

Issue Date: August 4, 2022

Deadline: August 26, 2022



Lancaster County Water and Sewer District

Request for Proposal

Classification and Compensation Study

English Henderson

Human Resources Director

Introduction

Lancaster County Water and Sewer District (LCWSD) has provided water and sewer services to the unincorporated areas of Lancaster County since 1959. The District is governed by a nine-member Board of Commissioners who selects the Manager. The Manager oversees the day-to-day operations of LCWSD.

LCWSD employs 95 full time employees and approximately 8 part-time and seasonal employees across 13 departments. Departments include: Management/Administration, Human Resources, Engineering, Information Technology, GIS, Inventory Control, Water, Sewer, Facilities Maintenance, Route, Office, Water Treatment, and Wastewater Treatment.

LCWSD is seeking proposals from qualified firms to assess the current classification and compensation structure in an effort to remain competitive in attracting and retaining skilled employees, maintaining pay equity, and to create career opportunities/paths.

Scope of Work

1. *Job Analysis* – Review and analyze approximately 51 individual positions. Update job descriptions to include the essential job duties, qualifications, work conditions (physical demands, work environment), and certification/license requirements. Identify FLSA status (exempt/non-exempt).
2. *Compensation Study* – Review and analyze the current compensation structure and benefits package, provide recommendations for improvement. Consider potential issues such as internal equity, compression, cost of living, incentive pay, or other concerns that could arise.
3. *Market Analysis* – Develop and conduct a compensation and benefits survey. Make comparisons against similar organizations (examples include local governments, special purpose districts, utilities), private and public sector employers, geographical location, and job functions.
4. *Recommendations* – Provide recommendations for salary ranges and range placement based on market study and internal analysis. Provide alternatives to address positions that are hard to fill. Present a clear system that can be used to maintain the classification structure in the future.

Timeline

Release RFP	August 4, 2022
Deadline for submission of proposals	August 26, 2022
LCWSD will review of proposals	September 2, 2022
Board meeting for contract approval	September 13, 2022
Estimated start date	September 19, 2022
Final report submitted to LCWSD	March 15, 2023

Submission Requirements

Proposal should include 4 completed packets with a maximum of 21 pages (including cover letter):

1. Cover letter summarizing the proposal. Include:
 - a. Company name and address
 - b. Contact person's name, title, phone number, and email address
 - c. Location of the office(s) where the work is to be done
 - d. Date of proposal
2. Scope of work (a description of the work plan, including a description of deliverables).
3. Introduction of the project team.
 - a. The names, titles, and qualifications (resumes) of the proposed project manager and support staff who will be performing the work on this assignment.
 - b. Length of time with the firm
4. Describe the organizational structure of the firm and project team.
5. Outline of the proposed work and timeline/schedule.
6. Detailed fee schedule outlining the services as presented in the proposal. If the proposal includes any expenses to be billed separately from professional fees, a detailed estimate of the expense should also be included.
7. A list of four (4) references for similar projects within the last 5 years, two of which are government entities, including names of contact person, telephone numbers, and email address.

Proposals must be received by the Human Resources Director, Lancaster County Water & Sewer District, by 3pm on Friday, August 26, 2022.

Lancaster County Water & Sewer District
Attn: English Henderson, Human Resources
PO Box 1009 (1400 Lancaster Hwy)
Lancaster, SC 29720

Evaluation Criteria

A review committee will evaluate the proposals based on several criteria including:

- Thorough understanding of the work to be performed,
- Background and experience in compensation analysis,
- Staff's expertise and relevant experience,
- Responsiveness to project requirements,
- and Cost.