

Request for Proposals

PABC Compensation Study



PARKING
OF BALTIMORE CITY
AUTHORITY

Parking Authority of Baltimore City

November 15, 2018

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SUMMARY INFORMATION AND PROPOSAL RETURN COVER PAGE

ISSUE DATE: November 15, 2018
TITLE: Compensation Survey 2018

ISSUING AGENCY: Parking Authority of Baltimore City
200 West Lombard Street, Suite B
Baltimore, MD 21201

Connie Pierce
Human Resources Manager
443-573-2810

CLOSING DATE: December 19, 2018 4:00 P.M.

CONTRACT: The selected consultant will be required to execute a contract with the Parking Authority of Baltimore City. All proposals should contain a statement indicating the consultant's willingness to accept a written contract and to agree to the inclusion of this RFP, the consultant's proposal, and all subsequent written material relevant thereto in the contract.

SUBMISSION AGREEMENT: In compliance with this Request for Proposal, and to all the conditions imposed herein, the undersigned agrees to furnish consultant services in accordance with the attached signed proposal, or mutually agreed upon subsequent negotiations.

FEDERAL EMPLOYEE ID: _____

NAME AND ADDRESS OF FIRM: _____

DATE: _____

BY: _____
(Signature in Ink)

TITLE: _____

TELEPHONE NUMBER: (_____) _____

TELEPHONE NUMBER: (_____) _____

EMAIL: _____

SECTION I - GENERAL INFORMATION

1. BACKGROUND

Parking Authority of Baltimore City (PABC)

The Parking Authority of Baltimore City (“The Authority” or “PABC”) is soliciting written proposals from qualified firms and other entities to conduct an analysis of the present employee salary structure and overall compensation package as comparable to public and private organizations in similar industries and recruiting markets. More information about the PABC can be found at <https://parking.baltimorecity.gov>.

The Baltimore City Parking Authority is a quasi-public, non-profit corporation, organized under the laws of the State of Maryland. The Parking Authority oversees the management of nearly all City-owned garages and parking lots; it administers the city’s residential permit parking program, and on-street regulations. In that capacity, and to facilitate the Authority’s management of those assets, the Authority has assumed all, or nearly all, of the duties previously performed by the City’s Department of Transportation, Off-Street Parking Commission, and Purchasing Agent with regard to parking operations. The Parking Authority was created by City Ordinance 2000-71 to enhance Baltimore City’s position in planning, development, management and operations of its parking institution. The PABC has a five-member Board of Directors which serves without compensation. The Authority’s staff is employed to administer the Authority’s programs and fulfill the decisions of the Board.

PABC Mission Statement

The mission of the Parking Authority of Baltimore City is: To find, or create, and implement parking solutions for Baltimore City, and to be the resource on all things parking in Baltimore.

Compensation Survey History

The most recent compensation study was conducted in 2014 by an independent consulting firm. At that time the Parking Authority had 57 full-time employees under approximately 42 job classifications. A list of those 2014 job classifications is included as **Attachment A**.

In 2015, PABC implemented a new salary structure based on the aforementioned study. Job descriptions and classification specification are also reviewed and revised on an as-needed basis. A list of positions that were added or revised since the 2014 Compensation Study is included as **Attachment B**.

A salary schedule was established which consisted of twelve (13) pay ranges; each range includes a minimum, midpoint and maximum level. A copy of the salary schedule established from the 2014 study is included as **Attachment C**.

The PABC Staff includes a 4-person Executive Team – the Executive Director, Chief Operations Officer, Chief Financial Officer and General Counsel. There are three (3) operational divisions; Off-Street Parking, On-Street Parking, and Parking Planning. There are also four (4) general administrative functions including Finance, Public Relations, Human Resources, and Legal.

A copy of the organizational chart from 2014 is included as **Attachment D**.

As of September 1, 2018, the Parking Authority has a total of 41 employees under approximately 33 active job classifications. A list of the 2018 job classification is included as **Attachment E**.

A copy of the current organization chart is included as **Attachment F**.

A copy of the current salary schedule is included as **Attachment G**. There are no collective bargaining units within PABC.

Organizational Details

The Parking Authority of Baltimore City has been innovative in implementing technology to better manage the parking assets for the City of Baltimore. The PABC oversees the management of 14 parking garages and 17 lots, over 800 EZ Park Meters, nearly 4,000 single-space parking meters, nearly 1,300 residential reserved handicap parking spaces, and 46 residential permit parking areas.

The breakdown of programs is as follows:

Off-Street

A.) Facility Management

Off-Street parking consists of managing 14 City-owned parking garages and numerous City-owned parking lots. Facilities management is responsible for management of monthly contract (groups and individuals) oversight of City-owned parking facilities, and the development of new City-owned parking facilities as needed. Facility management also encompasses the maintenance of structural integrity for all City-owned parking facilities through development and implementation of a capital repair and replacement program.

B.) Lots Management

The PABC also manages several surface lots throughout the City of Baltimore. Lots management identifies areas of parking needs, determining rate structures, and method of lot management. Lots management includes but is not limited to the inspection for safety of customers, equipment, if any, and meters. Lots Management also handles the receipt and resolution of complaints and/or problems from businesses, City agencies and the general public.

On-Street

C.) Residential Permit Parking Program (RPP)

The Parking Authority currently administers the RPP program for 46 Residential Parking areas to address the specific needs of residents in city neighborhoods where the demand for on-street parking is considered the greatest. This section issues roughly 40,000 permits annually. The Residential Permit Parking section is responsible for the staffing of the Parking Authority's walk-in permit pick-up, and review of all resident documentation for accuracy to ensure they are permit eligible. The RPP section assists residents by explaining ordinances, policies and procedures, and responds to inquiries pertaining to online application issues and online requests for permit renewals. The RPP section of the Parking Authority is also responsible for investigating complaints regarding abuse/fraud of RPP permits, as well as assisting neighborhoods in establishing new RPP programs, and/or expanding current RPP programs.

D.) Residential Reserved Disabled Parking

The Residential Reserved Disabled section of the Parking Authority administers the program governed by Baltimore City Code through which City residents who are severely and permanently disabled, and meet other qualifications, can have a parking space reserved for their use on City streets near their home, allowing the disabled to overcome barriers to mobility, increase their access to the community and help to provide them a meaningful quality of life. The RRDP section is responsible for the careful review of each application that is submitted, site visits to residents' homes to ensure that conditions meet the requirements of the ordinance, verification of doctor's certification, verification of the neighbors' consent, marking-in of the reserved parking sign spots and printing and delivery of the reserved parking permit.

E.) Meter Management

The Parking Authority Meter Shop provides for the installation of EZ Park Meters and the timely repairs of parking meters to ensure efficient maintenance. The management, maintenance and control of the City's parking meter assets, including but not limited to the entire inventory of single space parking meters, multi-space parking meters, spare parts for parking meters, and all of the tools and equipment associated with the City's parking meters are housed within the Meter Shop. The Parking Authority manages thousands of meters on City streets comprised of a mix of single space meters and pay-and-display multi-space meter technology. Parking Meters encourage the turnover of vehicles in high-demand parking areas, making it easier for drivers to find available parking spaces. EZ Park meters allow for increased control and accounting of meter revenues as well as expanded payment options and superior data collection. The meter program is responsible for the designation of spaces to be metered, meter hours of operation, parking durations, and parking rates. It responds to customer complaints and/or

compliments about meters; troubleshoots meter issues; administers the City's EZ Park multi-space meter program; and supervises the collection of revenues from EZ Park meters. The Meter program also coordinates the "bagging" of meters for special events or construction projects and the research of new parking meter technologies to further increase customer satisfaction, operational efficiencies, revenue controls, and revenue collected.

F.) Valet Regulations

The Parking Authority supports valet parking as a way to help customers visit restaurants, attractions or service providers in vibrant neighborhoods without inconveniencing customers, other business owners or residents in the area. The Valet Regulations Program oversees administration of the City's valet laws and regulations. The Valet Regulations Program is responsible for: managing the administration of valet regulations; licensing valet operators; processing valet parking zone permits; collecting all valet operations fees; inspecting and reviewing valet parking plans; coordinating with City Agencies (i.e., Department of Transportation; Department of General Services); investigations into complaints about valet parking operations; analyzing traffic flow problems and establishing overall operation standards; and all other tasks and responsibilities to ensure the regulation program works effectively.

G.) Parking Planning

The Parking Authority facilitates the marking for placement of parking signs and the designation of parking zones for specific use such as: No Parking, No Stopping, No Parking (Driveway Posting), and Truck Loading and Passenger Loading zones. In addition, the Parking Planning Section facilitates the location of and the research for possible parking areas.

H.) Finance

The Finance Department of the Parking Authority ensures the timely payment of all accounts and vendors, the application of payments for parkers as well as the monthly invoices. The Finance Department is also responsible for all aspects of PABC's financial management policies, programs and systems including budgeting, banking, revenue management, payroll, and internal controls.

I.) Legal

The Parking Authority General Counsel ensures compliance with law, regulation, policy and contract in all actions taken by the Parking Authority. General Counsel advocates for the Parking Authority and represents its interest as established by the Board and Executive Director.

J.) Human Resources

The Department of Human Resources (HR) facilitates the acquisition of new employees in addition to the maintenance of benefits and all personnel related items. HR is responsible for the full life-cycle employee processing including, wages administration, classification, new hire orientation, as well as exit interviews. HR verifies and maintains the confidentiality and the integrity of all personnel related data including but not limited to: new hires, status changes, personal information changes, reporting changes, performance reviews terminations, etc.

K.) Public Relations

The Department of Public Relations (PR) consists of the Communications Manager, who assists with special projects and handles PABC's communications internally and externally. The Communications Manager develops marketing materials for distribution at public events, kiosks and the PABC website as well as correspondence from the website. In addition, the Communications Manager of the PR represents the PABC at public and stakeholder events as well as sitting on various inter-agency committees.

A full description of what the PABC does (and does not do) is available on our website at <https://parking.baltimorecity.gov>.

2. PURPOSE/OBJECTIVES

PABC is seeking proposals from qualified vendors to review its compensation and benefits package for employees of PABC and to make recommendations to the PABC based on that analysis. The selected firm is expected to perform an analysis of current job classifications, salary and benefit structure relative to comparable positions in comparable organizations in the public and private sector. A detailed scope of services is included.

The intent of the RFP is to obtain fixed-price proposals from qualified firms to meet these objectives:

1. Update a market-based survey pay study including base salary and benefits for approximately forty-six PABC positions using regional wage survey results and parking organizations of similar size nationwide.
2. Update market-based pay ranges and grades for each job to include minimum, maximum, and midpoint.
3. Review existing job classifications for accuracy and recommend updates as needed.
4. Compare Parking Authority's benefit offerings with similar organizations.
5. Based on the updated study data, prepare a comparative analysis that identifies PABC competitive position in the labor market.
6. Based on the updated study provide a recommendation for total salaries and benefits; including the total compensation package and,

7. Based on the updated study, prepare recommendation for compensation rules and policies to maintain competitiveness and to ensure equity.

This document should provide respondents with the information necessary to assess the ability of their organization to meet the needs of PABC in providing the specified services and the contracted terms by which PABC proposes to govern the relationship between it and the selected vendor.

3. RFP COORDINATOR

Upon release of this RFP, all respondents' communications must be directed to the RFP Coordinator listed below:

RFP Coordinator: Connie Pierce
Human Resources Manager
Parking Authority of Baltimore City
200 West Lombard Street, Suite B
Baltimore, MD 21201
(443) 573-2810
FAX: (410) 244-1730
E-Mail: connie.pierce@bcparking.com

4. RFP SCHEDULE

<u>Event</u>	<u>Date</u>
• Issue Request for Proposal (RFP)	November 15, 2018
• Deadline for Questions	November 29, 2018
• Addendum (if any)	December 05, 2018
• Deadline for Proposals	December 19, 2018 4:00PM

PROPOSALS MUST BE DELIVERED TO:

Parking Authority of Baltimore City
200 West Lombard Street, Suite B
Baltimore, MD 21201

5. RFP MODIFICATION

PABC reserves the right to change the RFP Schedule or issue addenda to the RFP at any time. PABC also reserves the right to cancel or reissue the RFP in whole or in part, and for any reason, at the sole discretion of PABC, at any time prior to the execution of the contract.

If it is necessary to revise any part of this RFP prior to the due date for submission of the proposals, addenda will be provided to all individuals and organizations that received the RFP.

All responses to this RFP shall be based on the material contained in this RFP and any amendments which may be made to the RFP.

6. CONSIDERATION OF MINORITY AND WOMEN OWNED BUSINESS(MBE/WBE)

The PABC intends, through its Contractors, to satisfy the goals of the Minority and Women's Business Enterprises ("M/WBE") Ordinance of Baltimore City. Vendors should contact the City of Baltimore MBE/WBE Office for requirements.

7. APPARENT SUCCESSFUL VENDOR

The resulting Agreement will be a contract incorporating this RFP, and the scope of services from the Apparent Successful Vendor's proposal as negotiated. If PABC fails to negotiate a contract with the Apparent Successful Vendor, PABC reserves the right to negotiate a contract with the next most qualified Vendor. The award of a contract pursuant to this RFP is expressly conditioned upon the execution of a contract document deemed acceptable by PABC and by the approval of that contract by the City of Baltimore Board of Estimates.

8. PERIOD OF PERFORMANCE

The Compensation Study shall be completed and copies of the final report prepared and presented to the PABC no later than three (3) months from the date the agreement is approved by the Baltimore City Board of Estimates.

9. FINAL SELECTION

PABC reserves the right, at its sole discretion, to reject any or all proposals for any reason prior to the execution of a contract with no penalty to PABC. PABC reserves the right to refrain from contracting with any respondent. The issuance of this RFP does not compel PABC to purchase services. The final selection, if any, will be the proposal that, in the opinion of PABC, best meets the requirements set forth in this RFP and is in the best interest of the Parking Authority of Baltimore City.

10. SINGLE RESPONSE

A single response to this RFP may be deemed a failure of competition and, at the sole option of PABC, the RFP may be canceled. Likewise, receipt of only one response may allow PABC to claim it as a valid sole source acquisition of services.

11. ERRORS IN RESPONSE

PABC will not be liable for any errors in proposals from respondents. Respondents may not alter proposal documents after the deadline for submission of the proposals. PABC reserves the right to waive minor irregularities in the responses. PABC reserves the right to make corrections or amendments to the response due to errors identified by PABC or the respondents. This type of

amendment will only be allowed for errors such as typing, transposition, omission, or any other obvious error. Any changes will be date and time stamped and attached to the response. All changes must be coordinated in writing with, authorized by, and made by the RFP Coordinator. Respondents are liable for all errors or omissions contained in their responses.

SECTION II - SCOPE OF SERVICES

12. SCOPE OF SERVICES

The selected vendor will be required to support the requirements as outlined in section 13: Services to be Provided, and section 14: Mandatory Minimum Qualifications.

13. SERVICES TO BE PROVIDED

13.1. Task 1

- A.** Review current compensation and job classifications for all positions.
- B.** Use the PABC Experience Ranking Matrix, **Attachment H1** (measures all jobs against standard scales of skill, effort and responsibility) to amend and/or draft new classification specifications as necessary.

DELIVERABLE 1

Provide a list of any amended or new classification specifications.

13.2. Task 2

A. Determine what similar jobs are paid in the market by conducting a survey of similar jobs in the regional area. Evaluate external equity which is the relative marketplace value of each position directly comparable to similar jobs in the industry, factored for general economic variances and adjusted to reflect the local economic market place. PABC will provide some recommendation as to market data to be used, but will also seek recommendations from the consultant in this area. Collect information on starting pay, top pay and average actual pay, as well as benefits, pensions, 401(k) matching and other compensation matters. Survey data must include the following information:

- a) Agencies Surveyed
- b) Position Titles Surveyed
- c) Position Titles that match PABC position titles in same level of responsibility and minimum requirements, essential job functions
- d) Benefits Surveyed
- e) Contact Information
- f) General Information
- g) Compensation Plan Practices- Step Plan/COLA Work Week
- h) Cash Benefits Practices
- i) Retirement Benefit Information
- j) Cafeteria Plan Practices
- k) Medical Health Care Insurance Cost
- l) Dental Health Care Insurance Costs
- m) Vision Health Care Insurance Costs

- n) Combined Medical/Dental/Vision Health Care Insurance Costs
- o) Paid Leave Practices
- p) Short-term and Long-term Disability
- q) Life Insurance
- r) Educational reimbursement, cell phone allowances
- s) Other employer paid benefits

- Survey data collected on salaries and benefits must include the data as shown on **Attachment H2**.
 - The survey must include at least four (4) public (government agencies and/or quasi-public agencies) and three (3) private entities in the parking industry.
 - Update the salary structure and market equity analysis using the survey data.
 - Provide salary recommendation for job classification and salary range.
 - Update the market-based grade structure and employee comparison ratio established as part of the 2014 Compensation Study that enables PABC to determine how it is paying to market and what, if any; changes need to be made to staffs' salaries.
- B.** Determine any updates and/or changes to the current salary structure of grades and ranges. Calculate how much it will cost to implement any changes.
- C.** Review similar positions and their salary structure with comparable organizations in comparable regional private parking firms and municipalities, with PABC.
- D.** Consult with the PABC on preliminary findings.

DELIVERABLE 2

- **An updated, complete and comprehensive salary structure of grades and ranges, and the cost of implementing the structure.**
- **List of sources and salary studies used in completing this project.**

13.3. **Task 3**

- A.** Outline findings and recommendations, including any policy and procedure guidelines to help PABC maintain the system.
- B.** Develop prioritized recommendations for revisions to the present compensation structure, including benefits.
- C.** Develop recommendations for future compensation adjustments.
- D.** Perform an internal equity evaluation and analyze potential pay compression issues.
- a)** Evaluate internal equity which is the relative worth of each job within PABC when comparing the required level of job competencies, formal training and accountability of one job to another and recommend any changes to the current grading structure and hierarchy.
 - b)** Provide a general recommendation as to the placement within grades of staff based upon longevity, performance, and outside experience. PABC will determine individual placement based upon this guidance.

Deliverable 3

A written report of findings and recommendation detailing any policy and procedure changes and/or additions. Report shall include internal equity evaluation and potential pay compression issues with recommended solutions.

14. MANDATORY MINIMUM RESPONDENT QUALIFICATIONS

Vendors must meet all of the following minimum requirements in order to be considered for the contract award. Please provide evidence that you can meet each requirement.

14.1. General Qualifications

14.1.1. The respondent must have at least three (3) years experience in conducting compensation studies similar to that being requested by PABC.

14.1.2. The respondent must, at the time of the proposal have all required personnel necessary to manage the proposed workload as required in the request for proposal.

SECTION III – PROPOSAL PREPARATION AND CONTENT REQUIREMENTS

15. SUBMISSION OF PROPOSAL

15.1. Respondents must submit five (5) hard copies of the proposal. One (1) copy must have original signatures and four (4) copies can have photocopied signatures.

15.2. Respondents must submit one (1) electronic copy of the proposal on a USB flash drive in either Adobe Acrobat (.pdf) or Microsoft Word (.doc) format.

15.3. The copy containing original signatures must be unbound and must be marked "Master Copy." The Master Copy of the proposal must be accompanied by the "Summary Information and Proposal Return Cover Page" (page 3 of this RFP) which has been completed and signed by the Respondent's representative who is authorized to bind the respondent contractually.

15.4. The proposals must be received by the RFP Coordinator by 4:00 p.m., Eastern Standard Time, October 10, 2018. The RFP Coordinator will not accept faxed or emailed proposals.

15.5. Terms and prices included in the response must be guaranteed for 120 days from the date of receipt.

15.6. Late proposals will not be accepted, nor will time extensions be granted. It is the sole responsibility of the respondent to ensure receipt of proposals by the RFP Coordinator by the specified date and time and at the specified location.

15.7. All proposals and accompanying documentation become the property of PABC and will not be returned.

15.8. Proposals which are incomplete may be disqualified from further consideration.

16. PROPRIETARY MATERIAL

Contactors acknowledge that PABC is subject to Maryland law regarding public access to records and information. Responses to this RFP and any contract executed in response to this RFP shall be a public record as defined in Maryland State Law. Any specific information that is claimed by a respondent or Contractor to be confidential or proprietary must be clearly identified as such. To the extent consistent with Maryland law, PABC shall maintain the confidentiality of all such records marked confidential or proprietary. If a request is made to view any information deemed confidential or proprietary, PABC will promptly notify the affected respondent(s) of the request and the date that such records will be released to the requestor unless the respondent deeming those records proprietary or confidential obtains from a Maryland court a protective order or other injunctive relief from disclosure. If the respondent fails to obtain a court order protecting the disclosure prior to the release date, PABC will release the information to the requestor.

The scope of service included in the RFP response of the successful respondent will be included in the resulting contract. Therefore, as part of a public quasi-city PABC contract; the entirety of the respondent's response will be subject to public disclosure regardless of any claim of confidentiality or previously applicable statutory exemption. Nevertheless, should the respondent obtain a court order from a court of competent jurisdiction prohibiting disclosure of parts of its proposal, PABC will comply with the court order. The burden is upon the respondent to evaluate and anticipate its need to maintain confidentiality and to proceed accordingly.

The PABC's sole responsibility shall be limited to maintaining the above data in a secure area and to notify respondent of any request(s) for disclosure within a period of three (3) years from date of award. Failure to adequately notify PABC of materials or records that are deemed "confidential" as required above, or failure to timely respond after notice of request for public disclosure has been given, shall be deemed a waiver by the respondent of any claim that such materials are exempt from disclosure.

17. CONTRACTUAL REQUIREMENTS

a. Negotiation of Final Agreement

The respondent recommended by the PABC Board of Directors shall cooperate with the PABC in good faith to promptly negotiate, execute and deliver the Final Contract document. The PABC shall draft the final Agreement and require the selected vendor to attend a contract negotiation conference to discuss any and all possible revisions to the technical terms and conditions, pricing and any part of the proposal, as well as any additional provisions that may be added to the final Agreement, as required by City ordinance, resolution or policy by applicable federal or state laws, rules, and regulations or by mutual agreement of the parties.

b. Contract Award

The Final Contract document will be submitted to the Baltimore City Board of Estimates for approval. Approval by the City of Baltimore Board of Estimates is a condition precedent, required for any contract, purchase order, lease or other

transaction resulting from this RFP. All work done under the direction of the PABC, supplemental agreements or subsequent contracts will be negotiated with specific rates as a basis of payment. Any such supplemental agreements or subsequent contracts shall also require approval of the PABC's Board of Directors and, if necessary, the Baltimore City Board of Estimates as a condition prerequisite.

c. Terms

During the evaluation and/or negotiation process, the PABC has the right to require any clarification or change it needs to understand the respondent's approach to the project and view of the scope of the work. Any changes to the proposal will be made before executing the contract and will become part of the final contract. Respondents must complete all questionnaires provided by the PABC and/or the City, including current contracts, reference contact information, and history.

d. Conflict of Interest

In the sole judgment of the PABC, any and all proposals may be subject to disqualification on the basis of conflict of interest. The PABC, at its sole option, may disqualify any proposal on the basis of such a conflict of interest. Please identify any person associated with the firm that has a potential conflict of interest.

To be considered responsive to this RFP, respondents must include a copy of any agreement that the Respondent proposes to become a part of the final contract, as well as any language the respondent requires specific to the services provided under this agreement.

In the event of a conflict between the clauses required by PABC and the clauses submitted with the proposal, the clauses required by PABC will govern.

18. CLARITY OF PROPOSAL

Proposals should be prepared simply and concisely, providing straightforward descriptions of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.

19. ORGANIZATION OF PROPOSAL

Proposals should be organized in the order in which the requirements are presented in **Section 21 – Proposal Contents of this RFP**. All pages of the proposal should be numbered, and each section in the proposal should reference the section number of the corresponding section of the RFP. The proposal should contain a table of contents which cross references the RFP requirements. Additional information which the Respondent wishes to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material.

20. SINGLE VOLUME

Each copy of the proposal shall be contained in a single volume and bound (except for the Master Copy) with a comb binding or similar binding. All documentation submitted with the proposal should be contained in that single volume.

21. PROPOSAL CONTENTS

Respondent's proposal must address each of the requirements noted below in the same order as listed to be considered responsive. The proposal should be as thorough and detailed as possible so that the Evaluation Committee can properly evaluate your organization's capability to provide the required services and the proposed pricing structure. **Proposals that merely state that the firm will conduct the services in accordance with the respective sections shall be considered non-responsive to this request.**

Proposals should be prepared on 8 1/2 x 11 inch paper; however, 11 x 14 inch paper is permissible for charts, spreadsheets, etc.

The proposal shall include the following sections, separated by Tabs:

TAB 1: General Qualifications:

1. Submit the "Summary Information and Proposal Return Cover Page", located on Page 3 of this RFP, and signed by a representative of your organization who can officially represent the respondent for this acquisition.
2. To be considered responsive, respondents must, at the time of the proposal, or prior to that time if required by law, be an established business with all required licenses, bonding, facilities, equipment and trained personnel necessary to perform the work as specified in the request for proposal. Include a statement in the response regarding license information, years in business and general ability of respondent to perform the work requested.

TAB 2: Deliverables:

1. Describe in detail, how you would provide PABC with services detailed in the Scope of Services required in **Section II**. The response should be in the same order as the Scope of Services and Appendices and include product samples.
2. Complete and include the Questionnaire attached hereto as **Attachment 2: Questionnaire**. All responses to the questionnaire shall be subject to verification for accuracy. Proposals containing false or misleading information deemed to be material will be rejected.

TAB 3: Pricing:

Complete and attach the pricing schedule, attached hereto as **Attachment 1**, which must list each chargeable item and/or service to be provided by your organization. Detail any additional costs as "Other" services, if any. **NOTE:** All charges must be detailed here. Any charges not listed in this section of the respondent's proposal will not be allowed during the course of the contract unless the scope of the contract is expanded to include additional services not requested herein. PABC anticipates a lump sum contract with a not-to-exceed figure to accomplish the Compensation Study. Provide a complete breakdown of all costs related to the content of the proposal required to accomplish the scope of work, including estimated hours for each component of the proposal. Also include an hourly rate for additional work that may be requested but not included in the request for proposals and/or proposal.

TAB 4: Creative Solutions:

All respondents are encouraged to be creative and innovative in responding to this RFP. Please discuss alternate approaches to the requested services where feasible, or additional services offered which may not be specifically requested. Discuss any creative pricing or payment options which you can provide.

TAB 5: Certification:

Respondent is required to make the following certifications and assurances as a required element of their proposal, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award and continuation of the contract resulting from this RFP.

The respondent certifies that it and/or its authorized representative do not have:

- Any affiliations with person(s) recognized by law enforcement officers as being habitual criminals or members of criminal cartels.
- Any convictions or judgments (civil or criminal) for fraud, deceit, or crimes involving moral turpitude.
- A petition under the Bankruptcy Act, or any state insolvency law, filed by or against any of the named entities.
- Any order, judgment, or decree of any federal or state authority barring, suspending, or otherwise limiting the right or license of the respondent to engage in any business practice or activity.
- A subsidiary or intermediate company, parent company or holding company that was, during the last two (2) years, the subject of any order, judgment or decree of any federal or state authority barring, suspending or otherwise limiting the right of

the respondent or such other party as listed above to engage in any business, practice or activity.

TAB 6: Contract Acceptance:

1. Respondent should be prepared to accept a contract resulting from this RFP. It is understood that the proposal will become a part of the contract for the PABC. Firms should carefully review the contract (**Attachment J**) to determine the stated requirements and terms.
2. Include a copy of any agreement that the respondent proposes to become a part of the final contract, as well as any language the respondent requires specific to the services provided under this agreement.

TAB 7: Proof of Insurance:

The Contractor shall procure and maintain during the life of this contract/agreement the following required insurance coverage:

- Commercial General Liability Insurance - \$ 1,000,000 combined single limits each occurrence; \$ 3,000,000 aggregate.
- Professional Liability - Errors & Omissions - \$ 1,000,000 with a 3 year extended reporting period.
- Worker's Compensation at Maryland's Minimum Statutory Limits.

Each respondent must supply proof of insurance from that respondents's insurance carrier, outlining the extent of liability coverage.

TAB 8: List of Exceptions:

This section should contain any exceptions to or deviations from the requirements of this RFP. Respondent must clearly state and explain any exceptions. If there are no exceptions, a statement to that effect must be made.

SECTION IV – EVALUATION OF RESPONSES

22. EVALUATION PROCEDURES

The Respondent must satisfy the mandatory requirements of this RFP to qualify for further consideration. An evaluation committee will perform a technical and financial evaluation of each respondent's response. The evaluation process will determine the merits of the respondents' approach and relative competitive position.

23. BASIS FOR EVALUATION

The General Qualifications, Deliverables, and Pricing responses will be evaluated on the basis of information provided in the proposal.

24. EVALUATION COMMITTEE

All proposals will be reviewed by the Evaluation Committee. The Committee will consist of the PABC General Counsel, Human Resources Manager, and an industry expert of PABC's designation. The Committee will consider how well the respondent meets all requirements as described. It is important that the responses be clear and complete so that the evaluators can adequately understand all aspects of the proposal.

25. EVALUATION CRITERIA

The following criteria and relative values will be used by the evaluation committee to evaluate each written proposal:

- General Qualifications
- Deliverables
- Pricing

The responses will be evaluated strictly in accordance with the requirements set forth in this RFP and any amendments thereto.

SECTION V – CONTRACT SPECIFICATIONS

26. AWARD OF CONTRACT

PABC will recommend award based on the proposal that represents the “BEST VALUE” to the PABC as outlined in this RFP. PABC shall conduct contract negotiations with the respondent that has met the mandatory requirements and represents the “BEST VALUE”. If PABC and the Apparent Successful Respondent fail to negotiate an agreement deemed acceptable by PABC, PABC reserves the right to negotiate a contract with the Respondent it determines will provide the next best value.

After successful contract negotiations have been completed, the Apparent Successful Respondent will be awarded an Agreement for Consultant Services for the Parking Authority of Baltimore City which will include all requirements, terms and conditions of this solicitation and the respondent’s response.

ATTACHMENT 1 – PRICING SCHEDULE

1. Instructions and Information

In preparing the fee schedule(s), respondents must consider the requirements in **Section II, Scope of Services** as detailed in this RFP.

1.1. All fees will be paid in arrears.

1.2. Invoices submitted for payment must be presented in sufficient detail to enable PABC to verify the charges to the fee schedules included in this proposal. Any fee not documented in these schedules will not be allowed during the contract period. Therefore, any fee charged by the successful vendor which is not detailed in the fee schedule will not be paid.

2. Fee Schedule

This schedule is meant to allow respondents to address all costs of services. Please ensure that all costs associated with the systems described in this RFP are included. Any fee not fully documented in your proposal will not be allowed during the course of the contract.

3. Fee Proposal and reimbursable expenses

The fee schedule shall include the hourly rate for each personnel category and any other additional expenses that apply.

ATTACHMENT 1 – FEES AND TERMS

Total Cost of Project _____

Deliverable 1 _____

- Other (specify) _____
- _____

Deliverable 2 _____

- Other (specify) _____
- _____

Deliverable 3 _____

- Other (specify) _____
- _____

Cost Exceptions:
Specify terms

- _____
- _____
- _____
- _____

Other Costs:

Detail any additional costs in the space provided:

All charges must be detailed on this Attachment. Any charges not listed in this Pricing Schedule will not be allowed during the course of the contract unless the scope of the contract is expanded to include additional services not requested herein.

ATTACHMENT 2 –QUESTIONNAIRE

The following questionnaire must be completed and included with your response to this RFP. This questionnaire has been prepared to obtain responses to questions concerning the respondent's capability to provide all services identified in the **Scope of Services in Section II** of the RFP, plus provide other similar services should PABC identify the need for such services.

Proposals that merely state that the firm will conduct the services in accordance with the respective sections shall be considered non-responsive to this request. Please submit a definitive description of the resources available and other pertinent factors to demonstrate the ability to perform the requested services as you respond to the questionnaire.

Limit your response to each question to one or two pages. Many questions can be answered with a brief response. Type your responses in the same order as the questionnaire, listing the question first followed by your answer.

SECTION I - ORGANIZATIONAL BACKGROUND

1. Organization

1.1. Indicate whether the firm is an independent entity or part of a larger corporation.

Give a general overview of the firm's services as well as the extent to which the firm has experience in completing compensation studies within the past five years. Provide a brief history of your firm as it relates to the proposed business including the following:

- Describe the organization's history and size including the number of years the company has been conducting compensation studies;
- Describe the organization's hierarchy, from the lower-level staff through management.

2. Personnel

2.1. Provide a biography of key staff members involved with the project, describing the individual's background and experience, as well as the individual's ability and experience in conducting the proposed activities.

2.2. Please elaborate on your support staff in terms of the size of the staff and the level of the person who would be assigned as the account representative.

2.3. Please identify any person associated with the firm that has a potential conflict of interest.

3. Clients

3.1. Provide a list of three (3) similar projects with like entities that your firm has performed services within the last 5 years, along with the contact information of the clients that can be used as a reference. The list should include names, addresses, phone numbers, email addresses, a description of the scope of the project, and the beginning and ending date of each project.

4. PABC Resources

PABC will provide copies of the 2014 PABC compensation / salary study, all current salaries, benefit survey, job descriptions, organizational chart, and other available in-house information that consultant may require to complete the study. Please detail any other PABC resources that would be necessary to successfully conduct this project.

Attachment I is a hard copy of the Executive Summary and PowerPoint presentation to the PABC Board of Directors from the 2014 compensation study that was conducted.