



July 26, 2013

ADDENDUM No. 1  
TITLE: CLARIFICATIONS

RFP 03626-NTT-00-PS-HR  
Total Compensation Study

Attention: All Potential Respondents

Addendum No. 1 "Clarifications" is submitted for your information in preparing responses to the above mentioned RFP. Addendum No. 1 is hereby made a part of the contract for the aforementioned RFP. Respondents must acknowledge this addendum by signing and including the attached acknowledgement sheet when submitting their proposal.

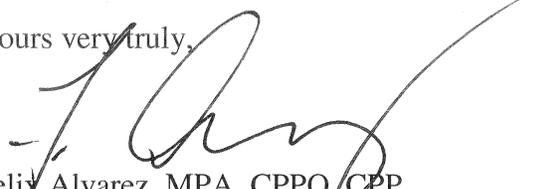
**Clarifications**

1. Pages 9 and 10 should be replaced with the pages included in this addendum.
2. The scope of services should be replaced with the scope of services included in this addendum.
3. The fee schedule should be replaced with the fee schedule included in this addendum.

In the event that your firm has already submitted a proposal and this addendum changes your firms' submitted proposal, the Firm must ask the NTTA to return its proposal. The Firm will need to re-submit its complete proposal.

For any further inquiries, please email Brandy Adamson, [badamson@ntta.org](mailto:badamson@ntta.org), and include RFP 03626-NTT-00-PS-HR in the subject line of your email.

Yours very truly,



Felix Alvarez, MPA, CPPO, CPP  
Sr. Director of Procurement Services

cc: Kiven Williams, Interim Director of Human Resources  
Maggie Stewart, CCP, Compensation/Benefits Manager

RFP 03626-NTT-00-PS-HR  
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**Please submit this Addendum Acknowledgement Receipt with your Response.**

*“I acknowledge receipt of Addendum No. 1 to RFP 03626-NTT-00-PS-HR.”*

**Dated: Friday, July 26, 2013**

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**Vendor's Name**

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**Authorized Signatory - (Print)**

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**Signature**

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**Date**

All copies and contents thereof of any proposal, attachment, and explanation thereto submitted in response to this RFP, except copyrighted material, will become the property of the Authority regardless of the proposer selected. All copyrighted material must be clearly marked indicating the copyrighted status. NTTA will be held harmless from any claims arising from the release of proprietary information not clearly designated as such by the proposing firm.

#### **E. EVALUATION OF PROPOSALS**

The award of the contract shall be made to the responsible proposer(s) whose proposal is determined to be the most advantageous and provides the best value to the NTTA. During stage I evaluations, proposals deemed responsive will be evaluated based on the criteria listed below:

Experience and Qualifications	25%
Methodology	25%
Cost Proposal	40%
Business Diversity Component	10%

Upon completion of stage I evaluations, the NTTA reserves the right to shortlist proposers based on ranking from stage I in order to conduct presentations with shortlisted firms reasonably susceptible of being selected for award. During the evaluation process, the NTTA reserves the right to enter discussions with proposers in order to clarify responses. All proposers will be accorded fair and equal treatment with respect to any opportunity for discussions and revision of proposals. Clarifications to proposals may be permitted after submission and before award for the purpose of obtaining best and final offers as determined to be in the best interest of the NTTA.

Scoring in this stage will only be utilized to short-list firms and scores will not be carried forward to next stage of the evaluation process.

Based on the selection committee's evaluation of the RFP responses in this stage, the Authority may either select the most highly qualified provider of the requested services with which to negotiate a contract for a fair and reasonable price or establish a "short-list" of firms which will be invited to proceed to Step Two Evaluations.

Note: Department of Business Diversity will only score the business diversity component. During stage one, the Respondent's diversity plans will be evaluated utilizing established business diversity criteria. In addition, it is important to note, that the selected, most qualified firm, will be required to comply with the business diversity plan, as originally submitted, as part of the final contract.

#### **D. EVALUATION STEP TWO**

In step two, the short-listed respondents will make a formal presentation to the evaluation committee. The evaluation committee will interview the respondents at the time of the presentation. The evaluation committee will score of each presentation/interview utilizing the criteria listed below.

Experience and Qualifications	25%
Methodology	25%
Cost Proposal	40%
Business Diversity Component	10%

All short-listed firms will be notified by Procurement Services via letter of the date, time, and location of interview/presentation as well as the format for their presentation.

#### **IV. ADDITIONAL TERMS & CONDITIONS**

##### **A. OPEN RECORDS**

Respondents are advised that information included in a proposal is subject to the Texas Public Information Act, Chapter 552 of the Texas Government Code (the Act). Information a third party submits to or prepares on behalf of NTTA is subject to the Act and must qualify for an exception provided by the Act to be withheld from public disclosure. Information is not confidential under the Act simply because the party submitting the information anticipates or requests that it be kept confidential. NTTA cannot bring information within an exception to disclosure under the Act merely through a contract or agreement to keep the information confidential. Accordingly, a Respondent whose proposal may include information that the Respondent believes in good faith to be proprietary or commercial information and that the Respondent otherwise keeps confidential for competitive reasons is responsible for identifying and proving that such information qualifies for an exception to public disclosure under the Act. Each item of such information must be separately and conspicuously labeled "Confidential Proprietary Information." NTTA, its directors, officers, employees, agents, and attorneys will not be liable for any disclosure of any information submitted in a response to this RFP. By submitting a proposal, the Respondent waives any claim against, and releases from liability, NTTA, its directors, officers, employees, agents, and attorneys with respect to disclosure of any information included in the proposal, including information labeled as "Confidential Proprietary Information." The Respondent also authorizes NTTA, at its sole option, to submit any information contained in the proposal, including information the Respondent has labeled as being proprietary, to the Office of the Attorney General for a determination as to whether any such information submitted by the Respondent may be excepted from public disclosure under the Act, either by its provisions alone or in conjunction with other law. For the purpose of asking the Office of the Attorney General to determine whether an exception to disclosure exists for information the Respondent deems to be proprietary, NTTA will submit to the Attorney General only that information the Respondent has specifically labeled "Confidential Proprietary Information."

##### **B. AWARD NON-EXCLUSIVE**

## **Scope of Services**

**Consulting Services for the  
Dallas North Texas Tollway Authority  
Total Compensation Study**

**BACKGROUND:**

In 2009, the NTTA performed a comprehensive review of its pay practices, structures, and programs. Internal positions were compared to benchmarked positions in regards to base pay, incentive pay, and benefits. NTTA pay structures were examined to ensure competitiveness in the external market. In 2011, the NTTA performed a review of internal equity and exemption status testing with a market analysis of select positions. The NTTA currently has approximately 719 staff classified into 238 unique positions.

The NTTA is soliciting proposals from qualified consulting firms experienced in total compensation strategy and programs. The firm will assist the NTTA in reviewing the existing compensation program and benefit offerings, gathering comprehensive data from organizations in both the public and private sectors and making recommendations for improvements to the existing program(s) and/or implementation of new program(s) as appropriate.

## **1. Project Timeline**

On or about September 30, 2013, Service Provider and the Authority shall develop a specific timeline with interim milestones, deadlines, and deliverables.

## **2. Compensation Philosophy**

Review and recommendation for a total compensation strategy that aligns with NTTA's organizational mission and goals and aids the organization in attracting, motivating, rewarding and retaining talent.

Below are the specific areas of analysis.

## **3. Base Pay**

- a. Review of current salary administration philosophy
- b. Analysis of current base pay practices
- c. Collection of pay data for approximately 60 benchmark positions using relevant published surveys and/or other approaches as determined.
- d. Creation of market-based pay structure
- e. Positioning of NTTA benchmark jobs into the pay structure
- f. Analysis of financial impact of structure
- g. Recommend implementation plan
- h. Review and recommendation of changes to existing salary administration guidelines
- i. Recommendation for ongoing administration of program.
- j. Recommended communication strategy for all stakeholders
- k. Training for managers/employees

## **4. Base Pay – Information Technology Group**

- a. Review and analysis of current pay structure as it applies to Information Technology positions
- b. Analysis of current base pay practices as it applies to Information Technology positions.
- c. Collection of pay data for approximately 20 Information Technology benchmark positions using relevant published surveys and/or other approaches as determined
- d. Development of a market-based pay structure specifically for the Information Technology group with analysis of financial impact of structure
- e. Recommendations for and establishment of an implementation plan.
- f. Review and recommendations to existing salary administration guidelines for the Information Technology group
- g. Recommendations for ongoing administration of program
- h. Recommended communication strategy for all stakeholders
- i. Training for managers/employees

## **5. Performance Based Variable Pay**

- a. Review and analysis of current
- b. Collection of variable pay data for selected benchmark positions using relevant published surveys and/or other approaches as determined
- c. Analysis and comparison of current vs. market
- d. Recommended changes/enhancements to current programs
- e. Recommendations for additional variable pay programs
- f. Analysis of financial impact of recommended programs/changes
- g. Recommend implementation plan
- h. Recommended plan documentation and administration guidelines
- i. Recommendation for ongoing administration of program.
- j. Recommended communication strategy for all stakeholders

- k. Training for managers/employees

## **6. Long Term Incentive Pay**

- a. Collection of variable pay data for selected benchmark positions using relevant published surveys and/or other approaches as determined.
- b. Analysis and comparison of current vs. market
- c. Recommended changes/enhancements to current programs
- d. Recommendations for new variable pay programs
- e. Analysis of financial impact of recommended programs/changes
- f. Recommend implementation plan
- g. Recommended administration guidelines
- h. Recommendation for ongoing administration of program (s).
- i. Recommended communication strategy for all stakeholders
- j. Training for managers/employees

## **7. Benefits**

Recommendation for benefit programs that are competitive with the identified benchmark organizations. This includes:

- a. Analysis of current benefit programs
- b. Health and welfare plans including medical, dental, vision, group life, and prescription drug coverage
- c. Vacation/paid time off, leaves of absence and holidays
- d. Retirement and savings plans, including retiree healthcare
- e. Telecommuting and work-life balance programs and practices
- f. Wellness programs
- g. Collection of benefit data using relevant published surveys and/or other approaches as determined.
- h. Analysis and comparison of current vs. market to include cost sharing for employees, level of benefit provided and flexibility/options.
- i. Recommended changes/enhancements to current benefit programs
- j. Recommendation for any additional programs

## **8. Reports/Presentations**

- a. A bi-weekly status report indicating progress in achieving timeline and interim milestones, deadlines and deliverables
- b. An initial comprehensive formal report and or presentation to management that includes:
  - Study methodology
  - Major findings
  - Major recommendations
- c. Final comprehensive report and/or presentation to management



Please complete the Fee Sheet. Initial each sheet at the bottom and sign the last page.

**1. Base Pay**

- a. Review of current salary administration philosophy
- b. Analysis of current base pay practices
- c. Collection of pay data for approximately 60 benchmark positions using relevant published surveys and/or other approaches as determined.
- d. Creation of market-based pay structure
- e. Positioning of NTTA benchmark jobs into the pay structure
- f. Analysis of financial impact of structure
- g. Recommend implementation plan
- h. Review and recommendation of changes to existing salary administration guidelines
- i. Recommendation for ongoing administration of program.
- j. Recommended communication strategy for all stakeholders
- k. Training for managers/employees

Total Fee, Base Pay \$ \_\_\_\_\_

**2. Base Pay – Information Technology Group**

- a. Review and analysis of current pay structure as it applies to Information Technology positions
- b. Analysis of current base pay practices as it applies to Information Technology positions.
- c. Collection of pay data for approximately 20 Information Technology benchmark positions using relevant published surveys and/or other approaches as determined
- d. Development of a market-based pay structure specifically for the Information Technology group with analysis of financial impact of structure
- e. Recommendations for and establishment of an implementation plan.
- f. Review and recommendations to existing salary administration guidelines for the Information Technology group
- g. Recommendations for ongoing administration of program
- h. Recommended communication strategy for all stakeholders
- i. Training for managers/employees

Total Fee, Information Technology Group \$ \_\_\_\_\_

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**3. Performance Based Variable Pay**

- a. Review and analysis of current
- b. Collection of variable pay data for selected benchmark positions using relevant published surveys and/or other approaches as determined
- c. Analysis and comparison of current vs. market
- d. Recommended changes/enhancements to current programs
- e. Recommendations for additional variable pay programs
- f. Analysis of financial impact of recommended programs/changes
- g. Recommend implementation plan
- h. Recommended plan documentation and administration guidelines
- i. Recommendation for ongoing administration of program.
- j. Recommended communication strategy for all stakeholders
- k. Training for managers/employees

Total Fee, Performance Based Variable Pay \$ \_\_\_\_\_

**4. Long Term Incentive Pay**

- a. Collection of variable pay data for selected benchmark positions using relevant published surveys and/or other approaches as determined.
- b. Analysis and comparison of current vs. market
- c. Recommended changes/enhancements to current programs
- d. Recommendations for new variable pay programs
- e. Analysis of financial impact of recommended programs/changes
- f. Recommend implementation plan
- g. Recommended administration guidelines
- h. Recommendation for ongoing administration of program (s).
- i. Recommended communication strategy for all stakeholders
- j. Training for managers/employees

Total Fee, Long Term Incentive Pay \$ \_\_\_\_\_

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## 5. Benefits

Recommendation for benefit programs that are competitive with the identified benchmark organizations. This includes:

- a. Analysis of current benefit programs
- b. Health and welfare plans including medical, dental, vision, group life, and prescription drug coverage
- c. Vacation/paid time off, leaves of absence and holidays
- d. Retirement and savings plans, including retiree healthcare
- e. Telecommuting and work-life balance programs and practices
- f. Wellness programs
- g. Collection of benefit data using relevant published surveys and/or other approaches as determined.
- h. Analysis and comparison of current vs. market to include cost sharing for employees, level of benefit provided and flexibility/options.
- i. Recommended changes/enhancements to current benefit programs
- j. Recommendation for any additional programs

**Total Fee, Benefits** \$ \_\_\_\_\_

## 6. Reports/Presentations

- a. A bi-weekly status report indicating progress in achieving timeline and interim milestones, deadlines and deliverables
- b. An initial comprehensive formal report and or presentation to management that includes:
  - Study methodology
  - Major findings
  - Major recommendations
- c. Final comprehensive report and/or presentation to management

**Total Fee, Reports/Presentations** \$ \_\_\_\_\_

**Total Fee, 03626-NTT-00-CS-HR** \$ \_\_\_\_\_

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