

NOTICE TO BIDDERS

Sealed proposals will be received by Denise S. Coleman-Rowell, Compensation Analyst of the Northeast Ohio Regional Sewer District, 3900 Euclid Ave, Cleveland, Ohio 44115, until 4:00 p.m. official local time on the date indicated below. Proposal may be mailed or hand delivered.

Proposals can be printed from the NEORSD website: http://neorsd.org/neorsd_bids.php
Bids & Proposal or contact Jacqueline Coats, Assistant Purchasing Manager at (216)881-6600 ext. 6715. For new vendors downloading from the website please email Jacqueline Coats, coatsj@neorsd.org with Company name, address, city, state, zip code, telephone number, fax number and contact person.

Proposal No: P-1019
Resolution No: 76-09
Opening Date: Friday, June 12, 2009

The NEORSD is seeking to contract with a qualified company/firm to assist in developing and implementing a Performance Management System, including a Merit pay program for our non-union employee populations.

Pd April 29, 2009
May 6, 2009

Jacqueline Williams, Purchasing Manager

Please visit us at our new website: http://neorsd.org/neorsd_bids.php

NORTHEAST OHIO REGIONAL SEWER DISTRICT
RESOLUTION NO. 76-09

Authorizing the issuance of requests for proposals for retention of
Performance Management Consultant Services.

WHEREAS, it is necessary to provide for retention of a qualified company/firm to assist in the development and implementation of a Performance Management System; and

WHEREAS, the estimated cost for said retention of Performance Management Consultant Services requires that proposals be received;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE NORTHEAST OHIO REGIONAL SEWER DISTRICT:

Section 1. That this Board finds that it is necessary to provide for retention of a qualified company/firm to assist in the development and implementation of a Performance Management System.

Section 2. That this Board hereby authorizes the District to issue requests for proposals for retention of Performance Management Consultant Services.

Section 3. That this Board hereby authorizes the District to evaluate said proposals and to make a recommendation to this Board for award of a contract.

Section 4. That this Board declares that all formal actions of the Board concerning and relating to the adoption of this resolution and that all deliberators of the Board and any of its committees that resulted in said formal action were conducted in meetings open to the public and in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

NORTHEAST OHIO REGIONAL SEWER DISTRICT
RESOLUTION NO. 44-09

Encouraging contractors, vendors, and consultants seeking contracts with the District to utilize Small, Disadvantaged, Minority-, and Women-owned Business Enterprises as subcontractors and to provide reliable employment opportunities to such individuals within the District's service area, and further encouraging those companies seeking to do business with the District to reach out to Small, Disadvantaged, Minority-, and Women-owned Business Enterprises and to work with the District's Office of Contract Compliance to provide subcontracting opportunities to such business enterprises in order to strengthen the economy of the region and to support the individuals, businesses, and communities served by the District.

WHEREAS, the District is in the process of developing a race- and gender-neutral Small Business Enterprise Program; and

WHEREAS, the District has engaged a consultant to conduct a disparity study to determine whether race- and gender-based discrimination exists in the District's contracting marketplace; and

WHEREAS, during the pendency of the District's implementation of a Small Business Enterprise program and the performance of a disparity study, the Board endeavors to continue to increase economic opportunity for Small, Disadvantaged, Minority-, and Women-owned Business Enterprises;

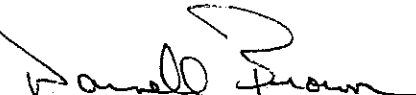
NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE NORTHEAST OHIO REGIONAL SEWER DISTRICT:

Section 1. That this Board encourages contractors, vendors, and consultants seeking contracts with the District to continue to make their best efforts to utilize Small, Disadvantaged, Minority-, and Women-owned Business Enterprises as subcontractors and to provide reliable employment opportunities to such individuals within the District's service area.

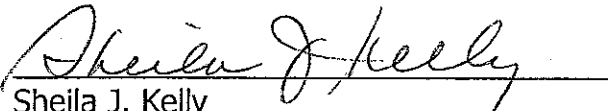
Section 2. That this Board further encourages those companies seeking to do business with the District to continue to reach out to Small, Disadvantaged, Minority-, and Women-owned Business Enterprises and to work with the District's Office of Contract Compliance to provide subcontracting opportunities to such business enterprises in order to strengthen the economy of the region and to support the individuals, businesses, and communities served by the District.

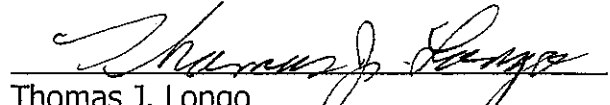
Section 3. That this Board declares that all formal actions of the Board concerning and relating to the adoption of this resolution and that all deliberations of the Board and any of its committees that resulted in said formal action were conducted in meetings open to the public and in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On motion of Mayor Longo, seconded by Ms. Kelly, the foregoing resolution was unanimously adopted on March 5, 2009.

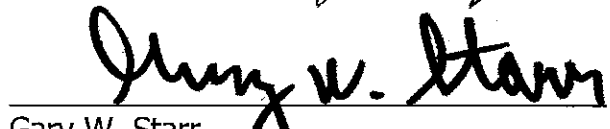

Darnell Brown


Dean E. DePiero

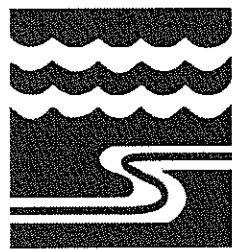

Sheila J. Kelly


Thomas J. Longo


Walter O'Malley


Gary W. Starr


Ronald D. Sulik



**Northeast Ohio Regional
Sewer District**

Protecting Your Health and Environment

**REQUEST FOR PROPOSAL
Performance Management System**

**Northeast Ohio Regional Sewer District
Department of Human Resources**

INTRODUCTION AND BACKGROUND

The **Northeast Ohio Regional Sewer District (District)** is a political subdivision created by statute with a service area encompassing over 61 communities in Northeast Ohio. The District's mission is to serve our customers by leading effective wastewater and stormwater management that protects the health and environment of our region while enhancing quality of life. The vision of the District is to be the leading environmental organization that sustainably manages our region's water resources to protect public health and promote economic development.

The District employs over 600 employees. The District's workforce consists of both union and non-union classified employees. Non-union employees make up approximately 330 of the total number of employees.

General compensation increases are distributed to non-union employees annually and typically are consistent in percentage, or dollar amount.

ADMINISTRATIVE MATTERS

Each company/firm bidding on this request for proposal must:

1. Have provided Human Resource consulting services to other organizations; and
2. Identify any possible conflicts of interest your company/firm may have with the District, including individual Board of Trustees members, executive personnel, and individual staff members.

OBJECTIVE

The **Northeast Ohio Regional Sewer District** is seeking to contract with a qualified company/firm to assist in developing and implementing a Performance Management System, including a Merit Pay Program for our non-union employee population. Duties to include the following:

- Review current annual general increase practice
- Compare general increase practice to Performance Management Systems and Merit Pay Programs utilized by other Northeast Ohio public agencies, municipalities, and comparable for-profit and private employers

- Review the 2009-2013 Strategic Plan
- Review current compa-ratio for all non-union employees
- Establish a Compensation Philosophy that will be the foundation for the Performance Management System to meet organizational objectives and strategic goals
- Create a unified Performance Evaluation Form that consists of the following measurements:
 - Core Organizational Competencies
 - Job Objectives
 - Individual Development/Training
- Develop a Merit Pay Program that will center employee salaries as close to market value as possible.
 - Create a merit pay matrix
- Utilize HRIS (Oracle) to support Merit Pay Program
 - Develop a one-page tracking tool(s) which includes milestone check-ins, mid-year reviews and other communication enhancements
 - Establish an on-line performance and processing system
- Develop workforce training modules to assist with implementation of the Performance Management System. Modules to encapsulate the following topics:
 - Overview of the process
 - Defining goals/objectives and how they are developed effectively
 - Driving employees' professional development
 - Understanding and avoiding common rater errors
 - Correct utilization of the Performance Evaluation Form
 - Making the correlation between performance and merit awarded
 - Managing negative employee performance

The District would like to implement a tool that will not only accurately assess individual employee performance but will reward them appropriately in support of our strategic plan.

RESTRICTIONS

From the issue date of this RFP until a vendor is selected and the selection is announced, bidders are not allowed to communicate for any reason with any District employee and/or Board Member except through the "Organizational Contact", or during the bidder's conference, or as provided by existing work agreement(s). For violation of this provision, the District shall reserve the right to reject the proposal of the offending bidder. All questions concerning this RFP must be submitted in writing (e-mail preferred, or fax may be used) to the "Organizational Contact." No questions other than written will be accepted.

The remainder of this document provides additional information that will allow a service provider to understand the scope of the effort and develop a proposal in the format desired by the **Northeast Ohio Regional Sewer District**.

ORGANIZATIONAL CONTACT

Name Denise S. Coleman-Rowell
Compensation Analyst
Department of Human Resources

Address 3900 Euclid Avenue
Cleveland, Ohio 44115

Phone 216.881.6600, Extension 6627

FAX 216.881.6070

Email coleman-rowelld@neorsd.org

DUE DATES

A written confirmation of the Vendor's intent to respond to this RFP is required by **May 29, 2009**. All proposals are due by 4:00 PM **June 12, 2009**. Any proposal received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. Any late proposals will not be evaluated for award.

SCHEDULE OF EVENTS

Event	Date
1. RFP Distribution to Vendors	April 20, 2009
2. Questions from Vendors about scope or approach due	May 15, 2009
3. Responses to Vendor about scope or approach due	May 29, 2009
4. Proposal due date	June 12, 2009
5. Target date for review of proposals	July 2, 2009
6. Final vendor selection discussion(s) – Week of	July 6, 2009
7. Anticipated decision and selection of Vendor	July 24, 2009
8. Anticipated work start date	August 3, 2009
9. Anticipated project completion date	October 30, 2009

PROPOSAL SUBMISSION

Award of the contract resulting from this RFP will be based upon the most responsive Vendor whose offer will be the most advantageous to the **Northeast Ohio Regional Sewer District** in terms of cost, functionality and other factors as specified elsewhere in this RFP.

The **Northeast Ohio Regional Sewer District** reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Vendor,
- Accept other than the lowest bid offered,
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers, and
- Award more than one contract.

Vendor's proposal shall be submitted in several parts as set forth below. The Vendor will confine its submission to those matters sufficient to define its proposal, and to provide an adequate basis for the **Northeast Ohio Regional Sewer District** evaluation of the Vendor's proposal.

Vendor's proposal in response to this RFP will be incorporated into the final agreement between the **Northeast Ohio Regional Sewer District** and the selected Vendor(s). The submitted proposals are suggested to include each of the following sections:

1. Executive Summary
 2. Scope, Approach, and Methodology
 3. Project Management Approach
 4. Deliverables
 5. Detailed and Itemized Pricing
 6. Appendix: References
 7. Appendix: Project Team Staffing
 8. Appendix: Company Overview
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The detailed requirements for each of the above-mentioned sections are outlined below.

EXECUTIVE SUMMARY

This section will present a high-level synopsis of the Vendor's responses to the RFP. The Executive Summary should be a brief overview of the engagement, and should identify the main features and benefits of the proposed work.

SCOPE, APPROACH AND METHODOLOGY

This section will act as the Statement of Work (SOW) to be used as a guideline. All information that you provide will be held in the strictest confidence. This section should include a description of each major type of work being requested of the vendor. The proposal should reflect each of the sections listed below.

PROJECT MANAGEMENT APPROACH

This section will include the method and approach used to manage the overall project and client correspondence. Briefly describe how the engagement proceeds from beginning to end.

DELIVERABLES

This section will include descriptions and samples of the types of reports used to summarize and provide detailed information on processes, customer service, etc.

DETAILED AND ITEMIZED PRICING

This section will include a fee breakdown.

APPENDIX: REFERENCES

This section will include three (3) current business references, including company name, contact name, title, address, telephone number, and client relationship synopsis.

APPENDIX: PROJECT TEAM STAFFING

This section will include biographies and relevant experience of key staff and management personnel. List the personnel who would work on this project along with their qualifications and relevant experience.

APPENDIX: COMPANY OVERVIEW

This section will include the following:

- Official registered name, address, main telephone number, toll-free numbers, and facsimile numbers.
- Type of business (corporation, partnership, limited partnership, joint venture, sole proprietorship, etc.).
- Taxpayer Identification Number, for entities other than a sole proprietorship, or in the case of a sole proprietorship, Social Security Number (W-9 Form).
- Key contact name, title, address (if different from above address), direct telephone and fax numbers.
- Person authorized to contractually bind the organization for any proposal against this RFP.
- Brief company history, including year established.

CRITERIA

Any award to be made pursuant to this RFP will be based upon the proposal with appropriate consideration given to operational, technical, cost, and management requirements. Evaluation of offers will be based upon the Vendor's responsiveness to the RFP and the total price quoted for all items covered by the RFP.

The following elements will be the primary considerations in evaluating all submitted proposals and in the selection of a Vendor or Vendors:

1. Completion of all required responses in the correct format
2. The extent to which the Vendor's proposed solution fulfills the Northeast Ohio Regional Sewer District's stated requirements as set out in this RFP.
3. An assessment of the Vendor's ability to indicated services in accordance with the specifications set out in this RFP.
4. The Vendor's stability, experience and record of past performance in delivering such services.
5. Availability of sufficient high quality Vendor personnel with the required skills and experience for the specific approach proposed.
6. Overall cost of Vendor's proposal.

The **Northeast Ohio Regional Sewer District** may, at their discretion and without explanation to the prospective Vendors, at any time choose to discontinue this RFP without obligation to such prospective Vendors.

MANDATORY REQUIREMENTS

The following "mandatory" requirements must be present in the proposals before further consideration will be given. All bidders are required to submit a letter of transmittal, which shall be in the form of a standard business letter and shall be signed by an individual authorized to legally bind the bidder. The letter of transmittal shall address all of the mandatory features required in the proposal as described below:

- The bidder must have a minimum of (5) five years of operating experience, and the individuals assigned to the District must have at least (5) five years of professional experience in developing and implementing Performance Management Systems, including a Merit Pay Program. The District reserves the right to determine if experience of a predecessor organization meets this requirement.
- In order to respond to this RFP, the bidder must have implemented a Performance Management System, including a Merit Pay Program within at least 15 entities. In addition, the Performance Management System should have accommodated a minimum of 200 employees.

QUESTIONS TO ANSWER AS A PART OF THE BID RESPONSE

Fiduciary Questions

- Are there any current or pending litigation or administrative actions against your firm? If yes, please describe them.
- What is your privacy policy with regard to sharing client information with a third party?
- Detail your firm's policies, procedures, data encryption, and technical measures to prevent unauthorized access or alteration, fraud, theft, misuse, or physical damage to hardware, software, communications networks, and data.
- What quality control systems do you have in place? Describe fully.

Performance Management Program and Merit Pay System Questions

- Discuss your company's ability to develop a quality Performance Management System, including a Merit Pay Program.

- What Human Resource Information Systems (HRIS) have you utilized to assist in the implementation of a Performance Management System and Merit Pay Program? Please describe any experience you have had with Oracle Applications?
- Describe your ability to create a customized Performance Evaluation Form and tracking tools.
- Describe your approach to developing training modules for the District's employees. Address the use of standardized materials, alternative media and overall methods.
- Please provide samples of all of your training/education materials.
- What tools do you utilize to assess the desired outcomes of the project?

Service Questions

- What is your quality standard for returning calls from our HR staff? How do you monitor this standard?
- Describe all the testing and other administrative work you will provide? Are there standard testing or administrative work which you do not normally perform?
- Provide client name, contact name, address, and phone information on at least three current client references of Performance Management System and Merit Pay Program implementation similar to our desired objective.
- Describe past performance on similar projects within the last five years and the methods of accomplishing the scope of work, including a breakdown of the tasks to be carried out.