



**American Association of  
Motor Vehicle Administrators**

**OUR MISSION**

*Serve North American  
motor vehicle and law  
enforcement agencies  
to accomplish their  
missions.*

**OUR VISION**

*Safe drivers  
Safe vehicles  
Secure identities  
Saving lives!*

# REQUEST FOR PROPOSAL

No. FY24-34594

Compensation and Benefits Study

April 2024

AAMVA - Official Use Only

The American Association of Motor Vehicle Administrators (AAMVA) is a non-profit organization, representing the state and provincial officials in the United States and Canada who administer and enforce motor vehicle laws.

The American Association of Motor Vehicle Administrators (AAMVA) produced this document. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or information storage or retrieval systems, for any purpose other than the intended use by AAMVA, without the express written permission of AAMVA.

© 2024 AAMVA. All rights reserved.

**AAMVA - Official Use Only**

Do not share with or forward to additional parties except as necessary to conduct the business for which this document was clearly intended. If in doubt, contact the originator for guidance. If you believe that you received this document in error, please advise the sender, then delete or destroy the document.



# CONTENTS

1	INTRODUCTION .....	1
1.1	ENTITY BACKGROUND .....	1
1.2	PURPOSE.....	1
1.2.1	ADDITIONAL PURPOSE DETAILS (IF REQUIRED - OPTIONAL) .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
1.3	MINIMUM QUALIFICATIONS .....	2
1.3.1	ADDITIONAL PROCUREMENT SPECIFIC QUALIFICATIONS (IF REQUIRED - OPTIONAL) .	<b>ERROR! BOOKMARK NOT DEFINED.</b>
1.4	PERIOD OF PERFORMANCE .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
2	GENERAL INFORMATION .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
2.1	RFP COORDINATOR .....	3
2.2	ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES .....	3
2.3	ACCEPTANCE PERIOD .....	4
2.4	RESPONSIVENESS.....	4
2.5	MOST FAVORABLE TERMS.....	4
2.6	GENERAL TERMS AND CONDITIONS .....	4
2.7	COSTS TO PROPOSE .....	4
2.8	NO OBLIGATION TO CONTRACT.....	4
2.9	REJECTION OF PROPOSAL .....	4
3	SCOPE OF SERVICES AND STATEMENT OF WORK .....	5
3.1	OVERVIEW AND GENERAL REQUIREMENTS.....	5
3.2	SERVICE/COMMODITY LINE ITEMS.....	6
3.2.1	JOB ANALYSIS AND EVALUATION .....	6
3.2.2	SALARY DATA AND MARKET ANALYSIS.....	6
3.2.3	BONUS AND BENEFIT PROGRAM ANALYSIS .....	6
4	PROPOSAL INSTRUCTIONS AND EVALUATION PROCEDURE .....	1
4.1	PROPOSAL CONTENT .....	1
4.1.1	VOLUME I CORPORATE & TECHNICAL EXPERIENCE.....	1
4.1.1.1	Corporate/Firm Background .....	1
4.1.1.2	Experience/Past Performance .....	<b>Error! Bookmark not defined.</b>
4.1.1.3	Project scope of Services/technical Solution .....	<b>Error! Bookmark not defined.</b>
4.1.2	VOLUME II PRICE PROPOSAL.....	2
4.2	PROPOSAL SUBMISSION.....	2
4.3	PROPOSAL SUBMISSION.....	3
4.3.1	EVALUATION AND CONTRACT AWARD .....	3
4.3.2	EVALUATION PROCEDURE.....	3
5	RFP EXHIBITS.....	1
5.1	EXHIBIT B: CERTIFICATIONS AND ASSURANCES.....	1
5.2	EXHIBIT C: CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS.....	2

# 1 INTRODUCTION

---

## 1.1 ENTITY BACKGROUND

AAMVA is a tax-exempt, nonprofit organization that develops and supports model programs in motor vehicle administration, law enforcement, and highway safety. The association also serves as an information clearinghouse in these areas and acts as the international spokesman for these interests.

Founded in 1933, AAMVA represents the state and provincial and territorial officials in the United States and Canada that administer and enforce motor vehicle laws. AAMVA's programs encourage uniformity and reciprocity among the states and provinces. The association also serves as a liaison with other levels of government and the private sector. Its development and research activities provide guidelines for more effective public service. AAMVA's membership includes associations, organizations and businesses that share an interest in the association's goals.

## 1.2 PURPOSE

The American Association of Motor Vehicle Administrators (referred to here as "AAMVA") releases this request for proposal (RFP) to solicit proposals from qualified firms interested in participating in the bidding process.

The purpose for this RFP is to solicit proposals from qualified firms or consultants interested in providing a comprehensive and competitive benchmark compensation study to assess AAMVA's wage, salary, bonus, overall compensation levels and benefit program.

AAMVA invites proposals from qualified firms or consultants and desires to obtain a firm fixed price proposal to:

1. Complete a Classification and Compensation Study of similar industry related and non-profit employers (nationwide) who are providing equitable services, and
2. Based on that study, prepare a comparative analysis that identifies AAMVA's competitive position in a comparative labor market, including comparative employers, and
3. Use analysis to provide recommendations regarding AAMVA's current pay structure to ensure that all positions are internally equitable and externally competitive, and
4. Complete a benefit package study of similar industry related and non-profit employers, and
5. Provide guidance to AAMVA on implementing Pay Transparency policies and practices that meet various state regulations, requirements, and mandates.

The resulting classification and compensation program shall enable AAMVA to competitively recruit employees, ensure internal equity, practice pay equity, motivate employees to excel in job performance, and align with the organization’s current size and culture.

Requisitioned Services/commodities:

**1) Job Analysis and Evaluations**

- Job Ranking
- Job Matching
- Job Grading

**2) Salary Data and Market Analysis**

- Data Collection
- Benchmarking
- Data Analysis
- Salary Structure and Design

**3) Bonus and Benefit Program Analysis**

- Benchmarking
- Comparative Analysis
- Structure and Design

**1.2.1 Additional Purpose Details**

AAMVA initiated its last compensation study in late 2019 and incorporated compensation structure changes that were effective January 1, 2021. We are looking to update the existing structure in accordance with updated market data. We are also seeking recommendations on the competitiveness of our bonus and benefit programs. This may include adjustments to current salary ranges, bonus structures, benefit offerings, or compensation practices.

**1.3 MINIMUM QUALIFICATIONS**

The offeror must have a minimum of **Five (5) years** demonstrated experience in the development of compensation studies for organizations of a similar nature to AAMVA including but not limited to the following:

- Multi-Divisional non-profit association activities.
- Information Technology and Government Contracting operations.

**1.4 PERIOD OF PERFORMANCE**

The performance period for the anticipated contract will start upon a fully executed contract through December 30, 2024.

## 2 GENERAL INFORMATION

### 2.1 RFP COORDINATOR

The RFP Coordinator is the sole point of contact at AAMVA for this procurement. All communication between the Offeror and AAMVA upon receipt of this RFP shall be with the RFP Coordinator, as follows:

Name	AAMVA Procurement
Address	4401 Wilson Boulevard, Suite 700
City, State, Zip Code	Arlington, Virginia 22203
Phone Number	703-908-2861
Coordinator	Khalid Rahimi
Title	Senior Procurement Manager
E-Mail Address	<a href="mailto:procurement@aamva.org">procurement@aamva.org</a>

AAMVA will consider any other communication as unofficial and non-binding on AAMVA. Communication directed to parties other than the RFP Coordinator, as related to the scope of the RFP, may result in disqualification of the Proposal.

### 2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

The estimated procurement schedule of activities for this RFP is as follows; AAMVA reserves the right to modify this schedule:

Activity	Date
Issue RFP	04/16/2024
Written Intent to Bid Due	04/23/2024
Written Questions Due from Offerors About Scope or Approach	04/26/2024
Pre-Proposal Conference (Optional element)	05/06-10/2024
Proposals Due	5/15/2024
Evaluate Proposal	5/16 - 24/2024
Finalist Presentations for short-listed vendors (date/time TBD)	5/27 – 31/2024
Announce “Apparent Successful Contractor”	One week following presentations

## 2.3 ACCEPTANCE PERIOD

The Proposal must provide 120 days for acceptance by AAMVA from the date of submission.

## 2.4 RESPONSIVENESS

The RFP Coordinator will review the Proposal to determine compliance with administrative requirements and instructions specified in this RFP. The offeror is specifically notified that failure to comply with any part of the RFP may result in rejection of the Proposal as non-responsive.

AAMVA also reserves the right, at its sole discretion, to waive minor administrative irregularities.

## 2.5 MOST FAVORABLE TERMS

AAMVA reserves the right to make an award without further discussion of the Proposal submitted. Therefore, the Proposal should be submitted initially with the most favorable terms that the offeror can propose. AAMVA also reserves the right to contact an offeror for clarification of its Proposal and request a face-to-face meeting.

The offeror must be prepared to accept this RFP for incorporation into a contract resulting from this RFP. It is understood that the Proposal will become a part of the procurement file on this matter without obligation to AAMVA.

## 2.6 GENERAL TERMS AND CONDITIONS

The apparent successful offeror will be expected to enter into a contract or purchase order with general terms and conditions agreeable to both parties. It is AAMVA's preference to engage offeror's under AAMVA's own standard contract terms and conditions in response to this solicitation; however, depending upon the specific procurement requirements, AAMVA may entertain offeror standards contract terms. The offeror may submit exceptions as allowed in [§5.2 Exhibit B: Certifications and Assurances](#) to this solicitation. AAMVA will review requested exceptions and will accept or reject them at its sole discretion.

## 2.7 COSTS TO PROPOSE

AAMVA will not be liable for any costs incurred by the Offeror in preparing a Proposal submitted in response to this RFP, or in performing any other activities related to responding to this RFP.

## 2.8 NO OBLIGATION TO CONTRACT

This RFP does not obligate AAMVA to contract for the services/commodities specified herein.

## 2.9 REJECTION OF PROPOSAL

AAMVA reserves the right at its sole discretion, and without penalty, to reject any and all proposals received and not to issue a contract as a result of this RFP.



## 3 SCOPE OF SERVICES AND STATEMENT OF WORK

---

### 3.1 OVERVIEW AND GENERAL REQUIREMENTS

The provider must demonstrate a comprehensive ability to offer professional services encompassing all aspects outlined in the “scope of services” section. This include, but is not limited to:

1. Complete a Classification and Compensation Study of similar industry related and non-profit employers (nationwide) who are providing equitable services, and
2. Based on that study, prepare a comparative analysis that identifies AAMVA’s competitive position in a comparative labor market, including comparative employers, and
3. Use analysis to provide recommendations regarding AAMVA’s current pay structure to ensure that all positions are internally equitable and externally competitive, and
4. Complete a benefit package study of similar industry related and non-profit employers, and
5. Provide guidance to AAMVA on implementing Pay Transparency policies and practices that meet various state regulations, requirements, and mandates.



## 3.2 SERVICE/COMMODITY LINE ITEMS

### 3.2.1 Job Analysis and Evaluation

Undertake job analysis and evaluation to conduct a comparative assessment with similar roles in the market, aiming for precise benchmarking. Evaluate relevant job aspects to ensure appropriate placement within the pay grade or salary range.

#### *3.2.1.1 Job Ranking*

Ranking jobs within the organization based on factors such as complexity, responsibility, skills required, and organizational impact.

#### *3.2.1.2 Job Matching*

Matching the organization's job roles with comparable positions in the market to ensure accurate benchmarking.

#### *3.2.1.3 Job Grading*

Assigning jobs to specific grade levels or salary bands based on their value to the organization.

### 3.2.2 Salary Data and Market Analysis

Analyze the collected data to identify trends, outliers, and areas where the organization's compensation may be lagging or leading in the market. Make recommendations on how the organization can strategically position its compensation offerings to attract and retain top talent.

#### *3.2.2.1 Data Collection*

Gather salary and compensation data from external sources such as industry surveys, government databases, and compensation database, etc... Data should be collected for similar positions in comparable organizations (non-profit, government and for profit) various geographic regions and industries.

#### *3.2.2.2 Benchmarking*

Compare the organization's internal salaries and (bonus) compensation with market data collected to identify discrepancies or gaps.

#### *3.2.2.3 Data Analysis*

Analyze the collected data to determine average salaries, compensation trends, and any variations based on factors such as job role, industry, location, and experience level.

#### *3.2.2.4 Salary Structure and Design*



Determine appropriate salary adjustments or increases bas on the results of the salary survey, job analysis, and evaluation. Develop policies and guidelines for administrating compensation for an employer with a multistate workforce.

### 3.2.3 Bonus and Benefit Program Analysis

#### *3.2.3.1 Bonus Structure*

Examine AAMVA's current bonus structure and benchmark against similar organizations, including eligibility criteria, performance metrics, payout formulas and frequency of payouts. Assess whether the bonus structure aligns with organizational goals, motivates employees and is competitive in the market.

#### *3.2.3.2 Benefits Program Analysis*

Review AAMVA's benefit programs, such as health insurance, retirement plans, paid time off, wellness programs, and other perks. Evaluate the cost, value, and competitiveness of these benefits compared to industry standards and employee preferences.



## 4 PROPOSAL INSTRUCTIONS AND EVALUATION PROCEDURE

---

### 4.1 PROPOSAL CONTENT

The proposal shall be comprised of the following two (2) volumes, numbered Volumes I and II. Please follow the submission instructions listed in section 4.2.

#### 4.1.1 Volume I Corporate & Technical Experience

- Limit to twenty-five (25) single spaced pages including graphics.
- Please format your response in the same outline as Section 3 of this RFP.

##### 4.1.1.1 *Corporate/firm background*

- Limit to five (5) single spaced pages including graphics.
- Offeror(s) shall provide a summary of any corporate information relevant to this RFP, which should include, at minimum: Length of time providing like requested services, experience handling similar level of services as AAMVA needs in this RFP, and summary of the financial strength of the company.

##### 4.1.1.2 *Experience/Past Performance*

- Limit to five (5) single spaced pages including graphics.
- Offeror(s) shall describe three (3) examples of similar support services that offeror has provided of comparable size in the past three (3) years. For each example include contact information, project scope, relevance to this solicitation, timeline/dedicated hours, and written permission for a reference to discuss its performance with AAMVA.

##### 4.1.1.3 *Project Scope of Services/Technical Solution*

- Limit to fifteen (15) single spaced pages including graphics.

**Please format your response in the same outline as Section 3 of this RFP.**

See [§ 3 SCOPE OF SERVICES AND STATEMENT OF WORK](#) for requirements.

For each area identified in section 3, please call out your project/task level methodology that will best provide successful outcomes.

### 4.1.2 Volume II Price Proposal

Limit to ten (10) single-spaced pages.

Offeror(s) shall provide the best financial proposal to complete the work for the duration of the contract term.

- Professional Services: Please provide the all inclusive fixed price to complete the work requested in the stated within [§ 3 SCOPE OF SERVICES AND STATEMENT OF WORK](#).
- Discounts: As applicable, please specify how discounts are calculated and applied.
- Other Fees (if required): Please include pricing for travel, other direct costs, and any optional services that may be relevant to this RFP. Any other information as required.

## 4.2 PROPOSAL SUBMISSION

- Proposal must be submitted in soft copy (Adobe PDF format) as set forth below.
- All text shall be twelve (12) point font, and page limits shall be as indicated. ***Please do not include corporate marketing material or boiler plate information in your response.***
- The Proposal is to be sent to the RFP Coordinator at the email address noted in [§2.1 RFP Coordinator](#). The email must be clearly marked with the RFP number.
- Any modifications to a Proposal in response to this RFP will be subject to these same conditions. The Proposal must respond to the procurement requirements. Do not respond by referring to material presented elsewhere. The Proposal must be complete and must stand on its own merits. Failure to respond to any portion of the procurement document may result in rejection of the Proposal as non-responsive. All Proposals and any accompanying documentation become the property of AAMVA and will not be returned.
- Proposals must be submitted as two separate files in your response as follows:
  - **File 1:** Shall include Volumes I labeled “Corporate & Technical Proposal Response for RFP 34954 by <company name>.pdf”



- **File 2:** Shall include Volume II, Price proposal response labeled “Price proposal response for RFP 34954 by <company name>.pdf”. Please also include the signed Exhibits B and C.

### 4.3 PROPOSAL EVALUATION

#### 4.3.1 EVALUATION AND CONTRACT AWARD

All Proposal will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. Only responsive proposals which meet the minimum requirements will be forwarded to the evaluation team for further review.

#### 4.3.2 EVALUATION PROCEDURE

Response to proposals will be evaluated in accordance with the specifications stated in this solicitation and any addendum issued. Award will be made to the offeror that provides the best overall value to AAMVA.

	Description
<b>1</b>	<b>Volume I Corporate &amp; Technical Experience</b>
1.1	Corporate/Firm Background ( <i>see section 4.1.1.1</i> )
1.2	Experience/ Past Performance ( <i>see section 4.1.1.2</i> )
1.3	Project Scope of Services/Technical Solution ( <i>see section 4.1.1.3</i> )
<b>2</b>	<b>Volume II Cost Proposal</b>
2.1	Overall Price ( <i>see section 4.1.2</i> )
<b>3</b>	<b>Interviews</b>
3.1	Presentations

## 5 RFP EXHIBITS

---

### 5.1 EXHIBIT B: CERTIFICATIONS AND ASSURANCES

I/we make the following certifications and assurances as a required element of the proposal to which this Exhibit A is attached, understanding that the truthfulness of the facts affirmed herein and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contracts:

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 90 days following the due date for receipt of proposals, and it may be accepted by AAMVA without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of AAMVA whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official capacity. Any exceptions to these assurances are described in full detail on a separate page and attached to this document.
5. I/we understand that AAMVA will not reimburse any costs incurred in the preparation of this proposal. All proposals become the property of AAMVA and I/we claim no proprietary right to the ideas, writings, items, or samples presented in the proposal, unless so stated in the proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the offeror and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other offeror or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

---

*Signature of Offeror*

*Printed Name, Title and Date*



## 5.2 EXHIBIT C: CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The prospective offeror certifies to the best of its knowledge and belief that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any department or agency of the Commonwealth of Virginia or any of the jurisdictions comprising the membership of the American Association of Motor Vehicle Administrators (AAMVA);
3. Have not within a three year period preceding this date been convicted of or had a civil judgment rendered against them for commission of fraud or 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;
4. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated above of this certification; and
5. Have not within a three-year period preceding this date had one or more public transactions (Federal, State or local) terminated for cause or default.

Offeror understands that a false statement on this certification may be grounds for rejection of any submitted proposal or quotation or termination of any award. In addition, under 18 USC Sec. 1001, a false statement may result in a fine of up to \$10,000 or imprisonment for up to 5 years, or both if federal funds are being used to support the procurement.

---

Printed Name of Offeror

---

Printed Name and Title of Authorized Representative

---

Signature of Authorized Representative