

# **Santa Ana Watershed Project Authority**



## **REQUEST FOR PROPOSALS**

**FOR**

**CLASSIFICATION AND COMPENSATION STUDY**

**July 2014**

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This solicitation package includes the sections and subsections listed below. If any of these items are missing from your solicitation package, please contact the person identified in Section 1(E).

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## SECTION 1 - SUBMITTAL INFORMATION

- A. **INTRODUCTION:** The Santa Ana Watershed Project Authority ("Agency" and/or "SAWPA") has issued a Request for Proposals (RFP) to conduct a Classification and Compensation Study (Study) and is accepting sealed proposals (Proposals) at the Agency's Headquarters, **located at 11615 Sterling Avenue, Riverside, California, 92503.**
- B. **BACKGROUND:** The Santa Ana Watershed Project Authority (SAWPA) was formed in 1972 to plan and build facilities to protect water quality in the Santa Ana River Watershed. SAWPA is a joint powers authority comprised of the following five major water districts that share the Santa Ana River Watershed: Eastern Municipal Water District, Inland Empire Utilities Agency (formerly Chino Basin Municipal Water District), Orange County Water District, San Bernardino Valley Municipal Water District, and Western Municipal Water District ("Member Agencies"). The governance structure of SAWPA is made up of an elected Board of Directors and an alternate Board of Directors (also elected) from each of the five water districts forming what is known as the Board of Commissioners.

The Santa Ana River is the largest stream system in southern California. The river begins high in the San Bernardino Mountains and flows over 100 miles southwesterly where it discharges to the Pacific Ocean in Huntington Beach. The Santa Ana River Watershed, which receives an average annual rainfall of about 13 inches, covers over 2,650 square miles of widely varying urban, rural and forested terrain. The Watershed covers the more populated urban areas of San Bernardino, Riverside and Orange Counties, and a small portion of Los Angeles County and provides a home to over 6 million people.

As of July 1, 2014, the Agency had 24 full-time authorized positions, all of which are filled, and 4 interns. The Agency does not have any employees represented by unions. The Agency has never experienced a work stoppage or strike.

The Agency is comprised of the following departments: Agency Administration, Finance, Engineering and Operations, Water Resources and Planning, and Information Systems and Technology. An organization chart showing the various departments in each of the divisions is provided as Exhibit A.

- C. **PURPOSE AND OBJECTIVES:** SAWPA is a multi-benefit agency utilizing a multi-faceted organizational structure within which employees organize, implement, support and manage varied activities and responsibilities of significant scope and breadth. SAWPA employees are continually challenged to independently utilize their knowledge, skills and experience in effectively and resourcefully supporting the mission critical components of the Agency. The purpose of the Study is to define the unique characteristics required of SAWPA employees and quantify its value to the Agency. The Study will also create ranges and steps for current SAWPA positions. The intent is to create a more structured approach to total compensation that provides for regular professional development, puts payment for exceptional performance in a proper context, and standardizes decisions regarding COLAs and other benefits. The Study would not be limited to classification and compensation of Member Agencies. Market comparisons with Member Agencies and other similar agencies must be made with care as SAWPA positions are tasked with a different range of job responsibilities due to the diversity of SAWPA. Additionally, the Study would be used to ensure that wages and benefits (total compensation) earned by SAWPA employees are equitable and competitive with benchmarked agencies.

A method to mitigate SAWPA's retirement contribution obligation in the future for pre-2013 employees also needs to be analyzed. Currently, SAWPA pays the 7% employee contribution for classic employees. The current practice of SAWPA paying the nominal employee share will be evaluated as part of the Study to mitigate the Agency's exposure to the risk of retirement cost increases going forward. The intent is that the Study will identify an appropriate approach for SAWPA employees to begin funding the Employer Paid Member Contribution (EPMC), with the ultimate goal being that employees fund 100% of the EPMC. Considering SAWPA's current payroll, retirement benefit formula, and demographics, and in order to provide protection to the Agency and fairness to the employees, several approaches should be evaluated, including the cap approach implemented by Member Agency San Bernardino Valley Municipal Water District, and a phased-in, multi-year approach implemented by Member Agency Inland Empire Utilities Agency. Any approach should take into consideration the financial impact to SAWPA employees.

- D. **SUBMITTAL DEADLINE:** Proposals in response to this RFP are due at the Agency's headquarters located at 11615 Sterling Avenue, Riverside, California, 92503, no later than **5:00 PM local time on Monday, August 18, 2014** ("Submittal Deadline"). The date and time of receipt of all Proposals will be logged. Proposals will not be accepted after the Submittal Deadline. Consultant shall submit an original and five (5) copies of the Proposal in a sealed envelope addressed to the attention of Ms. Karen Williams. In bold lettering, mark the envelope with the following words: "CLASSIFICATION and COMPENSATION STUDY".
- E. **SUBMITTAL INQUIRIES:** Organizations and/or individuals interested in submitting Proposals shall not make personal contact with any member of the SAWPA Commission or SAWPA staff members other than Karen Williams. Questions regarding this RFP shall be submitted no later than 5:00 PM on Thursday, August 14, 2014. All questions regarding this RFP must be directed via e-mail to Karen Williams at [kwilliams@sawpa.org](mailto:kwilliams@sawpa.org). The words "(RFP) Classification & Compensation Study" must be referenced in the e-mail subject line.
- F. **PROPOSAL SUBMITTAL:** Any Proposal submitted via facsimile and/or e-mail shall be considered non-responsive and shall be rejected without further notice or communication. Any Proposal found to be illegible or incomplete shall be considered for rejection. Consultants assume full responsibility for submitting their Proposal at the designated address on or before the Submittal Deadline. More than one (1) original proposal from an individual, firm, partnership, or corporation under the same or different names will not be considered.
- G. **PROPOSAL FORMAT; BINDING AUTHORITY:** Proposals not following the requested format may be deemed non-responsive and eliminated from further consideration. Proposals shall include page numbers, a dated cover letter which must be signed by a person authorized to negotiate and execute contracts on behalf of the Consultant, and must be binding for a period of ninety (90) days.
- H. **ACCEPT OR REJECT PROPOSALS:** The Agency reserves the right to accept or reject any or all Proposals and/or re-solicit or cancel this RFP if deemed to be in the best interest of the Agency. The Agency reserves the right to waive any informality in this RFP and in the Proposals as submitted to the Agency. The Agency will not conduct debriefings with firms/individuals not selected. Any individual and/or firm shall be responsible for any and all expenses incurred in preparing said Proposals. Please reference Section 2. Paragraph B. for additional information.

## SECTION 2 - GENERAL INFORMATION

NOTE: IT IS THE CONSULTANT'S RESPONSIBILITY TO EXAMINE THE "REQUEST FOR PROPOSALS" SOLICITATION IN ITS ENTIRETY PRIOR TO SUBMITTING A PROPOSAL.

- A. **WAITING PERIOD:** All Consultants are alerted that a waiting period of up to ninety (90) days from the Submittal Deadline **may** be required before proceedings are completed and an award is made. Consultants shall assume full responsibility for the effect of the waiting period on all proposal fees and terms.
- B. **PROPOSAL PREPARATION COSTS:** The Agency is not and shall not be deemed liable for any costs incurred by Consultant in the preparation, submittal, or presentation of their Proposal. Be advised that Consultant may be asked to make a minimum of two presentations in support of their submitted Proposal prior to award of any contract.
- C. **WITHDRAWAL OF PROPOSAL BEFORE SUBMITTAL DEADLINE:** Any Consultant may request the withdrawal of their submitted Proposal, either in person or by written request, at any time **before** the Submittal Deadline. Upon receiving the written request to withdraw a submitted Proposal, the Agency will consider the Consultant's submitted Proposal null and void and return it to the Consultant at the expense of Consultant. Withdrawal of Consultant's submitted Proposal before the Submittal Deadline will not prejudice Consultant's resubmittal for this or any future proposal(s).
- D. **MISTAKE IN PROPOSAL:** Any Consultant may withdraw their submitted Proposal **after** the Submittal Deadline, subject to the time restrictions indicated below, **ONLY** if the Consultant can establish, to the Agency's satisfaction, that a mistake was made in preparing the submitted Proposal.
1. A Consultant declaring a mistake must provide a written notice to the Agency within five (5) calendar days following the Submittal Deadline, specifying in detail how the mistake occurred, and how the mistake made the submitted Proposal materially different than it was intended.
  2. Withdrawal of the submitted Proposal will **only** be permitted for mistakes made in the completion of the Proposal. NOTE: A Consultant who claims a mistake shall be **PROHIBITED** from submitting further Proposals on a Project in which the mistake in the proposal was claimed. (California Public Contract Code §5105.)
- E. **INTERPRETATION OF DOCUMENTS:** During the proposal solicitation period, should a Consultant find discrepancies or omissions in the specifications of the "Request for Proposals" or should the Consultant be in doubt as to their interpretation, the Consultant shall immediately contact the person indicated in Section 1. Paragraph E. above. Should it be found necessary, a written addendum will be sent to all known Consultants. Any addenda issued prior to the Submittal Deadline shall form a part of this solicitation and shall become a part of the submitted Proposal.
- F. **PROPOSAL FEE SCHEDULE:**
1. As a part of the submitted Proposal, Consultant's price and fee schedule shall be titled Proposal Schedule "A" and shall be submitted in a separate sealed fee envelope to encompass all requirements set forth in Section 4- Scope of Services. Consultant shall

include in table format with the milestones and associated fee, along with the respective classifications of staff that will perform the work and associated work effort in hours and billing rate. The total not-to-exceed fee shall be calculated and highlighted for the entire work effort. All anticipated meetings shall be included in the total work effort.

2. Be advised that, at any time, the Agency may require the Consultant to further itemize and/or detail components of any or all proposal price(s), invoices, etc.; e.g., labor, expenses, materials, etc.

G. **REFERENCES**: As a part of the submitted Proposal, the Consultant shall provide a Reference List with at least five (5) public agencies for whom they have provided similar services within the last three (3) years. The Reference List must include the name and address of each public agency, contact person(s), telephone number(s), email address(es), date of service and brief description of the services provided.

H. **AWARD/SELECTION CRITERIA**: The following criteria will be used in the rating process for the selection of a Consultant's submitted Proposal to provide all required work tasks:

1. Approach to performance of the study (methodology);
2. Demonstrated professional skills, experience and credentials of staff to be assigned to this project;
3. Quality of submitted Proposal;
4. References;
5. Demonstrated success working with multi-benefit agencies utilizing a multi-faceted organizational structure within which employees conduct activities of significant scope and breadth.
6. Demonstrated understanding and success of working with employees through this type of classification process;
7. Demonstrated ability to communicate with a variety of employees in different job classifications who have never been involved in a Classification and Compensation Study;
8. Ability to perform the work within the stated timeframe (work schedule); and
9. Fee Schedule.

I. **CONTRACT AWARD**: Upon award selection, final Contract(s) will be negotiated. The Agency reserves the right to award one contract, multiple contracts or no contract, whichever is in the best interest of the Agency.

J. **PUBLIC RECORD**: Upon award, information regarding the successful Consultant will be posted for a period of fourteen (14) days at the Agency Headquarters, located at 11615 Sterling Avenue, Riverside, California, on the Agency's Network, and/or on the Agency's website. **NOTE: All** information contained in submitted Proposals is subject to California Government Code §6250 et seq., commonly known as the Public Records Act. Information contained in submitted Proposals **shall** become public record after the review process has been completed in recommendation for award of contract to the SAWPA Commission and shall be made available upon request.

K. **ACCEPTANCE AND PAYMENT**: After award of contract(s), all correspondence and invoices generated by Consultant shall include reference to the Contract Number, and must be accompanied by detailed supporting documentation. The Agency shall pay the Consultant's properly submitted and executed invoices, subject to approval by the General Manager, within thirty (30) days following receipt of the invoice.

- L. **INSURANCE:** Upon award, Consultant shall be required to maintain the required insurance, naming SAWPAas an additional insured by endorsement. Consultant shall keep all insurance current during the term of the contract.

## **SECTION 3 – FORMS**

### **PROPOSAL SCHEDULE "A"**

Consultant shall fully complete a Proposal Schedule and return it with their submitted Proposal in a sealed envelope. All submitted Proposals shall include all fee elements associated with the Scope of Services to be provided as a result of this RFP. If necessary, additional fee sheets may be provided.

**SECTION 3 - FORMS**  
**PROPOSAL SCHEDULE "A"**

**Page Two**

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Signature

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Company Name

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Printed Name

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Business License Number

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Title

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Date

## CONSULTANT IDENTIFICATION

1. Legal Name of Consultant: \_\_\_\_\_
  2. Street Address: \_\_\_\_\_
  3. Mailing Address: \_\_\_\_\_
  4. Business Telephone: \_\_\_\_\_
  5. Facsimile Telephone: \_\_\_\_\_
  6. Type of Business:
    - Sole Proprietor
    - Partnership
    - Corporation
    - LLC
    - LLP
    - Other: \_\_\_\_\_
- Indicate State of formation: \_\_\_\_\_
7. Business License number issued by the City where the Consultant's principal place of business is located.  
  
License Number: \_\_\_\_\_  
  
Issuing City: \_\_\_\_\_
  8. Federal Tax Identification Number: \_\_\_\_\_
  9. Consultant's Contact Person: \_\_\_\_\_

## REFERENCES AND SUBCONTRACTORS

Provide at least five(5) references for which similar services have been provided within the last three (3) years. Use additional sheets as necessary. (Reference Section 2. Paragraph G. above for more specific information).

Agency	Contact(s)	Address	Phone No.	E-Mail
Date of Service: _____ Description of Services Performed:				
Agency	Contact(s)	Address	Phone No.	E-Mail
Date of Service: _____ Description of Services Performed:				
Agency	Contact(s)	Address	Phone No.	E-Mail
Date of Service: _____ Description of Services Performed:				
Agency	Contact(s)	Address	Phone No.	E-Mail
Date of Service: _____ Description of Services Performed:				
Agency	Contact(s)	Address	Phone No.	E-Mail
Date of Service: _____ Description of Services Performed:				

**NOTE REGARDING SUBCONTRACTORS: No Subcontractors shall be utilized unless: (1) Specifically authorized in writing by SAWPA’s Chief Financial Officer; and, (2) an appropriate contract amendment has been signed by Consultant and SAWPA.)**

# WORKERS' COMPENSATION CERTIFICATE

The Consultant shall execute the following form as required by California Labor Code §§ 1860 and 1861:

I am aware of the provisions of California Labor Code §3700 which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that Code, and on behalf of my firm, I will comply with such provisions before commencing the performance of the services of any contract entered into.

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Signature

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Company Name

---

Printed Name

---

Business License Number

---

Title

---

Date

**NON-COLLUSION AFFIDAVIT**

State of California                    )  
  )ss.  
County of                                )

\_\_\_\_\_ [name], being first duly sworn, deposes and says that he/she is \_\_\_\_\_ [title], of ("Consultant") the party making the foregoing Proposal that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the Proposal is genuine and not collusive or sham; that the Consultant has not directly or indirectly solicited any other Consultant to put in a false or sham Proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any Consultant or anyone else to put in a sham Proposal, or that anyone shall refrain from bidding; that the Consultant has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the Proposal fee or the Consultant or any other Consultant, or to fix any overhead, profit, or cost element of the Proposal fee, or of that of any other Consultant, or to secure any advantage against the public body awarding the Contract of anyone interested in the proposed Contract; that all statements contained in the Proposal are true; and, further, that the Consultant has not, directly or indirectly, submitted his/her/its Proposal fee or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham Proposal.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Business License Number

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

# EXCEPTION FORM

Should your firm take exception to **ANY** of the terms and conditions or other contents provided in the "Request for Proposals," list the exceptions below. **THIS COMPLETED FORM MUST BE RETURNED WITH YOUR PROPOSAL.** If no exception(s) are taken, enter "**NONE**" for the first item. *(Make additional copies of this form as necessary)*

Page Number: Section Title: \_\_\_\_\_

Paragraph Number: Exception Taken: \_\_\_\_\_

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Page Number: Section Title: \_\_\_\_\_

Paragraph Number: Exception Taken: \_\_\_\_\_

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Page Number: Section Title: \_\_\_\_\_

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## **SECTION 4 -SCOPE OF SERVICES**

### **Classification and Compensation Study**

#### **SCOPE OF SERVICES**

The Study shall include, but is not limited to the following activities:

#### **A. CLASSIFICATION STUDY:**

1. Consultant to meet with staff to discuss Study and agree on methodology and Position Description Questionnaire (PDQ) to be used.
2. Consultant to meet with Department Managers to explain study and processes to be used.
3. Employees to complete PDQs and Department Managers review and comment (not change). Copies of the completed PDQs will be returned to employees following review and comment by Department Managers.
4. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
5. Consultant to compare PDQ, interview and job audit results to existing job descriptions.
6. Consultant to update and/or create class specifications as needed to uniformly reflect distinguishing characteristics, essential job functions, minimum qualifications, working conditions, license requirements, regulatory requirements, standby/call-out responsibilities, etc., for all classifications.
7. Consultant to identify employee classifications including FLSA status (exempt/non-exempt).
8. Consultant to draft and submit proposed class specifications for review by Agency. Consultant will recommend, if appropriate, classification series and levels within the series (i.e. I/II, Senior/Lead, etc.) In addition, Consultant to review reporting/organizational structure and make suggestions to more effectively align resources across the organization. All class specifications to be submitted in Microsoft Word Version 2010.
9. Consultant to present proposed class specifications to the General Manager and Department Managers, and receive and incorporate input prior to classification determinations.
10. Consultant to finalize class specifications and recommend appropriate classification for each position, including correction of identified discrepancies between existing and proposed classifications.
11. Consultant to identify career ladders/promotional opportunities for each classification.

12. Consultant to provide weekly written updates on data collection and progress as well as in person meetings as warranted and upon request.

**B. COMPENSATION STUDY:**

1. Review current compensation (including all benefits) practices and related issues.
2. Consultant to conduct salary survey by comparing monthly maximum base salary for each existing classification (see Exhibit B). Included in the survey will be the compensation and benefit structure for each member agency and other external markets.
3. Compare all employee salaries and benefit packages to internal (Member Agencies) and external markets. Determine if there are compression or inequity problems and make recommendations for improvements.
4. For the Member Agencies and other external markets, provide a comparative review of total compensation, including the following:
  - a. Salary;
  - b. Health care benefits;
  - c. Retirement benefits (CalPERS and Social Security), including retirement medical benefits;
  - d. Vacation, sick, administrative/executive, holidays, floating holidays and/or longevity pay;
  - e. Long-term disability and life insurance;
  - f. Certification, licensing and degree incentives;
  - g. Holiday bonuses/other bonuses;
  - h. Vehicle allowances;
  - i. Performance awards;
  - j. Education reimbursement;
  - k. Professional memberships;
  - l. Employee Assistance Program; and,
  - m. Other benefits.
5. Consultant to recommend appropriate salary range for each existing or proposed position based on the Classification Plan and on the compensation survey results, and internal relationships and equity.
6. In addition to above, Consultant to recommend salary range for each position based on median and mean salary of the comparable agencies. In addition, consultant to prepare a new salary step plan.
7. Provide written report of methods, techniques and data for the assessment of each position.

**C. DEVELOP METHOD TO MITIGATE RETIREMENT CONTRIBUTION OBLIGATION:**

1. Develop a method to mitigate SAWPA's retirement contribution obligation in the future for pre-2013 employees by setting a total contribution level for agency employees to fund the Employer Paid Member Contribution (EPMC).
2. Review each Member Agency's current practice of converting the Employer Paid Member Contribution (EPMC) to be paid by the employee instead of the employer.
3. Consider SAWPA's current payroll, retirement benefit formula, and demographics when evaluating potential methods so that a level of benefits comparable to Member Agencies is maintained.
4. As an important component in the development and evaluation of potential EPMC mitigation methods, consideration of any resultant financial impacts to SAWPA employees as to each potential method evaluation shall be considered.

**D. SUGGESTED PROPOSAL SCHEDULE:**

Release Request for Proposals	July 15, 2014
Proposal Submittal Deadline	August 18, 2014
Review Proposals & Select Top Candidates	August 25, 2014
Interview Top Candidates	September 3, 2014
Notice of Selection/Contract Negotiations	September 10, 2014
Commission Approval	September 16, 2014
Kick Off Meeting/Recommendations	September 29, 2014
Project Completion	December 31, 2014
Presentation to Employee Ad Hoc Committee	January 7, 2014
Presentation to the Commission	January 21, 2014

The proposal schedule listed above is only suggested. The consultant RFP response should include a realistic schedule that will allow time necessary to complete the project.

**E. PROPOSAL FORMAT:**

Each Proposal shall, at a minimum, be organized to clearly address the following requirements:

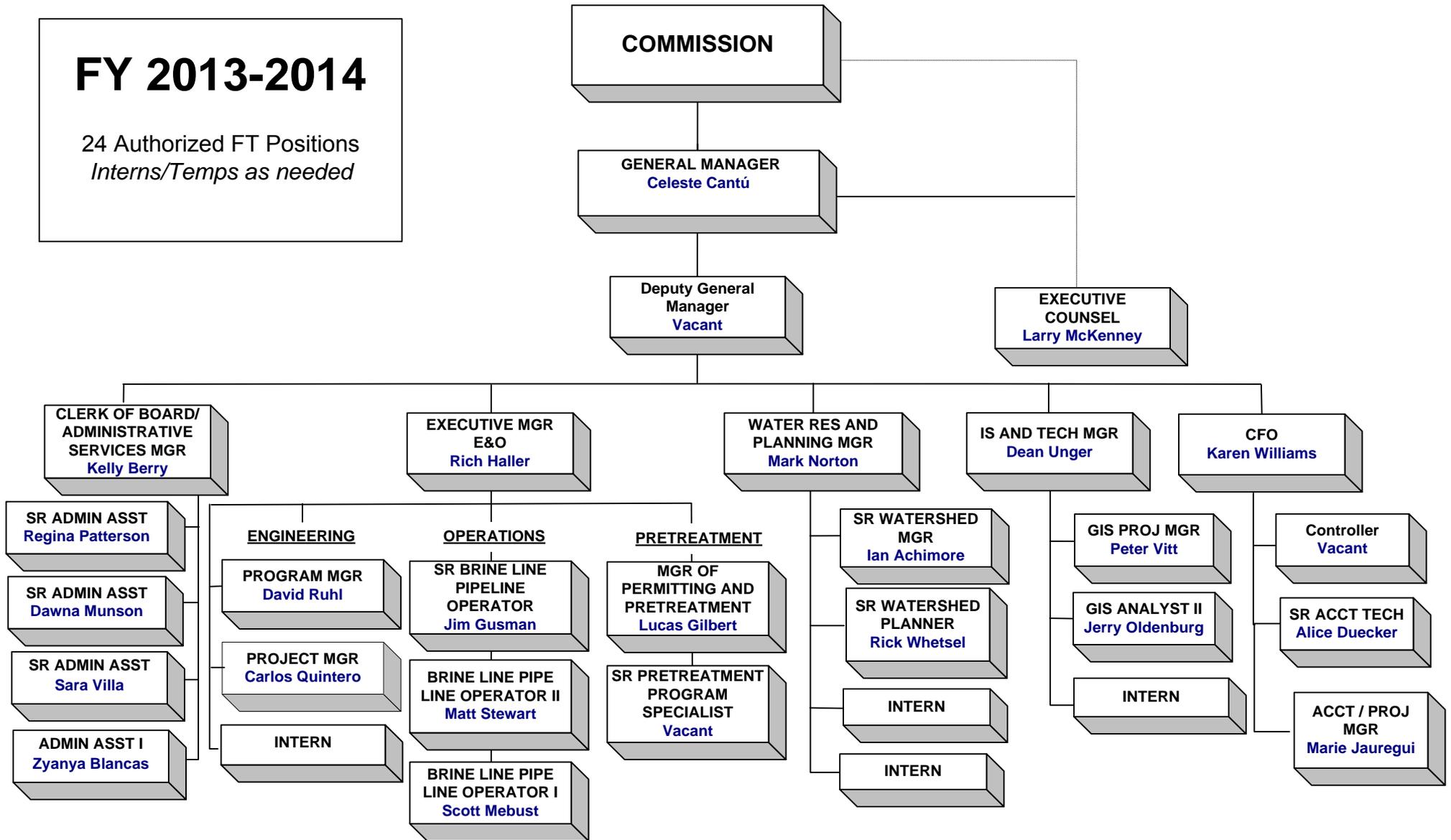
1. Agents and Experience:  
Consultant shall provide a summary of relevant experience and capabilities relative to the Scope of Services of the designated project manager and support staff (include organization chart of your proposed team). Include a schedule showing the hours and percentage of time each individual is expected to contribute to the Study per phase.

List the address, telephone, fax and email contact information for the person to serve as Project Manager. Résumés summarizing the qualifications and experience of the individuals who will be conducting the Study must be provided. Project Manager and lead personnel assigned to the project shall not be reassigned without prior written approval by the Agency.

2. Statement of Methods and Procedures:  
Provide a statement describing the Scope of Services as you understand it, and describe the approach, means, methods and procedures to be employed to gather the data, analyze findings and develop recommendations as requested, including the method of keeping the Agency informed on the progress of the Study. Provide a sample Position Description Questionnaire (PDQ).
3. Structure and Content of Work Product:  
Describe the way in which the work product will be structured and presented upon completion. All work product, presentations, etc., shall be compatible with MS Office 2010.
4. Work Schedule:  
Provide a timeline showing key milestones, tasks required, and the start/completion dates for each. It is expected the work will commence on September 29, 2014, and be completed on or before December 31, 2014.
5. References:  
All submitted Proposals shall include a Reference List with at least five (5) public agencies for whom they have provided similar services within the last three (3) years. The Reference List must be in the form referenced herein and contain the information referenced in Section 2. Paragraph G. of this RFP.
6. Fee:  
The fee proposal shall be SEALED in a separate envelope, which will not be opened until after other evaluation criteria have been considered. Please reference Section 3 – Forms of this RFP. The fee proposal should include:
  - a. A total cost estimate and not-to-exceed amount for the work described in the Scope of Services;
  - b. Rate schedule for computing any extra work not specified in the contracted Scope of Services, including hourly rates for all positions plus unit costs for incidental expenses.

# SAWPA ORGANIZATION CHART

**FY 2013-2014**  
 24 Authorized FT Positions  
*Interns/Temps as needed*



**SAWPA - Salary Ranges**

*Effective July 1, 2013*

Position	Range @ 06/30/13		0.00% COLA		Range @ 06/30/13		0.00% COLA	
	Minimum Annual Salary	Minimum Hourly Salary	Minimum Annual Salary	Minimum Hourly Wage	Maximum Annual Salary	Maximum Hourly Salary	Maximum Annual Salary	Maximum Hourly Wage
General Manager	\$ 236,945	\$ 113.92	\$ 236,945	\$ 113.92	\$ 236,945	\$ 113.92	\$ 236,945	\$ 113.92
Deputy General Manager	\$ 131,685	\$ 63.31	\$ 131,685	\$ 63.31	\$ 175,614	\$ 84.43	\$ 175,614	\$ 84.43
Executive Counsel	\$ 170,560	\$ 82.00	\$ 170,560	\$ 82.00	\$ 173,971	\$ 83.64	\$ 173,971	\$ 83.64
Chief Financial Officer	\$ 116,438	\$ 55.98	\$ 116,438	\$ 55.98	\$ 155,210	\$ 74.62	\$ 155,210	\$ 74.62
Executive Manager– Eng & Opns	\$ 119,309	\$ 57.36	\$ 119,309	\$ 57.36	\$ 159,099	\$ 76.49	\$ 159,099	\$ 76.49
Info & Technology Manager	\$ 100,381	\$ 48.26	\$ 100,381	\$ 48.26	\$ 133,806	\$ 64.33	\$ 133,806	\$ 64.33
Water Resource and Planning Mgr	\$ 102,877	\$ 49.46	\$ 102,877	\$ 49.46	\$ 137,155	\$ 65.94	\$ 137,155	\$ 65.94
Administrative Services Manager	\$ 95,534	\$ 45.93	\$ 95,534	\$ 45.93	\$ 127,358	\$ 61.23	\$ 127,358	\$ 61.23
Controller	\$ 86,549	\$ 41.61	\$ 86,549	\$ 41.61	\$ 115,440	\$ 55.50	\$ 115,440	\$ 55.50
Program Manager	\$ 96,262	\$ 46.28	\$ 96,262	\$ 46.28	\$ 128,315	\$ 61.69	\$ 128,315	\$ 61.69
Manager of Permitting and Pretreatment	\$ 92,461	\$ 44.45	\$ 92,456	\$ 44.45	\$ 112,387	\$ 54.03	\$ 112,382	\$ 54.03
Senior Project Manager	\$ 86,549	\$ 41.61	\$ 86,549	\$ 41.61	\$ 115,440	\$ 55.50	\$ 115,440	\$ 55.50
Senior Environmental Project Mgr	\$ 86,549	\$ 41.61	\$ 86,549	\$ 41.61	\$ 115,440	\$ 55.50	\$ 115,440	\$ 55.50
Operations Manager	\$ 76,523	\$ 36.79	\$ 76,523	\$ 36.79	\$ 102,024	\$ 49.05	\$ 102,024	\$ 49.05
Operations Superintendent	\$ 67,184	\$ 32.30	\$ 67,184	\$ 32.30	\$ 87,880	\$ 42.25	\$ 87,880	\$ 42.25
Assistant Operations Superintendent	\$ 62,026	\$ 29.82	\$ 62,026	\$ 29.82	\$ 82,701	\$ 39.76	\$ 82,701	\$ 39.76
Brine Line Pipeline Operator I	\$ 45,885	\$ 22.06	\$ 45,885	\$ 22.06	\$ 54,870	\$ 26.38	\$ 54,870	\$ 26.38
Brine Line Pipeline Operator II	\$ 62,026	\$ 29.82	\$ 62,026	\$ 29.82	\$ 82,701	\$ 39.76	\$ 82,701	\$ 39.76
Senior Brine Line Pipeline Operator	\$ 67,184	\$ 32.30	\$ 67,184	\$ 32.30	\$ 87,880	\$ 42.25	\$ 87,880	\$ 42.25
Project Manager	\$ 76,523	\$ 36.79	\$ 76,523	\$ 36.79	\$ 102,024	\$ 49.05	\$ 102,024	\$ 49.05
Environmental Project Manager	\$ 74,630	\$ 35.88	\$ 74,630	\$ 35.88	\$ 99,528	\$ 47.85	\$ 99,528	\$ 47.85
Accountant / Project Manager	\$ 64,667	\$ 31.09	\$ 64,667	\$ 31.09	\$ 86,674	\$ 41.67	\$ 86,674	\$ 41.67
Regulatory & Regulatory Mgr.	\$ 58,261	\$ 28.01	\$ 58,261	\$ 28.01	\$ 77,730	\$ 37.37	\$ 77,730	\$ 37.37
GIS/Data Analyst II	\$ 62,754	\$ 30.17	\$ 62,754	\$ 30.17	\$ 83,720	\$ 40.25	\$ 83,720	\$ 40.25
Accountant	\$ 52,832	\$ 25.40	\$ 52,832	\$ 25.40	\$ 70,429	\$ 33.86	\$ 70,429	\$ 33.86
Senior Accounting Technician	\$ 49,046	\$ 23.58	\$ 49,046	\$ 23.58	\$ 65,416	\$ 31.45	\$ 65,416	\$ 31.45
Accounting Technician II	\$ 42,266	\$ 20.32	\$ 42,266	\$ 20.32	\$ 56,368	\$ 27.10	\$ 56,368	\$ 27.10
Accounting Technician I	\$ 36,462	\$ 17.53	\$ 36,462	\$ 17.53	\$ 48,630	\$ 23.38	\$ 48,630	\$ 23.38
Executive Assistant	\$ 51,147	\$ 24.59	\$ 51,147	\$ 24.59	\$ 68,141	\$ 32.76	\$ 68,141	\$ 32.76
Senior Administrative Assistant	\$ 42,266	\$ 20.32	\$ 42,266	\$ 20.32	\$ 65,416	\$ 31.45	\$ 65,416	\$ 31.45
Administrative Assistant II	\$ 36,462	\$ 17.53	\$ 36,462	\$ 17.53	\$ 56,368	\$ 27.10	\$ 56,368	\$ 27.10
Administrative Assistant I	\$ 31,075	\$ 14.94	\$ 31,075	\$ 14.94	\$ 48,630	\$ 23.38	\$ 48,630	\$ 23.38
Office Assistant	\$ 31,075	\$ 14.94	\$ 31,075	\$ 14.94	\$ 41,475	\$ 19.94	\$ 41,475	\$ 19.94