



REQUEST FOR QUALIFICATIONS

General Information

	RFQ Number:	CAW # 24-16
	Description:	Classification and Compensation Study
	Solicitation Issued:	August 29, 2024

Submission Deadline for Response

	Opening Date:	September 12, 2024	Opening Time:	3:00 p.m., Central Time
	Responses will not be accepted after the designated opening date and time. Respondents are responsible for submitting responses at the selected location on or before the opening date and time. Responses received after the designated opening date and time will be considered late and returned to the Respondent without further review.			

Delivery Information for Response

	Delivery Address:	<p>Central Arkansas Water ATTN: Purchasing Section 221 East Capitol Avenue Little Rock, AR 72202</p> <p>Delivery providers USPS, UPS, and FedEx deliver mail to CAW's street address on a schedule determined by each provider. These providers will deliver to CAW based solely on the street address.</p> <p>Note: Respondent(s) who choose to hand deliver a bid response should take it to the front entrance at the James T. Harvey Building, which is located at 221 East Capitol Avenue</p>
	Response's Outer Packaging:	<p>The Respondent's bid must be delivered to CAW in a sealed package. The outer packaging should be properly marked with the information listed below. (Traditional Method) If it is not properly marked, the packaging may be opened for identification purposes.</p> <ul style="list-style-type: none"> • RFQ/ASQ Number • Date and time of the opening • Respondent's name and return address

Central Arkansas Water Contact Information

	CAW Buyer:	Liz Tuck-Rowan, NIGP-CPP, CPPO, CPPB, C.P.M., A.P.P., CPSD	Direct Phone #:	(501) 377-1266
	Email Address:	liz.tuck-rowan@carkw.com	CAW's Main #:	(501) 377-1200
	Website:	www.carkw.com		

RESPONSE SIGNATURE PAGE

Respondent's Information

Type or Print the following information.

Company:			
Address:			
City:	State:	ZIP Code:	
Business Designation:	<input type="checkbox"/> Individual	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Public Service Corp
	<input type="checkbox"/> Partnership	<input type="checkbox"/> Corporation	<input type="checkbox"/> Nonprofit
Dun & Bradstreet #:	Business License #:		

Respondent's Contact Information

Contact Person:		Title:	
Phone:		Alternate Phone:	
Email:			

Conflict of Interest Disclosure

	<p>Respondent should indicate below whether or not any known possible conflicts of interest exist with Central Arkansas Water. (See <i>Conflict of Interest Disclosure</i> in Section 1.)</p> <p>At the present time, and to the best of my knowledge, (Respondent should select one of the following choices.)</p> <p><input type="checkbox"/> No known possible conflicts of interest exist.</p> <p><input type="checkbox"/> Yes, a possible conflict of interest exists.</p> <p style="padding-left: 40px;">If yes, the Respondent must explain. _____</p> <p>_____</p>
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Israel Boycott Restriction Confirmation

	<p>By checking and submitting a response to this <i>Bid Solicitation</i>, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected will not boycott Israel during the aggregate term of the contract.</p> <p><input type="checkbox"/> Prospective Contractor does not and will not boycott Israel.</p>
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Boycott of the Energy, Fossil Fuel, Firearms, and AMO Industries

	<p>By signing below, the Contractor agrees and certifies that it does not boycott the energy, fossil fuel, firearms, and ammunition industries and will not boycott the energy, fossil fuel, firearms, and ammunition industries during the term of the contract.</p> <p><input type="checkbox"/> Prospective Contractor does not and will not energy, fossil fuel, firearms, and AMO Industries</p>
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Execution of Response

	<p>Respondent's signature below shall represent and warrant Respondent's agreement to and compliance with all requirements, specifications, and terms and conditions within this solicitation. The undersigned official must be duly authorized to bind the Respondent to a resultant contract. (See <i>Response Signature Page</i> in Section 1 of this solicitation).</p> <p>Authorized Signature: _____ Title: _____</p> <p>Printed/Typed Name: _____ Date: _____</p>
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SECTION 1 – GENERAL INFORMATION

- **Do not respond to items in this section unless specifically and expressly required.**

1.1 PURPOSE

Central Arkansas Water (“CAW” or “Utility”) is soliciting statements of qualifications (“Qualifications”) from professional firms (“Respondents”) to perform a Classification and Compensation Study to address changes in CAW’s operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed.

The last time CAW’s compensation plan was fully reviewed by a third party specializing in that field was in either 2001 or 2002, but no one can find a copy of it. Since that time, specific positions have been spot-checked and many of the positions have been reviewed and updated when necessary. Some new positions have been created and have been incorporated into the plan. Also, other positions have been eliminated and the criteria and weighting of various factors of the plan need to be updated.

1.2 BACKGROUND INFORMATION

Central Arkansas Water (CAW) is Arkansas's largest combined water utility. For calendar and budget year 2024, Utility departments include Administration, Information Services, Customer Service, Finance, Environmental Health and Safety, Engineering, Sustainability and Facilities, Communications, Water Production, and Distribution. Overall, CAW has 370 full-time employees authorized. As of August 20, 2024, the utility has approximately 328 full-time, 9 part-time, and 7 temporary employees on the payroll.

1.3 ISSUING OFFICE

The issuing officer is the sole point of contact in the selection process. Respondent questions regarding RFQ-related matters should be made through the Purchasing Manager, Liz Tuck-Rowan, at 501-377-1266 or via email at liz.tuck-rowan@carkw.com. Verbal questions will be answered as a courtesy and at the Respondent’s risk.

1.4 OPENING LOCATION

Sealed responses submitted by the opening time and date **shall** be opened at the following location:

Central Arkansas Water
221 East Capitol Avenue
Little Rock, AR 72202

1.5 CONE OF SILENCE

All communication(s) about this solicitation **shall** be directed to the CAW buyer listed on page one (1) of this solicitation or his or her designee. CAW has imposed an absolute prohibition against any communication or contact ("Cone of Silence") with any other CAW personnel, CAW consultant, or Central Arkansas Water Commission (CAWC) member regarding this solicitation process.

The prohibition begins with the publication of this solicitation document, remains in place through the CAW solicitation and award process, and ends only after CAW has executed a contract with the successful Respondent. The prohibition is suspended only when the CAW Buyer, or his or her designee, initiates or consents to a meeting or communications for the purpose of clarifying a solicitation or another solicitation-related action.

A violation of this policy may result in the disqualification of an offending Respondent’s response.

1.6 CLARIFICATION OF RFQ AND QUESTIONS

A. Respondents may submit written questions requesting clarification of information contained in this solicitation. Written questions should be submitted by 4:00 p.m., Central Time on *Wednesday, September 4th*.

1. Submit written questions by email to procurement@carkw.com with “Questions about Salary Survey” in the subject line.
2. Respondents’ written questions will be consolidated and answered by CAW. CAW’s consolidated written response is anticipated to be posted to the CAW website by the close of business on *Friday, September 6th*.

- B. Respondents may contact the CAW Purchasing Section with procurement-related questions before the bid opening date and time. Answers to verbal questions may be given as a matter of courtesy and **must** be evaluated at the Respondent's risk.

1.7 **DEFINITION OF REQUIREMENT**

- A. The words "**must**" and "**shall**" signify a requirement of this solicitation and that Respondent's agreement to and compliance with that item is mandatory.
- B. Exceptions taken to any requirement in this solicitation, whether submitted in the vendor's response or in subsequent correspondence, may cause the Respondent's response to be disqualified.
- C. Respondent may request exceptions to non-mandatory items. Respondent **must** clearly explain the requested exception and should reference the specific solicitation item number to which the exception applies.

1.8 **DEFINITION OF TERMS**

- A. CAW has made every effort to use industry-accepted terminology in this solicitation. It will attempt further to clarify any point of an item in question as indicated in the *Clarification of RFQ and Questions*.
- B. "Central Arkansas Water," "CAW," and "Utility" are used synonymously in this document.
- C. "Central Arkansas Water Commission," "CAWC," and the "commission" are used synonymously in this document.
- D. The words "Respondent," "Bidder," "Contractor," and "Vendor" are used synonymously in this document.
- E. The terms "Request for Qualifications," "RFQ," and "Solicitation" are used synonymously in this document.
- F. The terms "bid," "response," and "submission" are used synonymously in this document.

1.10 **RESPONSE SIGNATURE PAGE**

- A. An official authorized to bind the Respondent(s) to a resultant contract **must** sign the *Response Signature Page* included in this solicitation.
- B. Respondent's signature on the *Response Signature Page* **shall** represent and warrant the Respondent's agreement that either of the following may cause the Respondent's response to be disqualified:
 - 1. Additional terms or conditions submitted intentionally or inadvertently.
 - 2. Any exception that conflicts with a requirement of this solicitation.
- C. Respondent's signature on the *Response Signature Page* **shall** represent and warrant the following:
 - 1. Respondent has completely reviewed this solicitation and any addenda.
 - 2. Respondent's agreement to and compliance with all requirements, specifications, and terms and conditions within this solicitation. (See *Definition of Requirement*.)
 - 3. Respondent's agreement to and compliance with all laws relating to State and Federal Equal Opportunity and Non-Discrimination requirements and conditions of employment, in addition to all federal, State, and local laws.
 - 4. Respondent has provided information in response to this solicitation that is both accurate and true.

1.11 **PRICING**

Pricing will be negotiated with the apparent successful Respondent based on the project/scope of work. Respondent **must not** include any pricing in their response. The response shall be disqualified if the hard copies or electronic copies of the Respondent's response contain any pricing.

1.12 **NONCOLLUSION**

Respondent **shall** represent and warrant that in connection to a response to this solicitation:

- A. The Respondent has not been a party to any collusion among Respondent(s) in the restraint of freedom of competition by agreement to bid at a fixed price or to refrain from bidding.
- B. The Respondent has not been a party to any collusion with any official or employee of CAW as to quantity, quality, or price in the prospective contract or any other terms of said prospective contract.
- C. The Respondent has not been a party in any discussion between bidders and any official of CAW concerning the exchange of money or other things of value for special consideration in the letting of a contract.

1.13 **CONFLICT OF INTEREST DISCLOSURE**

- A. Respondent should complete the *Conflict-of-Interest Disclosure* section on the *Response Signature Page* of this solicitation.
- B. Respondent **must** disclose all known possible conflicts of interest that exist at the time of the Respondent's response submission. Conflicts of interest include, but are not limited to, the following:
 - 1. Relationships between the Respondent's employees, principals, officers, agents, and the employees of CAW.
 - 2. Relationships between the Respondent's employees, principals, officers, agents, and the CAWC.
 - 3. Those resulting from adverse material matters are distinguished from business conduct as usual.
- C. Respondent's failure to disclose such a relationship may result in one of the following:
 - 1. CAW's rejection of the Respondent's response.
 - 2. CAW's cancellation of any resultant contract.

1.14 **PROPRIETARY INFORMATION**

- A. Response documents pertaining to this solicitation will become the property of CAW and **shall** be subject to the Arkansas Freedom of Information Act (FOIA).
- B. One (1) complete copy of the submission documents from which any proprietary and/or confidential information has been redacted should be submitted via the preferred secure FTP method in the Respondent's response.
- C. Except for the redacted information, the redacted copy **must** be identical to the original hard copy, reflecting the same pagination as the original and showing the space from which information was redacted.
- D. The Respondent **shall** be responsible for identifying all proprietary information and for ensuring the electronic copy is protected against restoration of redacted data.
- E. The redacted copy **shall** be open to public inspection under the Freedom of Information Act (FOIA) without further notice to the Respondent.
- F. If a redacted copy of the submission documents is not provided with the Respondent's proposal, a copy of the non-redacted documents, with the exception of financial data (other than pricing), **shall** be released in response to any request made under the Arkansas Freedom of Information Act (FOIA).
- G. If CAW deems redacted information to be subject to FOIA, the Respondent will be contacted prior to release of the documents.

1.15 **ISRAEL BOYCOTT NOTICE**

- A. Pursuant to Arkansas Code Annotated § 25-1-503, a public entity shall not enter into a contract valued at \$1,000 or greater with a company unless the contract includes a written certification that the person or company is not currently engaged in and agrees for the duration of the contract not to engage in, a boycott of Israel.
- B. Respondent's signature on the Bid Signature Page **shall** represent and warrant they do not boycott Israel and will not boycott Israel during the remaining aggregate term of the contract.

1.16 **REQUIREMENT OF ADDENDUM**

- A. This solicitation **shall** be modified only by an addendum written and authorized by CAW.

- B. The Respondent **shall** be responsible for checking the Purchasing Section of the CAW website, www.carkw.com, for any and all addenda up to the established opening date and time.

1.17 **QUALIFICATION AND AWARD PROCESS**

A. Successful Selection

The ranking of Respondents **shall** be determined by the total score each response receives in evaluation. The Respondent receiving the highest-ranking score for their response **shall** be selected as the apparent successful Respondent. **Important Notice:** Receipt of a successful Respondent award letter/notification **does not guarantee** project work will commence during the solicitation calendar year.

B. Negotiations

1. CAW will enter pricing negotiations with the highest-ranking Respondent after the completion of the evaluation process.
2. If CAW so chooses, it **shall** also have the right to enter discussions with the highest-ranking Respondent to define contract details further. All negotiations **shall** be conducted at the sole discretion of CAW. CAW **shall** solely determine the items to be negotiated.
3. If CAW and the Respondent cannot agree regarding contractual matters, including pricing, CAW shall declare the Respondent non-responsive and begin the negotiation process with the next highest-ranking Respondent. The negotiation process will be repeated until an anticipated successful Respondent has been determined or until CAW decides not to move forward with an award.

C. Central Arkansas Water Commission Approval

Any resultant contract of this solicitation **shall** be subject to CAW approval processes which may include CAWC review and approval.

D. Issuance of a Contract

A CAW Purchasing Official, with approval by the CAWC, **shall** be responsible for the award and administration of any resulting contract. A contract **shall not** be effective before the award is made by a CAW Purchasing Official.

1.18 **CAUTION TO RESPONDENTS**

- A. Respondent **must not** alter any language in any solicitation document provided by CAW.
- B. The resultant contract shall include All official documents and correspondence related to this solicitation.
- C. Responses **must** be submitted only in English.
- D. CAW **shall** have the right to award or not award a contract if it is in its best interest to do so.
- E. CAW **shall** have the right to accept or reject all or any part of a response if it is in its best interest to do so.
- F. Respondent **must** clarify any information in their response documents as requested by CAW.
- G. Respondent's qualifications **must** meet or exceed those outlined in this solicitation.
- H. Services provided by the successful Respondent **must** meet or exceed those as set forth in this solicitation and/or as negotiated between the Respondent and CAW.
- I. Respondent may withdraw their response. In order to withdraw a response, the Respondent **must** provide a written request to the CAW Purchasing Section
- J. Reference to handbooks or other technical materials as part of a response **must not** constitute the entire response, and the Respondent **must** identify the specific page and paragraph being referenced.

1.19 PAST PERFORMANCE

A Respondent's past performance with CAW may be used to determine if the Respondent is "responsible". Responses submitted by the Respondent determined to be non-responsible **shall** be disqualified.

1.20 PUBLICITY

Respondent **shall not** issue a news release or article pertaining to this solicitation or any portion of the project, in any medium, at any time during the pendency of the solicitation or fulfillment of the terms of this contract without CAW's prior written approval. Respondent's failure to comply with this requirement may be cause for CAW's rejection of Respondent's response or CAW's cancellation of this contract.

1.21 RESERVATION

This solicitation does not commit CAW to issue an award or contract for services. CAW **shall not** pay costs incurred in the preparation of a response.

1.22 BOYCOTT OF THE ENERGY, FOSSIL FUEL, FIREARMS, AND AMO INDUSTRIES

A. For contracts valued at or exceeding \$75,000. A public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in and agrees for the duration of the contract not to engage in a boycott of an Energy, Fossil Fuel, Firearms, or Ammunition Industry. If a company does boycott any of these industries, see Arkansas Code Annotated § 25-1-1102.

B. Respondent's signature on the Bid Signature Page **shall** represent and warrant they do not boycott an Energy, Fossil Fuel, Firearms, or Ammunition Industry during the remaining aggregate term of the contract.

SECTION 2 – GOALS AND OBJECTIVES

2.1 OBJECTIVES

CAW's objectives are to:

1. Attract and retain qualified HIVIP¹ 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 the regular involvement of the Chief Administrative Officer and the Director of Human Resources. The Chief Operating Officer, the Department Directors, 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 the Board of Commissioners of the utility upon completion of the project is also expected.

SECTION 3 – SCOPE OF SERVICES

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:

3.1 SCOPE OF SERVICES

1. Provide for a comprehensive evaluation of every job within CAW to determine relative worth within the organization for internal impartiality and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications and, using an established methodology and experience, either confirm their appropriateness or recommend changes to the hierarchical order of jobs within the utility.

¹ High-Performing, Innovative, Values-Driven, Informed, and Passionate employees.

3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Arkansas municipalities, water utilities, and positions requiring similar skills in the public sector 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 as broader job classifications.
6. Review the annual merit bonus system (+ - =) and make recommendations to make it an effective and meaningful incentive or reward system based on employee performance.

3.2 INFORMATION MEETINGS

1. The consultant will schedule an initial meeting with the Chief Executive Officer, the Chief Administrative Officer, the Chief Operating Officer, and the Director of Human Resources to discuss the process and tasks to be performed in the study, including reasonable dedication of key personnel.
2. The consultant will meet with department heads to explain study and process to be used.
3. The consultant will provide frequent updates to the Chief Administrative Officer and the Director of Human Resources.

3.3 CLASSIFICATION STUDY

1. The consultant shall review the current classification grade methodology and propose recommended changes in the methodologies or strategies for the utility.
2. The consultant shall conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
3. The consultant shall submit recommendations to the Director of Human Resources and update approved 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.
4. The consultant shall identify existing and recommended job classifications for all positions, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).
5. The consultant shall present the proposed recommendations to the Chief Executive Officer, the Chief Administrative Officer, the Chief Operational Officer, and the Director of Human Resources for review prior to making any final classification determinations.
6. The consultant shall finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
7. The consultant shall identify career ladders, promotional opportunities, and pivot points as deemed appropriate.
8. The consultant shall submit recommendations for appropriate implementation measures that the utility, with the assistance of Human Resources staff, will need to take.
9. The consultant shall provide a straightforward, easily understood grading/maintenance system that the Human Resources Department may use to keep the classification system current and impartial. The classification system should be provided in an electronic medium. Maintenance shall include annual activities, as well as the process the utility is recommended to use in the review of the classification of individual jobs, as needed.

10. The consultant shall conduct a comprehensive training program for Officers, Human Resources staff, and the Department Directors to ensure that appropriate staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

3.4 COMPENSATION STUDY

1. The consultant shall review current compensation plan (salary, grade levels, and steps) and understand current challenges in recruiting and retaining employees.
2. The consultant shall recommend and identify a consistent and competitive market position that CAW can strive to maintain.
3. The consultant shall recommend comparable labor markets, including both private and public sector employers for the compensation survey.
4. The consultant shall develop and conduct a comprehensive compensation and benefits survey.
5. The consultant shall recommend an appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships. The consultant shall also prepare a new salary structure based on the results of the survey and best practices.
6. The consultant shall develop guidelines to assist utility 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. The consultant shall recommend implementation strategies including calculating the cost of implementing the plan.
8. The consultant shall identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
9. The consultant shall make recommendations and 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. The consultant shall provide system documentation and computer formats/software to administer the revised compensation plan.
11. The consultant shall provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual or bi-annual activities such as market survey
12. The consultant shall conduct a compression analysis, including any recommendations for implementation.
13. The consultant shall conduct a comprehensive training program for the Chief Executive Officer, the Chief Administrative Officer, the Chief Operating Officer, and Human Resources staff to ensure that they can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

3.5 CAW RESOURCES

CAW 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.

SECTION 4 – PROPOSAL FORMAT AND REQUIREMENTS

4.1 PROPOSAL FORMAT AND REQUIREMENTS

The respondent shall submit one original (conspicuously marked "ORIGINAL"), five complete copies, and one CD or memory stick 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 Qualifications CAW# 24-16.

4.2 AGENTS AND ADDRESS

The proposal will identify the project manager and key staff assigned, if awarded. The respondent shall also provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Please include specific information on the staff's experience with public sector compensation. The respondent shall also describe successful outcomes. Promotional literature and other public relations documents should NOT be included.

4.3 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 from previous projects.

4.4 MANAGEMENT SYNOPSIS

Provide a synopsis prepared for management review, covering the significant features of the proposal including overall terms for the work. Costs and other pricing should not be included in the proposal.

4.5 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 CAW as long as the minimum requirements set out in this RFQ are met.

4.6 WORK SCHEDULE

Provide a timeline indicating the 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.

4.7 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.

4.8 FINAL PRODUCT

Provide a statement that the proposer agrees to:

- a. Deliver at least one (1) original, five (5) copies, and a flash drive of the final report to CAW's Purchasing Department.
- 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 Commission meeting to discuss the recommendations of final report.

4.9 ADDITIONAL SERVICES (OPTIONAL)

Provide any other related and recommended products or service not specified in the RFQ which may be considered essential or benefitted by the firm.

4.10 OTHER

The complete (all pages) Request for Qualifications documents with any addenda acknowledgements filled out, initialed, and signed as required. The person that signed the RFQ 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 RFQ. (See page 2, *Execution of Response*)

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 impartialities 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 the incorporation of new positions into the compensation plan and regular adjustments to maintain the plan's competitiveness.
 5. The system should be compatible with current CAW payroll programs/software and the upcoming ERP.
 6. CAW requests that all information submitted by the successful consulting firm be in Microsoft Word format on CD, flash drive, and in hard copy. CAW 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 CAW shall belong exclusively to CAW.
- *The following evaluation criteria are designed to illustrate the Respondent's qualifications and abilities in providing the services envisioned under this solicitation. Each item should be addressed as written.*

SECTION 5 – CRITERIA AND SELECTION

5.1 RESPONSE SCORE

After the utility staff has reviewed the proposals, the final selection will be determined. Staff may identify any number of respondents and ask each identified respondent to make presentations supporting their selection for this project. The successful respondent will be required to enter into an agreement for professional services with Central Arkansas Water.

Proposals will be evaluated using the following criteria:

- | | |
|--|-----|
| • Quality and thoughtfulness of the proposal. | 30% |
| • Related experience of the firm and key staff with similar studies. | 30% |
| • References, credentials and/or recommendations from past clients. | 15% |
| • Ability of the firm and the firm's subcontractors to provide the services requested as well as financial stability and availability. | 25% |

Utility personnel will evaluate proposals and then forward a recommendation to the Chief Executive Officer.

The duration of this project has not been determined.

5.2 RESPONDENT ACCEPTANCE OF EVALUATION TECHNIQUE

- A. Respondent **must** agree to all evaluation processes and procedures as defined in this solicitation.
- B. Submitting a response **shall** signify the Respondent's understanding and agreement that subjective judgments **shall** be made during the evaluation and scoring of the responses. Central Arkansas Water's decision **shall** be final.