



Upper Occoquan Service Authority
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TO ALL RFP RECIPIENTS:

For UOSA RFP Compensation Study

SUBJECT: Addendum # 1

The above numbered solicitation is amended as set forth below. The hour and date specified for receipt of offers:

☒ is not extended

☐ is extended

OFFERORS MUST ACKNOWLEDGE receipt of this Addendum by one of the following methods:

- a. By acknowledgement of this Addendum on Submission Form submitted with the proposal;
- b. By referencing its receipt in your Transmittal Letter

If by virtue of this Addendum you desire to change a proposal already submitted, such change may be made by letter, provided it includes reference to the solicitation and this Addendum and is received prior to the due hour and date specified.

DESCRIPTION OF ADDENDUM:

1. Section 1.2 - The third sentence in the first paragraph of this section shall be removed and replaced with the following: "Other than the Executive Director/CEO position, the study will cover all UOSA job classifications (181 full-time positions)."
2. Answers to all questions received by the Deadline for Questions are provided as Attachment A to this addendum.
3. The list of current UOSA positions is provided as Attachment B to this addendum.

All other Terms, Conditions, Tables, Charts and Specifications, and Drawings not otherwise changed remain as originally stated or as shown.

ISSUED BY:

Upper Occoquan Service Authority



Dustin Baker, Purchasing Manager

09/10/2026

Date

Attachment A - Addendum #1 - RFP 25-07 Compensation Study
Questions & Answers

Questions	Answers
Can you please confirm the total number of unique job titles or classifications covered by this study?	There is a total of 181 fulltime job classification/job titles. The list is included with this addendum.
Approximately how many unique job classifications will be included in the study?	There is a total of 181 fulltime job classification/job titles. The list is included with this addendum.
When was UOSA's most recent classification, compensation, and/or benefits study conducted, and which firm completed the study? If available, could you also share whether the recommendations were fully implemented, and the cost of the previous study?	The previous compensation study was conducted by The Segal Group and completed in June 2023.
Has UOSA established a budget or anticipated budget range for this project? If so, would you be able to share that information?	UOSA does not have an anticipated budget range for this project.
Does UOSA anticipate individual questionnaires and/or interviews with employees as part of the classification review?	No individual questionnaires nor interviews with staff.
Would UOSA be open to discussing or negotiating the indemnification language included in the contract terms?	Any exceptions to the terms and conditions in the RFP must be identified in an attachment to the proposal. Offerors must also select the "With the Following Exceptions..." checkbox on the Solicitation Response Form. While the RFP's terms and conditions are standard boilerplate and certain provisions may not be applicable to this particular project, the indemnification provision is generally required and has less room for negotiation. Any exceptions to terms and conditions included in a proposal response will be negotiated prior to contract award.
We did not see the list of positions and classifications. Could you provide the list, or confirm the number of JOB CLASSIFICATION/JOB TITLES that are included in the study? (We understand there are 191 full-time positions).	There is a total of 181 fulltime job classification/job titles. The list is included with this addendum.
What methodology does UOSA currently use to determine pay grades (e.g., point factor evaluation, market pricing, whole job slotting)?	Our current pay grade structure was established as part of the 2023 compensation study. Since then, we have continued to follow the 7% grade differential recommended through that study to maintain consistency with the market.
With respect to SCOPE OF WORK 2.1, Task 1 – "Identify and address equity concerns with represented job classifications as part of the study". Does this mean that there are a number of unionized/represented job roles that are not in the scope of the proposed pay study, but the compensation for these unionized roles will be relevant in reviewing pay for non-union positions?	We only have non-union positions. The goal is to review our current positions and address any internal equity disparities across job classifications. For example, we want to evaluate the differences between ES Manager and Assistant Manager positions compared to IC Manager and Assistant Manager positions, as well as other similar roles across the organization, to ensure consistency and equity.
Would you like the Consultant to update job descriptions and potentially create job descriptions if we recommend any additional or changed job classifications?	UOSA would be open to the Consultant updating existing job descriptions and creating new job descriptions if changes to job classifications are recommended. While this is not a required component of the project, we would welcome this service if it can be included within the proposed scope and cost.

What is UOSA's current compensation philosophy? For example, what is the target market percentile UOSA has incorporated in setting its pay ranges?	Target market percentiles have not been incorporated into any pay range adjustments since the previous compensation study in 2023. We have raised our pay scales by 3% annually each fiscal year since the 2023 compensation study as we have an increasing number of staff topping out otherwise.
Under 2.3 Deliverables – “Market analysis for all UOSA positions, if practicable, with the option to deliver findings in phases”, we typically deliver the pay/pay range market analysis first and then two weeks or so later the benefits comparison/competitive analysis? Is that sufficient, or did you mean some other type of phased delivery?	The findings from Section 2.1 can be delivered to us in phases. We are also interested in options for phasing in the findings over time rather than implementing them all at once if significant adjustments are recommended. .
For the proposal submission, Section 3.8 Electronic Proposal Submission suggests that you will accept either an electronic eVA submission OR a physical copy. Is this correct or could you clarify if different, please?	This is correct. You may submit electronically via the eVA platform OR submit a physical document in a sealed package. Physical proposal submissions also require an electronic copy (USB drive, CD, etc.) to be included in the sealed package. No emailed, faxed or other electronic submissions, other than eVA, will be accepted.
Section 1.2 states that the list of positions and classifications is attached; the list does not appear in the released solicitation PDF. Where can offerors obtain it?	The list is included with this addendum.
Attachment A, Section 2.1 refers to a UOSA Solicitation Disclosure Form included at the beginning of the solicitation document. Is the Attachment B Solicitation Response Form the intended form, or will a separate disclosure form be issued?	Yes, Attachment B Solicitation Response Form is the form that should be referenced in Attachment A Section 2.1. Please see the modification to this language provided in this first page of this addendum.
For proposals submitted through eVA, does a scanned copy of the ink-signed Solicitation Response Form attached in eVA satisfy the original signature requirement?	Yes, scanned copies of the signature page is sufficient for an eVA submission. No hard copy submission is necessary when submitting via the eVA platform.
Is there a desire to conduct a full pay equity study on the basis of ethnicity, gender, race, etc.?	UOSA is not requesting a formal pay equity study based on protected characteristics such as race, ethnicity, or gender. However, the consultant should identify and address internal equity concerns as part of the classification and compensation review, including wage compression and compensation equity across job classifications. If the consultant believes additional pay equity analyses would provide value, those recommendations may be included as an optional service.
Does UOSA want the consultant to update job descriptions?	UOSA is not requesting a comprehensive update of all job descriptions as part of the base scope of work. However, the consultant should review job classifications to ensure positions are properly structured, aligned with market benchmarks, and support clearly defined career paths.
Is UOSA requesting a FLSA analysis of all job titles?	No. UOSA is not specifically requesting a comprehensive FLSA review of all positions as part of the scope of work. However, if during the classification review the consultant identifies potential FLSA classification concerns or opportunities for improvement, those observations and recommendations should be noted as part of the final report.
Has UOSA established a budget for this project? If so, will that amount be shared with bidders?	UOSA will not be sharing a budget for the project with the bidders.

Which employee and classification records will UOSA provide to the selected consultant — current pay plan and grade structure, job descriptions, incumbent pay, tenure, and position history — and in what format?	UOSA will provide the selected consultant with available classification, compensation, and employee data necessary to complete the study. This information is expected to include, at a minimum: * Current salary structure and pay grades. * Current job descriptions and organizational charts. * Employee compensation data, including current pay rates and position assignments. * Employee service dates and tenure information. * Classification and position history, to the extent such information is available and relevant to the study. * Information regarding special pay, premium pay, incentives, and benefits programs. Data will generally be provided electronically in commonly used formats such as Microsoft Excel, Word, PDF, and other available HRIS-generated reports. UOSA will work with the selected consultant during project initiation to identify specific data requirements and determine the most efficient method for transferring information needed to complete the study.
Has UOSA previously commissioned a classification or compensation study? If so, may the selected consultant review the resulting report and its underlying market data?	The previous compensation study was completed in June 2023.
Section 3.5.A.7 limits similar project experience to no more than five relevant projects completed within the last five years. Will UOSA accept engagements that began within that period and remain ongoing?	Yes, that is acceptable.
What is the primary catalyst that led to the request of a compensation study?	UOSA made the commitment to staff to conduct compensation studies every 3-5 years. The last compensation was completed in June 2023.
Who will serve as the consultant's point of contact for day-to-day coordination following award, and who comprises the UOSA project management team referenced in Section 2.3?	Point of contact will be Montee McGowan, Chief People Officer. Additional members of the project management team will be identified upon contract award and are expected to include representatives from Human Resources, Finance, and executive leadership, as appropriate for the phase of the project.
Does UOSA expect employee and supervisor participation in the classification review, and will UOSA coordinate scheduling and release time across its shift-based operations?	No. The consultant will not interact directly with employees or supervisors as part of the classification review process. UOSA's designated point of contact and project management team will serve as the primary sources of information and coordinate the review of any proposed classification or job description revisions. UOSA will be responsible for obtaining internal feedback and providing consolidated input to the consultant as needed.
Attachment B collects Small, Women Owned, Minority Owned, and Service Disabled Veteran Owned designations. Is a participation goal or evaluation preference attached to this contract, and does UOSA recognize certifications issued by other states?	There is no participation goal or evaluation preference for Small, Women Owned, Minority Owned, and Service Disabled Veteran Owned designations.
Attachment A, Section 2.3 requires prior written consent for the use of subcontractors. Will identification of proposed subcontractors and consultants within the proposal serve as the request for that consent?	Yes, identification of proposed subcontractors and consultants within the proposal will serve as the request for that consent.

Section 2.2 states UOSA's goal of completing as much of the work as possible before the end of January 2027. Which deliverables does UOSA need completed by that date to support the budget cycle?	UOSA would like the market analysis, benefits benchmarking, wage compression analysis, and recommended compensation strategy options, including associated cost impacts, completed by the end of January 2027. While UOSA's preference is to receive these key deliverables by that date, UOSA does not want the quality of the work compromised to meet an accelerated schedule. Other deliverables may be finalized after January 2027 as agreed upon during project kickoff and scheduling.
Section 2.3 identifies an in-person kickoff, monthly status reports and check-ins, and presentations to leadership and the Board of Directors. Which of these does UOSA expect to be conducted on site, and is remote participation acceptable for any of them?	The kickoff meeting and presentation to the Board will need to be in person. The monthly status reports, check-ins and presentations to leadership may be remote meetings.
Section 3.5.A limits the Technical Proposal to thirty single-sided pages excluding cover letters, required forms, and appendices. Does the Cost Proposal count against that limit, and are there font, margin, or type-size requirements?	The Cost Proposal does not count toward the 30 page limit of the Technical Proposal. Proposals should be 8.5"x11" letter sized, minimum 12 point font and minimum 1/2" margins.
Attachment B requires an original ink signature. For proposals submitted through eVA, is a scanned signed form acceptable, and should the Cost Proposal be uploaded as a separately identified attachment?	A scanned form is acceptable for a submission via eVA. The Cost Proposal should be included as a separate file.
Attachment A, Section 3.9 provides for liquidated damages at the per diem rates stipulated in the Contract Documents. Will liquidated damages apply to this engagement, and at what rate?	We do not anticipate utilizing liquidated damages for this contract.
Section 1.2 covers 191 full-time positions. How many unique job classifications do those positions represent?	There is a total of 181 fulltime job classification/job titles. The list is included with this addendum.
Task 1 requires review of job classifications to ensure positions are structured appropriately and career paths are clearly defined. Does the scope include drafting or updating job descriptions, or is it limited to classification review and market alignment?	UOSA is not requesting a comprehensive update of all job descriptions as part of the base scope of work. However, the consultant should review job classifications to ensure positions are properly structured, aligned with market benchmarks, and support clearly defined career paths.
Task 4 requires an electronic version of the classification system. Should that deliverable be a standalone spreadsheet or database, or integrated with UOSA's existing human resources or payroll system?	UOSA does not require integration with its HRIS or payroll system. The electronic classification system may be provided in a standalone format, such as a spreadsheet or database, provided it is easy to maintain, update, and use between compensation studies.
Task 1 requires identification of equity concerns with represented job classifications. Which classifications does UOSA consider represented for purposes of this analysis?	Task 1 applies to all UOSA job classifications included in the study, for all full-time positions. The consultant should evaluate internal equity across all classifications and identify any compensation or classification disparities.
Section 2.1 names ten utilities and regional benchmarks. Is that comparator list fixed, or may respondents propose additional organizations?	The comparator organizations identified in the RFP must be included in the study. The consultant may recommend additional organizations however, UOSA will review and approve any additions before they are included in the final comparator group.
Task 3 requires benchmarking of health, retirement, income security, leave, and flexible work benefits. Does UOSA expect that data to be obtained directly from the named comparators, or from published survey and plan documents?	UOSA's preference is to obtain this information directly from the identified comparator organizations whenever possible. If certain data cannot be obtained directly, UOSA is willing to accept information from published surveys, benefit plan documents, or other reputable sources. Any data obtained from these secondary sources should be clearly identified, and the source should be disclosed in the consultant's report and findings.
Has UOSA established a budget range or not-to-exceed amount for this engagement?	UOSA does not have an anticipated budget range for this project.

Section 3.6.B allocates twenty points to Cost. Will cost be scored on the estimated total project cost, the hourly rate schedule, or both?	Both the estimated project cost and the rate schedule may be considered when evaluating the cost scores.
Section 3.5.B requires hourly rates and an estimate of total project cost, and Attachment C provides for payment in accordance with an attached rate schedule. Will the resulting contract be a lump sum or a not-to-exceed time-and-materials agreement?	We anticipate the contract to be based on a not-to-exceed time and materials structure.
Section 3.5.B lists travel among the required cost elements. Should travel be included in the proposed fee, or invoiced separately at cost or at per diem?	Travel cost should be included in the estimated total project cost.
Attachment A, Section 3.7.E requires professional liability coverage to continue for at least three years after completion of construction. For this non-construction engagement, from what date does that three-year period run?	For the purposes of this contract "completion of construction" shall be considered "completion of project".
Task 4 requires the consultant to work with senior leadership to finalize the path forward for compensation and classification adjustments. Does the scope include implementation support following Board presentation, such as employee reclassification appeals or individual position reviews?	UOSA is not requesting ongoing implementation support following Board approval, such as administering employee reclassification appeals or conducting individual position reviews. Offerors may propose these services as optional enhancements if they believe they would add value.
Section 2.3 requires draft communication materials for employees and presentations of findings to leadership and the Board of Directors. Does UOSA expect the consultant to present directly to employees as well?	No, the consultant will not present directly to employees and will only need to draft communication materials for employees.
Upon completion of this engagement, what are UOSA's key objectives regarding payroll, employee retention, recruitment efficiency, and overall talent pool optimization?	Upon completion of this engagement, UOSA's goal is to implement a competitive, equitable, and sustainable classification, compensation, and benefits program that supports employee retention, recruitment, career growth, and long-term workforce planning.

Attachment B - Addendum #1 - RFP 27-05 Compensation Study
Current Position List

Employee Type	Default Jobs (HR)
Full Time - Exempt	Accountant I
Full Time - Exempt	Accountant II
Full Time - Exempt	Accountant III
Full Time- NonExempt	Accounting Technician I
Full Time - NonExempt	Accounting Technician II
Full Time- NonExempt	Accounting Technician III
Full Time - NonExempt	Administrative Assistant I (Finance)
Full Time - NonExempt	Administrative Assistant II (Finance)
Full Time- NonExempt	Administrative Assistant III (Finance)
Full Time - NonExempt	Administrative Support Assistant (Finance)
Full Time - NonExempt	Administrative Technical Specialist I
Full Time - NonExempt	Administrative Technical Specialist II
Full Time - Exempt	Asset Management Program Manager
Full Time - Exempt	Assistant Controller
Full Time - Exempt	Assistant Facilities Manager
Full Time - Exempt	Assistant Shift Manager Liquids
Full Time - Exempt	Assistant Shift Manager Solids
Full Time - Exempt	Automation & Process Engineer I
Full Time - Exempt	Automation & Process Engineer II
Full-Time -Exempt	Automation & Process Engineer III
Full Time - Exempt	Automation & Process Engineering Manager
Full Time - Exempt	Budget Analyst I
Full Time - Exempt	Budget Analyst II
Full Time - Exempt	Budget/ Financial Officer
Full Time - Exempt	Buyer I
Full Time - Exempt	Buyer II
Full Time - Exempt	Capital Program Manager
Full Time - Exempt	Capital Project/Asset Accountant I
Full Time - Exempt	Capital Project/Asset Accountant II
Full Time - Exempt	Chief Financial Officer
Full Time - Exempt	Chief Operating Officer
Full Time - Exempt	Chief People Officer
Full Time - Exempt	Chief Technical Officer
Full Time - NonExempt	Collection (Delivery) Systems Senior Technician
Full Time - NonExempt	Collection (Delivery) Systems Technician I
Full Time - NonExempt	Collection (Delivery) Systems Technician II
Full Time - NonExempt	Collection (Delivery) Systems Technician III
Full Time - NonExempt	Collection (Delivery) Systems Trainee
Full Time - Exempt	Collection Systems Assistant Manager
Full Time - Exempt	Collection Systems Manager

Full Time - Exempt	Communications Specialist
Full Time- Exempt	Construction Project Engineer I
Full Time- Exempt	Construction Project Engineer II
Full Time - Exempt	Construction Project Engineer III
Full Time - Exempt	Controller
Full Time - Exempt	Deputy Director, Asset and Process Management
Full Time - Exempt	Deputy Director, Operations & Maintenance
Full Time - Exempt	Deputy Director, Water Quality
Full Time - Exempt	Director of Strategic Programs, Operations
Full Time - Exempt	Electrical Systems Assistant Manager
Full Time - Exempt	Electrical Systems Manager
Full Time - NonExempt	Electrical Systems Technician I
Full Time - NonExempt	Electrical Systems Technician II
Full Time - NonExempt	Electrical Systems Technician III
Full Time - NonExempt	Electrical Systems Technician Trainee
Full Time - NonExempt	Executive Assistant
Full Time - Exempt	Facilities Management Manager
Full Time - NonExempt	Facilities Specialist I
Full Time - NonExempt	Facilities Specialist II
Full Time- NonExempt	Facilities Specialist III
Full Time- NonExempt	Financial Technician
Full Time - NonExempt	Fleet Equipment Technician I
Full Time - NonExempt	Fleet Maintenance Lead
Full Time - Exempt	GIS Analyst
Full Time - Exempt	Human Resources Generalist I
Full Time - Exempt	Human Resources Generalist II
Full Time - Exempt	Human Resources Generalist III
Full Time - Exempt	Industrial Controls Assistant Manager
Full Time - Exempt	Industrial Controls Manager
Full Time - NonExempt	Industrial Controls Technician I
Full Time - NonExempt	Industrial Controls Technician II
Full Time - NonExempt	Industrial Controls Technician III
Full Time - NonExempt	Industrial Controls Technician Trainee
Full Time - NonExempt	Industrial Painter
Full Time - Exempt	Integrated Systems Engineer I
Full Time - Exempt	Integrated Systems Engineer II
Full Time - Exempt	Integrated Systems Engineer III
Full Time - Exempt	Integrated Technology Services Manager
Full Time - NonExempt	Laboratory Analyst I
Full Time - NonExempt	Laboratory Analyst II
Full Time - NonExempt	Laboratory Analyst III
Full Time - Exempt	Laboratory LIMS/Programming Specialist
Full Time - Exempt	Laboratory Manager
Full Time - NonExempt	Laboratory Operations Assistant

Full Time - NonExempt	Landfill Operator
Full Time - NonExempt	Lead Electrical Systems Technician
Full Time - NonExempt	Lead Facilities Specialist
Full Time - NonExempt	Lead Industrial Controls Technician
Full Time - NonExempt	Lead Mechanic
Full Time - NonExempt	Lead Operator - Solids
Full Time - NonExempt	Lead Operator-Liquids
Full Time - Exempt	Learning and Development Coordinator
Full Time - Exempt	Liquids Process Manager
Full Time - NonExempt	Maintenance Planner I
Full Time - NonExempt	Maintenance Planner II
Full Time - NonExempt	Maintenance Planner III
Full Time - Exempt	Maintenance Planning & Scheduling Manager
Full Time- NonExempt	Maintenance Planning Assistant I
Full Time - NonExempt	Maintenance Planning Assistant II
Full Time - NonExempt	Maintenance Planning Assistant III
Full Time - NonExempt	Materials Management Specialist I
Full Time - NonExempt	Materials Management Specialist II
Full Time - NonExempt	Materials Management Specialist III
Full Time - NonExempt	Materials Management Specialist IV
Full Time - NonExempt	Materials Management Specialist V
Full Time - NonExempt	Mechanic I
Full Time - NonExempt	Mechanic II
Full Time - NonExempt	Mechanic III
Full Time - NonExempt	Mechanic Trainee
Full Time - Exempt	Mechanical Systems Manager
Full Time - Exempt	Mechanical Systems Senior Manager
Full Time - Exempt	O&M Project Engineer I
Full Time - Exempt	O&M Project Engineer II
Full Time - NonExempt	Operations Administrative Assistant-Compliance Support
Full Time - NonExempt	Operations Administrative Asst I
Full Time - NonExempt	Operations Administrative Asst II
Full Time - NonExempt	Operations Data Technician
	Operations Senior Administrative Assistant
Full Time - Exempt	Operations Support Manager
Full Time - NonExempt	Operations Support Specialist I
Full Time - NonExempt	Operations Support Specialist II
Full Time - NonExempt	Operations Support Specialist III
Full Time - NonExempt	Operations Support Specialist Trainee
Full-Time - NonExempt	Operations Support Specialist Trainee- Landfill
Full Time - NonExempt	Operations Support Technical Lead
Full Time - Exempt	Operations Technical Coordinator
Full Time - NonExempt	Operations Technician
Full Time - NonExempt	Painter I

Full Time - NonExempt	Painter II
Full Time - NonExempt	Painter III
Full Time - Exempt	Payroll Administration Manager
Full Time - Exempt	Payroll Systems Manager
Full Time - NonExempt	Plant Operator
Full Time - NonExempt	Process Data Analyst
Full Time - Exempt	Process Manager
Full Time - NonExempt	Process Operator
Full Time - Exempt	Procurement Manager/Agent
Full Time - Exempt	Quality & Assurance Officer
Full Time- Exempt	Quality Assurance Specialist
Full Time - Exempt	Regulatory Affairs Specialist I
Full Time - Exempt	Regulatory Affairs Specialist II
Full Time - Exempt	Regulatory Affairs Specialist III
Full Time - Exempt	Reliability Specialist I
Full Time- Exempt	Reliability Specialist II
Full Time- Exempt	Reliability Specialist III
Full Time - Exempt	Research & Innovation Manager
Full Time - Exempt	Safety & Security Administrative Specialist I
Full Time - Exempt	Safety & Security Coordinator I (Safety)
Full Time - Exempt	Safety & Security Coordinator I (Security)
Full Time - Exempt	Safety & Security Coordinator II (Safety)
Full Time - Exempt	Safety & Security Coordinator II (Security)
Full Time - Exempt	Safety & Security Coordinator III (Safety)
Full Time - Exempt	Safety & Security Coordinator III (Security)
Full Time - Exempt	Safety & Security Program Manager
Full Time - NonExempt	Senior Administrative Technical Specialist
Full Time - Exempt	Senior Assistant Controller
Full Time - Exempt	Senior Automation & Process Engineer
Full Time - Exempt	Senior Buyer
Full Time - Exempt	Senior Construction Project Engineer
Full Time - NonExempt	Senior Facilities Specialist
Full Time - Exempt	Senior Financial Analyst
Full Time - Exempt	Senior Human Resources Generalist
Full Time - NonExempt	Senior Laboratory Analyst
Full Time - NonExempt	Senior Maintenance Planner
Full Time - NonExempt	Senior Maintenance Planning Analyst
Full Time - NonExempt	Senior Operations Data Technician
Full Time - NonExempt	Senior Operator
Full Time - Exempt	Senior Process Control Engineer
Full Time - Exempt	Senior Regulatory Affairs Specialist
Full Time - Exempt	Senior Reliability Specialist
Full Time - Exempt	Senior Systems Engineer
Full Time - Exempt	Solids Process Manager

Full Time - Exempt	Supervisor, Chemist I
Full Time - Exempt	Supervisor, Chemist II
Full Time - Exempt	Supply Chain and Logistics Manager
Full Time - Exempt	Talent Acquisition Coordinator
Full Time- NonExempt	Technical Services Specialist I
Full Time - NonExempt	Technical Services Specialist II
Full Time - NonExempt	Trainee Operator
Full Time - NonExempt	Training Lead Operator
Full Time - Exempt	Training Manager