



# TAHOE

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## RESOURCE CONSERVATION DISTRICT

870 Emerald Bay Road Suite 108, South Lake Tahoe, CA 96150 • 530.543.1501 PH • [TahoeRCD.org](http://TahoeRCD.org)

## REQUEST FOR PROPOSALS

### Total Compensation Study

**Solicitation Issue Date:** October 8, 2024

**Responses Due:** November 22, 2024

Please submit proposals electronically to [admin@tahoercd.org](mailto:admin@tahoercd.org)

### Introduction

Tahoe Resource Conservation District (Tahoe RCD, District) invites interested, qualified, and professional consulting firms (Consultant) to submit written proposals to evaluate, analyze, and prepare a Total Compensation Study (Study). It is the District's desire to obtain a consultant with public sector experience in completing total compensation studies. The Consultant is expected to review the District's compensation, including all benefits, establish the market value of the employee benefits package, and provide a market analysis of the base and total compensation. The District also expects the Consultant to analyze and incorporate local and comparable employers' compensation and benefits; interpret industry trends and potential implications to the District labor force; and make recommendations for revisions to the District's compensation rates and benefit package.

This Request for Proposals (RFP) is an invitation by Tahoe RCD for consultants to submit an offer, which may be subject to subsequent discussion. Submittal of a proposal does not create any right or expectation to a contract with Tahoe RCD and Tahoe RCD further declares that it will incur no financial obligations for any costs by any firm in preparation of their proposal.

### Organization Background

Tahoe RCD is one of nearly 96 Resource Conservation Districts across the country helping people protect land, water, forests, wildlife, and related natural resources. The California State Legislature formed Tahoe RCD in 1974 under Division 9 of the California Public Resources Code. Tahoe RCD is a non-regulatory, grant-funded, local agency that works in the Lake Tahoe Basin.

Tahoe RCD, along with our many partners, obtains grant funding and private donations to support all aspects of conservation issues which include, but are not limited to water quality, wildlife habitat, fire defensible space, sustainable recreation, water conservation and community enhancement. Current programs at Tahoe RCD focus on aquatic invasive species, fire adapted communities, forestry, restoration and land management, and stormwater monitoring.

We are overseen by a five-member Board of Directors. Tahoe RCD receives approximately 2% of

### We Do Conservation

**The mission of the Tahoe RCD is to promote the conservation, stewardship and knowledge of the Lake Tahoe region's natural resources by providing leadership and innovative environmental services to all stakeholders.**

our annual budget from El Dorado and Placer County property taxes. The remainder of Tahoe RCD's annual budget comes from competitively sought grant funding through federal, state, local, and private sources.

Tahoe RCD currently has 23 full-time employees, falling into nine distinct job classifications each with an eight-step salary scale. All staff are employed "at will" and the agency does not have any collective bargaining agreements. The District is a participant of the California Public Employees' Retirement System (CalPERS) and contributes to the multi-employer or pool plan.

The last compensation study was conducted in 2019.

## **Study Goals**

The main goal of the Study is to develop an equitable, reliable, and competitive compensation system that supports the District's mission; promotes equity and transparency; fosters the attraction and retention of qualified individuals; and provides opportunities for employee growth and development.

The result of the Study will include a comprehensive benchmark analysis of all Tahoe RCD wages and benefits, a revised salary schedule, and recommendations for implementing the study. This includes salary determination, employee progression methodology, and other policies and procedures related to compensation. The plan and policy must ensure internal equities and competitive pay relationships with comparator agencies while being aligned with the District's mission, organizational structure, and available funding.

## **Scope of Services**

The objective of the Study is to perform an analysis of the District's employee compensation and benefits package to ensure competitiveness in the industry. The Study shall develop recommendations and propose options for compensation, and benefits of positions. The recommendations should be based on the geographic locations, similar budgets, comparable agencies.

The following are the consulting services related to the Total Compensation Study:

- Meet with key Tahoe RCD staff to review/discuss and finalize study goals, process, schedule, and other administrative details.
- Conduct a comprehensive survey of the external labor market of public sector agencies for agreed-upon classifications. This will include a review and market analysis of salary and benefits including but not limited to base salary, employer paid retirement contributions, employer paid insurance contributions for health, dental, vision; 457(b) savings plan; leave benefits including holiday, sick, and vacation; and telework options.
- The District will collaborate with the consultant to develop a list of public agencies and applicable nonprofit/private sector competitors for use as comparator agencies in the Study.
- Review relevant information required to conduct the survey, including, employee handbook,

strategic plan, salary table, budget documents, job descriptions for existing classifications, organizational charts, and other related information.

- The consultant will review the current job descriptions and compensation system to assure internal equity and external comparability. When comparing with external agencies, a review of the full job description will be performed by the consultant, not relying solely on the classification's title to make the comparison.
- Meet with the Executive Director, Director of Programs, Director of Finance and Administration, and Human Resources Manager to discuss project objectives, processes, and logistics to ensure project success.
- Analyze potential internal equity issues, including pay compression, and provide potential solutions.
- Meet with management to discuss factors to consider when determining the appropriate Consumer Price Index(es) (CPI) to use for the Tahoe RCD and make a recommendation for the appropriate CPI for future use by the District.
- 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 District positions within the schedule, and support for the proposed placement.
- Develop recommendations for the administration and maintenance of the updated compensation model, including:
  - Transparent and clear 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.
- Present draft results of the survey to the committee and respond to questions regarding same.
- Present findings and recommendations in a written report.
- Provide instructional information to allow Tahoe RCD staff to conduct individual salary audits consistent with study methods until the next study is conducted.
- Final presentation to Tahoe RCD board for approval.

## Timeline

RFP Issued	October 8, 2024
Questions/Inquiries Due	October 17, 2024
Responses to Questions Posted	November 8, 2024
Proposals Due	November 22, 2024
Proposals Reviewed	December 2-6, 2024
Applicant Interviews (optional)	December 10-13, 2024
Notification of Award	December 20, 2024

## Proposal Requirements

Proposals should not include any materials to be returned to the responding firm. All proposals must be emailed to [admin@tahoercd.org](mailto:admin@tahoercd.org) by **5:00 pm (PST) on November 22, 2024**. Hard copy

proposals will not be accepted.

The following minimum information should be provided in each proposal and will be utilized in evaluating each proposal submitted.

- A cover letter of not more than one (1) page introducing the Consultant and their desire to provide services to the District. The cover letter should also include the company name and address, as well as the name, telephone number and email address of the individual authorized to represent the Consultant on all matters relating to this RFP. The letter must be signed by an individual authorized to bind the Consultant to all terms, conditions, and commitments made in the proposal.
- Summary of the Consultant's qualifications, including background and experience, focusing with the Consultant's past undertaking of similar projects with similar agencies.
- A summary of the experience and qualifications of the project manager and other key members of the Study team, as well as expected level of responsibility related to this Study. List education, training, professional work experience, and a list of work performed which is comparable to that desired within this RFP. Provide a project staffing and organization chart listing proposed personnel assigned to this project. Include assigned duties. Indicate in your proposal any portion of work that would be performed by a subcontractor.
- General information about the Consultant, including the size of the organization, location of the offices, the number of years in business, names of owners and principal parties, and information regarding any professional associations of which the consultant and its staff are members.
- Three (3) references with the name of the organization, job title, addresses and phone numbers. References should be for other similar public agencies for which the firm has previously provided compensation Study services for within the last five (5) years.
- Describe your firm's understanding of the project and detailed scope of services. Discuss your firm's methodologies used and/or approaches taken to prepare the Study. Indicate features, skills, and/or services which distinguish your firm and make it the better choice for the District. Indicate how the resources of your firm will be allocated for this project (e.g., number and type of personnel allocated by hours.)
- Provide a project schedule identifying start and end dates – include milestones, submittal of deliverables, and each task required for the successful and timely completion of the project. In the schedule, please identify which task will require District staff time, which members will need to be involved and an approximation of hours of their time needed.
- A fee proposal. In preparing the fee proposal for this project, the Consultant shall take into consideration the following; compensation for services provided will be on a time and materials not to exceed amount, and the Consultant standard billing rates for all classifications of staff likely to be involved in this project shall be included with the fee proposal along with the markup rate for any non— labor expenses and sub – consultants. The Consultant shall, if awarded the contract, provide insurance at the time of signing the contract.

For questions: Denise Earls, Human Resources and Grants Manager, at [dearls@tahoercd.org](mailto:dearls@tahoercd.org), or 530-543-1501 ext. 106

- All written questions and requests for clarification should be directed to Denise Earls by October 17. Questions and responses will be posted for all bidders at <https://tahoercd.org/about-us/documents-links/>.
- Bidder must certify to the best of its knowledge and belief that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
- All submittals are public information. Restrictions on any information submitted will render a bid non-responsive.
- Selected consultant(s) will be expected to sign Tahoe RCD Professional Services Agreement.
- All subcontractors, if any, used by the selected consultant will require prior written consent of Tahoe RCD and will be subject to all provisions stipulated in the Professional Services Agreement.

## **Insurance Requirements**

Selected bidder (Consultant) shall maintain at all times insurance of not less than \$1,000,000 per occurrence for workers' compensation and employer's liability, and \$2,000,000 per occurrence for general liability thus insuring against all liability of Consultant and its authorized representatives arising out of and connected with Consultant 's work on this project. All such policies of insurance shall be primary insurance, and a copy of Consultant's insurance policy shall be submitted to the District for review and approval prior to the commencement of the term of the contract.