

SOLANO COUNTY WATER AGENCY



REQUESTS FOR PROPOSALS Total Compensation Study

Solicitation Issue Date: July 8, 2026

Responses Due: August 19, 2026

I. Introduction

Solano County Water Agency (Agency) 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 Agency's desire to obtain a consultant with public sector experience in completing total compensation studies. The Consultant is expected to review the Agency'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 Agency also expects the Consultant to analyze and incorporate local and comparable employers' compensation and benefits; interpret industry trends and potential implications to the Agency labor force; and make recommendations for revisions to the Agency's compensation rates and benefit package.

This Request for Proposals (RFP) is an invitation by the Agency for consultants to submit an offer, which may be subject to subsequent discussion. The Agency reserves the right to modify anticipated timelines set forth below. The Agency reserves the right to reject any and all submittals, cancel all or part of this RFP, waive any minor irregularities, and to request additional information from proposing Consultants. The RFP does not obligate the Agency to award a contract.

The Agency shall not be liable for any costs incurred in response to this Request for Proposals. All costs shall be borne by the person or organization responding to the request. The person or organization responding to the request shall hold the Agency harmless from any and all liability, claim or expense whatsoever incurred by or on behalf of that person or organization. All submitted material becomes the property of the Agency and public records and, as such, may be subject to public review.

II. Background

The Solano County Water Agency is a local government agency that was formed in 1951 by an Act of the State Legislature. The Agency is a wholesale water supply agency providing untreated water to cities and agricultural agencies in Solano County from the Federal Solano Project and the North Bay Aqueduct of the State Water Project. Moreover, the Agency performs management actions in flood, stream, groundwater, water conservation, and habitat conservation county-wide. Due to the Agency's wide range of



activities, staff are tasked with managing projects in all different areas of water resources in Solano County.

The Agency's Board of Directors is comprised of 15 members; the seven Mayors and five County Supervisors of Solano County, and three Board members from irrigation/reclamation Agencies in Solano County.

The Agency employs 25 full-time staff and 3-15 interns seasonally. All employees are "at will". The Agency will form a Compensation Study Committee that will work closely with the Consultant on study objectives and draft and final reports. The last total compensation study was completed in 2022.

III. Schedule

The Agency has made every effort to include sufficient information within this RFP for a Consultant to prepare a responsive and comprehensive proposal. The timing of the proposal process is subject to change, depending on the needs of the Agency, but is anticipated as follows:

	Activity	Date
a)	RFP Issued	July 8, 2026
b)	Proposal Submittal Deadline	August 19, 2026
c)	Interviews Scheduled	August 26, 2026
d)	Selection of Top Consultant (Informal Selection)	September 2, 2026
e)	Scope Refinement	September 9, 2026
f)	Contract Approval by Board of Directors	October 8, 2026
g)	Kick-off Meeting	October 14, 2026
h)	Draft Reports (all Phases)	TBD
i)	Final Reports (all Phases)	TBD

The intent of this proposal is for an ongoing contract to continue between the Agency and Consultant, unless one or both parties eventually terminate the contract.

IV. Study Goals

The main goal of the Study is to develop an equitable, reliable, and competitive compensation study that supports the Agency'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 Agency 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 Agency's mission and organizational structure.

Lastly, the study will review and address any non-benchmark, hybrid, and/or incumbency positions that may not be readily matched to comparable jobs positions. The job classifications of these positions should be carefully reviewed, individual interviews conducted with key team members, HR, and management, and a recommendation made as part of the overall compensation study. The initial list of positions that warrant a more in-depth analysis include the Senior Accountant and Supervising W.R. / SCADA Engineer.

Key Deliverables:

- Draft compensation study report
- Final report with recommendations
- Salary schedule
- Compensation model/tools
- Board presentation

V. Scope of Services

The objective of the Study is to perform an analysis of the Agency'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 similar services, similar budgets, and geographic locations.

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

- Meet with key Agency 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 benchmark classifications. This will include a review and market analysis of salary and benefits including but not limited to:
 - Base salary and other forms of compensation.
 - Employer paid insurance premium contributions for health, dental, orthodontics, vision, short- and long-term disability, long-term care, life and AD&D insurance.
 - Employer paid leave benefits including holidays, sick leave, management leave, administrative leave, family leave, and vacation.
- Conduct analysis for employer contributions to employee retirement plans. Provide feedback on what other agencies are doing to compensate CalPERS PEPRA (aka NEW) employees who may not receive equal employer paid benefits.
- The Agency 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.
- Analyze potential internal equity issues, including pay compression, and provide potential solutions.
- 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 Agency 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.
- Conduct a meeting with the Salary Study Committee to discuss preliminary findings and potential changes or recommendations prior to the preparation of the final written report.
- Present findings and recommendations in a written report.
- Provide instructional information to allow Agency staff to conduct individual salary audits consistent with study methods until the next study is conducted.
- Final presentation to Agency board for approval.

If the Consultant submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

VI. Proposal Format

There is no page limit for the proposal; however, it should be focused and concise, without extraneous material. The proposal should be divided into sections as outlined below:

A. Letter of Interest and Description of Services

- A statement regarding the Consultant's availability to dedicate time, personnel, and resources to the Compensation Project.
- A commitment to the availability of the Consultant and all key project staff during the contract period.
- A description of the approach to successfully fulfill the requirements within the estimated budget and schedule.

B. Proposed Scope of Work:

Provide a Proposed Scope of Work and discuss any ideas for modifying, clarifying, or improving the Agency's Compensation Project. Within the Proposed Scope of Work please answer the following questions:

- Describe the overall approach to meeting the requirements for all components of the Compensation Study.
- Give a detailed timeline schedule for the Compensation Study.
- Explain the Consultant's communication approach with your clients.

C. Consultant and Project Team

- Length of time in business.
- Location of headquarters and any field offices.
- Description of services that the company specializes in.
- Brief biography of proposed Product Manager and the Principal-in-charge (if that person is different from the Project Manager) and all other applicable staff. A project manager must be designated and must be the principal contact for the Agency.

D. Budget, including hourly rate for any additional consultation post deliverables

Consultants shall provide a clear and complete cost proposal for the Total Compensation Study. At a minimum, proposals must include:

- Total Not-to-Exceed Cost for all services
- Cost Breakdown by major phases or deliverables
- Hourly rates for all project staff, including any additional services
- Identification of any reimbursable expenses (and whether they are included or separate)
- Description and costs of any subconsultants (if applicable)
- Any key assumptions used to develop the cost

All costs shall include labor, materials, travel, and all other project-related expenses.

Insurance Requirement: Selected 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 Agency for review and approval prior to the commencement of the term of the contract.

E. References

At a minimum, the Consultant should provide a list of the most recent projects (at least three) performed of similar size, scope, and complexity. This list shall include the company name, contact person, address, phone number and/or e-mail of each party for whom the service was provided, as well as a description of the service performed, the dollar amount of the contract, and the date of performance.

VII. Evaluation Criteria

Proposals will be evaluated based on the criteria outlined below:

- Responsiveness to the RFP.
- Project approach and technical understanding.
- Scope of work that meets the Agency's needs.
- Overall budget of the project.
- Experience and qualifications of project team in preparing similar projects.
- Commitment of Consultant with staff and resources to complete project.

VIII. Selection Process

The Agency will inform responders of the process for selection. Interviews may be conducted through an in-person meeting or virtual interface. All responders will be notified of the process.

The Consultant with the highest rating from the RFP and interview process will be selected by the Agency to negotiate an agreement. Selection of the Consultant will follow within one week of interviews. Attached is a sample form of Professional Services Agreement that will be used for this project. Note insurance requirements.

VIII. Time Considerations and Requirements

RFP submittal deadline: August 19, 2026, by end-of-day Pacific Standard Time.

Submittal options:

- A. E-mail an electronic PDF copy to Sandra@scwa2.com. Consultants can send files through cloud-based platforms if the file is very large.
- B. Mailed to the address below to the attention of Sandra Willingmyre

If you have any questions, please contact:

<u>Sandra Willingmyre</u> Supervisor of Administrative Services sandra@scwa2.com (707) 455-1101	Solano County Water Agency Attn: Sandra Willingmyre 810 Vaca Valley Parkway, Suite 202 Vacaville, CA 95688
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