

REQUEST FOR PROPOSALS  
CONSULTING SERVICES FOR  
COMPENSATION PROJECT SERVICES

I. Introduction

A. General Information

The Bishop International Airport Authority, hereafter referred to as (“Authority” or “BIAA”) requests submission of proposals from interested and qualified consultants desiring to provide compensation project services to the Authority that include, but are not limited to, review of BIAA’s current compensation philosophy, compensation practices, salary structures, pay rates and merit programs; market and classification analysis of all positions; and the development of communication tools that assist BIAA in communicating pay practices to employees. Additional services, as described below in Section B, Scope of Work, will also be provided by the successful Proposer.

The selected consultant will be expected to maintain adequate staff and facilities, maintain and retain confidential records, maintain all required licenses, keep current in the changes in the relevant law and best practices, meet with Authority personnel and be fully prepared to address the Authority’s interests and needs in terms of products and services. Additional provisions may be included in the contractual agreement that incorporates the selected consultant’s proposal, general services and other pertinent requirements and details.

This type of study has never been conducted by the Authority. The Authority operates under a negotiated contract for 44 of our employees. Those wages are negotiated. The remainder of the employees are at-will and the pay ranges are established by the Airport Director with final approval by the Airport Board. Pay ranges were last changed in 2012. Over time some employees have reached the top of their ranges.

Given the mix of general and industry-specific (example: Airport Operations) positions at BIAA, a variety of market survey sources are used when researching pay rates. The lack of a compensation philosophy with regular review is confusing for employees who look for the system to tie directly to their years of experience, skill or value. It is the Airport Authority’s goal to provide a pay system that is fair, equitable, market-based and easily understood by our employees. It is our hope that completion and implementation of these services will have a positive impact on that that goal.

For your consulting services to be considered, an original, three (3) hard copies, and one electronic copy of a submittal must be received at the offices of the Bishop International Airport Authority, 3425 W Bristol Rd., Flint, Michigan 48507 by 5:00 p.m. eastern time on May 7, 2019. Submittals must be sealed and clearly marked “Compensation Project Services.” All submittals received after the deadline will be returned unopened.

The Authority reserves the right to reject any and all proposals submitted.

Questions during the solicitation period may be directed via e-mail to Craig Williams, Airport Director at [cwilliams@bishopairport.org](mailto:cwilliams@bishopairport.org). Questions are due no later than April 30, 2019. Any

modification to this Request for Proposals will be issued by written addendum and posted on the Authority's website at [www.bishopairport.org](http://www.bishopairport.org), Business with FNT, Public Notices & Bid Opportunities. It is the responsibility of interested firms to download any posted addendums and highly recommended that firms check the website before May 1, 2019 for any addendums.

## B. Scope of Work

### 1. Goals and Objectives

The goals of this study are as follows:

- a) Create a compensation philosophy and provide suggestions that reflect the current market;
- b) Update BIAA's current classification and compensation systems and practices, including its current pay grades and base compensation plan;
- c) Analyze the compensation for all current positions against relevant market data, including private and public employers both inside and outside the aviation industry and recommend any necessary changes in a manageable way; and
- d) Assist with the development of communication of the compensation philosophy, project status and results, and BIAA's approach to compensation.

The Authority's objectives are as follows:

- a) Attract, motivate and retain qualified employees through the payment of competitive and equitable salaries and wages;
- b) To provide BIAA with a compensation and classification structure that enables BIAA to maintain a competitive position in the market;
- c) Develop a compensation philosophy that is reflective of the Authority and can be easily understood by employees; and
- d) Communicate study progress and results to employees and key stakeholders.

### 2. Authority Information

- a) BIAA currently employees 59 employees. Of the 59 employees,
  - 14 are part-time Employees;
  - 5 are seasonal employees; and
  - 44 are part of a negotiated bargaining unit and all are classified as non-exempt.
  - 10 are currently classified as exempt and are not part of a negotiated bargaining unit.
- b) Of the contract positions, there are 4 classifications (clerical, fire, maintenance, and police).
- c) The contract positions has one compensation schedule, with grades based on service credits.

### 3. Compensation Project Services Work Requirements

The Authority anticipates that the selected Proposer will provide, at a minimum, the professional services and dedicated personnel necessary to perform the Services listed below.

- a) Develop a communications plan for review by the project team. The plan should do the following:
  - Provide a schedule of communications designed to ensure employees are apprised of the project scope, key dates and progress throughout the duration of the project.
  - Identify the appropriate mediums for communications including, but not limited to the following: email, shift briefing topics, organizational briefing topics, talking points for airport leadership.
  
- b) Complete a review of the Authority's current approach to base compensation to understand existing strengths and weaknesses, tools used to set salary and other factors surrounding the compensation of Authority positions.
  - Work in collaboration with the Authority's Director of Finance and Administration to review the compensation philosophy. Any proposed changes to the philosophy should be designed to be easily communicated to and understood by the Authority's employees.
  - Once final, identify the appropriate manner of communicating the revised compensation philosophy to the Authority's employees.
  - Develop the necessary communications taking into account BIAA's culture.
  
- c) Establish current market rate compensation for all position classifications.
  - Survey industry and geographical peers, if necessary, to obtain relevant and specific market data.
  - Conduct a review of the salary rates for all BIAA positions, recommending specific market rates and ranges for each position based on applicable survey data. The Authority seeks rates that are internally equitable and competitive in external public and private markets, including, but not limited to, the aviation industry and key peers in the local area. Where appropriate, airport specific survey data should be considered.
  - Provide recommendations for how best to incorporate and/or weight non-traditional airport positions with their respective industry.
  - Review salary survey data from surveys from which BIAA has already participated.
  - Review the current merit increase process and provide recommendations for how best to coordinate the evaluation and compensation systems, currently in place for non-union employees, effectively managing the salaries of long-term employees within a given range around the market rate.
  - Develop a clear and easily understood overview of the merit increase and compensation systems for presentation to employees.

- Develop a suitable salary structure and/or salary classification system for BIAA that has defined parameters (i.e., percent spreads between and within ranges) that can be easily communicated to and understood by BIAA employees and Board Members. Review and assign all positions within the new structure. Potential deliverables could include, but are not limited to, established job families and criteria for inclusion in such families, recommendations concerning consolidation/expansion of job titles, the creation of a pay grade structure, and a pay scale chart and appropriate level of compensation for each role.

d) Communication and Implementation of the Results

- Provide periodic updates on the progress of work, and as requested, present final results in person to key stakeholders as identified by the Authority.
- Assist BIAA with the communication of the project results by preparing employee presentation materials.
- Recommend implementation strategies and schedules including calculating the costs associated with any recommended changes.

4. Anticipated key milestone dates for the RFP are as follows:

RFP Release	April 16
Questions Due	April 30
Proposals Due	May 7
RFP Evaluation	May 7-14
Notification of Firms for Interviews (if necessary)	May 15
Interviews (if necessary)	June 1
Award Notification	June 5

II. RFP Evaluation Process of Submittals

A. Submittal Format

The Request for Proposal submission shall contain, at a minimum, the following critical information:

1. Your proposal shall indicate your compliance with the minimum requirements below.

**No proposal will be considered unless it meets items a. and b. below.**

- a) The Proposer and the Account Executive proposed for the account must have acted as compensation consultant for an employer of approximately BIAA's size within the last three (3) years. Experience serving as a compensation consultant for a public employer or an airport is advantageous.

Provide a description of the expertise and experience provided by members assigned to the team of the Compensation Project Services. List any relevant certifications held by

any of the personnel expected to perform work for this compensation and classification study.

Provide sample project plans or approaches of a Compensation and Classification Study.

- b) Have not less than five years of experience in providing the Services required in this Agreement, to which the Proposer and the proposed Account Executive must give documentation and contact references in its proposal documents.

The Respondent is required to submit with their response, proof documenting at least five (5) years continuous experience in providing the item or service, including descriptions, and client contacts for five (5) previous contracts that the respondent has completed, including:

Client Company Name	Scope of Services
Client Company Address	Client Contact Name & Email
Contract Title	Client Phone Number

Other elements that must be included in your proposal and will be scored according to the evaluation criteria.

- c) Include a transmittal letter containing a signature of a person authorized to legally bind your firm to the extent of work and financial obligation included in your proposal.
  - Identify the names of individuals involved in the preparation of the response and their relationship to the company. Also the name, address, and telephone number of the individual to which inquiries relating to the response should be directed.
  - A statement that the respondent's response (including the resources represented therein) is valid for at least 90 days.
  - Identify all material enclosures submitted in response to this RFP.
- d) Your proposals should include a narrative description of the Respondent's proposed approach, understanding of the need, and the ability to provide each of the services outlined in section I.B., Scope of Work, above. Outline how your firm is best suited to meet these work requirements and your commitment to do so for the fees established in your proposal.
- e) Capacity of the Respondent. Information submitted in the response for this section shall include:
  - Provide a description of the resources (except for human resources) that the Respondent will employ to perform the Compensation Project Services.
  - Provide a description of current workload and availability of resources to complete the work and support the proposed Compensation Project Services.
  - Propose a time line for deliverables and/or a firm delivery time expressed in the number of days after execution of contract.

- f) Price. The delivered price of the proposed Compensation Project Services. Information submitted in the response shall include a completed Price Proposal Form. (See Appendix A.).

**B. Evaluation Process**

The statement of qualification submittals will be evaluated and ranked on the basis of the written material submitted. Evaluation criteria will be related to the following:

Weight	Criteria
Pass/Fail	Similar engagement within the last 3 years.
Pass/Fail	Five years experience providing the services in this proposal.
20%	Proposed approach to implement the scope of services to be completed.
30%	Price of contract with proposed deliverables.
20%	Qualification of personnel assigned to this project.
15%	Experience of firm with similar projects.
15%	Capacity of the respondent.

If required to determine the most qualified candidate, a short list of firms may be developed and oral presentations requested from selected companies as part of the evaluation process.

**III. Terms and Conditions**

A draft professional services agreement to be executed with the successful consultant is enclosed as Appendix B. The specific scope of work for this project and the fees to cover these services will be incorporated as an exhibit to this agreement.

The successful proposer understands that any information encountered during this project that is deemed confidential in nature will be and remains the property of the Authority and will be preserved by the successful Proposer(s), its officers, agents, directors, employees and subcontractors, as confidential and will not be published, released or otherwise disclosed in any manner to any third party without the prior written consent of the Authority, and in accordance with all applicable laws and regulations.



## APPENDIX B

### PROFESSIONAL SERVICES AGREEMENT

This Agreement, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_ by and between \_\_\_\_\_ a Michigan (Corporation, Partnership, or Limited Liability Company, etc.) (hereinafter, "<short name>"), whose address is \_\_\_\_\_ and Bishop International Airport Authority, (hereinafter, "Authority") whose address is 3425 W. Bristol Road, Flint, Michigan 48502.

WHEREAS, the Authority requires the services of a consultant to review current compensation practices and pay ranges and make recommendations moving forward to assist in the development of a compensation philosophy.

WHEREAS, <SHORT NAME> is willing to perform such services in the manner, and pursuant to the terms and conditions, hereinafter set forth.

NOW THEREFORE, in consideration and the mutual covenants and agreements hereinafter set forth, the parties hereto agree as follows:

#### ARTICLE 1 - SCOPE OF WORK

**1.1 Services.** The Authority has engaged <SHORT NAME> to provide said services in connection with the Authority's desire to perform the services outline in the Scope of Services as outlined in the Request for Proposals. <SHORT NAME> will conduct the services as described in Exhibit A "Scope of Work" as detailed in the proposal submitted as described in Exhibit B "<SHORT NAME> Proposal."

**1.2 Time and Availability.** <SHORT NAME> estimates it will perform the consulting services for the Authority in the stated time frame agreed upon with each <<purchase order, notice of work, contract,??>>. <SHORT NAME> shall have discretion in selecting the dates and times it performs such consulting services throughout the term giving due regard to the needs of the Authority's business activities.

**1.3 Standard of Conduct.** In rendering consulting services under this Agreement, <SHORT NAME> shall conform to high professional standards of work and business ethics.

#### ARTICLE 2 - INDEPENDENT CONTRACTOR

**2.1. Independent Contractor.** <SHORT NAME> is an independent contractor and is not an employee of, or in any other service relationship with Bishop International Airport Authority. The manner in which <SHORT NAME>'s services are rendered shall be within <SHORT NAME>'s sole control and discretion. <SHORT NAME> is not authorized to speak for, represent, or obligate the Authority in any manner without the prior express written authorization from the Airport Director or his designee.

**2.2. Taxes.** <SHORT NAME> shall be responsible for all taxes arising from compensation and other amounts paid under this Agreement, and shall be responsible for all payroll taxes and fringe benefits of <SHORT NAME>'s employees or other <SHORT NAME> representatives. Neither federal, nor state, nor

local income tax, nor payroll tax of any kind, shall be withheld or paid by the Authority on behalf of <SHORT NAME>, its employees or other <SHORT NAME> representatives.

**2.3. Benefits.** <SHORT NAME>, <SHORT NAME> employees or other <SHORT NAME> representatives will not be eligible for, and shall not participate in, any employee pension, health, welfare, or other fringe benefit plan, of the Authority. No workers' compensation insurance shall be obtained by the Authority covering <SHORT NAME>, <SHORT NAME>'s employees or other <SHORT NAME> representatives.

### **ARTICLE 3 - COMPENSATION FOR CONSULTING SERVICES**

**3.1. Compensation.** For completion of the Scope of Services and for all work and services necessary to complete performance under this Contract, the Authority shall pay to <SHORT NAME> fees in an amount not to exceed \$XX,XXX.

**3.2. Reimbursement.** The Authority agrees to reimburse <SHORT NAME> for all actual and necessary travel expenditures, which are related to the consulting services.

**3.3 Invoicing and Payment.** <SHORT NAME> may invoice the Authority once monthly for services performed and travel expenses incurred during the previous month. The Authority will pay <SHORT NAME> within 30 days of receipt of the invoice. The invoice should include documentation showing the number and classification of employees, the hours worked for each, and the services provided and copies of supporting documentation for any travel related expenses.

### **ARTICLE 4 - TERM AND TERMINATION**

**4.1. Term.** This Agreement shall be effective as of \_\_\_\_\_, 20\_\_, and shall continue in full force and effect until the Authority accepts and approves all product deliverables.

**4.2. Termination.** Both parties retain the right to terminate this Agreement at any time with written notice. Upon termination notice, <SHORT NAME> shall cease work and invoice the Authority for work completed to date of termination. <SHORT NAME> shall be compensated for all activity (professional fees) and expenses that have been obligated at the date of termination per the terms of this Agreement, on a pro-rata basis or for work completed, whichever is greater.

**4.3. Contract Completion.** For purposes of this Agreement, Contract Completion means the consulting items as noted in the individual scope of work agreed are accepted and approved by the Authority.

### **ARTICLE 5 – INSURANCE AND INDEMNIFICATION**

**5.1 Insurance.** <SHORT NAME> hereby certifies that it possesses a general liability, professional services liability and worker's compensation policies with limits according to the schedule in Exhibit A. <SHORT NAME> will provide evidence of insurance to the Authority upon contract execution.

**5.2 Indemnification.** <SHORT NAME> shall defend, pay on behalf of, indemnify and hold harmless Bishop International Airport Authority (including Genesee County, the City of Flint, their directors, officers, agents, elected officials and employees) from any and all liabilities, costs or damages (including reasonable

attorneys' fees) that may arise from any action or inaction of its employees, associates, and representatives in connection with the performance of the services outlined herein.

#### **ARTICLE 6 – NON-DISCRIMINATION**

<SHORT NAME> agrees to abide by and be in compliance with the following laws concerning to non-discrimination including the Authority's lease with the City of Flint:

- a) Title VI of the Civil Rights Act of 1964
- b) City of Flint Lease provision – <SHORT NAME> shall not discriminate against any employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or any matter related to employment because of such applicant's race, color, religion, national origin, ancestry, age or sex, except where a requirement as to age or sex is based on a bona fide occupational qualification.
- c) P.A. 453 of 1976 – Elliot-Larsen Civil Rights Act
- d) P.A. 220 of 1976 as amended – Persons with Disabilities Civil Rights Act

A breach in the above covenants shall be regarded as a material breach of this Agreement.

#### **ARTICLE 7 - GENERAL PROVISIONS**

**7.1. Construction of Terms.** If any provision of this Agreement is held unenforceable by a court of competent jurisdiction, that provision shall be severed and shall not affect the validity or enforceability of the remaining provisions.

**7.2. Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan.

**7.3. Entire Agreement.** This Agreement, together with Exhibit A, constitutes the entire agreement and sets forth the entire understanding and agreement of the parties as to the subject matter of this Agreement and supersedes all prior discussions and understandings in respect to the subject of this Agreement, whether written or oral.

**7.4. Dispute Resolution.** If there is any dispute or controversy between the parties arising out of or relating to this Agreement, the parties agree that such dispute or controversy will be arbitrated in accordance with proceedings under American Arbitration Association rules, and such arbitration will be the exclusive dispute resolution method under this Agreement within the State of Michigan. The decision and award determined by such arbitration will be final and binding upon both parties. Each parties' costs and expenses incurred in any dispute which is determined and/or settled by arbitration pursuant to this Agreement will be borne by the respective party. Except where clearly prevented by the area in dispute, both parties agree to continue performing their respective obligations under this Agreement until the dispute is resolved unless terminated by either party under section 4.2.

**7.5. Modification.** No modification, termination or attempted waiver of this Agreement, or any provision thereof, shall be valid unless in writing signed by the party against whom the same is sought to be enforced.

**7.6. Waiver of Breach.** The waiver by a party of a breach of any provision of this Agreement by the other party shall not operate or be construed as a waiver of any other or subsequent breach by the party in breach.

**7.7. Successors and Assigns.** This Agreement may not be assigned by either party without the prior written notice of the other party. Furthermore, the benefits and obligations of this Agreement shall be binding upon and inure to the parties hereto, their successors and assigns.

**7.8. No Conflict.** <SHORT NAME> warrants that <SHORT NAME> has not previously assumed any obligations inconsistent with those undertaken by <SHORT NAME> under this Agreement.

IN WITNESS WHEREOF, this Agreement is executed as of the date set forth above.

<LONG NAME>

Bishop International Airport Authority

By: \_\_\_\_\_

\_\_\_\_\_

Title: \_\_\_\_\_

Craig A. Williams, A.A.E, Airport Director

Witnessed by:

\_\_\_\_\_

\_\_\_\_\_

**EXHIBIT A (to professional services contract)**

**INSURANCE REQUIREMENTS**

All required insurance must be in effect and so continue during the life of this agreement in not less than the following amounts:

- Workers' Compensation Insurance in compliance with the Workers' Compensation laws of the State of Michigan.
- Comprehensive General Liability Insurance with a combined single limit of \$1,000,000 per occurrence including bodily injury and property damage liability.
- Professional liability Insurance

<SHORT NAME> shall provide the Authority with a certificate of insurance evidencing such coverages and shall name the Authority, Genesee County, and the City of Flint and their respective directors, officers, agents, appointed officials, and employees as additional insureds.

**EXHIBIT B (to professional services contract)**

**SCOPE OF WORK**

**As outlined in the RFP above.**