheet is 2 pages.

The District encourages the use of readily recyclable materials. PVC binders, spiral bindings, and plastic or glossy covers/dividers are not required. Consultants are encouraged to print/copy on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black and white printing or copying.

IV. Schedule

The following schedule has been established for the submission and evaluation of the SOQ's and selection of the Consultant. These are tentative dates and the District reserves the right to adjust these dates:

- A. RFQ Released December 11, 2015
- B. SOQ due – January 6, 2016
- C. Evaluation of SOQs (*short list if required*) – mid-January, 2016
- D. Interviews (*if required*) – January 14 and 15, 2016
- E. Issue notice of final selection – late January, 2016
- F. Contract development – late January, 2016

- G. Contract approval – late January/early February, 2016
- H. Consultant notice to proceed – late January/early February, 2016

V. Evaluation

In determining the most highly qualified firms, the District will consider the following criteria:

- A. Project Understanding and Approach
- B. Project Team
- C. Relevant Experience
- D. References

The District reserves the right to include information readily available in the public domain in its selection process. Prior to selection, consultants may be requested to be interviewed by the committee during the RFQ review period.

VI. Scope of Services

All consultants responding to the RFQ will need to provide the following products and services for this project:

- A. Attend a kick-off meeting (with an expectation of the first week of February, 2016) with the District Compensation and Benefit Study Committee to discuss the goals and objectives of the study, project plan, current issues, project timelines, expectations, etc. This committee will provide input on the compensation and benefits questionnaire, appropriate benchmarking partners and other areas to be determined.
- B. Provide a detailed timeline for the completion of the project that will assure final review by the Board of Commissioners by August, 2016.
- C. Explain how you will establish a local presence if your firm is out of the Vancouver/Portland Metropolitan area.
- D. Compensation and Benefits Study – Staff
 - 1. Conduct a compensation and benefit survey of prevailing practices for all employee classifications (minimum 20 District positions). At a minimum, twelve benchmarking participants applicable to the geographical recruitment areas for exempt and non-exempt employees will be surveyed, completed and returned. Additionally, local and regional existing compensation and benefit surveys that meet benchmarking standards and requirements will be expected to be used in the analysis (if approved by the committee). The selection of appropriate benchmarking participants is critical to the validity and successful completion of

the study. Accurate job matches using an 80 percent comparison value of the essential job functions of the positions is important.

2. Prepare an analysis comparing the District compensation and benefit program to the survey data results. Survey responses should be verified with survey respondents by telephone and/or on-site follow-up, as appropriate. The analysis should compare ranges, (mid, max and mean, percent of spread), as well as actual salaries by employee classification.
3. Integrate survey findings with the District existing benefit and compensation plans and make specific recommendations on a position-by-position basis.
4. Compare percentage differences between pay grades and the standard range width for positions per the District pay plan to similar data for other jurisdictions in the survey.
5. Develop and present recommendations for changes in District compensation strategy as appropriate.
6. An employee appeals process, managed by the consultant, to review individual employee concerns and issues, and if appropriate, adjust recommendations accordingly.
7. An on-site consultant-led internal equity work session with the Management Team based on the study data for recommendations to any changes in grades and titles.
8. Present interim findings to the District Compensation and Benefit Study Committee for review and potential additions, changes and deletions by early June, 2016.
9. A work plan for District implementation of the study recommendations.
10. Present the revised interim report to the Board of Commissioners in a work session at a regularly scheduled meeting. This comprehensive report should document the methodology followed in the project, classification pay grade/range assignments, pay schedule, findings and recommendations, and the plan for implementation of recommendations.
11. After integration of Board input, present findings to all District employees at an All Employee meeting including a quick turn-around schedule for employee appeals that will be conducted by the consultant on-site. Information collected in the appeal process will be presented to the District Compensation and Benefit Study Committee for review and integration into the final report prior to reporting to the full board. The draft report will be completed no later than the end of July, 2016.
12. Make changes as necessary for final presentation to the Board of Commissioners at the next regularly scheduled meeting for receipt and approval of the findings in August, 2016.

E. Compensation and Benefits Study – General Manager

Conduct a separate Compensation and Benefit Survey for the General Manager position utilizing benchmark participants and regional surveys where appropriate.

Preliminary results and reports will be discussed and presented to the Board and will not be part of the District Study. The timeline will remain the same for this limited study.

VII. Goals and Objectives

The overall goals and objectives of the District which will be supported by the Compensation Study are:

- A. To attract, retain and motivate highly qualified employees
- B. To provide equitable salaries and benefits in recognition of changing labor market factors, internal equity, and job responsibility
- C. To plan and budget our labor costs with consideration for District's financial position and responsibility for public accountability
- D. To maintain a compensation plan that has internal and external equity

To meet our goals and objectives the consultant and/or committee will:

- A. Facilitate an open and transparent process
- B. Allow for feedback and input from all functional areas representing all employees of the District
- C. Provide for an appropriate appeal process where concerns and issues for specific positions and or departments can be communicated and addressed where possible

VIII. Project Deliverables

- A. Schedule
- B. Work Plan
- C. Compensation and Benefits Survey - Staff
- D. Draft Reports
 - 1. Compensation and Benefits Study – Staff
 - 2. Compensation and Benefits Study – General Manager
- E. Final Reports
 - 1. Compensation and Benefits Study – Staff
 - 2. Compensation and Benefits Study – General Manager
- F. Meeting Facilitation
- G. Meeting Agendas and Minutes

APPENDIX A

CLARK REGIONAL WASTEWATER DISTRICT

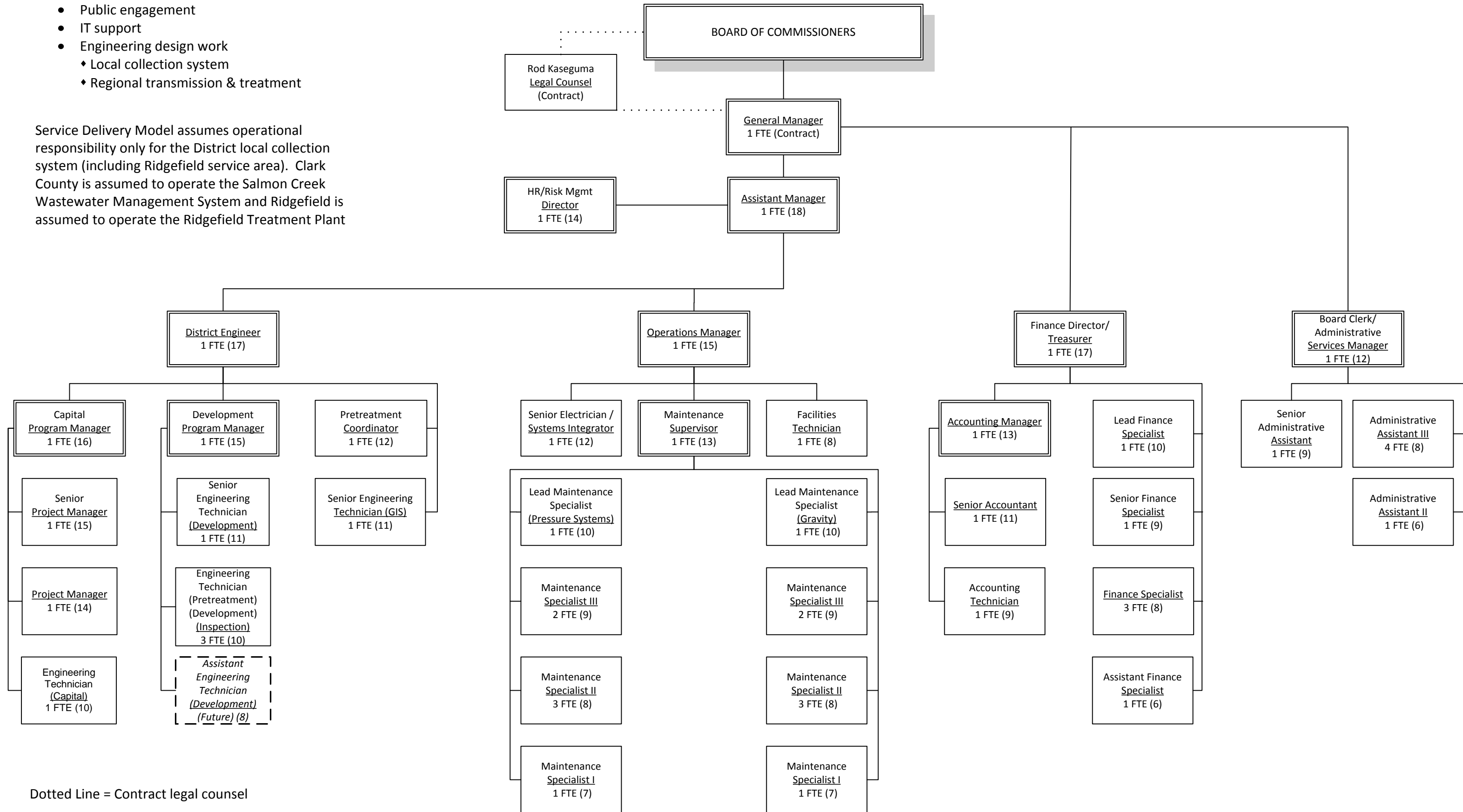
ORGANIZATION CHART: ADOPTED BY RESOLUTION #1638

Revised 07/26/15 (per Authority Granted
in District Code Section 2.16.010)

Service Delivery Model requires contract support for
the following functions:

- Public engagement
- IT support
- Engineering design work
 - ◆ Local collection system
 - ◆ Regional transmission & treatment

Service Delivery Model assumes operational
responsibility only for the District local collection
system (including Ridgefield service area). Clark
County is assumed to operate the Salmon Creek
Wastewater Management System and Ridgefield is
assumed to operate the Ridgefield Treatment Plant



Dotted Line = Contract legal counsel
Solid Line = Direct reporting relationship
() = Salary Range
Total FTE: 50

APPENDIX B

**Clark Regional Wastewater District
COMPENSATION STUDY**

TASK	RESPONSIBLE PARTY	2015		2016												2017	
		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	
1	SCOPE																
	Define Scope and Timeline																
	Define Roles and Responsibilities of Participants																
	Draft RFP																
	Draft Consultant Notification List																
2	JOB DESCRIPTIONS																
	Review and Refine CRWWD Job Descriptions																
3	COMPENSATION COMMITTEE																
	Select Participants and Implement																
	Define Schedule and Approach																
4	FINALIZE DELIVERABLES																
	Review and Finalize RFP																
	Finalize Consultant List																
	Distribute RFP																
5	SELECT CONSULTANT																
	Review and Select Top 3 Proposals																
	Interview Top 3 and Select Consultant																
	Board Approval																
	Hold Initial Meeting with Consultant																
6	IMPLEMENT WORK PLAN																
	Hold Planning Meetings, Work Sessions, and Update Meeting																
	Update MT and Receive Input from Managers																
	Define Positions to be Benchmarked and Benefit Questions																
	Define Benchmarking Partner List, Contacts, and Process																
7	BENCHMARKING																
	Benchmarking Process and Data Consolidation																
8	PRESENT FINDINGS																
	Interim Findings to Committee for Review and Evaluation																
	Interim Findings presented to Management Team																
	Internal Equity Workshop with Management Team																
	Present Findings to BOC in Work Session for Review and Recommendations																
	Present Findings at All Employee Meeting																
	Employee Appeal Process (if necessary)																
9	BOARD APPROVAL																
	Present Final Report with Receipt/Approval of Findings to BOC																
10	BUDGET																
	Final Report Integrated into Pro-Forma Budget Process for 2017																
11	IMPLEMENTATION PLAN																
	Develop Pro-Forma Implementation Plan																
12	FINAL BOARD APPROVAL																
	Present to BOC for Review and Final Approval of Budget with Labor Costs																
13	IMPLEMENTATION																
	Implementation of Budget and Organizational Changes																Ongoing