



REQUEST FOR PROPOSALS

Classification & Compensation Study

Solicitation Issue Date: April 29, 2022

Responses Due: May 30, 2022

Please submit proposals electronically to vminton@sonomarcd.org

Hard copy proposals will not be accepted

I. INTRODUCTION

The Sonoma Resource Conservation District (RCD) is pleased to invite you to respond to this Request for Proposals (RFP) for a classification & compensation study. The intention of this RFP is to solicit responses and formal proposals from qualified Human Resources consulting firms and select a single firm to conduct a classification and compensation study (study) for the RCD.

II. ORGANIZATION BACKGROUND

The RCD's mission is to bridge the needs of the community and natural resources by empowering people through reliable expertise and action to strengthen the resilience of Sonoma County, CA.

Since 1946, the RCD has facilitated natural resource conservation through community involvement, education, technical expertise and scientific research. As a legal subdivision of the State of California, the RCD is organized to support natural resource management solutions through partnerships with individuals, organizations and agencies. We collaborate to drive conservation initiatives locally, regionally and statewide.

We are overseen by a seven-member Board of Directors who volunteer their time for the benefit of local landowners and land managers and their natural resource concerns. The RCD receives between 3-5% of our annual budget from the county tax base. The remainder of RCD's annual budget comes from competitively sought grant funding and fee for service contracts to support our mission and the conservation needs of Sonoma County.

The RCD currently has 14 full-time employees and 1 part-time employee, falling into 10 distinct job classifications. We anticipate adding 4 new classifications to be examined in this study. The RCD's current "Employee Classification, Salary Survey, and Salary Schedule" was developed in 2016. New positions created since then have not been incorporated. Other positions included in the current document have since been eliminated. None of the RCD's employees are represented by labor unions, and the RCD does not offer a defined benefit retirement plan or other post-employment benefits (OPEB).

III. GOALS & OBJECTIVES

The goal of the study is to develop an updated classification & compensation model and guidance documents that ensure that all positions within the RCD are internally equitable and externally competitive. The RCD's objectives include:

1. Attract and retain qualified employees;
2. Ensure that compensation within the organization is equitable and transparent;
3. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
4. Provide salaries commensurate with assigned duties;
5. Clearly outline promotional opportunities and provide recognizable compensation growth;
6. Provide justifiable pay differential between individual classes;
7. Ensure accountability in the RCD's expenditure of public funds on employee compensation; and
8. Develop a compensation model that is financially sustainable given the RCD's unique budgetary constraints.

IV. PROJECT SUMMARY & DESCRIPTION

The consultant will work under direction of the RCD's Executive Director, with regular involvement from the Director of Finance and as-needed involvement from other staff.

The end product of the study will include a comprehensive benchmark analysis of all RCD wages and benefits, an updated classification & compensation model, a revised salary schedule, and recommendations on implementation of the study, including salary determination and employee progression methodology, monitoring for market position and internal equity, and other policies and procedures related to compensation.

Consultant expertise in public agency compensation programs is highly desired.

V. SCOPE OF SERVICES SOUGHT

The scope of work shall include, but is not limited to, a process which includes the following:

A. Classification Study

- i. Meet with key RCD staff to review/discuss and finalize study goals, process, schedule, and other administrative details.
- ii. Review, update, and provide recommendations on the RCD's classification system, including review of existing position descriptions to ensure accurate FLSA status, essential job functions, minimum qualifications (education/experience), required KSAs, and compliance with federal, state, and local regulations.
- iii. Integrate the results of the benchmark and internal analyses into an updated classification model, which includes a detailed listing that identifies the proposed placement of all RCD positions within the model, and support for the proposed placement.
- iv. Develop recommendations for the administration and maintenance of the updated classification model, including:
 - Methodology for employee progression through the updated classification model.
 - Updates to other policies and procedures related to classification.
- v. Present findings, updated classifications, and recommendations in a written report.
- vi. Final presentation to RCD Board for approval.

B. Compensation Study

- i. Meet with key RCD staff to review/discuss and finalize study goals, process, schedule, and other administrative details.
- ii. Identify and select an appropriate number of comparable organizations and classifications from surrounding public agencies and applicable nonprofit/private sector competitors for inclusion in the comprehensive benchmark analysis of wages and benefits for all RCD positions, including, but not limited to, the collection and analysis of the following data:
 - Title of comparable classifications
 - Minimum and maximum annual salary
 - Longevity Pay
 - Education/Certification Pay
 - Acting assignment pay
 - Date and amount of last and next cost of living increase
 - Leave benefits (vacation, sick, holiday, administrative leave)
 - Employer contribution towards cafeteria plan, health, dental, vision insurance, HSA, and FSA
 - Employer paid life insurance
 - Employer paid long term disability insurance
 - Employer paid EAP or telehealth insurance
 - Employer contribution to a defined benefit retirement plan
 - Employer contribution to a defined contribution retirement plan
 - Social Security
 - OPEB
- iii. Analyze potential internal equity issues, including pay compression, and provide potential solutions.
- iv. Integrate the results of the benchmark and internal analyses into an updated compensation model, which includes a revised salary schedule, a detailed listing that identifies the proposed placement of all RCD positions within the schedule, and support for the proposed placement.
- v. Develop recommendations for the administration and maintenance of the updated compensation model, including:
 - Transparent and easy to understand salary determination methodology (e.g., scoring system).
 - Methodology for employee progression through the updated salary schedule.
 - Annual monitoring for market position, cost of living adjustments, and internal equity.
 - Updates to other policies and procedures related to compensation
- vi. Present findings and recommendations in a written report.
- vii. Final presentation to RCD board for approval.

VI. TIMELINE

April 29, 2022	RFP released
May 9, 2022	Questions due
May 13, 2022	Responses to questions posted
May 30, 2022	Proposals due
June 30, 2022	Consultant selected (RCD may reach out to firm(s) for further information before making a selection)
Upon mutual agreement	Contract executed
No later than March 31, 2023	Work products drafted and presented to RCD Board Executive Committee
No later than April 30, 2023	Presentation of final work products to RCD Board for approvals

VII. PROPOSAL

Proposals should not include any materials to be returned to the responding firm. **All proposals must be emailed to vminton@sonomarcd.org by 5:00 pm (PST) on May 30, 2022.** Hard copy proposals will not be accepted.

Proposals must include the following information:

A. Organizational Information

1. Legal name of firm
2. Type of entity
3. Contact name
4. Contact address, phone number, email
5. Website
6. Name of person authorized to enter into contract on behalf of firm
7. Primary services
8. Primary market/customers
9. Number of years in business

B. Statement of Methods and Work Product: 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 description of the study products that will be provided, and a sample of such products, if available. Describe how the final product will be structured and presented upon completion. Firms may elect to include in the section any innovative methods or concepts that might be beneficial to the RCD.

C. Work Schedule: Provide a timeline indicating required components and the start and completion dates for each. The RCD is flexible regarding commencement and pace of work. Our goal is to finalize the study by the end of April 2023.

D. Cost of Services: Provide a cost estimate, including travel expenses, and “not to exceed” amounts for each component listed in Section V, Scope of Work (A. Classification Study, and B. Compensation Study); a rate schedule for computing any extra work not specified in the contracted scope of work; and an amount to be deducted from the cost estimate because Consultant is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered.

- E. **Key Personnel:** Identify the key personnel and their back-ups, if any, that will be assigned to provide services. Include project experience of each person, responsibilities, years of experience (both overall and with current firm), any applicable licenses and/or certifications, and specific projects.
- F. **References:** Please provide at least three references from clients with similar operations to the RCD. Include contact names, phone numbers, email addresses and industry.
- G. **Insurance:** Verify that your firm can fulfill the insurance requirements described below.
- H. **Debarment or other Disqualification:** Respondent must disclose any debarment or other disqualification as a supplier or vendor at the federal, state or local government level. Respondent must describe the nature of the debarment/disqualification, including where and how to find such detailed information.

VIII. QUESTIONS REGARDING THIS SOLICITATION

The RCD will respond to questions and requests for clarification to the Request for Proposal in written RFP Addendum(s) as needed, to be posted on the RCD website in the same location as this solicitation. Inquiries should be directed by email to vminton@sonomarcd.org. No verbal requests will be accepted. **All requests for clarification must be received by 5:00 pm (PST) on May 9, 2022.**

Firms interested in this RFP may email vminton@sonomarcd.org to be included on an email list to receive any RFP Addendum(s) generated.

IX. RESPONSE PREPARATION

No reimbursement will be made by the RCD for costs incurred in the preparation of the response to this Request for Proposal. Submitted materials will not be returned and become the property of the RCD.

X. INSURANCE REQUIREMENTS

Consultant, at Consultant's sole cost and expense and for the full term of the resultant contract or any extension, shall obtain and maintain at least all of the insurance requirements of the RCD.

Proof of insurance coverage shall be provided as part of the proposal and shall include the insurance types and required coverages specified below. If awarded the contract, the MSP agrees to submit proof that the RCD is named as an additional insured by separate endorsement.

- A. Insurance Services Offices Office Commercial Liability coverage (Occurrence Form CG 0001)
- B. Insurance Service Offices Form Number CA 0001 covering Automobile Liability, Symbol 1 (any auto)
- C. General Liability: One million dollars (\$1,000,000) per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used either the general aggregate limit shall apply (with the ISO CG 2503, or ISO CG 2504, or insurer's equivalent endorsement provided to the SRCD) or the general aggregate limit shall be twice the required occurrence limit.
- D. Automobile Liability: One million dollars (\$1,000,000) for bodily injury and property damage for each accident limit. Requirement for automobile liability insurance may be waived if driving is not needed to complete the respondent's proposed scope of work.
- E. The general liability policy shall cover bodily injury and property damage liability, owned and non-owned equipment, blanket contractual liability, and completed operations liability.

- F. The automobile liability policy shall cover all owned, non-owned, and hired vehicles.
- G. Workers' Compensation and Employer's Liability Insurance: Provide proof of insurance verifying that it is insured (or be qualified self-insured) under the applicable laws relating to workers' compensation insurance, in accordance with the "Workers' Compensation and Insurance Act," Division IV of the Labor Code of the State of California and any Acts amendatory thereof.

XI. RIGHT TO REJECT PROPOSALS

Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposal unless clearly and specifically noted in the proposal submitted and confirmed in the agreement between the RCD and the firm selected. The RCD reserves the right without prejudice to reject any or all proposals.