



Orange Water and Sewer Authority

Request for Proposal for Professional and  
Consulting Services to Provide:

Diversity and Inclusion Organizational  
Assessment and Board of Directors  
Support and Training

Release Date:

September 27, 2021

Proposals Must be Received No Later Than:

October 20, 2021

## Overview

The Orange Water and Sewer Authority (OWASA) is interested in soliciting professional services to conduct an Organizational Assessment in support of our Diversity and Inclusion (D&I) Program.

## About OWASA

OWASA is Carrboro-Chapel Hill's not-for-profit public service agency, delivering high-quality water, wastewater, and reclaimed water services.

OWASA has 142 authorized positions. Our employees are our most important resource, and we provide them competitive compensation and a safe and rewarding work environment that promotes diversity and equal opportunity for all.

OWASA is governed by a nine-member Board of Directors composed of five appointed representatives from Chapel Hill, two from Carrboro, and two from Orange County. Members are appointed to a 3-year term with the option to be reappointed for another term (not to exceed two terms).

## D&I Background

With the assistance of a consultant, OWASA developed and began implementing a D&I Plan in March 2017. The primary goals of the D&I Plan are:

- The diversity of OWASA's workforce reflects the communities we serve.
- To provide an inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's mission.

One key action item within the plan was to conduct an Organizational Assessment using employee focus groups. Upon analyzing the results of the Organizational Assessment, specific recommendations were provided by the consultant to further improve our D&I processes moving forward. The three groups below were formed to work independently and collectively to address the Organizational Assessment Recommendations.

- The Diversity Resource Group is made up of employee volunteers from throughout the organization to help guide and promote OWASA's D&I efforts.
- The Diversity Recruitment Group is made up of hiring managers and Human Resource staff. This group focuses on recruitment, selection, and retention processes.
- The Diversity Leadership Group includes the Department Directors and Executive Director. Its purpose is to provide the leadership and support to ensure the OWASA Team delivers excellent service to our customers while providing a diverse workforce and an inclusive work environment for all.

It is important to note that we will never see our D&I work as being finished as many items are ongoing and we consider D&I efforts to be ingrained in our culture. As with all of our endeavors at OWASA, we strive for continuous improvement and want to conduct another Organizational Assessment.

## Project Summary

The project entails four primary deliverables:

1. Perform an Organizational Assessment to gather data and input from staff. The assessment shall capture the perspectives and experiences of employees and identify strengths and opportunities. The assessment should include a review of policies, practices, and priorities regarding diversity, work environment and inclusion efforts to identify gaps and solutions. This should include organizational resources and staffing to support goals and objectives. The assessment shall be completed by February 1, 2022.
2. Assess, identify, and execute a D&I training approach for the Board of Directors. The training approach should include strategies for supporting and engaging stakeholders. This deliverable should be completed by February 1, 2022.
3. Based on the assessment, provide findings/ recommendations that focus on our D&I goals as well as best practices. Areas to be covered include recruitment and outreach, leadership development, training and mentoring, workplace environment, resources, and staffing. The recommendations should include actionable strategies, timelines, and metrics for measuring success and shall be completed by March 31, 2022.
4. Develop and execute a D&I training and education strategy that will increase the awareness, knowledge, and skills of our employees and supervisors and help us achieve our D&I goals. This shall be complete by April 30, 2022.

## Proposal

If your firm is interested in this work, please submit a proposal expressing your interest and qualifications organized in the following manner (all items are to be thoroughly answered for the proposal to be considered complete.):

Provide four copies of the proposal (printed two-sided on recycled paper) and one in electronic format on a thumb drive.

1. Describe the history of your organization including information regarding the type of consulting services provided.
2. Provide an organizational chart identifying the project manager and professional bios for each firm member that may aid in this project.
3. Based on the project summary, provide a description of how your organization would approach this project. Include specific framework for the assessment, methods of gathering and analyzing data, methods for gathering employee input and project schedule from start to finish.

4. Detailed project cost estimate for the work provided in a separately sealed envelope.
5. Provide previous experience to include names and contact information for a minimum of three (3) references who can attest to similar assignments within the last five years. Provide brief description of the project, including the project budget.
6. Proposals must be submitted and received by OWASA before 2:00 p.m. on October 20, 2021, and addressed to:

Stephanie Glasgow  
Director of Human Resources and Safety  
400 Jones Ferry Road | Carrboro, NC 27510  
Office: (919) 537-4223  
Email: [sglasgow@owasa.org](mailto:sglasgow@owasa.org)

## Process and Basis for Selection of Consultant

1. Please note that no public opening of the proposals will take place.
2. OWASA will select the consultant whose proposal and qualifications best match our needs.
3. The evaluation will include, but not be limited to qualifications and experiences of the consultant's proposed staffing; reference check for clients receiving similar services from consultant; ability and capacity to successfully meet time schedule; and overall effectiveness of the consultant's proposed process for the work.
4. The proposals will be reviewed by Senior Staff and members of the Diversity Groups with the expectation to select and invite top proposals for in-person presentations.

## Contract

A scope of work for services will be jointly developed by OWASA and the consultant. OWASA will provide the contract terms and conditions along with the specifics on our D&I work to date.

## Questions

Any questions shall be directed to Stephanie Glasgow, Director of Human Resources and Safety, 919-537-4223 or [sglasgow@owasa.org](mailto:sglasgow@owasa.org).