



**Request for Proposals  
Comprehensive Wage Study  
Of Public Transportation**

**Proposal Due Date:**

**August 31, 2021**

## **SECTION I: GENERAL INFORMATION**

### **INTRODUCTION/PURPOSE**

Harbor Transit Multi-Modal Transportation System (Harbor Transit) is seeking proposals from qualified consultants to conduct a compensation and benefits study of employees for the purpose of delivering a report to the Harbor Transit Board in January of 2022. The purpose of this study is to evaluate Harbor Transit's present salary structure as compared to the job market for comparable positions in other Transit Agencies and Transit Authorities, and when possible, the private sector. This Request for Proposals (RFP) will assist Harbor Transit in determining which consultant or firm can offer the highest quality service at the most cost effective means.

### **COMMUNICATIONS**

All communications concerning this RFP should be directed to Dana Appel, Finance and Compliance Director, at (616) 842-3220 Ext 6 or [procurement@harbortransit.org](mailto:procurement@harbortransit.org).

### **INCURRING COSTS**

Harbor Transit is not liable for any costs incurred by firms prior to the signing of a contract. Expenses incurred in the preparation of submittal, presentations, and other incidental activities related to this solicitation are solely the responsibility of the respondent.

### **PRE-PROPOSAL MEETING**

Harbor Transit will conduct a non-mandatory pre-proposal meeting on August 20, 2021 at 10:00 am to 11:30 am VIA Zoom Meeting

<https://us06web.zoom.us/j/82007992001?pwd=WDgrWIBiT0I5bFdzNm1xanhaVzluUT09>

Meeting ID: 820 0799 2001

Passcode: 297915

One tap mobile

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+16465588656,,82007992001#,,,,\*297915# US (New York)

### **PROPOSALS**

To be considered for selection, each Consultant must submit one original and three copies of their responses to this RFP. The copies should be delivered in person, or sent by certified/express mail to the address listed below, or emailed to [procurement@harbortransit.org](mailto:procurement@harbortransit.org). All copies of the proposal must be received by Harbor Transit no later than **4 pm on Tuesday, August 31, 2021**. Harbor Transit reserves the right to overlook any technicalities and accept or reject any or all proposals if it is in the best interest of Harbor Transit. Responses shall be delivered to:

Attention: Dana Appel Finance

Harbor Transit

440 North Ferry Street

Grand Haven, MI 49417-1124

[procurement@harbortransit.org](mailto:procurement@harbortransit.org)

## **SELECTION CRITERIA**

Responses to this RFP will be evaluated by Harbor Transit's Personnel Committee based upon the Consultant's proposal and information provided as outlined in Section III of this document. The Committee will review all applications and make a recommendation to the Harbor Transit Board for contract approval. Proposals will be evaluated on the following criteria:

- A. Experience of the firm and proposed project team with regards to compensation studies, particularly with public transit agencies/authorities.
- B. Demonstrated understanding of Harbor Transit's needs with respect to the compensation study, quality of the firm's described approach, and the ability to meet/exceed needs.
- C. Overall quality, professionalism, and completeness of proposal submission.
- D. References.
- E. Cost of services

Harbor Transit will conduct interviews and/or discussions with one or more firms if needed. Once these interviews and discussion are completed, the contract will be awarded to the top-ranked firm, at which time other consultants will be notified of Harbor Transit's decision. Proposals will remain confidential until a firm has been selected.

## **DISCLOSURE**

Information in a Consultant's proposal is subject to public disclosure under the provisions of the Freedom of Information Act.

## **SECTION II: PROJECT OVERVIEW**

### **BACKGROUND INFORMATION**

Harbor Transit has 23 full-time employees, 54 part-time employees. Employees are non-represented. All employees positions listed in the "Positions for Review" shall be subjects of this study.

Harbor Transit offers a competitive fringe benefit package to permanent full-time employees working at least 36 hours per week depending on the benefit type. This includes holiday pay, paid time off, health, dental, vision, life, short-term disability, long-term disability, and retirement. Premium costs are shared with employees and can be deducted from employees' pay pre-tax. Part-time employees are not eligible for Harbor Transit's insurance benefits.

Harbor Transit offers a paid time off program (PTO) that is offered to both full-time and part-time employees.

### **SCOPE OF SERVICES**

The firm selected through this RFP will enter into an agreement with Harbor Transit to provide the following services:

- A. Review current job classifications and position descriptions as needed for benchmarking, also taking into consideration the corresponding essential functions, skills, abilities, education/experience, supervision received, licensing/certification requirements, etc.
- B. Interview employees and supervisors, if necessary, to ensure accurate benchmarking.
- C. Identify appropriate benchmarking standards and conduct a professional and thorough wage study survey with comparable transit agencies and private sector employers, when applicable. The selection of comparable transit agencies shall go beyond selecting transit agencies solely based upon similar residential population data. Survey data shall be provided to Harbor Transit in a usable electronic format for analysis for each position.
- D. Evaluate and comment on the quality, cost, and level of Harbor Transit's employee wages by job classification.
- E. Conduct overall review of Harbor Transit's wage Scale. Identify potential pay compression and inequities internally and externally and provide recommendations to address. Also, review administration of current system and provide recommendations for improvement.

- F. Review current wage scale policies and if change is recommended, assist Harbor Transit in the development and implementation of a wage scale policy that meets the needs of Harbor Transit in regards to the responsible management of taxpayer dollars, internal equity, competitive compensation for the attraction and retention of employees, and ease of administration. These should include, but not be limited to, the appropriate relationship between salary and the appropriate market(s), Harbor Transit's intended target for pay practices in relation to the market, the frequency of review of this kind of wage study, and a process for determining cost-of-living increases.
  
- G. Present progress reports to Harbor Transit staff and/or the Harbor Transit Board as requested.
  
- H. Present the final results of the study to the Harbor Transit Board.

All recommendations resulting from this scope of services must comply with all federal, state, and local law, ordinances, rules, regulations and executive orders pertaining to unlawful discrimination on account of race, color, creed, national origin, sex, marital status, disability, or age or any other characteristic as prohibited by law. All work product produced by the Consultant pertaining to this project and all proprietary rights therein shall be the property of Harbor Transit. Work product includes but is not limited to reports, memoranda, data, survey responses, presentations, and other materials of any nature, or information related to any of the foregoing, which are or were generated in connection with the scope of services described in the contract.

**TENTATIVE PROJECT TIMELINE**

The following timeline represents Harbor Transit's best estimates for the completion of major milestones regarding this RFP:

- Publication & Distribution of RFP: July 12, 2021
- Pre-Proposal Meeting (non-mandatory): August 20, 2021
- Submission of Proposals HTMMTS: August 31, 2021
- Interview Selected Consultants (optional): September 10, 2021
- Selection & Approval of Contract: September 24, 2021
- Project Completion Date: December 29, 2021

## **SECTION III: SUBMITTALS & REQUIREMENTS**

The complete proposal (no more than 10 pages in length) are required and shall be organized in the following structure:

### **Cover Page**

- A. Identify the name of the project.
- B. Company name, address, and main telephone number.
- C. Name and title of primary contact person with their direct contact information.

### **Team Identification**

- A. Identify key staff who will complete the major tasks of this study.
- B. Identify project availability during the work and any potential conflicts based upon other work or project commitments. Provide a clear statement indicating current workload and demonstrate the ability to take on additional work.

### **Approach & Work Plan**

- A. Written narrative based on the understanding of the project goals and objectives.
- B. Work plan and draft project schedule identifying major project tasks, scope of work, meetings, Harbor Transit responsibilities, and deliverables for each task.
- C. Consultant philosophy and methodology to be used in benchmarking.

### **Financial Information**

- A. Fee proposal which includes a separate “not to exceed” fee total to complete the project. The quoted fees shall include estimated reimbursable fees.
- B. Include hourly rate schedule for all personnel who will work on this project.
- C. Indicate whether any lawsuits or claims have been filed against the Consultant in the past five (5) years.

### **References**

- A. Minimum of five (5) references for projects of similar size, scope, and complexity located in Michigan (if available) indicating the Consultant’s experience with transit agencies within the past five years.
- B. Each reference should include project name, project date, and contact information.

**SECTION IV: CONTRACT AWARD**

It is Harbor Transit’s intent to review all respondent qualifications and proposals conscientiously and to select a candidate based upon selection criteria. Should Harbor Transit believe it would be in the best interest of Harbor Transit, it may enter into negotiations with any of the Consultants until a contract sum can be finalized with the successful candidate. Furthermore, Harbor Transit reserves the right to modify the scope of the project based upon estimated costs and organizational needs.

Harbor Transit reserves the right to waive any irregularities in any proposal and to select the proposal that is most advantageous to Harbor Transit. Harbor Transit and its representatives reserve the right to reject any and all proposals or to request additional information from any respondent or from all respondents.

**SECTION V: CERTIFICATION**

I hereby state that I have read, understand, and become thoroughly familiar with and understand the terms and scope of service contained in the RFP.

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have authority to submit this RFP.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name & Title: \_\_\_\_\_

Company Name: \_\_\_\_\_  
\_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Contact Phone Numbers: \_\_\_\_\_ Contact Email: \_\_\_\_\_

Office: \_\_\_\_\_ Cell: \_\_\_\_\_ Web Address: \_\_\_\_\_

## **SECTION VI: CONTRACT AGREEMENT**

### **HARBOR TRANSIT MULTI-MODAL TRANSPORTATION SYSTEM CONTRACT AGREEMENT**

This Agreement made this \_\_\_ / \_\_\_ / \_\_\_\_, between the Harbor Transit Multi-Modal transportation System, herein called the "Authority" and/or "Harbor Transit" and

\_\_\_\_\_ herein called the "Contractor" and/or "Seller".

In consideration of the mutual promises and agreements hereinafter set forth, the parties agree to undertake, carry out and perform this Contract in accordance with the terms and conditions as set forth herein, and as follows:

1. The Contract Documents:

The Contract Documents consist of this Agreement, the "Information for Bidders", the "Invitation to Bid", the "Bidder Proposal", the "General Terms and Conditions", and the "Scope of Work". These form the Contract and all are fully a part of the Contract as if attached to this Agreement or reported herein.

2. The Performance:

The Contractor shall furnish pursuant to the terms and conditions of this Contract labor and material listed in the attached specifications.

3. Time of Commencement and Completion:

The Contractor shall perform under this Contract from the date hereof until the 31<sup>th</sup> day of December 2021 or a later date if extended by mutual consent of the parties.

4. Independent Contractor:

The Contractor is employed by Harbor Transit as an Independent Contractor and has and retains the right to exercise full control and supervision of the services including compliance with Social Security, withholding and all other regulations governing such matters. The contractor agrees to indemnify, defend and save harmless the Authority, its agents, officers and members of the Board of Harbor Transit Multi-Modal Transportation System against any and all loss, damage or expense which Harbor Transit may suffer by reason of liability imposed by law upon Harbor Transit or Contractor for damages because of bodily injury, including death at any time resulting there from sustained by any person or persons, or on account of damage to property are due to the fault of the Contractor, its sub-contractors or their employees, agents or any other person under the direct or indirect Contract of the Contractor.

5. Contractor's Financial Responsibilities:

Any costs due to the fault of the Contractor, sub-contractor, or anyone directly employed by them either for making good of defective work, disposal of material wrongly supplied, making good of damage to property, or excess costs from material or labor, or otherwise shall be borne by this Contractor, and Harbor Transit may withhold money due the Contractor to cover any such costs.

6. Assignment:

The Contractor shall not assign or transfer any interest in this Agreement or delegate its performance of duties except on prior written approval of the Authority, which approval shall not be unreasonably withheld. Consent to assign, transfer or delegate any interest or performance of this Contract shall not be construed to relieve the Contractor of any responsibility for the fulfillment of this Agreement.

7. Payments:

The Authority shall pay the Contractor for the performance of work in current funds per price stated in the "Bidders Proposal" upon completion and acceptance by Harbor Transit Multi-Modal Transportation System. The Contractor shall invoice each item against a Harbor Transit Purchase Order and all invoices for the calendar month shall be payable by the fifteenth day of the following month.

No payment will be made to the Contractor for material not delivered upon Harbor Transit's premises, unless otherwise agreed to in writing by Harbor Transit.





## 2021 Positions for Review

### Automotive/Vehicle Custodian

<b>Position Title</b>	<b># Positions</b>	<b># Filled</b>	<b># Vacant</b>
Automotive Mechanic	1	1	0
Vehicle Custodian (part-time)	1	1	0

### Administration

<b>Position Title</b>	<b># Positions</b>	<b># Filled</b>	<b># Vacant</b>
Transportation Director	1	1	0
Finance & Compliance Director	1	1	0
Operations Director	1	1	0
Customer Care Supervisor	1	1	0
Safety & Training Coordinator	1	1	0
Accounting Coordinator (part-time)	1	1	0
Marketing & Sales Coordinator (part-time)	1	1	0
Transportation Supervisor	1	0	1

### Bus Operators/Dispatcher

<b>Position Title</b>	<b># Positions</b>	<b># Filled</b>	<b># Vacant</b>
Bus Operator (part-time)	45	30	15
Bus Operator (full-time)	10	8	2
Dispatcher (part-time)	2	2	0
Dispatch (full-time)	4	4	0