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CHARLOTTE, NORTH CAROLINA 28208
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**REQUEST FOR PROPOSAL
RFP AVIA #24-31: AIRPORT CLASSIFICATION AND COMPENSATION STUDY
ADDENDUM #1
APRIL 22, 2024**

This Addendum is hereby made a part of the specifications, as applicable, of the above referenced project. All other requirements of the original plans and specification shall remain in effect in their respective order. Acknowledge receipt of this addendum by inserting its number and date on Form #1 of your proposal.

General Note:

Proposals for the above will be received via the e-bidding portal until 2:00 pm edt on May 2, 2024.

Questions received are answered as follows:

1. Would CLT kindly confirm the total number of employees and job classifications that are to be included in the study?

The City's salaried pay structure includes twenty-six (26) grade levels. Aviation currently uses ninety-seven (97) positions job classifications/ titles in this structure covering 263 positions 263 salary employees.

The City's hourly pay structure includes twenty (20) grade levels. Aviation currently uses, approximately fifty-nine 59 positions job classifications/job titles covering 609 positions.

In addition to the 872 currently funded positions, aviation is projected to receive an additional 80 positions for fiscal year FY25 (July 1st). Of the 80 positions there will be a combination of hourly and salaried positions.

2. What is the anticipated start date of the project and is there any flexibility in the start date?

The anticipated start date is sometime in FY25 (July 24 to June 25). Currently we anticipate mid-fiscal year as determined by business demands and budgetary considerations. Specific start dates and project schedule would need to be discussed to ensure they are reasonable and attainable by both parties.

3. Is CLT requesting a FLSA (Fair Labor Standards Act) analysis of all job titles?

No.

4. Is there a DBE/SBE/MWBE requirement for this procurement?

See Section 2, Form 4 – the City will negotiate an MWBE participation goal ("Contract Goal") with the Company.

5. The RFP alludes to salary and hourly job title and employee counts, and then says an additional 80 are being funded (which is comprised of both salaried and hourly). How many job titles and employees (in total) are covered by this scope?

See question #1 and response.

6. How many job titles require updated job descriptions?

All job titles require updated job descriptions.

7. What peer organizations does Aviation wish to use in comparisons?

Large hub airports, however, each classification could potentially be compared to their specific industry. Example, finance related jobs – we would need to be competitive against other airports, but because Charlotte is a large banking center we also need to compete against that industry.

8. Please describe in greater detail the anticipated deliverable from the "adjusting the current organizational structure." Specifically, our experience has shown that organizational structure may be influenced by things such as technology used, centralized vs. de-centralized staff, etc. Can this deliverable be priced as an optional/variable service given the notable differences in how "deep" agencies may go in determining comparative operations and the subsequent impact on organizational structure?

This work can be priced as optional/variable as we anticipate it may only be within certain functional areas as new classifications are developed, job series created, or misalignments become evident.

9. Consistent titling guidelines (naming convention) and job audits/interviews would be a deliverable with the classification study regardless of what's decided for the organizational structure review.

Yes.

10. The RFP indicates that the study is to allow for "complete transparency." Some information, such as proprietary job evaluation systems or private sector market data, may not be available for broad dissemination or review. Is this permissible?

Yes, this is in reference to transparency of our internal processes.

11. What is Aviation's approved budget for consulting services to be provided under this procurement?

This project is likely to spread over multiple fiscal years to which budgetary guidelines can change. Ultimately, we are selecting a proposal that best matches our needs as outlined in the RFP.

12. Why is CLT conducting a study currently?

CLT has seen tremendous growth and wishes to remain competitive within our industry and additional information is outlined in the RFP.

13. In the Project Management and Meetings section, could you provide more information on the expected frequency and format of meetings with the Aviation Executive Leadership Team, Aviation Senior Leadership Team, and City of Charlotte Human Resources staff members?

We would expect a blend of in-person and more frequent virtual meetings. The schedule would be dictated by the nature of the project schedule.

14. Concerning the proposed personnel, what level of involvement or oversight is expected from the Airport's internal HR team during the execution of the study, especially in areas like data gathering, stakeholder engagement, and decision-making processes?

We expect to support the project through the above and request guidance and assistance in completing needed work successfully from the selected vendor.

15. In the evaluation criteria for proposals, what specific metrics or benchmarks will be used to assess the ProSidian Engagement Team's past record of performance on contracts with airports and relevant entities? Are there any key performance indicators (KPIs) or success criteria that should be highlighted in the proposal?

See Section 1 of the RFP.

16. Regarding the Comprehensive Position Evaluation, could you elaborate on the specific criteria or factors that should be considered when determining the relative worth of positions within the Aviation pay structure for organizational equity and job classification validation?

This information should be addressed through the initial discussions, "fact finding" sharing of best practices, etc., and should be tracked throughout the project as to maintain these data points.

17. In the scope of the Classification Study, are there specific regulatory requirements or industry standards that the proposed job evaluation system needs to adhere to?

This will be determined once the project begins.

18. Is this the first issue of this solicitation (is this a re-compete of an existing Charlotte | CLT requirement or a new requirement)?

This is the first solicitation for a new requirement.

19. Has The City of Charlotte (Charlotte | CLT) held preliminary meetings with specific contractors interested in responding to this solicitation?

No.

20. Is it estimated that full/total funding exists for this solicitation? If so, is there an intended Maximum/Minimum funding threshold?

See question #11 and response.

21. Can you advise on if there were/are incumbent provider(s) for these services? If Yes - Who is/are the incumbent(s), and can you provide a previous contract number?

No.

22. If there is an incumbent, is there a reason the known incumbent may be precluded from bidding on this new or existing requirement?

See question #22 and response. This is N/A.

23. Would the anticipated Key Personnel Position(s) require relocating to the Charlotte, NC area, or does the PWS for this Charlotte | CLT requirement allow for a mix of working remotely and in the Charlotte, NC area combined with travel to Charlotte | CLT offices/worksites?

Offsite work is permissible with occasional in-person meetings as determined by parties involved.

24. Can you guide the level of effort expected (Total Labor Hours, Labor Hours by Key Team Members, etc.) to complete the Performance Work Statement (PWS)?

Estimation regarding hours is permissible based on previous experience with similar deliverables. Rates should be current rates.

25. Does the City of Charlotte (Charlotte | CLT) anticipate that required personnel (Key & Non-Key) supporting RFP AVIA 24-31 work remotely or on client site at Charlotte | CLT offices in Charlotte NC?

See question #23 and response.

26. In calculating annual work hours for this project (RFP AVIA 24-31), does Charlotte | CLT use 2,080 (i.e., 40 hours/week * 52 weeks) for employees/contractors according to the U.S. Office of Personnel Management Federal Standard? If NO, please advise on how many hours per year are established for a full time under this contract. Does the Charlotte | CLT calculate annual work hours based on 2,080, 1920, 1860, or "other" please state.

Yes, CLT uses the 2,080 hours.

27. Can Charlotte | CLT provide specific guidance on proposal formatting for each required volume (Technical, Past Performance, Price, etc.), including font size, graphics/tables font size, margins, and page limitations?

See Section 1 – Proposal Format in the RFP.

28. Should/Can Past Performance/Relevant Experience information be included in the Technical Proposal Volume, or should Offerors provide a separate Past Performance/Relevant Experience Volume for the response to RFP AVIA 24-31?

Companies should exclude City of Charlotte/CLT past performance/relevant experience.

29. Are bidders required to provide a price estimate for Travel and ODC Costs related to The RFP AVIA 24-31 Contract? If not, Does the government require that bidders provide a separate "best estimate" of Travel and ODC to accompany the proposal? In such an instance, please provide guidance on which specific proposal volume to include Travel and ODC Cost Estimates.

See Exhibit E – Travel and Expense Reimbursement Protocol

30. Is this requirement part of a Multiple Award Schedule/Contract or a Single Award Schedule/Contract?

CLT intends to award a single contract.

31. Is the McNamara-O'Hara Service Contract Act (SCA) Wage Determination in force with this RFQ? If so, can you advise a) What SCA/Wage numbers are applicable? And b) What City and State SCA Wage Determination takes precedence?

No.

32. For areas where strict requirements exist for the number and types of past performance as a PRIME Vendor, would the government accept a Contractor Teaming Agreement (CTA) under The GSA Construct that fulfills Past Performance requirements?

N/A

33. Page #36; Section #3.10.3; Section Title: CONTRACT: Compliance with Security Measures; Question, Clarification or Modification: How many people or % of the team will need to be onsite? If team members can be offsite, can they be in a state outside of NC?

See question #23 and response. If technology security restrictions arise due to offsite (non-US) then we can work with internal technology group to gain access.

34. Page #30; Section #3.2; Section Title: CONTRACT: Services scope of work; Question, Clarification or Modification: What types of data and documentation will be made available to us at the start of the project, and who will be our main point(s) of contact for data-related inquiries?

During the project kickoff meeting, needed information will be shared including but not limited to schedule, points of contact for various needs, and deadlines for any needed data.

35. Page #31; Section #3; Section Title: CONTRACT; Question, Clarification or Modification: How does the Airport define "comparable entities" for the purpose of salary surveys, and are there particular organizations or industries you wish to exclude or include?

See question #7 and response.

36. Page #35; Section #3.8; Section Title: CONTRACT: Schedule; Question, Clarification or Modification: What is the timeline of the full work effort? This section shows a period of 12 months, while section: AGREEMENT, 2. Term (page 39) reflects a period of three years.

The bulk of the work/deliverables would occur in a 12-month period, but additional work or business needs will impact flow of the project and could extend the timeline. The contract will cover 3-year period as standard practice to provide sufficient time for any deliverables of the project.

37. Page #14; Section #2; Section Title: FORMS: FORM 2: REFERENCES; Question, Clarification or Modification: Would the Airport accept credentials from outside of NC and even comparable international clients?

Yes.

38. Page #35; Section #3.8; Section Title: CONTRACT: Schedule; Question, Clarification or Modification: Beyond the written reports, does the Airport expect any tools or systems (e.g., databases, software) to be developed or provided as part of the deliverables? These could be associated with background checks, vendors, etc.?

No.

39. Page #2; Section B; Section Title: GENERAL INSTRUCTIONS: SCHEDULE; Question, Clarification or Modification: When do you expect or anticipate responses to these questions to make it back to the proposers?

CLT will issue Addendum 1 on April 22.

40. Is there a desired number of airports, or specific airports, that should be included in the comparative survey for the work related to the organizational structure assessment?

See question #7 and response.

41. What was the date of the last study completed? Was it of the same scope as the current request? Did it include updated job descriptions?

Last study was a partial study for the airport and managed by the City of Charlotte and their selected vendor in 2020. That study covered administrative, finance, technology related jobs. The previous study did not cover all airport jobs and did not provide detailed job descriptions.

42. Was the study completed internally or with the assistance of an outside firm? Who was the outside firm if one was used?

See question #41 and response.

43. What is the overall problem or objective that Charlotte Aviation plans to address as a result of this project?

See Section 3, Exhibit A in the RFP.

44. What is the total number of jobs (titles) in scope for this compensation assessment?

See question #1 and response.

45. How many instances are there for each of these jobs (incumbents + vacancies)?

See question #34 and response.

46. Is Charlotte Aviation recruiting on a national scale or focusing solely on local candidates within nearby geographic regions?

This competitive solicitation process is open to all qualified companies that can meet the requirements and can perform the scope of services.

47. What physical locations are included in the scope? / Do all jobs 'sit' in Charlotte?

Yes – CLT requires local residency for their employees.

48. Regarding "system utilization training," what is the current compensation system being utilized? Is the management of compensation manual or automated?

CLT currently uses PeopleSoft and transactions are entered manually. CLT is transitioning to Workday.

49. Regarding the timeline for the work to be conducted, do you have a defined date by when the work needs to be completed?

See question #2 and response.

50. Have any recent evaluations or studies been conducted by other contractors that have contributed to the development of this project? If yes, will we have access to this information, given the opportunity to perform the work?

See question #41 and response.

51. Will the legal department at Charlotte Aviation be available to review compliance requirements?

Yes.

52. Will the awarded partner have access to leverage established Charlotte Airport relationships to facilitate meetings or interviews with peer organizations?

Yes.

53. What is the current job evaluation system utilized to determine relative worth of a job (e.g., ranking, point factor, etc.)? Pages 30-31

See question #16 and response.

54. Can you please provide a list of the 97 salaried job titles, 59 hourly job titles, and 80 new job titles? Page 30-31

See question #16 and response.

55. Is CLT open to the utilization of published surveys to obtain salary information? Does CLT utilize any local or industry specific salary surveys? If so, will this data be available to the selected vendor upon project commencement? Page 33

Yes. We would want any survey to be from trusted sources, with vetted data. We currently participate in ACI-NA Compensation and Benefits Survey and it will be available to successful company.

56. How many job titles are anticipated to be included in the survey of peer organizations? Page 33

All. Ideally, jobs would be matched within peer Airports. Where there is no match, similar industry-related jobs outside of Aviation can be used.

57. Can you please provide an overview of the current pay components (e.g., pay for performance, skill pay, special assignment pay, etc.) offered at CLT? Do different programs exist for salaried and hourly employees? Page 33

See question #16 and response.

58. Is CLT open to reviewing/signing the contract of the vendor? If not, is the Airport open to receiving a marked-up version of the contract, with possible changes? Page 38

No. See Section 2, Form 1 – Exceptions.

The revised schedule:

DATE	ACTIVITY (All times are EDT)
3/26/2024	Issue RFP
4/9/2024	Submission of written questions are due by 5:00 pm edt
5/2/2024	Proposals are due by 2:00 pm edt
5/20/2024	Proposer interviews (if applicable)
TBD	Estimated start date of services within FY2025

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate on the basis of disability. We will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to persons with disabilities upon request. To make a request, please email genetta.carothers@cltairport.com.