



# **Request for Proposal Compensation Consulting**

**RFP No. 2019-01**

This RFP is available on the Western Climate Initiative, Inc. website at  
[www.wci-inc.org/](http://www.wci-inc.org/)

Release Date: May 23, 2019

Western Climate Initiative, Inc.  
980 Ninth St., Suite 1600  
Sacramento, CA 95814  
USA  
[wci-inc.org](http://wci-inc.org)

## 1.0 BACKGROUND

### 1.1 Objective

Western Climate Initiative, Inc. (“WCI, Inc.”) is reviewing its executive and staff compensation as part of a larger organizational review, and seeks proposals for consulting services to advise its Compensation Committee. The Compensation Committee is a committee of WCI, Inc.’s Board of Directors. The selected advisor will report to the Compensation Committee and work with our Executive Director, as directed, to provide WCI, Inc. with compensation advice on issues including the items described in the scope of services below.

### 1.2 Western Climate Initiative, Inc. Overview

WCI, Inc. is a 501(c)(3) California non-profit public benefit corporation that provides administrative and technical services to support the implementation of greenhouse gas emissions trading programs in the US State of California and the Canadian Provinces of Nova Scotia and Québec (the “Participating Jurisdictions”), with the potential to expand to include additional jurisdictions. WCI, Inc. staff work closely with Participating Jurisdictions to understand their needs and regulations, and procure and manage contracts with third-party technology service providers to serve those needs.

The WCI, Inc. team consists of an Executive Director and eight staff positions in seven job classes. WCI, Inc. is headquartered in Sacramento, California, with an office in Québec City, Québec. WCI, Inc.’s annual budget is approximately \$4.5 million<sup>1</sup>.

WCI, Inc. differs from many non-profits in its close relationship with the Participating Jurisdictions, its international operations, and the need for specific technical experience in some of its staff.

### 1.3 Scope of Services

The selected consultant will work at the direction of the Compensation Committee. The main task for this initial Scope of Services (“Project”) is to provide the Compensation Committee with a survey of the compensation for Executive Directors and staff of similar or comparable institutions (“Peer Group”) in the United States and Canada. Expected tasks and deliverables with respect to the Project include:

- Discuss with the Compensation Committee and Executive Director and review WCI, Inc. materials such as the WCI, Inc. Compensation Philosophy and the 2018 – 2021 Strategic Plan in order to become familiar with WCI, Inc. and its compensation needs.
- Work with the Compensation Committee to identify the Peer Group of nonprofit organizations.
- Prepare draft report on WCI, Inc. current compensation, showing both base salary and total compensation, and comparisons to the Peer Group. Draft recommendations for compensation for each Project position. Provide reasonableness opinion on established compensation.

---

<sup>1</sup> [Budget for Calendar 2019 and Projected Expenditures for 2020-2021.](#)

- Meet with the Compensation Committee and present the draft report, recommendations, and reasonableness opinion. Discuss the process, findings, and recommendations.
- Prepare a final report, incorporating changes requested by the Compensation Committee if necessary. Deliver the final report to the Compensation Committee and Board.

## 2.0 CONSULTING FIRM INSTRUCTIONS

### 2.1 Purpose of the RFP

This Request for Proposals (RFP) presents the questions for which your answers will provide the information that WCI, Inc. will use in selecting a compensation consultant for the Project. Please answer these as completely as possible, and include any additional information you feel is appropriate or necessary.

### 2.2 Communications Regarding this RFP

Firms are to direct all communications regarding this RFP to the following contacts:

#### **Primary Contact**

Mark Wenzel  
Compensation Committee member  
WCI, Inc.  
980 9<sup>th</sup> St., Suite 1600  
Sacramento, CA 95814

Phone: +1-916-322-1769

E-mail: [Mark.Wenzel@calepa.ca.gov](mailto:Mark.Wenzel@calepa.ca.gov)

#### **Secondary Contact**

Jason Hollett  
Compensation Committee member  
WCI, Inc.  
980 9<sup>th</sup> St., Suite 1600  
Sacramento, CA 95814

Phone: +1-902-229-5494

E-mail: [Jason.Hollett@novascotia.ca](mailto:Jason.Hollett@novascotia.ca)

### 2.3 Questions

Any clarifications to the solicitation will be issued prior to the due date and will be provided as a notice posted on the website. The WCI, Inc. Compensation Committee will host a Bidders' Conference by teleconference or webinar on June 3. Additional questions may be submitted by e-mail by June 5. All questions submitted via e-mail will be posted with responses on the WCI, Inc. website at: [www.wci-inc.org/rfp-compensation-consulting.php](http://www.wci-inc.org/rfp-compensation-consulting.php).

## 2.4 Selection Process Schedule

RFP Issue Date	May 23, 2019
Bidders' Conference Webinar	June 3, 10:00 a.m. Pacific
Due date for written questions	June 5, 5:00 p.m. Pacific
RFP Responses Due No Later Than:	June 14, 5:00 p.m. Pacific
Notification of Finalists	June 21 (estimated date)

2 or 3 Finalists will be invited to meet with the Compensation Committee:

- Meetings with Compensation Committee June 24 – 28 (estimated dates)
- Notification of Selected Firm July 1 (estimated date)

## 2.5 Consulting Firm Responses to RFP; Confidentiality

Responses to this RFP must be received no later than **5:00 p.m. Pacific on June 14<sup>th</sup>, 2019**. Please send an electronic copy to Mark Wenzel and Jason Hollett at the e-mail addresses in section 2.2. Include all supporting materials and documentation with the response.

Upon proposal opening, all materials (electronic content and/or documents) submitted in response to this RFP will become the property of WCI, Inc. and shall not be returned. A respondent has no right to audit any proposal made by any other respondent. All submitted materials will be held in confidence subject to applicable laws.

The successful respondent's entire proposal, with the exception of confidential business information (to be determined by joint agreement between WCI, Inc. and the Contractor) shall be a public document following execution of a contract with WCI, Inc.

## 2.6 Joint Proposals or Subcontractors

WCI, Inc. welcomes joint proposals or proposals to use subcontractors, e.g., for international coverage. Each proposal must have a single lead respondent with whom WCI, Inc. could enter into a contract for the full scope of work.

## 2.7 Reservations

WCI, Inc. reserves the right to cancel this RFP in whole or in part at any time. WCI, Inc. may modify the RFP up until the final date for proposal submission/receipt by WCI, Inc., identified in Section 2.4, Selection Process Schedule, by the issuance of a notice posted on the WCI, Inc. website. Proposals received after the final date and time for submission/receipt by WCI, Inc. may be considered at WCI, Inc.'s discretion. WCI, Inc. reserves the right to modify the RFP and/or change dates and times at its sole discretion.

Offeror will absorb all costs incurred in connection with the preparation and presentation of the RFP response and its participation in the selection process. The Offeror agrees not to challenge or dispute WCI, Inc.'s decision and waives any right it may have to bring, any claim action or proceeding for damages of any kind, including indirect, consequential, or special damages or lost profits against WCI, Inc., any Participating Jurisdiction, any funding entity of WCI, Inc., or any director, officer, employee, or agent of any of the foregoing which arises from, relates to, or is connected with this RFP,

including the RFP's competitive process, the evaluation of proposals, the selection of a successful Offeror, and any failure to enter into an Agreement with an Offeror.

An Offeror may modify a proposal after its submission by withdrawing its original proposal and resubmitting a new complete proposal as described in Submission and General Format below, prior to the final date for proposal submission. An Offeror may withdraw its proposal by submitting a written withdrawal request to WCI, Inc.

### 3.0 RESPONSE GUIDELINES

#### 3.1 Submission and General Format

To facilitate a timely response to WCI, Inc., firms may enter their responses directly into the response area of this Word Document, or may submit a separate RFP response in .doc or .pdf format. Submissions should be sent by the deadline in Section 2.4 to the contacts in Section 2.2. Format of responses will not be considered when determining finalists. Proposals may be submitted in English or French. A contractor must be able to conduct interviews and research in both English and French.

#### 3.2 Attachments

Feel free to include reference materials and other documentation that will help WCI, Inc. understand your proposed solution. Please identify on each attachment the relevant section and question number.

#### 3.3 Selection Criteria

WCI, Inc. may elect to enter into a contract with a bidder offering the highest overall value. WCI, Inc. will select finalists based on the following criteria:

Factor	Criteria
<b>Responsiveness</b>	Response addresses all questions and requests in this RFP. Submission was clearly written and submitted on time.
<b>Expertise and Approach</b>	Overall experience on executive compensation consulting. Experience with non-profit compensation clients in the US and Canada. Experience with nonprofit compensation for technical staff. Appropriate datasets and tools. Expertise of individuals. Understanding of government compensation.
<b>Conflicts of Interest</b>	Identification and mitigation of conflicts of interest.
<b>Time and Cost</b>	The cost of the firm's services. Clarity and transparency in proposed costs. Timing of the estimated commencement and completion of work.
<b>Terms and Conditions</b>	Offeror's proposed exceptions to WCI, Inc.'s standard terms and conditions.

<b>Factor</b>	<b>Criteria</b>
<b>Further information</b>	Information learned during any meeting between WCI, Inc. and the firm, from references provided, and other research conducted by WCI, Inc.

## 4.0 CONSULTING FIRM RESPONSE

### 4.1 Consulting Firm Profile

<b>Company Name :</b>	
<b>Company Address :</b>	
<b>Contact Name :</b>	
<b>Title:</b>	
<b>Phone Number:</b>	
<b>E-Mail Address:</b>	
<b>Web Address:</b>	

- 4.1.1 Please provide a brief overview of your firm.
- 4.1.2 What is the scope of executive compensation clients you typically work with (size, for-profit/nonprofit, sectors)? In what industry do you have the most clients or most revenue? Approximately what percentage of your firm's work is compensation services and products?
- 4.1.3 Please describe your process for identifying potential, perceived, and real conflicts of interest. Do you have any clients that might create a conflict of interest for work for WCI, Inc. (e.g., firms subject to the greenhouse gas regulations in the Participating Jurisdictions)? If so, please describe how such conflicts would be mitigated.

### 4.2 Technical Expertise and Approach

- 4.2.1 Please describe your experience in compensation consulting for non-profits in the United States. Please include examples relevant to WCI, Inc.
- 4.2.2 Please describe your experience in compensation consulting for nonprofits in Canada. Please include examples relevant to WCI, Inc.
- 4.2.3 What tools and data sets do you use for performing competitive compensation analyses in the US and Canada?

- 4.2.4 Describe your approach to staffing an advisory role like the one outlined in this RFP. Highlight the types of roles needed from your organization. Please include CVs of team members who will assigned to these roles.
- 4.2.5 What is your typical relationship with the Board of Directors, Compensation Committee and management when conducting an executive compensation study?
- 4.2.6 When assessing a client's executive compensation and benefits programs, describe how you take a total compensation perspective to your audit/review.
- 4.2.7 Outline the process you would use to conduct a review of our compensation.
- 4.2.8 Do you have any perspectives on non-profit executive and staff compensation practices that you consider unique from your competitors?
- 4.2.9 What makes your company stand above the other firms competing for WCI, Inc.'s business for compensation consulting?

#### **4.3 Time and Cost**

- 4.3.1 How long does it typically take to address the scope of services described in Section 1.3? Would you be able to commence and complete this work in a timely manner? The WCI, Inc. Compensation Committee will strive to be responsive to a consultant to facilitate completion of the work.
- 4.3.2 What are your fees for addressing the scope of services described in Section 1.3? Do you bill by the hour? Do you charge any other administrative fees, markups, data charges, overhead, indirect expenses, or other fees? If so, what and how much?
- 4.3.3 Please provide your best estimate of the total price for the work outlined in this RFP.

#### **4.4 Terms and Conditions**

WCI, Inc.'s Standard Agreement is available at <http://wci-inc.org/docs/WCI.%20Standard%20Agreement%20-%207-25-2018.pdf>. If you would like to propose any exceptions, please do so in an attachment to this RFP.

#### **4.5 References**

Please provide three references for services previously similar to the scope, complexity, and level of service required for the work described in this RFP.

Thank you for responding to our request. We look forward to reviewing your response.

Sincerely,

Jean-Yves Benoit, Jason Hollett, Mark Wenzel  
WCI, Inc. Compensation Committee