

**REQUEST FOR PROPOSALS
FOR A CONSULTANT TO COMPLETE A COMPREHENSIVE COMPENSATION
STUDY**

Solicitation # 2021RFP3-COMPSTUDY



**EAST-WEST GATEWAY
Council of Governments**

Creating Solutions Across Jurisdictional Boundaries

***1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102***

September 27, 2021

**Request for Proposals
for
A Consultant To Complete A Compensation Study**

East-West Gateway Council of Governments (the Council) is seeking proposals from a consultant or a team of consultants to complete a comprehensive compensation study (including salaries/wages and benefits).

Submittals are due no later than 1:00 p.m. local time on October 27, 2021 to the following address:

"Solicitation # 2021RFP3-COMPSTUDY"
c/o Mr. Josh Campbell
Fiscal Coordinator
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

Section III contains the formatting, content, and other requirements for a submittal. ***Unless otherwise due to extenuating circumstances and approved by the Council in advance, any submittals received after the date and time listed above will be rejected and returned unopened.***

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Attachments*

Time Availability for Key Personnel Form

Prior Work Experience / Past Performance Form

A Price Proposal

B Firm Information

C Affirmative Action Checklist

D Contract Terms & Conditions Comments

E RFP Minimum Requirements Checklist

F D/S/W/MBE Participation Form

G Letter of Intent to Perform as a D/S/W/MBE

**Fillable / savable version of the attachments can be found on the Council's website at www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/*

Appendices**

1 Evaluation Criteria & Factors

2 Draft Contract Terms & Conditions

3 Conflicts of Interest Policy

4 Firm Responsibility Questionnaire

5 FAQs – Submittal Requirements

***Appendices are available on the Council's website at www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/*

A. Project Summary

The Council is seeking a consultant or team of consultants (Consultant) to complete a comprehensive compensation study to include:

- A review of and updates to the job specifications and the Fair Labor Standards Act (FLSA) status assigned to each job specification (e.g. exempt or non-exempt) for each of the Council's positions, including Executive Staff.
- A review and evaluation of the Council's current total compensation (salaries/wages + benefits) for all employees, including Executive staff, to include a market analysis and an equity review.
- Optional updates to the compensation study based on the labor market for each of the 4 years after the completion of the initial study.

More information about each of these tasks is described in Section II.

The Council's goals with this project are to:

- Determine how the Council's compensation compares to the compensation offered by peer agencies and the member governments and counties the Council's serves.
- Offer fair, equitable, and competitive compensation for its staff that will enable to the Council to effectively recruit qualified staff, retain existing staff, and equitably reward staff for excellent performance.
- Create a compensation and benefits structure and plan that is flexible and adaptable to job market and organizational changes over time.
- Ensure that jobs that are similar in skills, knowledge, qualifications, and responsibilities are classified together and graded appropriately.
- Ensure that salaries accurately reflect the skills, knowledge, qualifications, and responsibilities for the position and are competitive to salaries offered at other employers in the Council's market.
- Ensure that job specifications and descriptions, including qualifications for the position, comply with legal requirements (e.g. FLSA and ADA), accurately reflect the job's responsibilities, and are comparable to positions at other employers in the Council's market.
- Have guidelines that staff can use to implement promotional or other pay changes while ensuring that equity is maintained and to address any inequities that may arise over time.

The Director of Administration will serve as the primary point person for this project; however, the Consultant will also work with the Executive Director and Human Resources (HR) Manager throughout the project. The Consultant will meet with other department directors or managers, as needed throughout the project to collect information about particular positions within the departments.

B. Council Background

1. History & Purpose

The Council was incorporated in 1965 and serves as the metropolitan planning organization (MPO) and a regional council of governments serving an eight-county bi-state area that includes: the city of St. Louis, Franklin, Jefferson, St. Charles, and St. Louis counties in Missouri and Madison, Monroe, and St. Clair counties in Illinois.

The Council is governed by a 29-member Board of Directors that is comprised of 18 locally elected officials, 6 citizen representatives, and 5 non-voting members representing various state and local agencies. With input from federal, state, and local governments, the Council provides the community with a regional perspective.

The Council develops plans and programs for the St. Louis region's surface transportation system. The Council also undertakes multi-disciplinary planning and research projects that are aimed at addressing diverse issues that affect the St. Louis region like tax policy, environmental quality, public safety, workforce development, access to jobs, economic development, and community planning.

The Council's operations are divided into six departments, as follows:

- Administration – the Administration department is responsible for providing services to the agency that ensure the other departments are operating at maximum capacity. These services include finance and accounting, purchasing, human resources, grant / contract administration, and facilities management. The finance and accounting staff are responsible for recording receipts and expenditures, providing financial reports, budgeting, finances, and overseeing the agency's annual audit, and payroll processing. The purchasing staff are responsible for ensuring that procurement procedures are followed and tracking the Council's purchases. The grant / contract administration staff are responsible for overseeing, monitoring, and managing the Council's grants, sub-grants, and third-party contracts. The human resources staff are responsible for employee recruiting, personnel record keeping, updating employment policies, managing the Council's benefits program, and providing similar staff-related services.
- Community Planning – the Community Planning department is responsible for implementing planning initiatives such as regional development and sustainability, community engagement, and local government services. As part of these planning initiatives, Community Planning staff examine the specific impacts of infrastructure investment on the natural environment, monitor and analyze air quality issues, conduct water quality planning, and provide capacity to local governments to improve the integration of transportation, housing, economic development, and environmental decisions. The Council's local government services include technical assistance, information dissemination, policy analysis, and education to elected and non-elected officials, local government staff, and community members.
- Executive – the Executive department is responsible for planning, organizing, and managing the Council's operations, programs, and activities. The Executive staff work with the Council's Board of Directors to set agency policy and oversee and coordinate the various initiatives the Council undertakes. Executive staff is responsible for communicating and providing information to the public about the Council's planning and research projects, implementing and maintaining the

Council's information technology and communications systems, and providing graphic design services needed to produce the Council's planning and related documents.

- Regional Security – the Regional Security department represents a partnership between the Council and the St. Louis Area Regional Response System (STARRS). This department is responsible for developing plans and systems that are necessary for an effective regional security response. The Council, with the assistance from STARRS, coordinates the use and expenditure of the homeland security and bioterrorism funding the Council receives. STARRS is comprised of individuals from the medical community, emergency medical services (EMS), fire, police, public health, and other local government representatives. The projects undertaken by staff involve a wide variety of disciplines including health care, public safety, public health, emergency response, communications, and many others. Additionally, STARRS, together with the Council, provides the equipment and training that local agencies need to respond to major incidents and disasters.
- Research Services – the Research Services department is responsible for implementing research and analysis initiatives to better understand and monitor issues identified as important to the fiscal, economic, and social well-being of the St. Louis region. Through data collection and analysis, Research Services staff engage in a comprehensive analysis of St. Louis' regional transportation and public service investment policies. The work performed by the Council's Research Services department supports many functions of the agency, including those related to the Council's transportation planning, and includes activities like regional travel demand modeling, land use modeling, analyses of socioeconomic and demographic trends, and forecasts. The regional geographic information system (GIS) staff efforts include acquiring, maintaining, and distributing spatial data.
- Transportation Planning – the Transportation Planning department is responsible for implementing planning initiatives that are part of the federal metropolitan transportation planning process. Transportation Planning staff develop the St. Louis region's short-range transportation plan (the Transportation Improvement Program or TIP) and the long-range transportation plan. Transportation Planning staff also implement programs and projects that address a wide variety of transportation areas including roadway function classification, bike / ped, safety, freight, transportation systems management and operation, and many others.

More information about the Council and its programs can be found online at: www.ewgateway.org.

2. *Funding & Budget*

The Council's services are funded through a variety of sources including local, state, and federal grants, contributions from member governments, and contributions for specific programs from private and civic organizations. The Council's 2021 budget includes an estimated \$12.02 million in revenue and \$11.65 million in expenses. EWG has a total budgeted payroll for 2021 of approximately \$5.58 million (including benefits).

3. *Staffing and Compensation*

The Council has 58 FTE budgeted for CY 2021 and anticipates that this staffing level will continue into future years. Currently, the Council has 45 full-time and 3 part-time staff. Due to the COVID-19 pandemic, the Council has not filled most positions that became open during the pandemic or new

positions that were budgeted for CY 2021; however, the Council anticipates that these open positions will be filled in the near future.

All of the Council's current full-time employees are paid on an annual salary basis. Part-time employees are paid on an hourly basis with the hourly rate based on an annualized salary. Full-time staff are those who work 40 hours per week; part-time staff are those who work less than 40 hours per week.

All employees are at-will employees and the Council does not currently have any contract or temporary employees. None of the Council's employees are covered by a collective bargaining agreement.

Employee wages are determined by the employee's classification and grade. The classifications, grades, and minimum/maximum salary are set by the Council's Board of Directors in the Pay Grade Plan. The Council's current, Board-approved, Pay Grade Plan can be found in Exhibit 1 – EWGCOG Pay Grade Plan (Exhibit 1). Exhibit 1 reflects the Council's current job classifications, grades, and salary ranges. Exhibit 1 includes all exempt and non-exempt positions.

Historically, the Council has made annual adjustments to the minimum and maximum salary amount for each classification level in the Pay Grade Plan. These annual adjustments are a set percentage approved by the Board of Directors and are intended to keep pace with inflation. The Pay Grade Plan has not been previously adjusted based on any studies or reviews or to tie the salaries to the market.

The Council provides benefits to both full-time and part-time employees. These benefits include paid time off, insurance coverage, retirement savings plan, among others. A summary of the Council's benefits is provided in Exhibit 2 – EWGCOG Summary of Employee Benefits – 2021 (Exhibit 2).

The Council has most job specifications in Word format; however, the job specifications have not been updated in many years. The job specifications will be made available to the Consultant that is selected for the contract award. Most of the Council's positions are currently classified as exempt under the FLSA; with two of the current, filled positions classified as non-exempt. While many employees hold similar classifications, there are wide variations in the day-to-day responsibilities for each position. One of the Council's goals for this project is to create a classification structure that is comparable to our peer agencies and better reflects the job responsibilities of the position. A summary of the staff by classification is provided in Exhibit 3 – EWGCOG Staff by Classification (Exhibit 3).

A. Scope of Work

The tasks below describe the services that the selected Consultant will perform for the Council's compensation study. These tasks describe the work that the Council anticipates for the project. Each firm responding to the RFP must provide a clear and thorough description of its approach to Task 2, Parts (a) through (c), along with its proposed methods and a description of how its approach and methods will ensure that the goals for the project are met. Each responding firm is encouraged to identify other key elements that it expects may be an important part of the project, and describe its approach to addressing those elements.

Task #1 – Project Management / Administration

The Consultant must oversee all aspects of the project. The Consultant must meet regularly with the Council throughout the project period. At the beginning of the project, the Consultant, the Director of Administration, and the Executive Director will hold a kick-off meeting to discuss the Consultant's approach to the project, recommendations for the project, and to finalize the project schedule. The Consultant must hold conference calls or other virtual meetings with the Council's staff at key points throughout the project period.

Each submittal must include a proposed project schedule. The final project schedule will be approved by the Council, and the Consultant must adhere to the approved schedule. Please refer to Part B of this Section II for more information regarding the time constraints associated with the project and the requirements for the project schedule that must be submitted.

Task 1 Deliverables:

- ❖ *Project schedule, in agreed upon format*
- ❖ *Meetings with the Council at key points*

Task #2 – Comprehensive Compensation Study

The comprehensive compensation study includes two major components, described below. These components are interrelated and the Council anticipates that there will be overlap between the work undertaken for each component and does not expect that the sub-tasks will be completed sequentially. The final deliverable for this project will be a compensation plan that achieves the goals described in Section I and is based upon best practices for compensation and considers both internal equity and external competitiveness for the pay structure. The compensation plan must be easily understood and implemented and must accommodate organizational changes over time.

Each firm responding to this RFP should clearly describe its approach to accomplishing the tasks described below, how the major components are related, and the timing for completing the project's deliverables (see Section II, Part B for more information about the schedule for the project).

(a) Job Specification Review

Each job at the Council has a job specification that describes the minimum responsibilities of the job and the minimum qualifications for the position. The Council's job specifications have not been updated in many years.

The Consultant will review and evaluate the specification for each position, including Executive staff positions, to identify any deficiencies and determine what changes need to be made to the job specifications to:

- Ensure each job specification:
 - Accurately reflect the skills, knowledge, qualifications, and responsibilities that are required for the position.
 - Is comparable to similar positions at organizations/agencies that are similar to the Council in size, service area, and geography.
 - Is properly classified as exempt or non-exempt.
 - Is compliant with applicable labor laws and regulations.
- Identify market sensitive positions.
- Identify positions that need to be added or removed.

The Consultant will meet with staff during this process to gather information about job requirements and the Council's current needs and projected future needs for staffing. The Council anticipates that the staff involved in this process will primarily be the Executive Director and Director of Administration with input from the department directors, managers, and the HR Manager, as needed.

During this process, the Consultant's review and analysis must be on the job requirements for each position and not any particular job title.

The Consultant will provide a written report that includes:

- Recommended changes to the job specifications.
- A description of the methods used to develop the recommendations.
- The rationale for the recommended changes.
- A methodology that the Council can use to create new job specifications and place these jobs in the appropriate classification and grade.
- Guidelines that the Council can use to update the specifications to address organizational changes or changes in the relevant labor market.

In consultation with Council staff, the Consultant will implement the recommendations by developing and providing:

- Updated job specifications for each position.
- Updated FLSA status for each position.
- Identification of the classification and grade for each position.

Task 2(a) Deliverables*:

- ❖ *Written report*
- ❖ *Updated job specifications*
- ❖ *Updated FLSA status for each job specification*
- ❖ *Meetings with staff*

**See Section II, Part C about formatting and delivery requirements*

(b) Total Compensation Evaluation

The Council's total compensation includes salaries/wages and benefits. The minimum and maximum salary for each position is dictated by the classification and grade that each job falls within. This information is provided in the Council's Pay Grade Plan (aka classification schedule (see Exhibit 1)), which is approved by the Council's Board of Directors at least once every two years. The classification schedule is generally updated annually to incorporate pay plan adjustments (inflationary adjustments) and is updated periodically to add new positions. Changes to staffs' salaries are similarly updated annually if needed for pay plan adjustments or to reflect merit increases. Merit increases are provided following the completion of the annual Employee Performance Evaluation process. The maximum percentage of any pay plan adjustment or merit raises are determined by the Council's Board of Directors. Staff may also receive pay increases through promotions or being hired into a new position with a different classification or grade. There has not been a significant update or comprehensive revision to the classification schedule in quite some time.

The Council provides benefits to employees such as insurance (health, dental, vision, and life), flexible spending accounts, retirement plan with employer match, and paid time off. A list of benefits is provided in Exhibit 2.

The Consultant will undertake a comprehensive review and evaluation of the Council's total compensation for all staff, including Executive staff. The total compensation includes salaries/wages and benefits. The purpose of this review and evaluation is to ensure that:

- The Council's total compensation is fair and equitable and competitive relative to the labor market and the Council's competitors.
- The Council's salary and wages, specifically, are fair and equitable – meaning the amount of salary or wages paid for like jobs is internally consistent.
- The Council's total compensation structure is flexible and adaptable to labor market and organizational changes over time.

The Consultant's evaluation must include:

- An analysis to determine if salaries/wages within and across classifications and grades are equitable.
- A comparison and market analysis of salaries/wages and total compensation (salaries/wages + benefits) for similar or like jobs at each of:
 - Metropolitan planning organizations that are comparable to the Council in terms of size and service area.

- Other nonprofit agencies in the St. Louis region or similar geography.
- Local government entities in the St. Louis region or similar geography.
- Private sector employers in the St. Louis region (as applicable to certain job categories).

The Consultant will meet with the Director of Administration and Executive Director during this process. The Consultant may meet with department directors, managers, and the HR Manager, as needed. The Consultant will work with the Council to identify data that will be used, peer entities, market percentiles for comparison, and proposed methodology for the study.

The Consultant will create a survey or questionnaire to collect data from peer agencies.

The Consultant will provide a written study that includes:

- An Executive Summary that describes the high-level results of the evaluation and study, including the anticipated fiscal impact and implementation phasing and schedule recommendations. The purpose of this report is to present the finding to the Council's Executive leadership and Board of Directors.
- The results of its analysis and its recommendation for changes to the Council's compensation structure and classification schedule, including any recommendations to ensure equity in both salary and wages and total compensation.
- The methodology and data used to complete the study.
- A fiscal impact analysis of the new compensation plan, projections of the likely cost to the Council upon full implementation, and phasing recommendations and schedule (as needed) to implement the new compensation plan.
- An updated classification schedule to include the classification, grade, and minimum and maximum salary for each job classification.
- The methodology or procedures that the Council can use to easily evaluate new or modified positions and keep these consistent with the new compensation structure and maintain equity over time.
- Guidelines that the Council can use to implement promotional salary increases, merit salary increases, inflationary adjustments, and adjustments that may be required for market sensitive positions.
- Guidelines that describe how the Council can maintain and update the compensation plan, including salary administration procedures regarding job reclassification, assigning new jobs to the classification schedule, hiring, promotion, and demotion.
- Methods for appropriately classifying positions with the new classification schedule, including methods for assessing FLSA status.

The Consultant will conduct nondiscrimination testing upon full implementation of the new compensation plan.

The Consultant will also provide training to HR staff to ensure that staff understands the guidelines and methods for maintaining and updating the compensation structure over time.

The Consultant will assist the Council, as needed, with communicating the recommended changes to staff and the underlying rationale for the changes.

Task 2(b) Deliverables*:

- ❖ *Regular meetings with staff*
- ❖ *Peer survey or questionnaire*
- ❖ *Updated classification schedule*
- ❖ *Compensation & Benefits Study Executive Summary*
- ❖ *Compensation & Benefits Study full written report*
- ❖ *Study data*
- ❖ *Nondiscrimination testing*
- ❖ *Training for HR staff*

**See Section II, Part C about formatting and delivery requirements*

(c) Presentation of the Study

The Consultant will present the study's finding to the Council's Executive Director and department directors. The Consultant will also present the study's findings and recommendations to the Board of Directors' Executive Committee, to the Council's Executive Advisory Committee (EAC), and to the full Board of Directors in September 2022. The Consultant will develop the presentation materials for these meetings.

Task 2(c) Deliverables*:

- ❖ *Presentation materials*
- ❖ *Executive staff presentation*
- ❖ *Executive Committee presentation*
- ❖ *EAC presentation*
- ❖ *Board presentation*

**See Section II, Part C about formatting and delivery requirements*

Task #3 – Compensation Study Updates

At its option, the Council may hire the Consultant to update the compensation study based on the market for each of the 4 years after the completion of the initial study. These updates will not be a full-scale compensation study, but will include some components of the original compensation study such as:

- Data collection and analysis
- Recommendations for changes to the compensation structure
- Equity analysis
- Updates to the Council's classification schedule
- Nondiscrimination testing

The Council anticipates that the methods used for the annual updates will be the same or significantly similar to the methods used for the original compensation study.

Each update study must begin no later than March 1st and be completed no later than August 31st in each update year.

The Consultant will present its finding in a written report that includes:

- An Executive Summary that describes the high-level results of the updates, including the anticipated fiscal impact and implementation phasing and schedule recommendations. The purpose of this report is to present the finding to the Council's Executive leadership and Board of Directors.
- The results of its analysis and its recommendation for changes to the Council's compensation structure and classification schedule, including any recommendations to ensure equity in both salary and wages and total compensation.
- The methodology and data used to complete the study.
- A fiscal impact analysis of the new compensation plan, projections of the likely cost to the Council upon full implementation, and phasing recommendations and schedule (as needed) to implement the compensation plan.
- An updated classification schedule to include the classification, grade, and minimum and maximum salary for each job classification.

The Consultant will conduct nondiscrimination testing upon full implementation of the new compensation plan.

The Consultant will present the study's finding to the Council's Executive Director and department directors. The Consultant will also present the study's findings and recommendations to the Board of Directors' Executive Committee, the Council's Executive Advisory Committee (EAC), and the full Board of Directors in September each year. The Consultant will develop the presentation materials for these meetings.

Task 3 Deliverables*:

- ❖ *Annual updates to the compensation study (4 total)*
- ❖ *Compensation study update Executive Summary*
- ❖ *Compensation study update full report*
- ❖ *Updated study data*
- ❖ *Presentation materials*
- ❖ *Staff presentation*
- ❖ *Executive Committee presentation*
- ❖ *EAC presentation*
- ❖ *Board presentation*
- ❖ *Nondiscrimination testing of compensation plan*

***See Section II, Part C about formatting and delivery requirements**

B. Project Schedule

The Council anticipates that this project will begin in February 2022 and will be completed no later than September 30, 2022. The draft Executive Summary and study must be delivered to the Council in early August 2022 so that the Executive Summary and recommendations can be presented to the Executive Director, department directors, and Executive Committee in advance of the Board of Directors' September meeting. The final Executive Summary must be delivered to the Council no later than September 12, 2022. The Consultant will present the study results and recommendations at the Council's September EAC and Board meetings; currently scheduled for Tuesday, September 20, 2022 and Wednesday, September 28, 2022, respectively. The final study and other deliverables will be due to the Council no later than September 30, 2022.

Each firm responding to this RFP must include in its submittal a recommended project schedule that, at a minimum, shows the estimated completion date for each key component of project, meetings with staff, key milestones, and when the work products will be delivered to the Council. **Submittals that do not contain a project schedule may be deemed non-responsive and rejected.**

C. Work Products

All work products created for this project, including written summaries, reports, charts, tables, data files, etc. must be provided to the Council in an editable format such as *.docx, *.xlsx, *.pptx. The final Executive Summary and full study report must be provided to the Council in *.pdf format. All the work products must be provided to the Council in electronic format. The Consultant must provide 20 printed copies of each of the draft Executive Summary and full study report. The Consultant must provide 60 printed copies of the final Executive Summary and must provide 3 printed and bound copies of the final, full study report. The draft and final Executive Summary and full study report must be provided in color and on 8.5" x 11" pages. The Consultant will provide the same number of printed/bound reports for the study updates in each of the 4 years following the initial study.

A. Formatting & Other Requirements

Submittals must conform to the following parameters*:

Page #	No more than 25 pages, exclusive of the required attachments
Page Size	8.5" X 11"
Page Orientation	Portrait, Landscape, or Both
Margins	1"
Font Size	Not less than 11 point font
Font Type	No requirement

*The submittal requirements listed above **do not** apply to work samples OR to the Attachments (forms).

In addition to the parameters noted above, the submittal must adhere to the requirements described below for both the print and electronic versions.

Print Version – Submittal w/ Attachments A through G included*

# of Copies	4
Tabbing	Divide with tabs, organized in accordance with the outline provided in Part B below
Binding	No binder clips, paper clips, etc. (can use spiral binding, comb binding, etc.)

*Note that the work samples may **NOT** be included as part of the printed submittal but must be submitted as separate documents. **Attachments A through G are required in BOTH printed and electronic format.**

Print Version – Work Samples*

# of Copies	1 of each sample (3 total)
Tabbing	Not required
Binding	Not required

*Note that the work samples may **NOT** be included as part of the printed submittal but must be submitted as separate documents.

Electronic Versions

Submittal + Attachments	1 copy in *.pdf format
Attachment A	1 copy in *.xls or *.xlsx format
Work Samples	1 copy of each sample (3 total) in *.pdf format, unless URL is provided in lieu of a *.pdf
Storage Format	n/a – not required for this RFP

Several attachments require a signature and **both** the print and electronic versions of these attachments **must include a signature**. A list of these attachments is provided below.

B	Form #2 – Statement of Past Performance AND Form #3 – Firm Responsibility Certification
D	Contract Terms & Conditions Comments
E	RFP Minimum Requirements Checklist
F	D/S/W/MBE Participation Form
G	Letter of Intent to Perform as a D/S/W/MBE

Additional information about the submittal requirements can be found in *Appendix 5 – FAQs – Submittal Requirements*.

B. Content

All of the items listed below must be addressed and included in each submittal. ***If all of these items are not provided in a firm’s submittal, then the Council may deem the firm’s submittal non-responsive and may not evaluate the submittal.***

The Council reserves the right to waive minor errors, omissions, or technicalities as determined to be in the best interest of the Council and that do not impede the Council’s ability to evaluate a responding firm’s quality of work, experience, or capability to perform the requested work.

In addition to the items noted below, each firm should ensure that its submittal provides any information that will be relevant to the evaluation process (see Section IV and *Appendix 1 – Evaluation Criteria & Factors (“Appendix 1”)*).

Sub-Part 1 – Approach & Qualifications

1. Letter of Interest. This letter must summarize the firm’s approach to the project and describe how the firm is particularly qualified to complete the work described in Section II. The letter must:
 - (a) commit the submittal for a minimum of 90 calendar days,
 - (b) include the name, phone number, and e-mail address of the person who the Council should contact in the event that questions arise regarding the firm’s submittal, and
 - (c) be signed by a firm principal.

2. Project Approach. The general scope of work for the project has been developed by the Council's staff and is provided in Section II. Each firm's submittal must include further detail about the specific methodology or approach that the firm intends to use to complete the project. Specifically, the description should, at a minimum, address each task listed in Section II and the following:
 - (a) The firm's approach, including project management, and how this approach will benefit the Council and allow the Council to accomplish its goals for the project.
 - (b) Any unique methods that the firm may employ to complete the project and why these methods are particularly well-suited to the project.
 - (c) A proposed project schedule (see Section II, Part B).

3. Qualifications. Each submittal must indicate the qualifications of the responding firm as it relates to the services requested in this RFP. The qualifications should be described in a brief narrative regarding the firm's capabilities to carry out the project, including special assets, areas of expertise, analytical tools, or data sources to which the firm has access. The qualification summary must also include the following:
 - (a) *Experience Summaries* – For each key person that will be assigned to the project, the submittal must include an experience summary. The summary should clearly identify the key person's prior experience on similar projects, in similar roles, and outline the responsibilities the person will have in the context of the Council's project. An experience summary must be provided for the following key personnel, as applicable:
 - ❖ Account management personnel
 - ❖ Project management
 - ❖ Personnel with specialized experience needed to complete the work*Full resumes should be included as an attachment to the submittal.*
 - (b) *Team Organization Chart* – A graphic representation of the team members that will be assigned to the project. The chart must show:
 - (i) the hierarchy of the team structure (i.e. who reports to who for purposes of the project);
 - (ii) the name and title of each individual show in the organization chart;
 - (iii) the firm for which each key person works; and
 - (iv) the role the key person will have during the project (e.g. Project Manager).
 - (c) *Addresses* – The address of the office in which each key person currently works.

Changes to Key Personnel – By responding to this RFP, a firm agrees that the key personnel that the firm identifies in its submittal will be available for the entirety of the project, throughout the term of the contract, as long as that individual is employed by the responding firm or unless the Council agrees to a change in key personnel.

- (d) *Time Availability for Key Personnel* – Each submittal must include the *Time Availability for Key Personnel Form* that is included in this solicitation.

(e) *Prior Work Experience and Past Performance* – Each submittal must include information about the responding firm’s / consultant team’s prior work experience / past performance. The firm must provide information about **no less than 3 projects**. The projects that the firm uses to document its prior work experience / past performance must:

- ❖ demonstrate that the responding firm has completed a project similar in type, scope, and magnitude to the project described in this RFP,
- ❖ demonstrate that the responding firm’s proposed key staff persons have performed work for / played roles in the firm’s prior projects that are similar to the work / roles that the firm is proposing for these key persons for the Council’s project, and
- ❖ have been undertaken by the firm within the previous 5 years.

Additionally, for **each** project that the firm uses as an example of its prior work experience / past performance, the firm must submit **both** of the following:

- (i) *Prior Work Experience / Past Performance Form* – the responding firm’s submittal must include a *Prior Work Experience / Past Performance Form* for each project that the firm is using as an example of its prior work experience / past performance (**minimum of 3**). This form provides information about the firm’s prior project, client information that the Council may use during Step 3 of the evaluation and selection process, and information about the firm’s work sample.
- (ii) *Work Sample(s)* – the responding firm must provide 1 printed copy and 1 electronic copy of a work sample for each project (**minimum of 3**).

Sub-Part 2 – Project Price

The Council intends to award a single, firm fixed price contract for the compensation study described in this RFP. Each firm responding to this RFP must provide **both** a printed and an electronic version of its price proposal. Each firm must submit its price proposal using *Attachment A – Price Proposal* (Attachment A). Attachment A is available in *.xlsx format on the Council’s website at www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/. This spreadsheet may only be modified as noted in the file.

*The Council reserves the right to reject, as non-responsive, a firm that does **not** submit:*

- ❖ *Attachment A in the required format*
- ❖ *All of the information requested in Attachment A*
- ❖ *The assumptions that form the basis of the price proposal*
- ❖ *A price for each component of the project, including any optional services (if applicable)*
- ❖ *Pricing information for subcontractors*

The Council reserves the right to select any portion of the proposed services, only the optional services, or any combination of the offered / optional services and the final project costs will be determined based upon the services selected. In order to ensure that the project costs are reasonable and necessary for the performance of the project work, the Council also reserves the right to: (1) question elements of cost and request additional information regarding the basis for the costs; (2) negotiate, and accept or reject, costs or elements of costs; (3) negotiate fixed fee; and (4) require additional documentation regarding the fully burdened hourly rates or overhead rate that the responding firm / its subcontractors propose to use for this project. A firm that refuses to provide information regarding its proposed fixed fee rate or documentation regarding its proposed fully burdened hourly rates or overhead rate may be deemed ineligible for a contract award.

Sub-Part 3 – Firm Information

*****A signed version of this Attachment should be provided in electronic format (*.pdf format) on your firm's external storage device. A printed version is required.***

Each responding firm must provide in its submittal *Attachment B – Firm Information* (Attachment B). This information will be used during Step 1 of the evaluation process and may be provided to the selection committee during other stages of the evaluation process. ***A submittal that does not include a completed and properly signed Attachment B may result in the Council determining that the responding firm is not responsible and, therefore, ineligible to move on to other steps of the procurement process or be awarded a contract for the project.***

Attachment B includes the following forms:

- #1 – Corporate Profile
- #2 – Statement of Past Performance
- #3 – Firm Responsibility Certification

Each form in Attachment B must be completed in its entirety. A responding firm is **not** permitted to substitute its own format or information for the forms included in Attachment B.

Responding firms should be aware that the Council may deem a firm's submittal non-responsive and reject the submittal for: (1) failure to sign Attachment B, Forms #2 and #3; (2) failure to provide all of the information requested in Attachment B; or (3) failure to provide sufficient information for the Council to make an initial responsibility determination. The Council reserves the right to waive minor errors, omissions, or technicalities in Attachment B as determined to be in the best interest of the Council.

Additional instructions are provided in Attachment B.

Sub-Part 4 – Other Forms & Certifications

****These Attachments should be provided in electronic format (*.pdf format) on your firm's external storage device. A printed version is required. The electronic version must include a signature where required.**

1. Affirmative Action Checklist. Each responding firm must complete and submit *Attachment C – Affirmative Action Checklist.*
2. Contract Terms & Conditions. The draft contract terms and conditions are provided in Appendix 2. These terms will govern the project and may change if circumstances warrant it; however, any terms required by state or federal rules, regulations, or statutes or by the Council's agreement with a funding agency, are non-negotiable and are not subject to change. Each responding firm must review the terms and complete, sign, and submit *Attachment D – Contract Terms & Conditions Comments*, which will notify the Council of the firm's questions or concerns about the contract terms and conditions.

Please note that certain appendices referred to in Appendix 2 (e.g. Appendix I (Scope of Work) and Appendix II (Milestone Payment Schedule)) will not be included in Appendix 2 because these appendices are developed by the Council and the Consultant during contract negotiations.

3. RFP Checklist. Each responding firm must complete, sign, and submit *Attachment E – RFP Minimum Requirements Checklist.*
4. D/S/W/MBE Participation. The Council encourages D/S/W/MBE participation. D/S/W/MBE includes: disadvantaged, small, women-owned, and minority business enterprises. Please refer to Section VII for more information about what constitutes a certified D/S/W/MBE. In order to document the D/S/W/MBE participation for the project, each responding firm must submit **ONE** of the following, as applicable:
 - (a) *No D/S/W/MBE Participation* – If the D/S/W/MBE participation for the project is 0%, the submittal must include a statement that there is no D/S/W/MBE participation for the project.

OR

 - (b) *Some D/S/W/MBE Participation* – If the responding firm is a D/S/W/MBE or intends to hire / has hired a D/S/W/MBE to perform work for the project, then the submittal must include **each** of the following:
 - (i) *Attachment F – D/S/W/MBE Participation Form.*
 - (ii) *Attachment G – Letter of Intent to Perform as a D/S/W/MBE for **each** certified D/S/W/MBE.*

The Council’s selection of a firm to provide the services described in this RFP will be conducted in accordance with the Council’s purchasing policies and procedures. Unless otherwise noted in this RFP, the Council will open and review each submittal that the Council received by the deadline described in Section IX, Part C. Each submittal will be evaluated according to the steps and criteria listed in this Section IV.

Upon successful selection approval, the Council will make the contract award to a responsible firm which provided a submittal that is most advantageous to the Council. The Council reserves the right to select a firm other than the one that offered the lowest proposed price or to select a firm other than the one with the highest rank (i.e. #1) if doing so would be in the best interest of the Council. The Council also reserves the right to make a selection for the project based solely on the information contained in the submittal and without conducting any discussions with any firm. If the Council decides to conduct discussions, it will proceed as described below. The Council reserves the right to select any consultant team, individual consultant, or combination of consultants that it determines is in its best interest.

Discussions and Clarifications

At its option, and if the Council determines that it is in its best interest, the Council may conduct additional discussions with any firm at any time prior to making a final selection. These discussions may pertain, but are not limited to: clarifying information contained in the firm’s submittal or provided by the firm to the Council, clarifying information contained in the solicitation documents, obtaining additional information from the firm, negotiating the scope of work / submittal, permitting a firm to modify its submittal, etc. As part of this process, the Council may elect to conduct oral discussions, request more information, and request presentations concerning the firm’s project approach and its ability to meet the project’s requirements, including the budget. In general, the Council will conduct these discussions with a firm that is in the “competitive range.” Competitive range means that the firm has a reasonable chance of being selected for the contract award, when relevant factors are considered (e.g. price, other evaluation / selection factors); however, the Council may choose to conduct these discussions with all firms that provided a submittal or only those firms that were deemed responsible and that provided a responsive submittal.

If these discussions lead the Council to determine that the solicitation documents were unclear or otherwise deficient and need to be modified, then the Council will follow the procedures described in Section V, Part I.

A. Step 1 – Responsiveness / Firm Responsibility

During Step 1 of the evaluation process, the Council will review a submittal to ensure that it meets all of the minimum RFP requirements and will make an initial determination regarding the responding firm’s responsibility. Each factor is described in more detail below.

Sub-Part 1 – Responsiveness

A submittal that does not meet the minimum RFP requirements may be rejected as non-responsive and may not continue to future steps of the evaluation and selection process.

The Council's procurement staff will review each submittal that is received by the required due date and time in order to determine if the submittal meets the minimum requirements described in the solicitation documents.

Firms are not assigned points during this stage of the evaluation process; rather this stage of the process is based on the assignment of "yes/no/waived" for each minimum requirement. A submittal that does not meet the minimum requirements described in Section III and does not receive a waiver for not providing the required information, may be rejected as non-responsive and the firm may be deemed ineligible to move on to other stages of the evaluation process or be considered for a contract award. *The Council reserves the right to waive minor errors, omissions, or technicalities as determined to be in the best interest of the Council and that do not impede the Council's ability to evaluate a responding firm's quality of work, experience, or capability to perform the requested work.*

Sub-Part 2 – Firm Responsibility

The Council will not award a contract for the project to a firm that the Council's determines is not responsible. The Council's responsibility review will be conducted as described below. The definition of a "responsible" firm is provided in Sub-Part 2, #2. The factors that the Council may consider when making its determination are provided in *Appendix 1 – Evaluation Criteria & Factors* ("Appendix 1").

1. Initial Responsibility Review.

For each responsive submittal, the Council will conduct an initial review of the firm's responsibility. The Council will make this initial determination based upon the responding firm's submittal, Attachment B, Forms #2 and #3, and any other information the Council requests or determines is relevant to its determination. During the initial responsibility determination, no points are assigned, rather, the Council reviews the submittal and assigns either a "yes" or a "no" to indicate whether the firm has been deemed initially responsible and eligible to move on to the next step of the evaluation process.

The Council will notify the selection committee about any issues or areas of concern that are found during the initial responsibility review.

A submittal that does not include the information necessary for the Council to make its initial determination regarding firm responsibility may result in the Council determining that the responding firm is not responsible and, therefore, ineligible to move on to other steps of the procurement process or be awarded a contract for the project.

2. Definition. A "responsible" firm is one that:

- (a) does not have any corporate, legal, or financial barriers to successful performance,
- (b) has, or has the ability to obtain, the financial and resource capacity to successfully complete the work described in this RFP within the estimated performance period,
- (c) has a satisfactory performance record, and
- (d) is not currently suspended or debarred or is not currently being considered for suspension or debarment.

B. Step 2 – Submittal Evaluation

The Council will evaluate each submittal that is deemed to be responsive and that was submitted by a firm that the Council deemed initially responsible. The Step 2 evaluation will be conducted using the process described below.

Sub-Part 1 – Screening Process (Optional)

The Council may determine that it will conduct a screening process for the submittals received for this solicitation. If the Council conducts a screening process, then each submittal that was deemed eligible to proceed beyond Step 1 of the evaluation process will be evaluated by a screening committee. Each firm will be assigned either a “Pass” or a “Fail” rating for the criteria described in Appendix 1.

If the Council chooses *not* to conduct a screening process, then the submittal evaluation process will begin with Sub-Part 2.

1. Rating. The evaluators that are members of the screening committee will review each submittal and assign a Pass or Fail rating based on the criteria described in Appendix 1.
2. Committee Rating. After each evaluator has independently evaluated each submittal, the evaluators will discuss each firm’s submittal, any additional information obtained by the Council, and the individual evaluator “Pass” / “Fail” ratings. The screening committee will determine, by consensus, whether each firm is assigned a “Pass” rating or a “Fail” rating. A firm must receive a “Pass” for each evaluation factor in order to receive a “Pass” for the evaluation criterion. A firm must receive a “Pass” rating for each of the criterion in order to receive an overall “Pass” rating for the screening process and move on to the scoring process described in Sub-Part 2. A firm that receives a “Fail” rating for any factor / criterion must be assigned an overall “Fail” rating, will not move on to other steps of the evaluation process, and will not be selected for contract award. In the event that the screening committee, cannot reach a decision about the “Pass” / “Fail” rating for each firm, the Council’s procurement staff will assign a “Pass” / “Fail” rating to each firm based upon an examination of the evaluators’ individual ratings.

Sub-Part 2 – Scoring & Ranking Process

If the Council conducted a screening process, then each submittal that received an overall “Pass” rating during the screening process described in Sub-Part 1 will be evaluated and scored based on the criteria described in Appendix 1.

If the Council did *not* conduct a screening process, then each submittal that was deemed eligible to proceed beyond Step 1 will be evaluated and scored based on the criteria described in Appendix 1. The submittal evaluation will be conducted as follows:

1. Scoring. The evaluators that are members of the selection committee will review each submittal and award points based on the evaluation criteria described in Appendix 1.

2. Ranking. After each evaluator has independently scored each submittal, the selection committee will determine, by consensus, the firm ranking (e.g. 1, 2, 3) using one of the methods described below.
- (a) *Interviews Conducted (Optional).* If interviews are to be conducted, then, at the conclusion of the Step 2 scoring, the evaluators will complete the price proposal review and create the firm ranking and interview short-list as follows:
- (i) **Price Proposal Review.** The evaluators, along with the Council's procurement staff, will review the information contained in the firm's submittal and price proposals. Points will not be assigned during the price proposal review. Rather a firm's proposed price will be compared to its technical proposal to determine which proposal is potentially the best value to the Council. During this review, price will be given equal weight to the technical evaluation (i.e. criteria (a) – (e)). Note that a price proposal review will be conducted for only those firms that are being seriously considered for the contract award, which, in general, are those firms that received high marks on the technical and D/S/W/MBE evaluation.
 - (ii) **Short-Listing.** The evaluators will discuss each firm's submittal, price proposal (as applicable), any additional information obtained by the Council, and the individual evaluator scores. Based on this assessment, the selection committee will determine, by consensus, the firm ranking (e.g. 1, 2, 3). In the event that the selection committee, cannot reach a decision about the rank for each firm, the Council's procurement staff will assign an overall rank to each firm based upon an examination of the evaluators' individual scores and the firms' price proposals. The Council will create the interview short-list from the highest ranked firms.
- The short-listed firms will continue to Step 4 of the evaluation process. Those firms that are not short-listed will not be invited for interviews or selected for contract award. The Council is in no way required to create a short-list or to select a certain minimum or maximum number of firms for a short-list.
- (b) *No Interviews Conducted.* If interviews are not to be conducted, then, at the conclusion of the Step 2 scoring, the evaluators will complete the price proposal review and the final firm ranking as follows:
- (i) **Price Proposal Review.** The evaluators, along with the Council's procurement staff, will review the information contained in the firm's submittal, price proposal, and any information obtained by the Council during other steps of the evaluation process. Points will not be assigned during the price proposal review. Rather a firm's proposed price will be compared to its technical proposal to determine which proposal represents the best value to the Council. During this review, price will be given equal weight to the technical evaluation (i.e. criteria (a) – (e)). Note that a price proposal review will be conducted for only those firms that are being seriously considered for the contract award, which, in general, are those firms that received high marks on the technical and D/S/W/MBE evaluation.
 - (ii) **Final Firm Ranking.** The evaluators will discuss each firm's submittal, price proposal, any additional information obtained by the Council, and the individual evaluator scores. Based on this assessment, the selection committee will

determine, by consensus, the final firm ranking (e.g. 1, 2, 3). This firm ranking will indicate the firms that will be considered for a contract award.

In the event that the selection committee, cannot reach a decision about the final rank for each firm, the Council's procurement staff will assign an overall rank to each firm based upon an examination of the evaluators' individual scores and the firms' price proposals.

The Council will note each firm's rank on a Firm Selection Form according to the final firm ranking determined during this step of the evaluation process (e.g. 1, 2, 3).

At its option, the Council may proceed from Step 2 to Step 4 and not conduct Step 3 of the evaluation process.

C. Step 3 – Reference Checks (Optional)

The Council may elect to contact the references of the top-ranked firms, the short-listed firms, or the firm selected for a contract award. The reference check process, if conducted, will proceed as follows:

1. Reference Check Forms. Each reference will be sent a reference check form via e-mail. The reference will be provided the option to provide a reference in one of two ways: (a) complete the form and return it via e-mail or fax; or (b) complete the form over the phone.
2. Deadline. Each reference will be provided a deadline by which he / she must return the completed reference check form or provide a reference over the phone. In the event that a firm's reference does not meet the deadline, the Council may, at its option, contact the responding firm to obtain an alternate reference.
3. Results. No points will be assigned to a firm based upon the reference checks. The reference check forms will be provided to the selection committee to use during Step 5 of the evaluation process. Even if no interviews are conducted, the Council may determine that reference checks will be conducted and the reference check results may be used by the Council or the selection committee to determine the final firm ranking (see Steps 2 and 5) and may be used during Step 6.

D. Step 4 – Interviews (Optional)

At its option, the Council may invite the short-listed firms to attend an oral interview. The Council will notify each short-listed firm that it has been selected for an interview. The selection committee will use the information obtained during the interview process to develop the final firm ranking during Step 5 of the evaluation process.

E. Step 5 – Post-Interview Evaluation (Optional)

If interviews are conducted, then, at the conclusion of Steps 1 through 4 of the evaluation process, each interviewed firm will be scored and ranked, as follows:

1. **Scoring.** A selection committee will review the information obtained by the Council during Steps 1 through 4 of the evaluation process and will award points to each interviewed firm based on the evaluation criteria described in Appendix 1.
2. **Ranking.** After each evaluator has independently scored each interviewed firm, the selection committee will determine, by consensus, the final firm ranking (e.g. 1, 2, 3) using the steps below.
 - (a) **Price Proposal Review.** The evaluators, along with the Council’s procurement staff, will review each interviewed firm’s submittal, interview, and any information obtained by the Council during other steps of the evaluation process and will review the firm’s price proposals in light of the information obtained during the interview or other steps in the evaluation process. Points will not be assigned during this review. Rather a firm’s proposed price will be compared to its technical proposal, as supplemented by the information presented during the firm’s interview, to determine which proposal represents the best value to the Council. During this review, price will be given equal weight to the technical evaluation (i.e. criteria (a) – (e)), as supplemented by the information presented during the firm’s interview.
 - (b) **Final Firm Ranking.** The evaluators will discuss each interviewed firm’s submittal, interview, price proposal, any additional information obtained by the Council, and the individual evaluator scores. Based on this assessment, the selection committee will determine, by consensus, the final firm ranking (e.g. 1, 2, 3). This firm ranking will indicate the firms that will be considered for a contract award.

In the event that the selection committee, cannot reach a decision about the final rank for each interviewed firm, the Council’s procurement staff will assign an overall rank to each interviewed firm based upon an examination of the evaluators’ individual scores and the firms’ price proposals.

The final rank for each firm that was not interviewed will be the rank assigned to that firm during the Step 2 short-listing process. The Council will note each firm’s rank on a Firm Selection Form according to the final firm ranking determined during this step of the evaluation process (e.g. 1, 2, 3).

F. Step 6 – Selection & Contract Award

The final selection and contract award process will proceed as described below. The award process is considered open and on-going until all final negotiations have concluded.

1. Selection. After the conclusion of the evaluation process, the Council will recommend a contract award to the firm that was selected. The Council will make this recommendation to the Council's Board of Directors, which will indicate the firm selected for the contract award, the not-to-exceed contract price, and, if applicable, an alternate firm / firms that may be awarded the contract if the Council cannot successfully negotiate a contract with the selected firm. If the Board of Directors approves the selection recommendation and contract price, then the Council can begin negotiations with the selected firm.
2. Contract Award.
 - (a) *Firm Notifications.* Once the Board of Directors has approved the selection recommendation and amount of funding for the contract, the Council will notify the selected firm that it has been awarded the contract. The Council may notify the unsuccessful firms of the results at any time after the Board of Directors has approved the selection recommendation and contract funding. The Council may, at its option, elect to notify unsuccessful firms only after all negotiations have been concluded and a contract has been executed.
 - (b) *Negotiations.* The Council may negotiate the contract terms with the firm awarded the contract and, at its option, refine the firm's scope of work. As part of the negotiation process, the Council may elect to conduct oral discussions, request clarifications, and request presentations concerning the firm's project approach and its ability to meet the contract's requirements. During contract negotiations, the Council may discuss the firm's price proposal. The final contract price will be determined after considering changes needed due to: scope refinement, good cause, or ensuring the reasonableness and necessity of the proposed cost. The final contract price will not exceed the amount of funding approved by the Council's Board of Directors. If the Council cannot successfully negotiate a contract with the selected firm, then the Council may formally, and in writing, end all negotiations with the selected firm and may elect to:
 - (i) proceed to negotiate with the next available firm in the order of selection ranking until a contract is successfully reached or negotiations with all ranked firms end; or
 - (ii) close the procurement process without conducting any negotiations with other firms.
 - (c) *Final Responsibility Determination.* At the conclusion of the evaluation and selection process, after a firm has been selected, and the Council's Board has approved the selection decision, the Council will make a final responsibility determination for the firm that is selected for a contract award. The selected firm may be required to complete and submit a Firm Responsibility Questionnaire. A copy of this questionnaire is provided in *Appendix 4 – Firm Responsibility Questionnaire*. The Council may make its final determination regarding the selected firm's responsibility based upon any one or combination of: the firm's submittal, reference evaluations, the questionnaire, a review

of the firm's financial situation, and any other information the Council requests or determines is relevant to its determination. See Step 1, Sub-Part 2, #2 for the definition of a "responsible" firm. The factors that the Council may use to make its final determination are described in Appendix 1. If the Council cannot determine that the firm is responsible, then the Council may formally, and in writing, end all negotiations with the selected firm and may elect to:

- (i) make a contract award to the next available firm in the order of selection ranking and proceed to contract negotiations with that firm; or
- (ii) close the procurement process without making a contract award to any other firms.

A. Modifications of the Solicitation Documents

During the procurement process (including the evaluation and selection process), if the Council determines that this RFP is unclear, information is missing, or is otherwise deficient, the Council may decide to modify the solicitation documents by issuing an Addendum. In the event the solicitation documents are modified, the Council will determine how the evaluation and selection process will proceed (i.e. revert back to Step 2) and will explain this process in the Addendum document. The Council will notify the appropriate firms (e.g. the highest ranked, those in the competitive range) and provide instructions on how to provide a modified submittal. The Council is not required to notify any firms that had a submittal that was deemed non-responsive or any firms that were not deemed responsible. *The Council is under no obligation to modify the solicitation documents or provide any particular firm an opportunity to change its submittal. At all times, the Council will make its decisions based upon what is in the Council's best interest.*

B. Withdrawing a Submittal

A responding firm may withdraw or modify its submittal up to date and time noted in Section IX, Part C. A responding firm that wishes to withdraw or modify its submittal must provide a written notice (signed and on company letterhead) to the Council's designated point of contact identified in Section IX, Part A. Except as noted in Section V, Part A, once the deadline specified in Section IX, Part C has passed, a responding firm will not be permitted to withdraw or modify its submittal, unless the Council determines that it is in the Council's best interest to permit a firm to do so.

C. No Obligation to Award Contract or Pay for Cost to Develop Submittal

This RFP does not commit the Council to award a contract, to pay for any costs incurred in the preparation of a submittal, or to procure or contract for any particular goods or services.

D. Cancellation of this Request

The Council reserves the right to accept or reject any or all of the submittals received as a result of this RFP. The Council may also cancel this RFP, in whole or in part, at any time including, but not limited to, after the Council's Board of Directors has authorized the Executive Director to enter into a contract. The Council will make these determinations based upon what is in the Council's best interest.

E. Unauthorized Communications

After the release of this RFP, a responding firm’s contact regarding this RFP or the subject of this RFP must be limited to the person identified in Section IX, Part A. Unless the person contacted is the person identified in Section IX, Part A, any communication (whether oral or written) about this RFP or the subject of this RFP with any person or organization listed below is prohibited and may result in the responding firm’s disqualification from the procurement process.

1. A Council staff member.
2. A member of the Council’s Board of Directors or other committees.

The restrictions noted here apply equally to any of the responding firm’s subcontractors or joint venture partners.

F. Gratuities, Favors, Gifts Prohibited

A responding firm is prohibited from offering any gratuity, favor, gift, or anything of monetary value to any officer, employee, agent, director, or Board or committee member of the Council for the purpose of influencing a favorable disposition toward the firm’s selection for contract award or otherwise affecting the procurement process. *The restrictions noted here apply equally to any of the responding firm’s subcontractors or joint venture partners.*

G. Non-Endorsement

If a firm is a selected for contract award, the firm shall not issue any news releases or other statements pertaining to the award or the agreement that state or imply the Council’s endorsement of the firm’s services.

H. Public Records & Information

Responding firms should be aware that any information submitted in response to this RFP might be subject to disclosure under the Missouri Sunshine Act or the Federal Freedom of Information Act. The Council will handle all requests for information related to this RFP in accordance with applicable federal and state statutes. The Council will not disclose any information submitted in response to this RFP *prior* to the selection and retention of a consultant unless the firm provides the Council with written authorization or the Council is compelled to disclose the information by law or judicial decree.

I. Contract Type

The Council anticipates awarding a single, firm fixed price contract for the services described in the RFP.

The Consultant shall not discriminate on grounds of the race, color, national origin, religion, sex, disability, or age of any individual in the selection and retention of subcontractors, including procurement of materials and leases of equipment. The Consultant shall not participate either directly or indirectly in any discrimination including employment practices.

These nondiscrimination requirements apply to all solicitations either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurement of materials or equipment. The Consultant shall notify each potential subcontractor or supplier of these requirements relative to nondiscrimination on grounds of the race, color, religion, sex, disability, age, national origin, or ancestry of any individual.

A. D/S/W/MBE Participation for the Council’s Project

The Council has adopted a Disadvantaged Business Enterprise (DBE) Program to ensure that DBEs have an equal opportunity to participate in Council projects. Additionally, the Council encourages participation from small (S), women-owned (W), and minority owned (M) business enterprises (collectively S/W/MBEs). D/S/W/MBEs are encouraged to provide a submittal as prime contractors for this project. Non-disadvantaged firms are encouraged to use D/S/W/MBEs as subcontractors or form joint ventures on the project.

All DBE and SBE participation will be governed by the Council’s DBE Program and W/MBE participation will be governed by applicable policies, requirements, and regulations of the Council’s funding agencies. Responding firms are also required to comply with the federal requirements described in Section VII, Part F.

B. Definitions

1. Disadvantaged Business. The term "Disadvantaged Business" means a small business concern:
 - (a) which is at least 51 percent owned by one or more socially and economically disadvantaged individuals, or, in the case of any publicly owned business, at least 51 percent of the stock is owned by one or more socially and economically disadvantaged individuals; and
 - (b) whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

2. Presumption of Disadvantage. Members of the following named groups will be presumed to be both socially and economically disadvantaged by the Council:
 - (a) Black Americans,
 - (b) Hispanic Americans,
 - (c) Native Americans,
 - (d) Asian Pacific Americans,
 - (e) Asian Indian Americans,
 - (f) women (regardless of race, ethnicity or origin), and
 - (g) persons certified as socially and economically disadvantaged by the Small Business Administration (SBA) under the SBA Section 8(a) program.

3. Women’s Business Enterprise & Minority Business Enterprise. The terms “Women’s Business Enterprise” and a “Minority Business Enterprise” have the meanings set forth by the Missouri Office of Equal Opportunity (MoOEO), found at: <https://apps1.mo.gov/MWBCertifiedFirms/>.

- 4. Small Business Enterprise. The term “Small Business Enterprise” is defined in accordance with the SBA’s definition, as follows:
 - (a) *“... a small business concern is one that is independently owned and operated, is organized for profit, and is not dominant in its field. Depending on the industry, size standard eligibility is based on the average number of employees for the preceding twelve months or on sales volume averaged over a three-year period.”*
 - (b) The Council will use the SBE size standards provided in 13 CFR Part 121 (as it may be amended from time-to-time) to determine a small business enterprise’s eligibility.

C. Certifications

Any firm that wishes to participate as a D, S, W, or MBE for the Council’s project must first be currently certified and registered. The certification / registration requirements are described below.

- 1. DBE. In order to be considered a DBE, a firm must be certified and must be registered as a DBE through the Unified Certification Process (UCP) used by the State of Missouri. Missouri’s UCP directory is maintained by the Missouri Department of Transportation (MoDOT). The UCP directories can be found at the following URLs:
 - (a) [Missouri Regional Certification Committee \(MRCC\) Directory](#)

- 2. W/MBE. In order to be considered a WBE or MBE, a firm must be certified and must be registered with MoOEO, must be registered as a female-owned or minority-owned DBE through Missouri’s UCP, or must demonstrate WBE status through its certification with the federal System for Award Management (SAM). The directories / SAM site can be found at the following URLs:
 - (a) [MoOEO W/MBE Directory](#)
 - (b) [MRCC Directory](#)
 - (c) [Federal System for Award Management](#)

- 3. SBE. In order to be considered an SBE, a firm must meet the definition of a small business, as indicated above, and be registered as an SBE through Missouri’s UCP or through the federal System for Award Management (SAM).
 - (a) [MRCC Directory](#)
 - (b) [Federal System for Award Management](#)

A D/S/W/MBE may include in its submittal a copy of its MoDOT, MoOEO, or SAM certification, as applicable.

F. Documenting D/S/W/MBE Participation

As described in Section III, Sub-Part 4, #4, each firm responding to this solicitation must complete and submit Attachments F and G to document the level of D/S/W/MBE participation. Unless the Council determines that it is warranted, the firm selected for contract award **will not** be permitted to deviate from the participation percentages indicated in Attachments F and G.

In the course of this RFP and the evaluation and selection process, a responding firm (bidder or offeror whose direct economic interest would be affected by the award of the contract) may file a protest when, in the firm's opinion, actions were taken by the Council's staff or the selection committee which could unfairly affect the outcome of the evaluation and selection process.

All protests should be in writing and directed to:

Executive Director
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102

Protests should be made immediately upon the occurrence of the incident in question, but no later than three days after the responding firm received notification of the outcome of the evaluation and selection process. The protest should clearly state the grounds for the protest.

Upon receipt of the protest, the Executive Director will review the actual procedures followed during the evaluation and selection process and the documentation available. If it is determined that the action(s) unfairly changed the outcome of the evaluation and selection process, negotiations with the selected firm will cease until the matter is resolved.

A. Inquiry Submission & Deadline

Inquiries regarding this RFP must be submitted no later than 1:00 p.m. local time on October 20, 2021. The Council will not accept any inquiries after this date and time. Inquiries include questions about or requests for clarification of the information contained in this RFP or about the project in general. All inquiries must be submitted to:

Josh Campbell
Fiscal Coordinator
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102
(314) 421-4220 ext. 210
Josh.Campbell@ewgateway.org

Before submitting a question, firms are encouraged to review Appendix 5 – FAQs – Submittal Requirements.

B. Q & A – Addendums Posted On-Line

In order to ensure that all firms receive the same information about this RFP or the project, the Council will post its response to any inquiry on its website at www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/. Each firm should visit the Council’s website periodically to check for any additional information. If a firm wishes to have a printed copy of the information mailed to it, then the firm must mail or e-mail a written request to the person identified in Section IX, Part A. This request must be received no later than 1:00 p.m. local time on October 20, 2021.

C. Submission Date, Time & Address

Submittals are due no later than 1:00 p.m. local time on October 27, 2021 to the following address:

“Solicitation # 2021RFP3-COMPSTUDY”
c/o Mr. Josh Campbell
Fiscal Coordinator
East-West Gateway Council of Governments
1 S. Memorial Drive, Suite 1600
St. Louis, MO 63102-2451

A submittal will **not** be accepted if it is:

- ❖ Faxed
- ❖ E-mailed

Section III contains the formatting, content, and other requirements for a submittal. ***Unless otherwise due to extenuating circumstances and approved by the Council in advance, any submittals received after the date and time listed above will be rejected and returned unopened.***

All submittals, including any attachments, appendices, and work samples, that are received in response to this RFP will become the exclusive property of the Council and will not be returned to the responding firm unless otherwise noted in this RFP or the Council determines that returning the submitted materials is warranted.

D. Interviews

Interviews, if conducted, are tentatively scheduled for the week of December 17, 2022. It is anticipated that each firm selected for an interview will be notified of the interview no later than December 3, 2021.

E. Solicitation Schedule

Below is a tentative schedule for this solicitation. This schedule may be modified, as needed.

Description	Time (Local)	Date
Deadline for questions	1:00 p.m.	10/20/21
Submittals due	1:00 p.m.	10/27/21
Selection Committee review / firm short-listing*	n/a	12/01/21
Interview notices sent*	n/a	12/03/21
Interviews* / firm selected for contract award	n/a	12/17/22
Board meeting / contract award approval	n/a	01/26/22
Selection notifications sent	n/a	01/26/22

**Note that short-listing and interviews are optional and may not be conducted.*

ATTACHMENTS

Fillable / Savable versions of the attachments are available on-line at:

www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/

Time Availability for Key Personnel

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

For each key person that will be assigned to the project, please provide the information requested below. The information regarding current or anticipated projects should reflect only those projects that will be or likely will be occurring during the estimated performance period of the project (see Section II of the solicitation documents). The key personnel listed below should be the same persons identified in Section III, Part B, Sub-Part 1, #3 of the solicitation documents.

Responding Firm _____

Name & Title	Project Role	Firm	List of Current or Anticipated Projects	% of Time Committed to Other Projects	% of Time Committed to the Council's Project

Attach as many of these forms as needed to capture all of your firm's key personnel.

Prior Work Experience / Past Performance

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

INSTRUCTIONS:

A responding firm must provide in its submittal a fully completed Prior Work Experience / Past Performance form for **each** of the past projects that it is using as examples of prior work - for either itself or for one of its subcontractors / joint venture partners. The minimum number of past projects that is required is described in Section III, Part B, Sub-Part 1, #3(e) of the solicitation documents.

All of the requested information must be provided. Please type the information into the forms using Adobe Reader or other compatible Adobe product. This form may contain rules, which means that many of the boxes / spaces will auto fill depending on your answers to the questions. If you have any issues with the form please contact the Council's staff person designated in Section IX, Part A of the solicitation documents.

You are NOT permitted to substitute your own format or information for this form.

If you need additional space to provide the information requested in this form, please use the form titled "Additional Information."

The Council and the selection committee will use the information contained in this form during the evaluation and selection process to assess your firm's work experience and past performance. For additional information, refer to Section IV of the solicitation documents.

The Council may contact your firm to obtain additional information based on your firm's answers to the questions on this form.

Note that the Council understands that, due to confidentiality agreements, some of the information requested on this form may be considered confidential; therefore, the Council does not expect firms to provide any confidential information in response to the requirements described in Section III, Part B, #3(e) of the solicitation documents. However, to the extent possible, firms should avoid using project descriptions from those clients that restrict information sharing. If this cannot be avoided, then a responding firm must provide as much non-confidential information as possible. The information provided must allow the Council to determine that the firm's projects meets the requirements described in Section III, Part B, Sub-Part 1, #3(e) of the solicitation documents and that the firm has a history of successful past performance. Responding firms should be aware that if the Council is not provided sufficient information, then the firm's submittal may be deemed non-responsive and rejected or the Council may determine that the firm is not responsible and, therefore, ineligible to be awarded a contract for the project.

Attach
To find editable
<http://www.ewgateway.com>

Prior Work Experience / Past Performance

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Firm Name _____

My firm is proposing to perform work for the Council's project as: the prime firm. a subcontractor. a joint venture partner.

If your firm is proposing to perform work as a subcontractor or joint venture partner, provide the name of the prime firm / other partner:

A. Project Information

Name _____

Location (City, State, Zip) _____

Year(s) project work performed _____ Select the budget range for this project _____ Project role Prime Sub

Provide a brief description of the project and the services that your firm provided for the project.

Name of work sample provided _____

For the work sample, identify the key person(s) your firm has proposed for the Council's project who contributed to the work sample and describe the person's role in the development of the work sample. *Example - John Smith is the project manager proposed for the Council's project. Smith also served as the project manager for the project described above and was the primary author of the work sample.*

B. Client Information

POC Name & Title _____

Organization Name _____ Organization Type _____

Phone Number _____ E-mail _____

C. Performance

1. How many projects has your firm completed for this client in the previous 3 years? _____
2. Was the project completion date extended for any reason? If yes, provide an explanation in "Additional Information". Yes No
3. Was the project budget adjusted for any reason? If yes, provide an explanation in "Additional Information". Yes No
4. Did your firm have issues with client communication, community outreach, or similar? Yes No
5. Did your firm receive any complaints from the client regarding quality of work products? Yes No

Any schedule or budget deviations or performance issues must be explained using the "Additional Information" section of this form. Failure to explain issues could lead to your firm being deemed non-responsive or a finding of non-responsibility.

Prior Work Experience / Past Performance

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Additional Information

Use this page to provide information that explains any schedule or budget deviations and any of the performance issues you noted on this form. If you cannot provide all of the required information, use this page to provide an explanation. You may attach as many of these sheets that you need to provide the required information.

Please make sure that you indicate the question for which you are providing additional information (i.e. Project schedule, Performance question #1, #2, etc.)

Firm Name _____

Project Name _____

To find attachments for illustrative purposes visit:
<http://www.ewgateway.org/contracting-opportunities>

FY 2022 Comprehensive Compensation Study

Solicitation # 2021RFP3-COMPSTUDY

Attachment A - Price Proposal - Initial Study

Refer to the Notes worksheet for instructions and additional information.

Prime Firm								
Hrly Rate	Staff #1		Staff #2		Staff #3		Total	
	Hrs	Costs	Hrs	Costs	Hrs	Costs	Hrs	Cost
Hours & Labor Costs Total		\$0.00		\$0.00		\$0.00	0	\$0.00
ODCs								\$0.00
Total							0	\$0.00

Other Direct Costs (ODCs)			
Item	Unit	Rate	Total
Airfare	0	\$0.00	\$0.00
Meals	0	\$61.00	\$0.00
Lodging	0	\$169.37	\$0.00
Ground Transportation	0	\$0.00	\$0.00
Car Rental	0	\$0.00	\$0.00
Parking	0	\$0.00	\$0.00
Mileage	0	\$0.56	\$0.00
Printed Materials	0	\$0.00	\$0.00
Subcontractor #1	0	\$0.00	\$0.00
			\$0.00
			\$0.00
Total ODCs			\$0.00

<i>Out-of-region travel</i>	<i>\$0.00</i>
<i>Parking/mileage</i>	<i>\$0.00</i>
<i>Printed materials</i>	<i>\$0.00</i>
<i>Subcontractors</i>	<i>\$0.00</i>
<i>Other costs</i>	<i>\$0.00</i>
Total	\$0.00

Assumptions:

FY 2022 Comprehensive Compensation Study

Solicitation # 2021RFP3-COMPSTUDY

Attachment A - Price Proposal - Initial Study

Refer to the Notes worksheet for instructions and additional information.

Subcontractor #1									
Hrly Rate	Staff #1		Staff #2		Staff #3		Total		
	Hrs	Costs	Hrs	Costs	Hrs	Costs	Hrs	Cost	
Hours & Labor Costs Total		\$0.00		\$0.00		\$0.00	0	\$0.00	
ODCs								\$0.00	
Total								0	\$0.00

Other Direct Costs (ODCs)			
Item	Unit	Rate	Total
Airfare	0	\$0.00	\$0.00
Meals	0	\$61.00	\$0.00
Lodging	0	\$169.37	\$0.00
Ground Transportation	0	\$0.00	\$0.00
Car Rental	0	\$0.00	\$0.00
Parking	0	\$0.00	\$0.00
Mileage	0	\$0.56	\$0.00
Printed Materials	0	\$0.00	\$0.00
			\$0.00
			\$0.00
Total ODCs			\$0.00

<i>Out-of-region travel</i>	\$0.00
<i>Parking/mileage</i>	\$0.00
<i>Printer materials</i>	\$0.00
<i>Other costs</i>	\$0.00
<i>Total</i>	\$0.00

Assumptions:

FY 2022 Comprehensive Compensation Study

Solicitation # 2021RFP3-COMPSTUDY

Attachment A - Price Proposal - Prime Firm, Other Information

Refer to the Notes worksheet for instructions and additional information.

1 Describe the price guarantees that the firm (prime and subs, if applicable) can provide for the optional annual study updates (in years 2 through 5).

Attachments for Illustrative Purposes
To find editable versions of the attachments visit:
<http://www.ewgateway.org/contracting-opportunities>

Attachment A - Proposed Costs, Notes

The information listed below provides descriptions and instructions regarding this Attachment A, including which sections may or may not be changed.

- 1 The worksheets contain formulas, so you will need to update the formulas if you add columns or rows to a worksheet.
- 2 You may update the formatting of a worksheet, as needed (e.g. change the orientation from landscape to portrait).
- 3 An electronic copy (in *.xlsx) of this Attachment A must be included with your submittal.
- 4 The proposed cost for the base or initial study must be provided, as well as, the Other Information.
- 5 Subcontractors - if the prime firm is proposing subcontractors for the project, these costs must be provided in the Subcontractor worksheet.
- 6 **Hrly Rate** - the hourly rate should reflect each staff person's fully burdened hourly rate.
- 7 **Staff** - The numbered staff columns provided do not reflect the Council's expectation regarding the number of staff needed for the project; therefore, you should use only the columns that you need based on the staff you will assign to the project. Leave any unneeded columns blank. If you need to add more key persons, you can add columns to the worksheet; however, you will need to update the formulas accordingly. You should change "Staff #1," "Staff #2," etc. to the name/title of each key person that will work on the Council's project.
- 8 **Hrs** - Insert the hours for each staff person for the project. The Total Hrs column contains formulas and does not need to be updated.
- 9 **Costs** - The cost columns contain formulas and do not need to be updated, including the total costs column.
- 10 **ODCs** - Enter the information about any other direct costs that your firm intends to bill to the project. You may update these rows to capture your firm's costs. For example, if there is an other direct cost that your firm will incur but that is not listed in the worksheet, you can add it to the worksheet. The worksheet does contain formulas that will need to be updated to incorporate any changes that you make.
 - a **Travel Related Costs** - enter the number of units that you need for the project. Enter the rates for airfare, ground transportation (e.g. taxi cab), car rental, and parking, as applicable. Note that the rates for lodging, meals, and mileage should **not** be changed; the rates listed in the worksheet are the approved rates. If you do not intend to incur travel costs, you should leave this section blank.
 - b **Other costs that need to be included in ODCs are** - you can add other types of costs to the ODCs section if you intend to bill those costs to the Council's project.
 - c **Rows 34-37** - these rows contain formulas and will automatically calculate.
- 11 **Assumptions** - describe any particular assumptions that you made when calculating the hours for the project. With respect to ODCs, please provide additional information to describe the costs included (e.g. travel assumes 3 staff persons).

Attachments for Illustrative Purposes
To find editable versions of the attachments visit
<http://www.ewgateway.org/contracting-opportunities>

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Firm Name _____

My firm is proposing to perform work for the Council's project as: the prime firm. a subcontractor. a joint venture partner.

If your firm is proposing to perform work as a subcontractor or joint venture partner, provide the name of the prime firm / other partner:

A responding firm must provide in its submittal a fully completed Attachment B - Firm Information for itself and for **each** of its subcontractors / joint venture partners. This Attachment B includes the following forms:

- (1) Corporate Profile
- (2) Statement of Past Performance
- (3) Firm Responsibility Certification

Each form in this Attachment B must be completed in its entirety. Please type the information into the forms using Adobe Reader or other compatible Adobe product. The forms in this Attachment B contain rules, which means that many of the boxes / spaces will auto fill depending on your answers to the questions. If you have any issues with the forms please contact the Council's staff person designated in Section IX, Part A of the solicitation documents.

You are NOT permitted to substitute your own format or information for the forms included in this Attachment B.

If you need additional space to provide the information requested in this Attachment B, please use the form titled "Additional Information."

An authorized representative of your firm **must sign and date** the certification provided on Forms #2 and #3. **A typed signature is not acceptable.** The Council will use the information contained in this Attachment B during the evaluation and selection process. For additional information, refer to Section IV of the solicitation documents.

The Council may contact your firm to obtain additional information based on your firm's answers to the questions on this Attachment B.

If your firm is selected for a contract award, your firm and each of its subcontractors / joint venture partners may be required to complete, sign, and return the *Firm Responsibility Information - Detailed Questionnaire*, so that the Council can make a firm responsibility determination in accordance with Section IV, Part F of the solicitation documents. A copy of this questionnaire is provided in Appendix 4 of the solicitation documents:

Your firm should be aware that the Council may deem your firm's submittal non-responsive and reject the submittal for:

- (1) Failure to sign both Attachment B, Forms #2 and #3,**
- (2) Failure to provide all of the information requested in this Attachment B,**
- (3) Failure to provide a signed Attachment B for each subcontractor / joint venture partner, or**
- (4) Failure to provide sufficient information for the Council to make an initial responsibility determination.**

The Council reserves the right to waive minor errors, omissions, or technicalities in this Attachment B as determined to be in the best interest of the Council.

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

#1 - Corporate Profile

Your firm must provide the information requested below about its corporate structure, history, etc. If you need additional space to provide the information use the form titled "Additional Information."

A. Firm Information

Firm Name _____

Business Address (Street, City, State & Zip) _____

Provide a brief description of your firm's core business (e.g. the types of services provided, the types of clients served).

B. Corporate Formation

In which State was your firm organized or incorporated? _____ Is your firm a public company? a private company?

Type of Ownership _____ Year Established / Incorporated _____

Does your firm have a former name / year established? Yes No Does your firm have a parent company or a subsidiary? Yes No

If your firm has a former name / year established, a parent company, or a subsidiary, in the space provided below, please describe your firm's former name, year established, parent company name and location, or subsidiary name and location, as applicable.

C. FEIN / U.S. System for Award Management (SAM) Registration

FEIN _____ Is your firm registered with SAM? Yes No If registered with SAM, provide your firm's CAGE Code: _____

D. Business Registration

Is your firm registered to do business in Missouri? Yes No Is your firm registered to do business in Illinois? Yes No N/A

Firms must be properly registered to do business prior to beginning work for the project. If the IL business registration "N/A" box is checked, then only a MO business registration is required for the project.

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

#2 - Statement of Past Performance (pg. 1 of 2)

Firm Name _____

The following questions ask your firm to provide information about its past performance on the Council's projects, projects for other governmental entities, or in general. Your firm must indicate whether or not it has successfully completed past projects.

As described in Section IV of the solicitation documents, the Council will evaluate a responsive firm's past performance. As part of this evaluation, the Council will review the answers your firm provides on this Attachment B, Form #2 - Statement of Past Performance.

Your firm must answer each of the questions below and an authorized representative of your firm **must sign and date** the form. **A typed signature is not acceptable.**

The Council reserves the right to request additional information from your firm regarding the answers to the questions below.

A. Council Projects

1. Is your firm currently delinquent or past due on any monies owed to the Council? Yes No
2. In the previous 3 years, has your firm performed work for the Council? Yes No
 - (a) If "Yes," answer each of the following questions.
 - (i) How many projects has your firm completed for the Council in the previous 3 years? _____
 - (ii) Did your firm meet each project deadline, milestone, etc.? Yes No N/A
 - (iii) Did your firm complete each project on time? Yes No N/A
 - (iv) Did your firm complete each project within budget? Yes No N/A
 - (v) Did your firm have issues with client communication, community outreach, or similar? Yes No N/A
 - (vi) Did your firm receive any complaints from the Council regarding quality of work products? Yes No N/A
 - (vii) Were any of your firm's contracts terminated for any performance issues? Yes No N/A
 - (viii) Is your firm currently in breach or default of a Council contract? Yes No N/A

Firms that owe the Council monies or that are currently in breach or default of a Council contract may be deemed ineligible for a contract award.

B. Other Governmental Entity Projects

1. In the previous 3 years, has your firm performed work for any local, state, or federal governmental entity? Yes No
 - (a) If "Yes," answer each of the following questions.
 - (i) How many projects has your firm completed for a governmental entity in the previous 3 years? _____
 - (ii) Did your firm meet each project deadline, milestone, etc.? Yes No N/A
 - (iii) Did your firm complete each project on time? Yes No N/A
 - (iv) Did your firm complete each project within budget? Yes No N/A
 - (v) Did your firm have issues with client communication, community outreach, or similar? Yes No N/A
 - (vi) Did your firm receive any complaints from the entity regarding quality of work products? Yes No N/A
 - (vii) Were any of your firm's contracts terminated for any performance issues? Yes No N/A
 - (viii) Is your firm currently in breach or default of a contract with a governmental entity based upon a failure to perform? Yes No N/A
 - (ix) Provide the name of the **3 most recent and relevant** projects identified in sub-part (B)(1)(a)(i) and the name of the governmental entity.

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

#2 - Statement of Past Performance (pg. 2 of 2)

Firm Name _____

C. Other Projects

1. If your firm has **not** performed work for the Council or any local, state, or federal entity, answer the following questions with respect to your firm's projects that were completed within the previous 3 years and that are similar in size and scope to the Council's project.

- (a) Did your firm meet each project deadline, milestone, etc.? Yes No N/A
- (b) Did your firm complete each project on time? Yes No N/A
- (c) Did your firm complete each project within budget? Yes No N/A
- (d) Did your firm have issues with client communication, community outreach, or similar? Yes No N/A
- (e) Did your firm receive any complaints from the client regarding quality of work products? Yes No N/A
- (f) Were any of your firm's contracts terminated for any performance issues? Yes No N/A
- (g) Is your firm currently in breach or default of a contract with a client based upon a failure to perform? Yes No N/A

(h) Provide the name of **3 most recent and relevant** projects completed by your firm and the name of the client.

D. All Projects

1. In the previous 3 years, has your firm ever had a client (e.g. person / entity contracting with your firm) that:

- (a) sued to compel performance? Yes No
- (b) sued to recover damages based upon the alleged failure of your firm to perform as required by the contract? Yes No
- (c) called upon a surety to perform the work? Yes No

Please provide any additional information that explains any performance issues or any other information that you believe will help the Council evaluate your firm's past performance. If you need more space, use the form titled "Additional Information."

CERTIFICATION

By signing below, I certify that I am authorized to sign this Statement of Past Performance on behalf of my firm and that the information contained on this form is accurate and complete to the best of my knowledge.

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

#3 - Firm Responsibility Certification (pg. 1 of 2)

Firm Name _____

As described in Section IV, Part A, Sub-Part 2 of the solicitation documents, the Council will not award a contract for the project to a firm that the Council's determines is not responsible. For each responsive submittal, the Council will conduct an initial review of the firm's responsibility. As part of this initial responsibility determination, the Council will review the answers your firm provides in its submittal and on this Attachment B, Form #3 - Firm Responsibility Certification. More information regarding the Council's responsibility determination can be found in Section IV, Part A, Sub-Part 2 of the solicitation documents.

Your firm must answer each of the questions below and an authorized representative of your firm **must sign and date** the certification. **A typed signature is not acceptable.**

If your firm is selected for a contract award, your firm, and each of its subcontractors / joint venture partners may be required to complete, sign, and return the *Firm Responsibility Information - Detailed Questionnaire*, so that the Council can make a firm responsibility determination in accordance with Section IV, Part F of the solicitation documents. A copy of this questionnaire is provided in Appendix 4 to the solicitation documents. A firm selected for a contract award for this project (including subcontractors / joint venture partners) may be deemed not responsible or ineligible for contract award if the firm fails to complete the questionnaire, as requested, or if the firm's questionnaire reveals any unexplained, material misstatements on this Attachment B, Form #3 - Firm Responsibility Certification.

The Council reserves the right to request additional information from your firm regarding the answers to the questions below.

1. Did you review the Firm Responsibility Questionnaire provided in Appendix 4 to the solicitation documents? Yes No
2. Based on your review of the Firm Responsibility Questionnaire, does your firm have any issues or deficiencies that may lead the Council to making a finding of non-responsibility? Yes No
If "Yes," use the form titled "Additional Information" to disclose the issues or deficiencies.
3. Is your firm able and willing to provide the documentation necessary to demonstrate that it has, or has the ability to obtain, the financial, technical, and administrative capacity and resources to successfully complete the Council's project within the estimated performance period? Yes No
If "No," use the form titled "Additional Information" to explain.
4. Does your firm's insurance coverage meet the minimum requirements described in the *Draft Contract Terms & Conditions, Paragraph 5*? Yes No
If "No," use the form titled "Additional Information" to explain.
5. Based on your review of the the Council's Conflicts of Interest Policy and the Conflicts of Interest Questionnaire & Disclosure Statement (see Appendix 3), will your firm need to disclose:
 - (a) a conflict of interest with respect to this procurement action (e.g. access to non-public information that provides or may appear to provide your firm with an unfair competitive advantage)? Yes No
 - (b) a conflict of interest with respect to the contract that will be awarded for this project (e.g. an interest that will impair or may appear to impair your firm's ability to objectively perform work for the Council's project)? Yes No

If "Yes," use the form titled "Additional Information" to briefly describe the nature of the conflict. If selected for a contract award, your firm will be required to fully disclose any conflict on the Conflicts of Interest Questionnaire & Disclosure Statement.

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

#3 - Firm Responsibility Certification (pg. 2 of 2)

Firm Name _____

6. Within the previous 3 years has your firm, any affiliate, any predecessor company or entity, owner, director, officer, partner, principal, or proprietor been subject to any of the following:
- (a) a government suspension or debarment? Yes No
 - (b) a governmental entity's rejection (including pending actions) of any bid or disapproval of any proposed subcontract for lack of responsibility? Yes No
 - (c) a governmental entity's denial or revocation of prequalification? Yes No
 - (d) a voluntary exclusion agreement? Yes No
 - (e) a finding of non-responsibility for any reason by a federal or state governmental entity / agency? Yes No
 - (f) had one or more public transactions (federal, state, or local) terminated for cause or default? Yes No
 - (g) an indictment for, or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) for, fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property? Yes No
 - (h) a civil judgment rendered against it for commission of any of the offenses enumerated in Question 6, Part (g)? Yes No
 - (i) a conviction of the commission of any of the offenses enumerated in Question 6, Part (g)? Yes No
 - (j) a grant of immunity with respect to the commission of any of the offenses enumerated in Question 6, Part (g)? Yes No
- If "Yes" to any of (a) through (j), use the form titled "Additional Information" to explain.*
7. Is your firm, any affiliate, any predecessor company or entity, owner, director, officer, partner, principal, or proprietor currently subject to any pending actions as enumerated in Question 6, Parts (a) through (j)? Yes No
- If "Yes," use the form titled "Additional Information" to explain.*

CERTIFICATION

By signing below, I certify that I am authorized to sign this Firm Responsibility Certification on behalf of my firm and that the information contained on this form is accurate and complete to the best of my knowledge.

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____

ATTACHMENT B Firm Information

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Additional Information

Use this form to provide any information that you either could not provide on Forms #1 - 3 or that explains any of the answers you provided on Form #3. You may attach as many of these sheets that you need to provide the requested information.

Please make sure that you indicate the form and question for which you are providing additional information (i.e. Form #3, Box #2; Form #1, Former Firm Names, etc.)

Firm Name _____

Attachments for Illustrative Purposes
To find editable versions of the attachments visit
<http://www.ewgateway.org/contracting-opportunities>

ATTACHMENT C Affirmative Action Checklist

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Responding Firm _____

Please answer each of the questions below.

1. Does your firm have an affirmative action plan? Yes No

2. What date was the plan adopted? N/A Date

3. In the spaces below, provide the name and contact information for your firm's affirmative action officer. My firm does not have a person who is responsible for affirmative action matters.

Name _____

Title _____

Phone Number _____

E-mail _____

4. How many persons are employed by your firm? _____

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ATTACHMENT D Contract Terms & Conditions Comments

FY 2022 Comprehensive Compensation Study - #2021RFP3-COMPSTUDY

Use this form to notify the Council about any concerns you may have about the draft contract terms and conditions. The draft contract terms and conditions can be found as Appendix 2 on the Council's website at www.ewgateway.org/about-us/what-we-do/doing-business-with-ewg/contracting-opportunities/. These concerns can include, but are not limited to: questions, comments, or requests for changes.

If the draft contract terms and conditions are acceptable and you do not have any questions, comments, or requests for changes, please check the "No" box.

If you have any questions, comments, or request for changes please check the "Yes" box and use the space provided below to explain your concerns. Please make sure that you reference the applicable contract Paragraph and Part number.

This form must be signed and returned to the Council with your submittal.

It is the responsibility of each responding firm to review the draft contract terms and conditions. The Council may not consider a firm's requests for changes to the contract if the firm's concerns are not noted on this form. It is within the Council's sole discretion to consider requests for contract changes that the selected consultant did not include on this form.

It is within the Council's discretion to decide whether or not to change any contract terms and conditions, even if concerns are noted on this form. Any terms that are required by state or federal rules, regulations, or statutes or by the Council's agreement with a funding agency are not negotiable and are not subject to change.

No - The firm does not have any questions, comments, or requests for changes.

Yes - The firm has a question, comment, or request for a change as noted below.

Attachments for illustrative purposes visit:
To find editable versions of the attachments visit:
<http://www.ewgateway.org/contracting-opportunities>

Responding Firm _____

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____

ATTACHMENT E RFP Minimum Requirements Checklist

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

This form includes a list of all of the items that need to be included in your submittal. Some items listed on this form may not be required (shown below with an "N/A" option). For those items that are not listed in Section III, Part B of the RFP, check the "N/A" box. Refer to Section III, Part B of the RFP for a complete description of the items listed below. Review Section III, Part A of the RFP for the Submittal Formatting and Other Requirements, including the number of copies that need to be submitted.

Sub-Part 1 - Approach & Qualifications

- 1. Letter of Interest
- Includes statement committing submittal for 90 days*
- Includes point of contact information for questions*
- 2. Project Approach
- Includes Project Schedule*
- 3. Qualifications
- (a) Experience Summaries
- (b) Team Org Chart N/A
- (c) Addresses
- (d) Time Availability for Key Personnel Form
- (e) Prior Work Experience / Past Performance
- (i) Prior Work Experience / Past Performance Forms
- (ii) Work Sample(s) N/A

Sub-Part 2 - Project Price

- Attachment A
- Sub-Part 3 - Firm Information**
- Attachment B

Sub-Part 4 - Other Forms & Certifications

- 1. Attachment C
- 2. Attachment D
- 3. Attachment E
- 4. D/S/W/MBE Participation
- (a) 0% Statement N/A
- (b) Attachments F & G N/A

Responding Firm _____

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____

To find editable versions of the attachments visit:
<http://www.ewgateway.org/contracting-opportunities>

ATTACHMENT F
D/S/W/MBE Participation Form

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Total Proposed Project Costs

D/S/W/MBE Information

Type of Firm (Check all that apply)	Name & Address	\$ Value of Work	Estimated % Participation
1. <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>
2. <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>
3. <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>
4. <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>
5. <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE <input type="checkbox"/> MBE	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>
Total		<input style="width: 95%; height: 25px;" type="text"/>	<input style="width: 95%; height: 25px;" type="text"/>

In general, any work performed by a firm that is not a D/S/W/MBE cannot be counted toward the D/S/W/MBE participation for the project. This includes work that a D/S/W/MBE subcontracts to a non-D/S/W/MBE. A D/S/W/MBE that has been included as part of the project team must disclose its intent to subcontract a portion of its work to a non-D/S/W/MBE.

Will any of the D/S/W/MBEs listed above subcontract out any of its work to a non-D/S/W/MBE? Yes No

If "Yes," please provide a description of the work that will be subcontracted to a non-D/S/W/MBE and the estimated percentage of work to be subcontracted.

The undersigned submits the above list of D/S/W/MBEs that will be used to accomplish, at least in part, the work described in the solicitation documents.

Responding Firm _____

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____

ATTACHMENT G
Letter of Intent to Perform as a D/S/W/MBE

FY 2022 Comprehensive Compensation Study - # 2021RFP3-COMPSTUDY

Prime Contractor Name _____

The undersigned intends to perform work in connection with the above captioned project as one of the following (*check one*):

- a prime contractor a subcontractor
 a joint venture other (*please specify*)

The undersigned represents that it is a certified (*check all that apply*):

- DBE SBE
 WBE MBE

The undersigned is prepared to perform the work described below in connection with the above captioned project.

What is the dollar value of the undersigned's work? _____

In general, any work performed by a firm that is not a D/S/W/MBE cannot be counted toward the D/S/W/MBE participation for the project. This includes work that a D/S/W/MBE subcontracts to a non-D/S/W/MBE. A D/S/W/MBE that has been included as part of the project team must disclose its intent to subcontract a portion of its work to a non-D/S/W/MBE.

Will the undersigned subcontract out any of its work to a non-D/S/W/MBE? Yes No

If "Yes," please provide a description of the work that will be subcontracted to a non-D/S/W/MBE and the estimated percentage of work to be subcontracted.

The undersigned submits this letter of intent to perform as a D/S/W/MBE and certifies that it is prepared to perform the work described in this letter for the dollar value indicated above and that the information provided in this letter is accurate and true to the best of his/her knowledge.

D/S/W/MBE Name _____

Name & Title of Authorized Official _____

Signature of Authorized Official _____

Date _____