



REQUEST FOR PROPOSALS

FOR

COMPENSATION

AND

CLASSIFICATION

STUDY

May 28, 2021
Tahoe Transportation District
P.O. Box 499
Zephyr Cove, NV 89448

SECTION 1 – PROCUREMENT SCHEDULE

The Tahoe Transportation District (TTD) is issuing this Request for Proposals (RFP) for a Compensation and Classification Study.

The following is the timeline for the procurement process:

Date:	Activity:
May 28, 2021	Request for Proposals Issued
June 16, 2021 by 3:00 p.m.	Deadline for Submitting Questions
June 18, 2021 by 4:00 p.m.	Response to Questions Posted
June 24, 2021 by 3:00 p.m.	Deadline for Submittals
June 28, 2021	Evaluations Completed
June 30, 2021	Notice of Intent to Award Contract
July 9, 2021	TTD Board Approval

TTD shall award a contract to the responsible proposer whose proposal is most advantageous to TTD, i.e. the “best value,” with price and other factors considered. TTD reserves its right to award to other than the low bidder.

This RFP does not commit TTD to award a contract. TTD reserves the right to accept or reject any or all proposals. No proposal shall be binding upon TTD until after a contract is executed by duly authorized representatives of TTD and the selected proposer.

SECTION 2 – DESCRIPTION OF TTD

TTD is a bi-state, special purpose transportation district with jurisdiction to implement transportation projects in and around the Lake Tahoe basin. TTD is governed by a fourteen-member Board of Directors made up of local jurisdictions, private transportation management associations, both state’s governor’s and TRPA’s appointees, an at-large member, and two state DOT agencies.

TTD provides both intra- and interregional connectivity that is vital to the region. TTD operates a coordinated transit system for the South Shore of Lake Tahoe and connects to other areas in the region. South Shore area services include local fixed-route serving South Lake Tahoe, California, and Stateline, Nevada, along with commuter service which connects South Lake Tahoe, California, to Carson City, Nevada via the rural Nevada communities of Minden and Gardnerville. TTD provides supplemental summer service known as the East Shore Express, a transit link between Incline Village and Sand Harbor State Park.

SECTION 3 – SCOPE OF SERVICES

Purpose

TTD is soliciting competitive proposals for a qualified and experienced Human Resources consulting organization or team of consultants to provide professional services to conduct a compensation and classification study, including recommendations and a suggested implementation and maintenance process to effectively provide the TTD with resources and expertise to further enhance the classification and compensation program. TTD seeks to be a “competitive” employer, defined as paying above market at the 75th percentile, with comprehensive benefit structures that set TTD apart as a premier employer within the Tahoe basin.

For non-represented employees, the current pay scales cover 31 authorized classifications, ranging from entry-level employees to executives. The job analysis approach currently being utilized is a point factor system. Employees are eligible for merit increases and/or cost of living adjustments (COLA) on an annual basis, subject to budgetary guidelines, until they reach the maximum of the classification’s salary range. TTD’s fiscal year begins on July 1st and ends on June 30th.

For represented employees, TTD has a collective bargaining agreement covering five authorized classifications. Minimum wages are defined and increases are partially contractual and partially based on attendance. There are no defined maximum rates.

The selected firm shall conduct a comprehensive internal equity analysis and benchmark market analysis of TTD’s job classifications. The analysis will include all job classifications, both represented and non-represented.

TTD wishes to be competitive in the recruitment and retention of qualified personnel. However, it is challenging to identify a logical and defensible set of transportation agencies similar in size, operations, geography, operating conditions, and service area. The selected firm will, in collaboration with TTD staff, identify a set of local or regional agencies (transportation or otherwise), as well as comparable local for-profit companies considered logical and defensible to ensure good, sound comparisons on a variety of variables and result in a high-quality compensation and classification study that will be acceptable to main line employees, management and Board members. Variables for comparison could include, but are not limited to, size of agency, type of operations, scope of responsibilities, community served, etc.

Objectives

Project objectives ensure program outcomes that are: internally equitable, externally competitive, understandable, legally defensible, efficient to administer, flexible to adapt/change in the future, and appropriate for TTD’s goals, structure, and compensation system.

Scope of Work

General

- 1) Develop a work plan, which includes milestones and a timeline. The timeline should be driven by TTD’s need for a completed study by August 31, 2021, with a potential presentation to the Board of Directors in early September 2021.

Compensation & Classification Study

- 1) Recommend logical and defensible comparable agencies.
- 2) Review background materials, including organizational charts, personnel rules, labor and employment agreements, and related information.
- 3) Review all current job descriptions, pay ranges, and additional compensation (including fringe benefits and retirement programs) and conduct employee interviews as needed.
- 4) Survey each job class to determine a definition of the job class, essential functions, education requirements, experience, knowledge, skills, and abilities.
- 5) Develop and distribute a job analysis questionnaire to each employee as appropriate.
- 6) Conduct a comprehensive total compensation/benefits survey, utilizing comparable survey agencies; as well as comparable local for-profit companies when able, using not only job titles, but also duties and responsibilities based upon the position descriptions. Survey should also include compensation components TTD does not offer.
- 7) Conduct internal salary relationship analysis and make appropriate pay structure recommendations to ensure equity between jobs and between departments.
- 8) Prepare a recommended compensation and benefits plan and salary range assignment for each position that reflects the results of the market survey and the analysis of the internal relationships using a consistent approach. The plan must result in externally competitive and internally equitable wage scale recommendations for each job included within the study.
- 9) Recommendations and strategies for addressing and alleviating compression.
- 10) Provide strategies to alleviate compression going forward and any salary placement strategies that would assist with and minimize creating any compression in the future.
- 11) Recommend relevant salary survey benchmarks.
- 12) Recommend changes to existing compensation schedule. This should include changes to pay ranges following the market survey and incorporate best practices strategies.
- 13) Recommend changes to existing classifications or new classifications as appropriate.
- 14) Recommendations for any changes to TTD's job titles, along with recommendations for titling guidelines.
- 15) Finalize position descriptions for all employees.
- 16) Recommend deletion of outdated or unnecessary classifications.
- 17) Review merit performance review system and make recommendations to address 'top out' issues.
- 18) Determine whether TTD's job classification evaluation tool is still relevant and/or needs to be adjusted or modified and make recommendations for any changes, including a process for future ad hoc job evaluation requests.
- 19) Review of current position descriptions to determine that they are in line with current changes and requirements in the law, updating as needed to comply with the ADA and ADAAA and FLSA.
- 20) Standardize TTD's job descriptions to assure relativity, compliance, and efficiency.
- 21) Identify recommendations for career pathing (i.e. identifiable job families, career path matrices), where appropriate.

Organizational Analysis

- 1) Conduct a detailed examination of TTD's organizational structure and functions.
- 2) Identify existing organizational priorities.
- 3) Assess the functional assignments and staffing levels required to perform current duties.
- 4) Identify current supervisory ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
- 5) Evaluate TTD's initiatives, goals and objectives.
- 6) Assess interdepartmental collaboration with all other District departments.

- 7) Evaluate staff scheduling and process for managing overtime.
- 8) Assess administrative strengths (i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology) and identify areas requiring additional support and staffing.
- 9) Review all Department's operational functions and workflow process for each area.
- 10) Identify current performance measures and based on industry standards.
- 11) Identify best practices and performance measures that should be adopted by the District.
- 12) Recommend an optimal organizational model.
- 13) Provide recommendations for streamlining procedures and processes for current and required functions.
- 14) Identify cost saving technologies to support current and future programs and operations.
- 15) Provide training recommendations to improve operations and support succession planning.
- 16) Identify staffing requirements, both current and future.

Present the findings/recommendations and final report of the Compensation & Classification Study to TTD's Board of Directors for their approval. The report will include and describe, but not be limited to, the process used (methodology), position allocations, survey results (data collected), recommended changes to the current pay schedules, labor market and market position, estimated costs to implement the new systems, implementation options and procedures, and any recommendations for continuous maintenance and administration of the plans.

The consultant or TTD may propose additional tasks as deemed necessary to complete the assignment.

SECTION 4 – PROPOSAL REQUIREMENTS

Delivery of Proposals:

Proposals must be submitted to TTD no later than 3:00 p.m. (local time) on June 24, 2021. Proposers must submit proposals via e-mail Judi Allen, Executive Assistant, jallen@tahoetransportation.org. Please mark the e-mail as "TTD Compensation and Classification Study RFP Submittal."

Proposal Preparation Costs:

Issuance of this RFP does not commit TTD, in any way, to pay any costs incurred in the preparation and submission of a proposal. TTD will not reimburse responding firms, including the selected firm, for any expenses incurred in preparing or submitting proposals. All costs related to the preparation and submission of a proposal shall be paid by the respondent.

Changes, Additions or Clarifications:

Any changes, additions or clarifications to the RFP will be made by amendments (addenda). Any additional supporting materials and addenda will be posted on the TTD website, <https://www.tahoetransportation.org/procurements/>.

Requests for clarifications about this RFP may be submitted at any time before 3:00 p.m. PST on June 16, 2021. Questions and/or requests for clarifications may be submitted in writing via e-mail to: Judi Allen, Executive Assistant, jallen@tahoetransportation.org.

Responses will be posted no later than 4:00 p.m., June 18, 2021 on the TTD website:

<https://www.tahoetransportation.org/procurements/>

Form of Proposals:

Proposals shall include, at a minimum, the following information presented in a clear and concise format in order to demonstrate the firm's competence and professional qualifications for the satisfactory performance of the services:

1. Include a cover letter to include:
 - a. Name, address and telephone number of the firm's contact person; and signed by the chief executive officer, owner, or chair of the firm
 - b. A company profile including the proposer's name, business address, and telephone number, as well as a brief description of the proposer's size (nationally and locally), date of establishment, type of organization, and local organizational structure
 - c. A summary of the proposal
 - d. Briefly state the firm's understanding of the work to be done and the commitment to provide the Compensation and Classification Study within the required timeframe
 - e. Statement of acknowledgement of having received all addenda, if any are issued
 - f. Whether or not the firm is a certified DBE or Small Business Enterprise
 - g. Age of the firm
 - h. If the annual gross receipts of the firm is less than \$1 million, less than \$5 million, less than \$10 million, or less than \$15 million.
2. Specifically indicate any requirements in this RFP which are not acceptable or cannot be performed.
3. Discuss project understanding, approach to the Scope of Work, communications with TTD during the project, and identify assigned staff.
4. Specifically indicate any provisions in the form of the agreement (Attachment A), including insurance and indemnification provisions, which are not acceptable and propose any alternative language or terms.
5. Provide a signed copy of the Lobbying Certification (Attachment B).
6. Provide a signed copy of the Certification Regarding Debarment, Suspension, and other Responsibility Matters (Attachment C).
7. Provide three (3) references for current clients from the last two (2) years.
8. Provide a statement which discloses any past on-going or potential conflicts of interest that the firm may have because of providing the goods.

This RFP does not commit TTD to award a contract. TTD reserves the right to accept or reject any or all proposals. No proposal shall be binding upon TTD until after a contract is executed by duly authorized representatives of TTD and the selected proposer.

Licenses, Permits, Taxes:

The price or prices for the work shall include full compensation for all taxes, permits, etc. that the respondent is or may be required to pay.

Public Record/Confidential Information:

All responses become property of TTD. All responses, including the accepted proposal and any subsequent contract, become public records per the requirements of state public records laws. Proprietary material

must be clearly marked as such. Pricing and service elements of the successful proposal are not considered proprietary information.

TTD will treat all information submitted in a proposal as available for public inspection once TTD has selected a contractor. If you believe that you have a legally justifiable basis for protecting the confidentiality of any information contained within your proposal, you must identify any such information, together with the legal basis of your claim in your proposal, and present such information separately as part of your response package. This portion of the submittal must be clearly marked "Confidential."

The final determination as to whether TTD will assert your claim of confidentiality on your behalf shall be at the sole discretion of TTD. If TTD makes a determination that your information does not meet the criteria for confidentiality, you will be notified. Any information deemed to be non-confidential shall be considered a public record.

Disadvantaged Business Enterprise (DBE) Requirements:

TTD hereby notifies firms that in regard to any contract entered into pursuant to this RFP, DBE's will be afforded equal opportunities to submit proposals and will not be discriminated against on the grounds of race, color, sex, disability, or national origin in consideration of an award.

A DBE is defined as a small business concern which is at least 51% owned and controlled by one or more socially and economically disadvantaged individuals, or in the case of any publicly owned business, at least 51% of the stock of which is owned by one or more socially and economically disadvantaged individuals. Socially and economically disadvantaged include Women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, and Asian-Indian Americans.

Equal Employment Opportunity:

Each proposer must agree that it will not discriminate in hiring, promotion, treatment, or other terms and conditions of employment based on race, sex, national origin, age, disability, or in any way violate Title VII of the 1964 Civil Rights Act and amendments, except as permitted by said laws.

Review of Proposals, Selection Criteria and Award:

Upon receipt of the proposals, TTD shall review and evaluate the proposals for responsiveness to the RFP in order to determine whether proposers possess the qualifications necessary to provide the goods. TTD may request clarifications of proposals directly from the proposers.

In reviewing the proposals, and negotiating with selected firms, TTD reserves the right to reject all proposals. TTD may negotiate directly with qualified proposers and may request a final best offer from one or more proposers.

TTD will review and evaluate the submitted proposals for responsiveness to the RFP in order to determine whether proposers possess the qualifications necessary to provide the services. Following the evaluation of RFP's, TTD will check references of the top firm(s) prior to selecting.

Submitted proposals will be evaluated using the criteria established below.

CATEGORY	MAX POINTS
Responsiveness to RFP	15

Project understanding	40
References	20
Schedule	5
Pricing	20

TTD shall award a contract to the responsible proposer whose proposal is most advantageous to TTD, i.e., the “best value.” TTD reserves its right to award to other than the low bidder. TTD reserves the right to reject all proposals and to waive any irregularity, informalities or oversights in the RFP documents, or any corresponding proposals at its sole discretion.

Negotiation and Award:

TTD will work with the selected firm to finalize the scope of work and negotiate a contract between TTD and the selected firm. All costs incurred by the firm in connection with this work and negotiations shall be borne by the firm and the firm shall have no right to reimbursement from TTD. The system and contract that are developed and agreed upon will then be brought back to TTD’s Board of Directors with a staff recommendation for contract award.

In the event that TTD and the selected firm fail to finalize the scope of work and cost, or fail to negotiate a contract, TTD will reject the selected firm’s proposal. In the event of rejection, the firm shall have no right to reimbursement for costs incurred by the firm in connection with any work and negotiations. TTD will then select another firm that staff believes will provide the best value, qualifications, and work and negotiate with that firm.

TTD reserves the right to award any number of contracts it deems necessary to achieve success. This RFP does not commit TTD to award a contract. TTD reserves the right to accept or reject any or all proposals. If TTD decides to award and receives approval from TTD’s Board of Directors, the agreement will be sent to the firm for signature. No proposal shall be binding upon TTD until after a contract is executed by duly authorized representatives of TTD and the selected consultant. No minimum amount of work is implied or guaranteed under the contract.

Contract Term:

Duration of this contract is six (6) months.

Additional Contract Provisions:

The proposer and TTD will enter into a contract in the form attached as Attachment A. The proposal must specifically indicate any provisions in the form of the contract which are not acceptable and propose any alternative language or terms.

Required Review and Waiver of Objections by Responding Firms:

Responding firms should carefully review this RFP and all attachments, including but not limited to the form contract (Attachment A) for comments, questions, defects, objections, or any other matter requiring clarification or correction (collectively called “comments”). Comments concerning RFP objections must be made in writing and received by TTD no later than the date specified above.

Protests based on any objection shall be considered waived and invalid if these faults have not been brought to the attention of the TTD, in writing, by the deadline for written comments.

If a consultant that has not been selected wishes to dispute the award recommendation, the protest must be submitted in writing to the contact listed below no later than five (5) calendar days after announcement of the selected consultant, detailing the grounds, factual basis and providing all supporting information. Protests will not be considered for disputes of proposal requirements and specifications. Failure to submit a timely written protest will bar consideration of the protest.

Protest procedures will apply to all procurement actions whether by sealed bid, request for proposal or sole source and regardless of the stage of the procurement process at which the protest is filed. All protest procedures can be found on TTD's website:

<https://www.tahoetransportation.org/procurements/>