REQUEST FOR PROPOSALS FOR

Compensation and Labor Market Analyses

ISSUING OFFICE

Pennsylvania Turnpike Commission

Human Resources Department

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REQUEST FOR PROPOSALS FOR

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PART I

GENERAL INFORMATION FOR PROPOSERS

I-1. Purpose. This request for proposals (RFP) provides interested Proposers with sufficient information to enable them to prepare and submit proposals for consideration by the Pennsylvania Turnpike Commission (Commission) to conduct a limited analysis of the Commission’s pay structure to determine if pay grades and ranges are set at appropriate levels and perform a market analysis for approximately 15 new job classifications to determine appropriate pay grades.

I-2. Issuing Office. This RFP is issued for the Commission by the Pennsylvania Turnpike Commission, Human Resources Department, P. O. Box 67676, Harrisburg, PA 17106-7676. The contact person for this RFP is Alicia Pennick in the Human Resources Department. She can be reached by mail at the address above, by email to apennick@paturnpike.com by phone at (717) 939-9551, ext. 5430, or by fax to (717) 986-8760. The Issuing Office is the sole point of contact in the Commission for this RFP.

I-3. Scope. This RFP contains instructions governing the proposals to be submitted and the material to be included therein; a description of the service to be provided; requirements which must be met to be eligible for consideration; general evaluation criteria; and other requirements to be met by each proposal.

I-4. Problem Statement. The primary objective of entering into an agreement with an outside agent for these purposes is to ensure that the Commission’s Management(non-union)/Local 30 Supervisory (union) salary ranges are at appropriate levels as compared to peer groups and to determine appropriate pay grades for approximately 15 new job classifications.

I-5. Type of Contract. It is proposed that if a contract is entered into as a result of this RFP, it will be a lump sum contract. The Commission may in its sole discretion undertake negotiations with Proposers whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

I-6. Rejection of Proposals. The Commission reserves the right to reject any and all proposals received as a result of this request, or to negotiate separately with competing Proposers.

I-7. Subcontracting. Any use of subcontractors by a Proposer must be identified in the proposal. During the contract period use of any subcontractors by the selected Proposer, that were not previously identified in the proposal, must be approved in advance in writing by the Commission.

A firm that responds to this solicitation as a prime may not be included as a designated subcontractor to another firm that responds to the same solicitation. **Multiple responses under any of the foregoing situations may cause the rejection of all responses of the firm or firms involved.** This does not preclude a firm from being set forth as a designated subcontractor to more than one prime contractor responding to the project advertisement.

I-8. Incurring Costs. The Commission is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of contract.
1-9. **Question and Answer.** Questions may be submitted in writing to clarify any points in the RFP which may not have been clearly understood. Written questions should be forwarded to **Alicia Pennick** at the Issuing Office address above. All questions must be received no later than **September 11, 2007 by 12:00 noon, local time**, to ensure sufficient analysis can be made before an answer is supplied. All questions and written answers will be issued as an addendum to and become part of this RFP.

1-10. **Addenda to the RFP.** If it becomes necessary to revise any part of this RFP before the proposal response date, addenda will be posted to the Commission’s website under the original RFP document. It is the responsibility of the Proposer to periodically check the website for any new information or addenda to the RFP.

The Commission may revise a published advertisement. If the Commission revises a published advertisement less than ten days before the RFP due date, the due date will be extended to maintain the minimum ten-day advertisement duration if the revision alters the project scope or selection criteria. Firms are responsible to monitor advertisements/addenda to assure the submitted proposal complies with any changes in the published advertisement.

1-11. **Response.** To be considered, proposals must be delivered to the Pennsylvania Turnpike Commission’s **Contract Administration Department, Attention Gail Reed**, on or before **September 28, 2007 by 12:00 noon, local time**. The Pennsylvania Turnpike Commission is located at 700 South Eisenhower Blvd., Middletown, PA 17057. Please note that use of U.S. Mail delivery does not guarantee delivery to this address by the above-listed time for submission. Proposers mailing proposals should allow sufficient delivery time to ensure timely receipt of their proposals. If the Commission office location to which proposals are to be delivered is closed on the proposal response date, due to inclement weather, natural disaster, or any other cause, the deadline for submission shall be automatically extended until the next Commission business day on which the office is open. Unless the Proposers are otherwise notified by the Commission, the time for submission of proposals shall remain the same.

1-12. **Proposals.** To be considered, Proposers should submit a complete response to this RFP, using the format provided in PART II. Each proposal should be submitted in **9 copies** to the Contract Administration Department. No other distribution of proposals will be made by the Proposer. Each proposal page should be numbered for ease of reference. Proposals must be signed by an official authorized to bind the Proposer to its provisions and include the Proposer’s Federal Identification Number. For this RFP, the proposal must remain valid for at least **120 days**. Moreover, the contents of the proposal of the selected Proposer will become contractual obligations if a contract is entered into.

Each and every Proposer submitting a proposal specifically waives any right to withdraw or modify it, except as hereinafter provided. Proposals may be withdrawn by written or telefax notice received at the Commission’s address for proposal delivery prior to the exact hour and date specified for proposal receipt. However, if the Proposer chooses to attempt to provide such written notice by telefax transmission, the Commission shall not be responsible or liable for errors in telefax transmission. A proposal may also be withdrawn in person by a Proposer or its authorized representative, provided its identity is made known and it signs a receipt for the proposal, but only if the withdrawal is made prior to the exact hour and date set for proposal receipt. A proposal may only be modified by the submission of a new sealed proposal or submission of a sealed modification which complies with the requirements of this RFP.
I-13. **Economy of Preparation.** Proposals should be prepared simply and economically, providing a straightforward, concise description of the Proposer’s ability to meet the requirements of the RFP.

I-14. **Discussions for Clarification.** Proposers who submit proposals may be required to make an oral or written clarification of their proposals to the Issuing Office to ensure thorough mutual understanding and Proposer responsiveness to the solicitation requirements. The Issuing Office will initiate requests for clarification.

I-15. **Best and Final Offers.** The Issuing Office reserves the right to conduct discussions with Proposers for the purpose of obtaining “best and final offers.” To obtain best and final offers from Proposers, the Issuing Office may do one or more of the following: a) enter into pre-selection negotiations; b) schedule oral presentations; and c) request revised proposals. The Issuing Office will limit any discussions to responsible Proposers whose proposals the Issuing Office has determined to be reasonable susceptible of being selected for award.

I-16. **Prime Proposer Responsibilities.** The selected Proposer will be required to assume responsibility for all services offered in its proposal whether or not it produces them. Further, the Commission will consider the selected Proposer to be the sole point of contact with regard to contractual matters.

I-17. **Proposal Contents.** Proposals will be held in confidence and will not be revealed or discussed with competitors, unless disclosure is required to be made (i) under the provisions of any Commonwealth or United States statute or regulation; or (ii) by rule or order of any court of competent jurisdiction. If a contract is executed, however, the successful proposal submitted in response to this RFP shall be subject to disclosure. All material submitted with the proposal becomes the property of the Pennsylvania Turnpike Commission and may be returned only at the Commission’s option. Proposals submitted to the Commission may be reviewed and evaluated by any person other than competing Proposers at the discretion of the Commission. The Commission has the right to use any or all ideas presented in any proposal. Selection or rejection of the proposal does not affect this right.

I-18. **Debriefing Conferences.** Proposers whose proposals are not selected will be notified of the name of the selected Proposer and given the opportunity to be debriefed, at the Proposer’s request. The Issuing Office will schedule the time and location of the debriefing. The Proposer will not be compared with other Proposers, other than the position of its proposal in relation to all other proposals.

I-19. **News Releases.** News releases pertaining to this project will not be made without prior Commission approval, and then only in coordination with the Issuing Office.

I-20. **Commission Participation.** Unless specifically noted in this section, Proposers must provide all services to complete the identified work.

I-21. **Cost Submittal.** The cost submittal shall be placed in a separately sealed envelope within the sealed proposal and kept separate from the technical submittal. **Failure to meet this requirement may result in disqualification of the proposal.**
I-22. **Term of Contract.** The term of the contract will commence on the Effective Date (as defined below) and will end six months from the Effective Date. The Commission shall fix the Effective Date after the contract has been fully executed by the Contractor and by the Commission and all approvals required by Commission contracting procedures have been obtained.

I-23. **Proposer’s Representations and Authorizations.** Each Proposer by submitting its proposal understands, represents, and acknowledges that:

a. All information provided by, and representations made by, the Proposer in the proposal are material and important and will be relied upon by the Issuing Office in awarding the contract(s). Any misstatement, omission or misrepresentation shall be treated as fraudulent concealment from the Issuing Office of the true facts relating to the submission of this proposal. A misrepresentation shall be punishable under 18 Pa. C.S. 4904.

b. The price(s) and amount of this proposal have been arrived at independently and without consultation, communication or agreement with any other Proposer or potential Proposer.

c. Neither the price(s) nor the amount of the proposal, and neither the approximate price(s) nor the approximate amount of this proposal, have been disclosed to any other firm or person who is a Proposer or potential Proposer, and they will not be disclosed on or before the proposal submission deadline specified in the cover letter to this RFP.

d. No attempt has been made or will be made to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.

e. The proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.

f. To the best knowledge of the person signing the proposal for the Proposer, the Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as disclosed by the Proposer in its proposal.

g. To the best of the knowledge of the person signing the proposal for the Proposer and except as otherwise disclosed by the Proposer in its proposal, the Proposer has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Proposer that is owed to the Commonwealth.
h. The Proposer is not currently under suspension or debarment by the Commonwealth, or any other state, or the federal government, and if the Proposer cannot certify, then it shall submit along with the proposal a written explanation of why such certification cannot be made.

i. The Proposer has not, under separate contract with the Issuing Office, made any recommendations to the Issuing Office concerning the need for the services described in the proposal or the specifications for the services described in the proposal.

j. Each Proposer, by submitting its proposal, authorizes all Commonwealth agencies to release to the Commission information related to liabilities to the Commonwealth including, but not limited to, taxes, unemployment compensation, and workers’ compensation liabilities.
PART II

INFORMATION REQUIRED FROM PROPOSERS

Proposals must be submitted in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. Each proposal shall consist of two (2) separately sealed submittals. The submittals are as follows: (i) Technical Submittal, in response to Sections II-1 through II-6 hereof; (ii) Cost Submittal, in response to Section II-7 hereof.

The Commission reserves the right to request additional information which, in the Commission’s opinion, is necessary to assure that the Proposer’s competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Commission may make such investigations as deemed necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to the Issuing Office all such information and data for this purpose as requested by the Commission. The Commission reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Proposer fails to satisfy the Commission that such Proposer is properly qualified to carry out the obligations of the agreement and to complete the work specified.

II-1. **Statement of the Problem.** State in succinct terms your understanding of the problem presented or the service required by this RFP.

II-2. **Management Summary.** Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided.

II-3. **Work Plan.** Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in Part IV of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. If more than one approach is apparent, comment on why you chose this approach. Indicate the number of personhours allocated to each task.

II-4. **Prior Experience.** Include experience in the analysis of pay structures for private and public sectors and with grading job classifications. Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to should be identified and the name of the customer shown, including the name, address, and telephone number of the responsible official of the customer, company, or agency who may be contacted.

II-5. **Personnel.** Include the number, and names where practicable, of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the work. Include through a resume or similar document education and experience in the negotiation of benefit and insurance plans and rates with benefit and insurance providers. Indicate the responsibilities each will have in this project and how long each has been with your company. Identify subcontractors you intend to use and the services they will perform.
II-6. M/W/DBE/SERB Participation. Prime Proposers are encouraged to utilize SERB vendor participation in their proposed solution. Responding firms shall clearly identify DBE/MBE/WBE firms, expected to participate in this contract, in their Proposal. If further information is desired concerning DBE/MBE/WBE participation, direct inquiries to the Pennsylvania Turnpike Commission’s Contract Administration Department by calling (717) 939-9551 Ext. 4241.

II-7. Cost Submittal. The information requested in this section shall constitute your cost submittal. The Cost Submittal shall be placed in a separate sealed envelope within the sealed proposal, separate from the technical submittal.

Proposers should not include any assumptions in their cost submittals. If the proposer includes assumptions in its cost submittal, the Issuing Office may reject the proposal. Proposers should direct in writing to the Issuing Office pursuant to Part I-9 of this RFP any questions about whether a cost or other component is included or applies. All Proposers will then have the benefit of the Issuing Office’s written answer so that all proposals are submitted on the same basis.

The total cost you are proposing must be broken down into the following components:

a. Direct Labor Costs. Itemize to show the following for each category of personnel with a different rate per hour:

   (1) Category: e.g., partner, project manager, analyst, senior auditor, research associate.

   (2) Estimated hours.

   (3) Rate per hour.

   (4) Total cost for each category and for all direct labor costs.

b. Consultant Costs. Itemize as in (a) above. If there are no consultant costs in your proposal, so state.

c. Subcontract Costs. Itemize as in (a) above. If there are no subcontract costs in your proposal, so state.

d. Other Direct Costs. Itemize. If there are no other direct costs in your proposal, so state.

e. Fee or Profit.

f. Total Cost.

Any costs not provided in the cost proposal will be assumed as no charge to the Commission.
The selected Proposer shall only perform work on this contract after the Effective Date is affixed and the fully-executed contract sent to the selected Proposer. The Commission shall issue a written Notice to Proceed to the selected Proposer authorizing the work to begin on a date which is on or after the Effective Date. The selected Proposer shall not start the performance of any work prior to the date set forth in the Notice of Proceed and the Commission shall not be liable to pay the selected Proposer for any service or work performed or expenses incurred before the date set forth in the Notice to Proceed. No Commission employee has the authority to verbally direct the commencement of any work under this Contract.
PART III

CRITERIA FOR SELECTION

III-1. Mandatory Responsiveness Requirements. To be eligible for selection, a proposal should be (a) timely received from a Proposer; (b) properly signed by the Proposer; and (c) formatted such that all cost data is kept separate from and not included in the Technical Submittal.

III-2. Proposals will be reviewed and evaluated by a committee of qualified personnel selected by the Commission. This committee will recommend for selection the proposal that most closely meets the requirements of the RFP and satisfies Commission needs. Award will only be made to a Proposer determined to be responsive and responsible in accordance with Commonwealth Procurement Code.

III-3. The following criteria will be used, in order of relative importance from the highest to the lowest, in evaluating each proposal:

a. Understanding the Problem. This refers to the Proposer’s understanding of the Commission needs that generated the RFP, of the Commission’s objectives in asking for the services or undertaking the study, and of the nature and scope of the work involved.

b. Proposer Qualifications. This refers to the ability of the Proposer to meet the terms of the RFP, especially the time constraint and the quality, relevancy, and recency of studies and projects completed by the Proposer. This also includes the Proposer’s financial ability to undertake a project of this size.

c. Personnel Qualifications. This refers to the competence of professional personnel who would be assigned to the job by the Proposer. Qualifications of professional personnel will be measured by experience and education, with particular reference to experience on studies/services similar to that described in the RFP. Particular emphasis is placed on the qualifications of the project manager.

d. Soundness of Approach. Emphasis here is on the techniques for collecting and analyzing data, sequence and relationships of major steps, and methods for managing the service/project. Of equal importance is whether the technical approach is completely responsive to all written specifications and requirements contained in the RFP and if it appears to meet Commission objectives.

e. Cost. The Commission reserves the right to select a proposal based upon all the factors listed above, and will not necessarily choose the firm offering the best price. The Commission will select the firm with the proposal that best meets its needs, at the sole discretion of the Commission.
PART IV

WORK STATEMENT

IV-1. Objectives.

a. General. The Commission is seeking assistance from a firm that will devote time to perform a limited analysis of the Commission’s pay structure to determine if pay grades and ranges are set at appropriate levels and conduct a market analysis of approximately 15 new job classifications to determine appropriate pay grades.

b. Specific. The Commission is seeking assistance with the analysis of current pay grades and ranges in relation to other peer groups, sector and geographic markets to determine if they are set appropriately. The analysis and any calculated variances will be used by the Commission to determine the amount (if any) for a cost of living increase for April 1st, 2008.

Due to the Commission’s current implementation of SAP, a comprehensive integrated software program, approximately 15 new job classifications are being created. The Commission is soliciting competitive proposals to evaluate these classifications and grade them appropriately in comparison with internal and external markets.


a. Background. The Commission is an independent agency of the Commonwealth of Pennsylvania.

The PA Turnpike is a key transportation route within the state of Pennsylvania and a vital link in the network of the eastern United States. The Turnpike is 536 miles in length with 60 fare collection facilities, 20 service plazas and two welcome centers, 21 maintenance buildings, 8 police barracks and 5 tunnels (www.paturnpike.com).

Currently there are over 2,200 active employees of the Commission who work in over 110 locations including three administrative offices: the Central Administration Office in Middletown, PA, the Eastern Regional Office in King of Prussia, PA and the Western Regional Office in New Stanton, PA.

b. Scope. The Commission currently has 21 pay grades for approximately 480 Management/Local 30 Supervisory employees. Of these 21 pay grades, 8 are non-exempt pay grades and 13 are exempt. Each pay grade has 20 specific salary levels (steps) compiling the range, with approximately 2.1% difference between each step. Currently there are 215 classifications that fall within these pay grades. It is expected that this structure will remain the same.

Management/Local 30 Supervisory employees receive a one step increase (approx. 2.1%) every October 1st dependent upon satisfactory performance over the past year. If an annual cost of living increase is deemed appropriate, it is effective April 1st and applied to the pay structure ranges and to the employee’s pay.
The 15 new Management job classifications created in support of SAP operations are expected to fit into the current pay structure. The Commission currently uses the Hay Methodology as a primary classification tool and uses internal and external market analysis.

IV-3. Requirements. You must be able to complete the tasks exactly as specified in Part IV-4 below. Your proposal should include a performance guarantee covering the quality, timeliness and accuracy of your processes and outcome achieved through the execution of your contracted services.

IV-4. Tasks.

Part 1: Perform a limited range of services related to the analysis of the Commission’s pay structure to determine if pay grades and ranges are set at appropriate levels. The tasks involved in providing these services include:

a. Meet with the Commission’s compensation unit to validate scope of services, methodology and timeline.

b. Review the Commission’s background materials including pay grades, pay structure, select job descriptions and related materials.

c. Identify benchmark positions for comparison. At least 20 percent of the Commission’s classifications (approx. 43) are to be included, covering all levels within the pay structure.

d. Identify the Commission’s competitive employment market and make recommendations regarding the choice of regional comparator organizations and markets.

e. Analyze and understand the competitiveness of the Commission’s base salary program against relevant external markets.

f. Provide report of current survey information of wages within the selected comparator organizations.

g. If appropriate, recommend adjustments to existing pay grades and calculate variance(s) from the existing salary structure.

h. Develop and present final recommendations and impact studies including costs and the potential future impact(s) of recommended changes.

Part 2: Perform a market analysis of approximately 15 new job classifications to determine appropriate pay grades. The tasks involved in providing these services include:

a. Meet with the Commission’s compensation unit to validate scope of services, methodology and timeline.

b. Review the Commission’s background materials including job duties/responsibilities of the classifications to be graded, pay structure and related materials.
c. Perform a market analysis to evaluate the classifications in comparison to internal positions, other peer groups, sector and geographic markets.

d. Recommend appropriate placement of the job classifications within the Commission’s current pay grade structure ensuring internal salary equity and market competitiveness.

e. Develop and present final recommendations to the Commission.

IV-5. Reports and Project Control.

a. Task Plan. Indicate the activities, responsibilities (both yours and the Commission’s), timetable and services you will provide.


c. Problem Identification Report. An “as required” report, identifying problem areas. The report should describe the problem and its impact on the overall project and on each affected task. It should list possible courses of action with advantages and disadvantages of each, and include Proposer recommendations with supporting rationale.
Following are the answers to questions submitted in response to the above referenced RFP as of 12:00 Noon, September 11, 2007. All of the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

1. Does the project have an approved budget, and what is the amount or range of the budget?

   **We will not respond to this question.**

2. What are the internal or external factors that are driving the need for a Classification and Compensation study?

   **Please see Part IV of the RFP.**

3. What is the date of the last Classification and Compensation study?

   **The last study was conducted in July 1999.**

4. What is the name of the agency that provided the last Classifications and Compensation study?

   **The last study was conducted by the Hay Group.**

5. What is the anticipated project start date and completion date?
The anticipated project start date is November/December 2007. The anticipated completion date is February 2008.

6. Are you requesting that the new 15 management classifications fit into the Hay Methodology that you already are using as a tool or are you open to a different system? (Section IV-2b, pg. 11)

We prefer the Hay Methodology be used, however other viable compensation methodologies will be considered.

7. In I-11 page 2, it states that mail may not be delivered in a timely manner. Does this include FedEx submissions?

Proposals must be delivered to the Pennsylvania Turnpike Commission’s Contract Administration Department, Attention Gail Reed, on or before September 28, 2007 by 12:00 noon, local time. U.S. Mail delivery does not guarantee delivery to this address by the above-listed time for submission. Proposers mailing proposals should allow sufficient delivery time to ensure timely receipt of their proposals via US Mail or courier. The Commission has no control over the delivery schedule of proposals via third parties or US Mail. Responding vendors should keep this information into consideration when submitting proposals to the Commission’s Contract Administration Department.

8. Does the Pennsylvania Turnpike Commission participate in and/or purchase any published salary surveys for use in their market compensation reviews? If so, what are the survey titles?

The Pennsylvania Turnpike Commission participates in the Maryland Transportation Study and others as requested.

9. Does the Pennsylvania Turnpike Commission have specific, pre-defined peer group(s) that the winning bidder would need to utilize in its compensation analysis?

No
10. Within the past five years, how many cost-of-living increases have been awarded to The Pennsylvania Turnpike Commission employees?

*Based on Commission approval; there has been five consecutive annual cost of living increases*

11. Does The Pennsylvania Turnpike Commission have position descriptions for the 15 new job classifications that will be included in the market analysis? If “no”, will completed position descriptions be available by the project’s start date?

*No. A draft will be available at the project start date.*

12. Has The Pennsylvania Turnpike Commission identified specific existing job classifications that they want included as “benchmark” positions in the market compensation review?

*No*

13. Does the Commission have specific criteria that they utilize to select “benchmark” positions for its market compensation review?

*See Question and Answer Number 12*

14. When was the last time a market compensation review was conducted for a representative number of “benchmark” positions?

*See Question and Answer Number 3*

15. How frequently does the Commission conduct market compensation reviews on its positions?
16. Will the results of the most recent market compensation review be made available to the winning bidder as part of the project?  

No

17. Will any union positions potentially be included in the market compensation analysis?  

No

18. Are union jobs included in the Commission's salary structure?  

Yes, in a separate salary structure that is negotiated between the Commission and Union Representatives

19. Does The Pennsylvania Turnpike Commission currently incorporate geographic pay differentials for positions that exist across multiple locations?  

No

20. What is the timeframe anticipated by the Commission for project completion?  

See Question and Answer Number 5
All other terms, conditions and requirements of the original RFP dated August 29, 2007 remain unchanged unless modified by this Addendum.

By signing below, I acknowledge that I have read all addendums that pertain to this RFP.

Contractor’s Signature______________________________________________ Date___________

*This Addendum is to be signed by an official authorized to bind the Proposer to its provisions and attached to the submitted RFP*