



Monroe County Water Authority

Memorandum

To: MCWA Compensation Committee*

Date: August 31, 2023

From: Nicholas Noce, Executive Director

Copy: S. Nasca, Ex-Officio
D. Hendrickson
L. Magguilli

Subject: Meeting Scheduled **Thursday, September 7, 2023 at 8:00 a.m.**

Attached is the agenda for the Thursday, September 7, 2023 meeting of the Compensation Committee.

The first item on the agenda is a review and discussion in recommendation of Management Classification/Compensation Consultant. The Authority's Request for Qualifications (RFQ/P) was sent to six (6) firms, and the RFQ was also posted on MCWA.com. A total of three (3) responses were received; they are attached herewith for Committee Members' initial review and will be discussed at this meeting. Prior to the meeting, staff will provide a recommendation based on evaluation criteria.

The last item is to set the next Compensation Committee meeting date.

If you have any questions, please feel free to contact me. Please inform me if you should be unable to attend the September 7th meeting.

NN/dlh
Attachments

*Committee Members:
Matthew J. Fero, Chairperson
Sheryal A. Volpe
Allen S. Bernstein

**REQUEST FOR
QUALIFICATIONS & PROPOSALS**

**Monroe County
Water Authority**



**Management Classification Compensation
Consultant**

SECTION 1 - INVITATION TO PARTICIPATE

1.1 Purpose

The Monroe County Water Authority (MCWA) is requesting proposals for consulting services, a company-wide Management Classification and Compensation Study, as described herein.

The current compensation system has been in use for over twenty (20) years. Monroe County Water Authority currently offers 90% and 80% (based on hire date) medical and 100% dental for both single and family plans, New York State Employees Retirement System, \$1,800 Medical Reimbursement plan (Authority funded), long term disability and an optional 457 Deferred Compensation plan.

SECTION 2 - OBJECTIVE

The Authority desires to enter into a two (2) year contract with three (3) one year options to renew, with a highly qualified and experienced firm for the purpose of conducting an employee classification and compensation study.

The study will assist in the development and implementation of a management salary program that will enable the Authority to competitively recruit new employees, secure our current workforce and motivate employee job performance.

Additionally, the Authority is seeking a firm that will serve as our compensation consultant on an 'as needed basis' throughout the term of the agreement.

SECTION 3 - BACKGROUND INFORMATION

The Authority provides a high quality, safe and reliable water supply, in a financially responsible manner.

It was created by State legislation in 1950 to solve the water supply needs of this community. In 1959 the Authority assumed the assets of the private, New York Water Service Corporation and had 27,000 retail customers, serving just portions of the County's inner ring towns and portions of the City of Rochester. As surrounding towns and villages faced new water supply challenges, the Authority's service area has steadily grown. Today, we serve over 189,600 customers in every town and village in Monroe County plus towns, villages and other water authorities in each of the five adjacent counties. The annual operating budget is approximately \$86 million.

The MCWA system infrastructure includes its main operations center, meter shop, three water treatment plants, 48 remote pumping stations; 54 tanks and 2 storage reservoirs; and over 3,435 miles of transmission and distribution water mains.

For additional information on MCWA, go to www.mcwa.com

SECTION 4 – GOALS AND OBJECTIVES

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

MCWA'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.
6. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

SECTION 5 – SCOPE OF SERVICES

1. Provide for a comprehensive evaluation of every management/confidential position within the Authority to determine relative worth within the organization for internal equity and for the establishment of pay 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 government entities.
4. Identify potential pay compensation 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.

SECTION 6 – INFORMATION MEETINGS

1. Consultant to schedule an initial meeting with the Executive Director, Deputy Executive Director and the Director of Human Resources to discuss the process and tasks to be performed in the study to include reasonable dedication of key

personnel.

2. Consultant to provide updates in writing to the Executive Director, Deputy Executive Director and the Director of Human Resources.

SECTION 7 – CLASSIFICATION STUDY

1. Consultant to review current classification grade methodology and propose recommended strategies for the Authority.
2. Consultant to conduct interview and/or job audits, as appropriate. Interviews and/or job audits may be conducted individually or in group based upon classification.
3. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications, education, experience, knowledge, skills, abilities, working conditions (physical demands, work environment, and travel requirements), certification, licenses, and registration requirements for classification, as needed.
4. Consultant to present proposed recommendations to the Executive Director, Deputy Executive Director, and the Director of Human Resources for review prior to making any final classification recommendations.
5. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.

SECTION 8 – COMPENSATION STUDY

1. Consultant to review current compensation plan (salary, grade levels, and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the Authority 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 the 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 the Authority staff with determining the starting pay for new employees based on knowledge and experience above

the minimum requirements of that 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 provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as a market survey.
10. Consultant to conduct a compensation analysis to include any recommendations for implementation.
11. Upon award of proposal, the firm will review the Executive Staff and approximately forty-five (45) management and confidential salaries for external and internal equity for the 2024 fiscal year (January – December). This review may include salary adjustments due to external or recently approved Collective Bargaining Agreement (CBA) with MCWA Union employees. This review and recommendations shall be completed no later than October 31, 2023.

MCWA Resources

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

SECTION 9 – PROPOSAL FORMAT AND REQUIREMENTS

The proposer shall submit one original (conspicuously marked “ORIGINAL”) and three complete copies 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/Qualifications.

A. Agents and Address

Identify who will be the project manager and key staff assigned, if awarded. Provide résumés 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 the 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 at Work Product

Provide 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 the Authority as long as the minimum requirements set out in this RFP/Q 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 the contact persons at three 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 and a rate schedule for computing any extra work not specified in the contracted scope of work.

H. Final Product

Provide a statement that the proposer agrees to:

- a. Deliver at least one (1) original and three (3) copies of the final report to the Director of Human Resources.
- 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).

- c. Appear at a scheduled Board Compensation Committee meeting to discuss the recommendations and final report.

I. Other

The complete (all pages) Request for Proposal/Qualifications documents with any addenda acknowledgements filled out, initiated, and signed, as required. The person that signed the RFP/Q 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/Q.

The classification and compensation system to be recommended as responses to this RFP/Q 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, 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 competitiveness.
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. All work provided by the consultant under contract with the Authority shall belong exclusively to the Authority.

SECTION 10 – REQUIRED PROPOSAL CONTENTS

Please respond to each section fully and completely in order to assure that your firm receives full credit when your proposal is received and rated by the selection committee.

10.1 Consulting Firm

- Legal Name of Firm
- Street and Mailing Address
- Telephone Number

- Name of Authorized Representative
- Title of Authorized Representative

10.2 Firm Qualifications (Please limit to two pages excluding resumes)

- Experience in conducting similar studies in New York State public authorities
- Experience in classification and compensation consulting
- Experience in evaluating compensation systems for internal equity
- Accomplishment in developing classification and compensation plans for public authorities

10.3 Project Manager Qualifications

Please address the following points, unless the qualifications of the firm and project manager are one and the same.

- Experience in conducting similar studies in New York State public authorities
- Experience in classification and compensation consulting
- Experience in evaluating compensation systems for internal equity
- Accomplishment in developing classification and compensation plans for public authorities

10.4 Evaluation of System and Content (Please limit to two pages)

Describe how the consultant proposes to do the report. Include descriptions and documentation of proposed methodology.

Describe and outline the tasks that the consultant believes are necessary to complete the report.

10.5 Report Schedule

Include proposed timelines and dates of milestones. Indicate which tasks the project manager will perform and which may be performed by other consultant staff. Explain in detail what, if any, work the Authority staff will be required to perform.

10.6 Employee Relations

Provide proposed employee information plan for educating Authority employees during the report and provide methods for informing and educating Authority employees regarding the results and findings of report after it has been completed.

10.7 Availability of Firm

In light of your firms' other obligations, indicate the extent of the firm's and project manager's availability to perform the report.

Cost Proposal

This request for information does not, under any circumstance, commit the Authority 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.

Please provide a detailed all-inclusive price to prepare the report, as described. Also, provide a schedule of fees for any consulting services not part of this analysis on a per hour basis.

Clarification of RFP/Q Questions

Questions that arise prior to or during response preparation must be submitted **in writing or via e-mail**, no later than **July 31, 2023**. Questions and Answers will be provided to all potential respondents who have received RFP/Q's and must be acknowledged in the RFP/Q response. No contact will be allowed between the respondent and any other member of MCWA with regard to this RFP/Q during the RFP/Q process unless specifically authorized in writing by the RFP/Q Coordinator. Prohibited contact may be grounds for respondent disqualification.

Addenda

It is the proposer's responsibility to check the website for any addenda: www.mcwa.com.

Criteria and Selection

After the Authority's staff has reviews the proposals, final selection will be determined. The successful firm will be required to enter into an agreement for professional services with MCWA.

The Authority will select the firm that, in the Authority's sole judgement, provides the most advantageous combination of qualifications and price, proposals will be evaluated using the following criteria:

Qualification weighted at 70%

- Quality and thoughtfulness of the proposal and the degree to which it conforms to the required format.
- Related prior experience and past performance of the firm and key staff with performing similar studies.
- References, credentials and/or recommendations from past clients.
- Ability of firm and the firm's subcontractors to provide the services requested, as well as, financial stability and availability.

Price weighted 30%

- Costs associated with developing, preparing, and presenting the study.

Submission Proposer’s Statement of Qualifications and Proposal

To be considered, respondents must submit a complete response to this RFP/Q in a sealed envelope clearly labeled “RFP/Q Diane Hendrickson – Management Classification Compensation Consultant”. RFP/Q’s submitted via delivery service, such as FedEx, must be clearly labeled and delivered to **Door #19 and placed in the blue bid box**. (Respondents submitting via delivery service have the sole responsibility to call MCWA and confirm receipt of RFP/Q. U.S. mail is **NOT** an acceptable means to deliver to this location. **E-mail responses will NOT be accepted and will be rejected**. Respondents not responding to all information requested in this RFP/Q or indicating exceptions to those items not responded to may have their submittals rejected. The Offerer/Bidder Disclosure Form must be completed, signed, and returned with your proposal.

The sealed Qualification submittal must be received at the address below on or before **August 14, 2023: Requests for extension of the submission date will not be granted**. Respondents should allow ample delivery time to assure timely receipt of their responses.

Monroe County Water Authority
“RFP/Q Management Classification Compensation Consultant”
Diane Hendrickson
475 Norris Drive
Rochester NY 14610

There will be no public opening of these submittals.

The evaluation of proposals will be done by MCWA personnel who will then forward a recommendation to the MCWA Compensation Committee whom may forward to the full Board for their consideration/ approval. Fee proposals, which are to be submitted within the proposal, will also be taken into consideration.

**OFFERER/BIDDER DISCLOSURE OF PRIOR NON-RESPONSIBILITY DETERMINATION
AND AFFIRMATION/CERTIFICATION IN ACCORDANCE WITH NYS FINANCE LAW §§ 139-J
AND 139-K**

Name of Individual or Entity Seeking to Enter into the Procurement Contract:

Address: _____

Name and Title of Person Submitting this Form: _____

Contract Procurement Number: (by MCWA) _____

Date: _____

1. Has any Government Entity made a finding of non-responsibility regarding the individual or entity seeking to enter into the Procurement Contract in the previous four years?

(Circle one):

Yes No

If yes, answer the next questions:

2. Was the basis for the finding of non-responsibility due to a violation of State Finance Law § 139-j?

(Circle one):

Yes No

3. Was the basis for the finding of non-responsibility due to the intentional provision of false or incomplete information to a Governmental Entity?

(Circle one):

Yes No

4. If you answered yes to any of the above questions, provide details regarding the finding of non-responsibility below.

Governmental Entity: _____

Date of Finding of Non-Responsibility: _____

Basis of Finding of Non-Responsibility: _____

(Add additional pages as necessary.)

5. Has any Governmental Entity or other governmental agency terminated or withheld a Procurement Contract with the above-named individual or entity due to the intentional provision of false or incomplete information?

(Circle one):

Yes No

6. If yes, provide details below:

Governmental Entity: _____

Date of Termination: _____

Basis of Determination or Withholding: _____

(Add additional pages as necessary.)

By signing below, Bidder/Offerer affirms that it understands and agrees to comply with the MCWA Water Authority's Procurement Disclosure Policy, Code of Ethics Policy and Conflict of Interest Policy as required by State Finance Law § 139-j(3) and § 139-j(6)(b) and certifies that all information provided to the Monroe County Water Authority with respect to State Finance Law § 139-k and § 139-j is complete, true and accurate.

By: _____

Date: _____
(Signature of Person Certifying)

Print Name: _____

Print Title: _____

Bidder/Offerer Name: _____
(Company Name)

Bidder/Offerer Address: _____

Bidder/Offerer Phone Number: _____

Procurement Policy

Pursuant to State Finance Law §§ 139-j and 139-k this Request for Qualifications includes and imposes certain restrictions on communications between a Governmental Entity (including the Authority) and Bidder/Offerer during the procurement process. A Bidder/Offerer is restricted from making contacts from the earliest notice of intent to solicit offers through final award and approval of the Procurement Process by the Authority to other than the Authority's Procurement Officers unless it is a contact that is included among certain statutory exceptions set forth in State Finance Law § 139-j (3) (a). The Authority's Procurement Officers for this Governmental Procurement, as of date hereof, are identified herein. Authority employees are also required to obtain certain information when contacted during the restricted period and make a determination of the responsibility of the Bidder/Offerer pursuant to these two statutes. Certain findings of non-responsibility can result in rejection for contract award and in the event of two findings within a four (4) year period; the Bidder/Offerer is debarred from obtaining government Procurement Contracts. Further information about these requirements may be obtained from the Procurement Officers.

The Authority reserves the right to terminate this contract in the event it is found that the certification filed by the Bidder/Offerer in accordance with State Finance Law § 139-k (5) was intentionally false or intentionally incomplete. Upon such finding, the Authority may exercise its termination right by providing written notification to the Bidder/Offerer in accordance with the written notice terms of this contract.

The RFQ Procurement Officer identified below is the primary point of contact regarding this RFQ from the date of issuance until the selection of the successful Proposer.

Diane Hendrickson
Monroe County Water Authority
475 Norris Drive
Rochester, New York 14610-0999
Email: diane.hendrickson@mcwa.com
Phone: (585) 442-2001 x215 Fax: (585) 442-7186