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**RICHMOND METROPOLITAN TRANSPORTATION AUTHORITY**

**REQUEST FOR QUALIFICATIONS**

**COMPENSATION CONSULTANT**

**RFQ #COMP/2018**

RFQ Issue Date: March 2, 2018

Response Due: March 15, 2018 at 4:00pm, local time

Questions regarding this RFQ should be sent to the attention of Paula Watson, 901 E. Byrd St., Suite 1120, Richmond, Virginia 23219, or to [paula.watson@rmtaonline.org](mailto:paula.watson@rmtaonline.org).

Proposals must be received in hard copy format and should be delivered to:

Richmond Metropolitan Transportation Authority  
Attn: Paula Watson  
901 East Byrd Street Suite 1120  
Richmond, VA 23219

Hard copies of proposals must be received by the Proposal due Date and Time above. Oral proposals or proposals received by telephone, fax, or email shall be rejected. Proposals must be submitted in sealed packages and clearly marked with the RFQ number on the outside of the package. Any proposal received after the deadline shall be deemed non-responsive and returned unopened.



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The Richmond Metropolitan Transportation Authority is requesting qualifications to conduct a compensation study. Specifically, we are seeking the review and development of a compensation and classification plan for the Authority. Our timeline for this project is to begin no later than April 2, 2018 and to have the preliminary report presented to the Compensation and Benefits Committee of our Board of Directors by the first week of May.

### **Background**

The RMTA is a political subdivision of the Commonwealth of Virginia. It is governed by a sixteen member Board of Directors, which includes five members from each jurisdiction: City of Richmond and the counties of Henrico and Chesterfield, and one member who is appointed from the Commonwealth Transportation Board.

Established by the Virginia General Assembly in 1966, the RMTA (formerly RMA) was empowered to construct, operate, and maintain the Richmond Expressway System. This urban expressway system, which includes the Downtown Expressway, Powhite Parkway and the Boulevard Bridge, has been integral to the growth of the Richmond metropolitan area. In addition to the Richmond Expressway System, the RMTA operates Main Street Station, a National Historic Landmark owned by the City of Richmond.

The RMTA's workforce is comprised of 101 full-time employees and approximately 40 part-time employees. The current classification and compensation plan includes 28 full-time position titles, 4 part-time position titles and 24 job grades.

Employees are evaluated annually at the end of our fiscal year in June. Merit increases are based on a percentage set each year by the RMTA's Board of Directors. The current evaluation ratings range from significantly exceeds expectations to unsatisfactory. For eligibility to receive a merit increase, employees must achieve a rating of fully meets or higher.

### **Services Sought**

The RMTA seeks a recommended classification and compensation plan that supports employee recruitment, retention and executive compensation through market competitiveness, is internally

equitable, can be efficiently administered, is in compliance with local, state and federal laws and regulations, and is affordable.

The Contractor shall work closely with representatives of the RMTA's Human Resources staff and the senior management of the RMTA.

Based on information obtained from job descriptions, questionnaires (or other job analysis methodology), interviews with current RMTA employees, managers, the Human Resources staff, and senior management, the Contractor shall complete a job evaluation analysis. Using the job evaluation analysis, RMTA benefits package and data collected from the market place, the Contractor shall develop recommended changes to the classification and compensation plan, recommend pay ranges, and recommend a job evaluation system for maintaining the classification and compensation plan. The Contractor shall also identify and evaluate alternative pay structures that may be beneficial to the RMTA or to specific positions or job grades.

By the first week of May, the Contractor shall present interim recommendations and a drafted pay plan study for review by RMTA representatives. The Contractor shall present a final recommended classification and compensation plan and a pay plan study report by an agreed upon date.

The following items shall be addressed by the Contractor in developing a classification and compensation plan:

- A. Establish a compensation philosophy.
- B. Benchmark pay ranges for RMTA positions against like positions in the market place. The Contractor shall define the geographical area, identify the organizations, and identify the salary sources. However, the comparative organizations must include the local governments represented on RMTA's Board (City of Richmond, Chesterfield County, and Henrico County) and a sample of agencies of the Commonwealth of Virginia, to include, but not limited to the Virginia Department of Transportation. Comparison to other toll road operators and several private sector companies shall also be included.
- C. The Contractor shall identify and utilize one or more method(s) of job evaluation analysis to determine the relative internal worth of RMTA positions. The Contractor shall recommend a job evaluation system or process that can be utilized by the RMTA to maintain the recommended classification and compensation plan.
- D. Using the information developed in items A, B, and C above, the Contractor shall develop and recommend a classification and compensation plan. In developing this plan, the Contractor shall identify the advantages and disadvantages of an open range plan and a step plan. Other salary methods may be compared and contrasted at the discretion of the Contractor.
- E. The Contractor shall identify any disparities between the recommended plan and current actual salaries, quantify such disparities, and recommend a process for resolving such disparities.
- F. The Contractor shall identify any internal equity issues and shall recommend solutions to resolve any disparities.

- G. The Contractor shall identify and evaluate alternative pay structures that may be beneficial to the RMTA or to specific positions or job grades and make recommendations as appropriate. Other alternative pay structures may be identified and evaluated at the discretion of the Contractor.
- H. The Contractor shall review and recommend any appropriate changes to position titles.
- I. The Contractor shall review the current performance evaluation system as it relates to merit increases and make suggested changes as they deem necessary.
- J. The Contractor shall review the current salary pay plan to review salary administration policies.
- K. The Contractor shall provide 10 copies of the final recommended classification and compensation plan and study report to the RMTA.

### **Proposal Format**

- A. Each Offeror is responsible for examining and understanding this RFQ prior to submitting a proposal. Offerors assume all risk of errors contained in this procurement process and no contract awarded will be increased to cover costs that should have been anticipated by the Offeror.
- B. Responses should be prepared simply and economically, and should provide straightforward and concise responses that satisfy the requirements of this RFQ. Emphasis should be placed on completeness and clarity of content, presentation in a non-technical format, and a response tailored specifically to the Authority and the requirements and scope of services set forth in this RFQ.
- C. Expensive binding, color displays, promotional materials, etc. is not needed. All costs directly or indirectly related to the preparation of the proposal, response, and presentations relative to this RFQ shall be borne by the Offeror.
- D. Proposals shall be limited to 25 pages in length, exclusive of items requested as an appendix, cover sheets, table of content, resumes, etc. Materials submitted in excess of the specified page maximum will not be reviewed. Preprinted brochure material may be included in the submittal and will not be counted in the page maximum.
- E. The Authority reserves the right to waive any informality in procedure and/or a proposal.

### **Proposal Information**

Prospective consultant (Contractor) should provide the following:

- A. A detailed description of the prospective consultant's expertise relating to the subject matter of this RFQ. Include a brief statement of how this expertise has been obtained and explain both the firm's and the individual's experience as compensation consultants working with municipalities, to include, but not limited to Virginia.
- B. A detailed description of the services that the consultant would provide, broken down in chronological phases.

- C. An itemized estimated cost of the services described above. The estimate should note the man hours required and hourly cost for each individual who will work on the project.
- D. Give the name of the prospective consultant firm, address and telephone number, and the name, title and e-mail address of the one individual who would be primarily responsible for this engagement. Provide background information and resumes of the individuals who would complete the work and describe how their responsibilities will be assigned and managed.
- E. At least three references along with names and contact information from government agencies in Virginia.

**Submittal Instructions**

- A. Each Offeror shall submit four (4) copies of its proposal.
- B. Submittal text shall be limited to 25 pages in length, exclusive of professional resumes, cover sheets, flyleaves, tables of content, dividers, etc., printed on two sides and double-spaced. Minimum type or font size for text shall be 12-point. Materials submitted in excess of the specified number of pages will not be reviewed. Preprinted brochure materials may be included in the submittal if desired and will not count in the 25 page maximum.
- C. An authorized representative of the Offeror shall sign the proposals. All required information must be submitted, and failure to submit all required information may result in the Authority rejecting the proposal or giving a lower evaluation.
- D. The written response must be received by the Authority before 4:00 P.M. (local time), March 15, 2018. The response package shall be submitted to:

Richmond Metropolitan Transportation Authority  
Attn: Paula Watson  
901 East Byrd Street, Suite 1120  
Richmond, Virginia 23219  
Phone: (804) 523-3308  
Email: paula.watson@rmtaonline.org

**Discrimination**

The Authority does not discriminate against an Offeror or proposer because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by State and Federal law relating to discrimination in employment.

The Authority reserves the right to request additional information from any and all Proposer(s) to assist it in its evaluation and selection process. The Authority reserves the right to negotiate the

terms and conditions of any contract with the selected Proposer, including the scope of services to be provided, the fees, thereof, and to reject any and all respondents.

### **Miscellaneous**

- A. Proposers may refer to Sections 2.2-4357 through 2.2-4364 of the Code of Virginia, as amended, to determine their remedies concerning this competitive process.
- B. The Authority reserves the right to reject any and all proposals and to waive any irregularities in order to award the concession that is in the best interests of the Authority. The Authority reserves the right to modify, change, amend or withdraw this RFQ. Any such change to this RFQ will be made in writing. The Authority will notify all potential respondents of amendments by issuance of an addendum, and will, if necessary, adjust the due date of the Proposal submission.
- C. Each proposer assumes all responsibility for complying with laws, regulations, etc., pertaining to the engagement in formulating and completing the Proposal. Federal, state and local laws, ordinances, rules and regulations that in any manner affect the Proposal apply. Lack of knowledge by proposers shall in no way be cause for relief from responsibility therefor.
- D. During the term of the engagement, each proposer shall agree as follows:
  - i. The proposer will not discriminate against any employee or applicant for employment because of race, religion, color, sex, disability or national origin or any other basis prohibited by state and federal law relating to discrimination in employment except where religion, sex, disability, national origin or other basis prohibited by state and federal law relating to employment discrimination is a bona fide occupational qualification reasonably necessary to the normal operation of the proposer. The proposer agrees to post in a conspicuous place, available to employees and applicants for employment, notices setting forth provisions on this nondiscrimination clause.
  - ii. The proposer, in all solicitations or advertisements for employees placed by or on behalf of the proposer, will state that such proposer is an equal opportunity employer.
  - iii. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation will be deemed sufficient for the purpose of meeting the foregoing requirements. The Proposal will include the provisions of the foregoing paragraphs (i) and (ii) and this paragraph (iii) in every subcontract or purchase order of over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.
  - iv. The proposer, by signing the proposal, certifies that it does not and will not during the performance of the work knowingly employ an unauthorized alien, as defined in the federal Immigration Reform and Control Act of 1986.
  - v. The proposer agrees to (a) provide a drug-free workplace for its employees; (b) post in conspicuous places, available to employees and applicants for

employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the proposer's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (c) state in all solicitations or advertisements for employees placed by or on behalf of the proposer that the proposer maintains a drug-free workplace; and (d) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

A "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor in accordance with the Virginia Public Procurement Act, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

- E. All firms are hereby placed on notice that neither the Authority nor its employees, agents or members of its Board of Directors shall be lobbied either individually or collectively regarding this RFQ. Proposers, consultants and their agents are hereby advised that they are not to contact Board of Director members of the Authority or staff members for such purposes as holding meetings of introduction, dinners, etc., if they intend to submit, or have submitted a Proposal. *ANY FIRM CONTACTING INDIVIDUALS MENTIONED HEREIN SHALL BE IN VIOLATION OF THIS WARNING AND SHALL AUTOMATICALLY BE DISQUALIFIED FROM FURTHER CONSIDERATION FOR THIS REQUEST FOR PROPOSALS.*
- F. The Authority, in its discretion, will commence the engagement on a date that best accommodates the schedule of the successful proposer and the Authority and any transition hereunder.
- G. This RFQ and each and all parts, exhibits and appendices thereof shall in all respects be and constitute a part of the agreement to be entered into with the successful proposer.
- H. No Proposal shall be withdrawn except with the consent of the CEO of the Authority (or her designee) for a period of ninety (90) days following the receipt date of proposals (subject to earlier acceptance). Proposals may be withdrawn by written notice, facsimile/telefax or telegram received at any time before the deadline for submitting Proposals. Proposals may be withdrawn in person by the respondent or an authorized representative prior to the deadline for submitting them.
- I. Unacceptable Proposals -- The Authority, in its discretion, may refuse to consider or evaluate a Proposal for any of the following reasons:
  - i. Evidence of collusion.
  - ii. Unsatisfactory performance record, including but not limited to, failure to faithfully comply with lease or contract terms and obligations, conduct, workmanship, progress, as shown by past or current contracts or agreements with the Authority or any other entity.

- iii. Uncompleted contracts, whether with the Authority or otherwise, that might hinder or prevent compliance with the requirements of this RFQ and the Agreement.
- iv. If a proposer has previously defaulted in the performance of, or failed to complete a public contract, or has been convicted of a crime arising from or in connection with the negotiation, execution or performance of a previous public contract.
- v. Any other apparent inability, financial or otherwise, to fulfill the requirements of the engagement.

The Authority reserves the right not to award a contract to any person, firm or corporation that does not comply with applicable laws.

- J. Ethics in Public Contracting – Pursuant to Virginia Code 18.2-498.4, the proposer hereby certifies that, by submitting a Proposal, such proposal is not the result of, or affected by, any act of collusion with another person engaged in the same line of business or commerce, or any act of fraud punishable under the Virginia Government Frauds Act. By submitting its proposal, proposers certify that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than normal value, present or promised unless consideration of substantially equal or greater value was exchanged.
- K. Indemnification of Authority – The successful proposer shall defend, indemnify and hold harmless the Authority, its directors, officers, agents, employees and representatives from any and all claims, demands, suits, actions or judgments, including attorney fees, alleged or claimed to have been caused whole or in part by or through the performance by the successful proposer, or by reason of any actions or activities of the successful proposer whether or not such damage is caused by or attributable to a party indemnified hereunder. In any and all claims against the Authority or against any of its Directors, officers, agents or employees by the successful proposer or any employee of the successful proposer, anyone directly or indirectly employed by any of them or anyone whose acts any of them may be liable, the indemnification obligation under this section shall not be restricted by any limitation on the amount or type of damage, compensation or benefits payable by or for the successful proposer under Workers’ Compensation Acts, disability acts or other employee benefit acts.
- L. Laws and Courts – Any contract resulting from this RFQ shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the Circuit Court of the City of Richmond. The successful proposer shall comply with all applicable federal, state and local laws and regulations.
- M. Antitrust – By entering into the Agreement, the proposer conveys, sells, assigns, and transfers to the Authority all rights, title and interest in and to all causes of the action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Authority under such Contract.



- N. Assignment of Contract – The Agreement shall not be assigned by the proposer in whole or in part without the prior written consent of the Authority.
- O. Ownership of Material – Ownership of all data, materials and documentation originated and prepared for the Authority pursuant to the RFQ shall belong exclusively to the Authority.
- P. Public Information – Disclosure of any information submitted in response to this RFQ is governed by applicable Virginia law, including the provisions of the Virginia Freedom of Information Act (“FOIA”), and the Authority makes no representations as to the avoidance of disclosure if a proper FOIA request is made. To the extent a proposer wishes to attempt to protect trade or proprietary information from disclosure, it must identify the data or other materials to be protected and state the reasons why protection is necessary

Failure to mark the data or other materials as stated may result in information, data or other materials being released to another bidder, proposer, offeror or public or private person. A proposer may not mark every page of the Proposal as proprietary information. The Authority shall undertake to advise proposer(s) of any request for disclosure under FOIA for any material designated by proposer as a trade secret or proprietary to allow proposer opportunity to take steps to prevent disclosure. By submitting its proposal, however, proposer agrees to release the Authority from any liability for disclosures made in response to an FOIA request.

- Q. Proposer’s Acknowledgement – By submitting a response to this RFQ, each proposer unequivocally acknowledges that the proposer has read and fully understands this RFQ, and that the proposer has asked questions and received satisfactory answers from the Authority regarding any provisions of this RFQ with regard to which the proposer desired clarification.
- R. Faith-Based Organizations – The Authority does not discriminate against faith-based organizations.
- S. Contractor’s Authorization To Transact Business – In accordance with § 2.2-4311.2 of the Code of Virginia, any proposer organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia, or as otherwise required by law. Any proposer organized or authorized to transact business in the Commonwealth of Virginia pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal the identification number issued to it by the State Corporation Commission. Any proposer that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia, or as otherwise required by law, shall include in its proposal statement describing why the proposer is not required to be so authorized. Failure to provide the required information may result in the rejection of the proposal. Any selected proposer shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth of Virginia, if so required under Title 13.1 or Title 50 of the Code of Virginia, to be revoked or cancelled at any

time during the term of the Agreement. The Authority may void any contract if the selected proposer fails to remain in compliance with the foregoing provisions.

- T. RMTA strongly encourages businesses owned by women and minorities to submit proposals.