SUMMARY STATEMENT

ITEM NO.: DRPA-15-046 SUBJECT: Organizational Structure and Staffing Resource Analysis

COMMITTEE: Labor

COMMITTEE MEETING DATE: April 8, 2015

BOARD ACTION DATE: April 15, 2015

PROPOSAL: That the Board authorizes staff to enter into an agreement with Career Concepts, Inc., dba, CCI Consulting (“CCI”) to perform an Organizational Structure and Staffing Resource Analysis and to provide recommendations to the Authority resulting therefrom at a cost not to exceed $428,700. The projected due date for the deliverable is no later than nine (9) months from the execution of the agreement.

PURPOSE: To enter into an agreement with CCI for the purpose of conducting an Organizational Structure and Staffing Resource Analysis pursuant to the requirements set forth in the Request for Proposal (“RFP”) and further, to provide recommendations as per the findings of the analysis.

BACKGROUND: On January 5, 2015 staff of the Authority publicly advertised on the DRPA website a Request for Proposal (“RFP”) to all independent qualified compensation consulting firms and invited them to submit a comprehensive proposal to analyze the Authority’s current organizational structure, recruiting, employee performance and compensation practices, and employee training, development and retention methods. The consultant would be required to review the Authority’s background materials including, job descriptions, including the exempt/non-exempt designations, organizational structure, salaries and pay grades/ranges, internal Salary Administration Policy and Procedures document and other related materials to gain an understanding of the current structure and pay practices of the Authority, including a review and assessment of the salaries, benefits, and perquisites provided to staff employed by the DRPA and PATCO, and provide a report of recommendations for both entities. Responses were due January 30, 2015.

The following three (3) firms submitted proposals for consideration:

CCI Consulting
Grant Thornton, LLP
Bronner Group, LLC
Each proposer submitted a Technical and Cost Proposal and a Political Contribution Disclosure Form, which were submitted to the Contract Administration Department. The Manager, Contract Administration immediately delivered all sealed envelopes to the Office of the Inspector General (OIG) for review.

The Staff Review Committee consisted of the following individuals:

   Chief Administrative Officer  
   Director, Human Resource Services  
   Director, Information Services  
   Manager, Special Projects

All team members were interviewed by the Acting Inspector General for potential conflicts of interest. No conflicts were noted. The Acting Inspector General reviewed the Political Contribution Disclosure Forms for compliance. No issues were noted. The proposals were then delivered to Contract Administration for distribution to the Staff Review Committee.

On February 18, 2015, the Staff Review Committee met to discuss and evaluate the proposals on the basis of technical merit and cost. It was noted that as a result of a prior successful RFP bid, CCI has been performing ad hoc salary reviews for the Authority for over one year. The work performed by CCI has been professional, thorough and otherwise satisfactory. After a careful review and discussion of all of the proposals submitted, the Committee agreed that CCI was deemed the top technically-ranked firm. Because CCI is familiar with our current organizational structure there would be no learning curve.

The Committee did want to know more about one of the clients referenced in CCI’s proposal because the work performed for that client was very similar to the analysis we are seeking to have performed, and therefore the Committee wanted specific information regarding the staff resources, the timetable and the deliverables for that project. The Committee decided to invite CCI to meet with the members to answer their questions related to that particular project.

CCI provided the Committee with the requested information and answered all of the questions posed to the committee’s satisfaction. Additionally, because the cost proposal submitted by CCI contained cost ranges for various milestones, the Committee asked CCI to revise the cost proposal to remove the ranges and replace them with firm numbers.
for each phase of the project. CCI complied and submitted the requested revision in a timely manner.

While CCI did not submit the lowest Cost Proposal, the Committee believes that CCI’s was the most thorough of all the proposals submitted. Specifically, the timeline, the deliverables and the professional experience of the proposed team all spoke to an understanding of and appreciation for the complexity of the task. As stated earlier, CCI has a proven track record with the Authority and has earned the confidence of staff.

For the reasons stated herein, staff recommends that an agreement be negotiated with CCI Consulting to perform an Organizational Structure and Staffing Resource Analysis and to provide recommendations to the Authority resulting therefrom at a cost not to exceed $428,700. The projected due date for the deliverable is no later than nine (9) months from the execution of the agreement.

SUMMARY:

<table>
<thead>
<tr>
<th>Amount:</th>
<th>Not to Exceed $428,700</th>
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<tbody>
<tr>
<td>Source of Funds:</td>
<td>General Fund (Indenture budget)</td>
</tr>
<tr>
<td>Capital Project #:</td>
<td>N/A</td>
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<tr>
<td>Operating Budget:</td>
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</tr>
<tr>
<td>Master Plan Status:</td>
<td>N/A</td>
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<tr>
<td>Other Fund Sources:</td>
<td>N/A</td>
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<tr>
<td>Duration of Contract:</td>
<td>Not to exceed 9 months from the execution of the agreement.</td>
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<td>Other Parties Involved:</td>
<td>N/A</td>
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</tbody>
</table>
RESOLUTION

RESOLVED: That the Board authorizes staff to enter into an agreement with Career Concepts, Inc., dba CCI Consulting (“CCI”) to perform an Organizational Structure and Staffing Resource Analysis, and to provide recommendations to the Authority resulting therefrom at a cost not to exceed $428,700. The projected due date for the deliverable is no later than nine (9) months from the execution of the agreement; and be it further

RESOLVED: The Chair, Vice Chair and the Chief Executive Officer must approve and are hereby authorized to approve and execute all necessary agreements, contracts, or other documents on behalf of the DRPA. If such agreements, contracts, or other documents have been approved by the Chair, Vice Chair and Chief Executive Officer and if thereafter either the Chair or Vice Chair is absent or unavailable, the remaining Officer may execute the said document(s) on behalf of DRPA along with the Chief Executive Officer. If both the Chair and Vice Chair are absent or unavailable and if it is necessary to execute the said document(s) while they are absent or unavailable, then the Chief Executive Officer shall execute such documents on behalf of DRPA.

SUMMARY:

- Amount: Not to Exceed $428,700
- Source of Funds: General Fund (Indenture budget)
- Capital Project #: N/A
- Operating Budget: N/A
- Master Plan Status: N/A
- Other Fund Sources: N/A
- Duration of Contract: Not to exceed 9 months from the execution of the agreement.
- Other Parties Involved: N/A