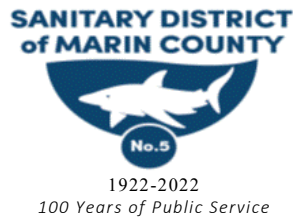


Management
Tony Rubio District Manager
2001 Paradise Drive
Tiburon CA 9420
415-435-1501 Tel
415-435-0221 fax
www.sani5.org



Board of Directors
Omar Arias Montez President
John Carapiet Vice President
Richard Snyder Secretary
Catherine Benediktsson Director
Tod Moody Director

Date: March 3, 2025

Request for Proposal
Sanitary District No.5 of Marin County Total (Salaries and Benefits)
Compensation Study

A. Introduction:

Sanitary District No.5 of Marin County is soliciting proposals from HR Consulting firms which may wish to provide proposals to conduct a total compensation study for all District classes, which are approximately 10-15 individual classes. In summary, the intent of the total compensation study is to accomplish the following:

- Secure SD5's ability to recruit and retain well-qualified employees,
- Provide a reasonable, defensible, and rational basis for compensating employees, Identify and understand the need for compensation adjustments, and
- Execute a transparent, data-supported compensation plan that is consistent with industry best practices in the industry.

B. General Information

Sanitary District No.5 of Marin County (District) operates two wastewater treatment plants (WWTP) and their associated collection systems.

The Main Plant serves a current population of 8,400. The District owns and operates the Main Treatment Plant, which provides secondary treatment of domestic and commercial wastewater collected from the Town of Tiburon and the City of Belvedere and surrounding unincorporated areas. The Main Plants collection system consists of 28.5 miles of gravity sewer line, 2.4 miles of force main and 22 pump stations within its service area. The treatment plant has an average dry weather design treatment capacity of .98 MGD and can treat up to 2.3 MGD through Secondary Treatment.

The Paradise Cove collection system and Paradise Cove Wastewater Treatment Plant (WWTP) serves 120 homes north of the town of Tiburon, and inputs to the sewer system are exclusively domestic. The system includes approximately 7,197 feet of gravity sewer line and 9,102 feet of Force main sewer line, 12 manholes and 2 lift stations that were installed in the Seafirth Estates subdivision in place of the old treatment plant they used to have in service. The Paradise Cove plant is an activated

sludge plant using extended aeration and has a dry weather treatment capacity of 40,000 gal/day. Treated wastewater is discharged from Discharge Point 001 to the Central San Francisco Bay 400 feet offshore at a depth of 20ft.

Staffing at the District consists of 12 Full Time Employees (FTE's). An organization chart is attached for reference. No union representation exists for the Rank and File as there has not been a need for that type of representation. Memorandum of Understanding Contract negotiations have primarily been handled internally through the District Manager and 2 employee representatives. The District created two Superintendent positions in conjunction with its strategic planning efforts 2 years ago to fill some leadership roles in maintenance and operations. The District also performed a staffing analysis two years ago to justify the need for additional staffing as the District had run pretty lean for several years. Now that the District is fully staffed and as we approach the end of the Current MOU Term (June 30, 2026) the District must perform a total compensation study with predetermined neighboring entities as identified in the current MOU.

B. Objectives

Information Review, Staff Interviews and Objectives

The purpose of this task is to compile and review information and documents relevant to the satisfaction of the employees' day-to-day activities at the District, and the future needs of the District to continue to provide a safe and healthy work environment.

Document and Data Review. The District will provide the following documents and data for the consultant's review.

- Organization Chart
- Job Descriptions
- Minimum Staffing Report
- Current Pay Scale Chart
- Memorandum of Understanding
- Personnel Policies and Procedures

Plant Tours and Staff Interviews

- Conduct a plant tour at the main treatment facility with the District Manager in order to get an understanding of the small foot print in which all staff operates out of.
- Conduct individual staff interviews with District Manager, Admin Services Manager and Operations Superintendent and Maintenance & Collection System Superintendent
- Upon Completion of staff interviews and Job Description review, survey the 6 comparable agencies and comparable positions for total compensation, where like for like positions do not exist, make recommendations for comparable positions or combine multiple positions for proper bench marking/comparison with other agencies.
- Provide evaluation of strengths and weaknesses of current Job Descriptions and Organization Chart and provide recommendations for improvement of classifications and pay scale ranges.

Prepare reports/report of findings that include:

- A list of classifications surveyed for each District class.
- Data/information to support comparable classes within each surveyed agency, upon request.
- Statistics for each benchmark classification's base rate of pay identifying the percentage above or below the median number of market comparators.
- Statistics for each classification's total compensation identifying the percentage above or below the median of market comparators.
- Statistics for each benchmark classification's base rate of pay identifying the percentage above or below the average of market comparators.
- Statistics for each classification's total compensation identifying the percentage above or below the average of market comparators.
- Assessment of benefits.
- Complete compensation survey data.
- Recommended pay plan.
- Recommendations of internal salary relationships.
- Strategies for implementing the study recommendations and maintaining the compensation plan.

Considering the Districts future labor relations activities and the transition timeline, it is the Districts goal for this study to be completed and to receive all associated reports and recommendations no later than August 21, 2025.

Scope of Services:

The District is seeking a qualified firm to conduct a total study based on, but not limited to, the bulleted list below. Additional services that a consultant believes will produce a more effective approach should be included in the proposal.

- Review of Job Descriptions The District will provide the firm/consultant with all-related job classifications/descriptions.
- Market Survey - The firm/consultant shall perform a market salary survey on the pre-determined labor market.
- Compensation Analysis -The firm/consultant will conduct a comprehensive total compensation analysis to provide the District with an accurate assessment of how its compensation plan compares with the selected labor market of appropriate comparable municipalities and districts. The total compensation analysis shall include only the survey data provided by the District.
- The firm/consultant will provide an explanation of the specific methodology used to determine alignment of classifications, including examining levels within classifications series and the distinct type of work performed.
- Benchmark Classes and Internal Salary Relationships -The firm/consultant will work with the District's designated representatives to assess study findings, determine and agree upon appropriate comparable classes, and identify appropriate internal salary relationships.
- The firm/consultant will identify benchmark classes and internal salary relationships to maintain internal equity across jobs as well as to minimize salary compaction. If benchmark classes have multiple classes, the journey level classification should be benchmarked to market, and the compensation for the other classes in the class series should be set relative to the benchmark class. For non-benchmark classes, compensation levels should primarily be established based on internal relationships with related classes.
- Present Findings and Draft - The firm/consultant should develop and present a Draft Report detailing the results of the study to the designated District representative(s) for review, approval, and input for the final project report.
- Meet with District leadership and staff as well as labor representatives to represent study findings and recommendations.
- Prepare final report(s) detailing all deliverables.
- Support presentation of study findings and recommendations to the Board during subsequent Board meeting(s).

C. Schedule

March 5, 2025, Issue Request for Proposals

April 7, 2025, Deadline for receipt of RFP's

April 10, 2025, District completes RFP review.

April 17, 2025, District Manager authorization to hire consulting firm to perform Total Compensation Survey

May 2025 Conduct Plant Tour and Staff Interviews

July 10, 2025 Consultant presents draft report to District Manager & Senior Staff

August 14, 2025 Consultant presents draft report to District Manager and Personnel Committee

August 21, 2025, Consultant presents Final Report to Board of Directors

D. Proposal Contents

- A brief letter of introduction acknowledging receipt of this RFP and describing the qualifications of the firm.
- The current composition of the professional, technical and support staff.
- Proposed staff for this project and resumes of qualifications for each. Identify the name and amount of involvement of the principal consultant who will be assigned to the project.
- A list of similar projects with which your firm has been involved in the past 4 (four) years. Include a brief project description, the name and phone number of the client, the approximate value of the work, and the nature of your involvement.
- Business references.
- Estimated cost for the performance of all items required under the RFP, including, but not limited to, the provision of the final report.

E. Selection Process

- Proposals are to be provided as an original and 1 (one) copy and one electronic PDF copy.

- Proposals will not be returned.
- Proposals must be received by 3:00 pm on Monday April 7, 2025, Address proposals to:

Tony Rubio
District Manager
Sanitary District No.5 of Marin County
PO Box 227
Tiburon CA 94920
or electronically to HR@sani5.org

- Questions regarding this RFP shall be directed to the District Manager at 415-435-1501.
- Proposals will be reviewed by the District Manager and the Personnel Committee, which will prepare a list of firms ranked in order of preference. At least 2 (two) firms will be listed. This list will be submitted to the Board of Directors for their final approval.
- In the event that the committee is unable to make a clear selection, the District reserves the right to interview preferred firms for that expressed purpose.
- Should the District be unable to reach a satisfactory agreement with the Board of Directors designated firm, discussion will be held with the remaining firms on the list, in order of preference.
- The District reserves the right to reject any and all proposals and to terminate the selection process at any time, for any reason, without liability to the District.