

REQUEST FOR PROPOSAL

**HUMAN RESOURCES DEPARTMENT
420 S Madison Avenue
Yuma AZ 85364**

PROPOSAL DUE: April 15, 2010

HOUSING AUTHORITY OF THE CITY OF YUMA REQUEST FOR PROPOSAL CLASSIFICATION AND COMPENSATION STUDY

A. BACKGROUND

The City of Yuma established the Housing Authority of the City of Yuma (HACY) as an independent agency in 1976. HACY began its operation with funds to assist 200 families under the Section 8 Program. Today, HACY is funded to assist 1122 families under the Section 8 Program. Approximately 400 area landlords currently participate in the program by providing affordable rental housing opportunities for HACY residents.

HACY began construction of Public Housing in 1978, beginning with 28 units. Currently HACY has over 235 units. HACY also provides third party management services for 30 units of elderly housing at Casa Sierra Vista and 36 units of Low income Housing Tax Credit Townhouses for families in Carver Park.

HACY administers a Family Self Sufficiency Program (FSS). There are currently approximately 254 active Family Self Sufficiency Participants. In the last 5 years the HACY FSS Program assisted 43 families in their effort to become homeowners, through guidance, education and training, and the provision/leverage of down-payment assistance. HACY's FSS Program is one of the largest and most successful in the Southwest.

Additionally, HACY provides exceptional maintenance services. Maintenance is performed with the intent of assuring that the maximum life of HACY owned and managed assets/property be attained at the minimal possible cost. Repairs to project components are made using high quality workmanship and materials so that the value or life of the projects is never lessened by the quality or extent of the repair. The methods, materials, tools and equipment used in performing all maintenance functions are based on life cycle cost rather than initial purchase price alone. The standards of maintenance services are consistent with the objective of providing decent, safe, and sanitary housing using sound economic principles. Additionally, HACY maintenance maintains attractive buildings and grounds. And, to the greatest extent possible, general property maintenance will not be deferred.

HACY employs 30 staff members who enjoy a respectful and professional, team-oriented work environment.

B. SITUATION

The HACY's classification plan requires an update, with class specifications that are in the line with current changes and requirements in the law. Class specifications need to be updated to reflect current job duties and requirements of the position, including physical requirements and essential functions to comply with the ADA.

The HACY wants to have the opportunity to conduct annual salary surveys of comparable Housing Authorities and compensation practices in these Housing Authorities.

The Human Resource Manager, Deputy Director and Executive Director (Review Team), will seek Board approval to conduct the study, oversee the conduct of the Study and present its

recommendations to the Board. This Review Team also serves as the final Appeals Board for issues that may arise from employees and supervisors prior to the preparation of the final report and recommendations.

C. CURRENT ISSUES AND CONCERNS

Classification and Compensation Plan were last conducted in 2001.

The HACY needs a more objective and consistent approach for job evaluation to place new classification in pay plan and review re-classification requests.

D. SCOPE OF SERVICES REQUIRED

The scope of services shall include, but not be limited to, the following:

This process will require an overall review of the structure of each department; an analysis of existing job functions and positions within each department; a review of the job specifications for each classified position; a review of the HACY's pay plan; and a review of comparable positions in other jurisdictions and private industry, where appropriate.

Classification Plan and Organizational Structure

1. Meet with Review Team to validate scope of services, methodology, timeliness, and other deliverables.
2. Develop a classification structure that reflects the HACY's overall classification and compensation strategy and includes the clear definition of terms and the development of career ladders for full-time and part-time classifications.
3. Review the background materials including organizational charts, budgets, personnel rules and regulations, and related information.
4. Conduct orientation and briefing session(s) with employees.
5. Conduct orientation and briefing session(s) with all department heads, managers and supervisors.
6. Design an appropriate job questionnaire.
7. Administer the completion of a job questionnaire by all employees that can be used for classification and compensation purposes.
8. Conduct interviews with a representative sample of employees and appropriate supervisory and management personnel.
9. Allocate all employees included within the scope of the study to an appropriate job title, job class and exempt and non-exempt designation (FLSA).

10. Update classification specifications to reflect current duties, requirements of the position, including physical requirements and essential functions in compliance with ADA.
11. Prepare up-to-date and accurate job classification specifications for all employees.
12. Design and administer an employee review process.
13. Provide an implementation plan.
14. Design an appropriate Organizational Structure.

Compensation Plan and Review of Benefits

1. Identify survey labor market and benchmark classes.
2. Conduct a comprehensive compensation survey utilizing comparable survey agencies, using not only job titles, but duties and responsibilities based upon the classification specifications from the HACY.
3. Complete internal salary relationship analysis, including the development of appropriate internal relationship guidelines.
4. Develop externally competitive and internally equitable salary recommendations for each class included within the study.
5. Access spreads based on organizational value of positions.
6. Assign a salary range to each classification which reflects the results of the market survey and the analysis of internal relationships.
7. Present results of survey to Review Team in group meeting.
8. Assist in the development of a strategy for implementing compensation recommendations.
9. Review Agency Benefits to those of comparable Housing Authorities.
10. Add effectively present data-driven rationale for recommendations in written report, present findings orally and thoroughly defend all challenges to the survey.
11. Provide an implementation plan.
12. Present final Classification, Compensation and Benefit report to Review Team in writing.

Personnel Policy and Job Description Development

1. Review the current personnel policy and job descriptions.
2. Offer recommendations for changes and improvement

3. Revise and modify current personnel policy and job descriptions as agreed upon to adhere to current employment related laws and actual tasks being performed.

The consultant or the HACY may propose additional tasks as deemed necessary to complete the assignment. Any additional work shall be compensated as agreed upon in the consultant's contract with the HACY.

E. Standards & Deliverables

All copies should be provided in both hard copy (paper) and digital format (MS Word and MS Power Point)

All data, databases, reports designs and material, in digital and hard copy format created under this project shall be transferred to the HACY upon completion of the project and become the property of the HACY.

The consultant will provide five (5) copies of the draft and final documents. Reports must be submitted a minimum of 7 to 10 days prior to meetings at which they will be discussed.

F. CONTENT OF PROPOSALS

Submittal Instructions

In addition to required submittal documents listed in section G, the following information shall be submitted in the Consultant written proposal. Absence of any of the requested information may lead to a determination that the response is non-responsive.

1. **Written Proposal shall include:** specific applicable experience of the Consultant related to the proposed work (which may include brochures or other descriptive materials). References should also be included. A description of the background and relative experience of all personnel who will actually work on the project should be included in the proposal. The Consultant should delineate the tasks to be performed by each individual. Identification of any subcontractors or other Consultants that will perform any work as set forth in the proposal. This should include the actual work to be performed by any subcontractor and two references in support of this work activity.
 - a. **Proposed Methodology**-This section of the written proposal must contain sufficient detail to convey to members of the evaluation team the Consultant's knowledge of the subjects and skills necessary to successfully complete all phases of the project. Include any required involvement of HACY staff. The Consultant may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation. The Proposed Methodology must contain a comprehensive description of services.
 - b. **Project Approach** -The proposal shall include the plan for and the approach, methods and procedures that the Consultant intends to take in performing the study. The proposed phases and steps to be followed, and the tests and standards to be used in performing the work required shall be outlined in the proposal. A detailed description of how the Consultant

proposes to determine the comparable worth of classes shall be included either as part of the ranking of classes or as separate part of the study.

- c. **Work Plan** - Include all project requirements and the proposed deliverables, tasks, services, activities, etc. necessary to accomplish the scope of all phases of the project defined in this RFP and within the project deadline of 60 days or less from the date of award of this contract.
- d. **Project Schedule** - Include a project schedule indicating when the elements of the deliverables will be completed. All dates should be specific to the phase in which the work will be performed.
- e. **Overall Risk** - Define risks you identify as being significant to the success of the project. Include how your Consultant would propose to effectively monitor and manage these risks, including reporting of risks

2. **Cost Proposal**

- a. Detailed task/activity list including position classification, associated staff-hours, hourly rates.
- b. Indirect costs, expenses, such as per diem etc.
- c. The costs for the post implementation consultation and support.
- d. Total cost.

3. **Insurance**

The contractor will be required to carry insurance for the term of the contract. Insurance should include Workers Compensation, General Liability and Property Damage, and Automotive Liability. Proof of insurance should be included with the financial forms package.

G. **Required Submittal Documents**

- 1. **Proposals:** Bidders shall develop and submit a proposal that addresses at minimum each item identified in this solicitation, and shall verify through the completion and submittal of the proposal package cover sheet page that all required information and documentation for this solicitation process is included.
- 2. **Statement of Bidder's Qualifications - Attachment (1).** Complete, sign and submit form.
- 3. **Certificate as to Corporate Principal - Attachment (2).** Complete, sign and submit form.
- 4. **Non-Collusive Affidavit - Attachment (3).** Complete, sign, and submit form.

If any of the above requirements are not met, the proposal may not be considered. Proposals received after the deadline will not be accepted.

H. **Evaluation and Selection Process**

Bid proposals shall be valid for a minimum of 60 days after submission deadline to allow sufficient time for evaluation. Selection of the successful bidder/proposal will be made after all proposals are reviewed for responsiveness and scored according to the following criterion. Approximately three firms will be selected for final consideration and may be requested to attend a review meeting at HACY in person or via conference call at no cost to the HACY. The interview panel will include

Section A - Written Proposal (70 Points Available)	Available	Points
Proposed Methodology		
Project Approach		
Work Plan		
Project Schedule		
Overall Risk		
Post Implementation Methodology		
Sub-Total		
Section B - Cost Proposal (30 Points Available)		
Detailed task/activity list including position classification, associated man-hours, hourly rates, and sub-totals by task.		
Indirect costs, expenses, such as per diem.		

representatives from the Review Team and Staff. The HACY plans to select the consultant by April 23, 2010.

The costs for the Post implementation consultation and support.			
Total cost.			
Sub-Total			
Sections A and B	Grand-Total		
Section C - Finalist Scoring			
References (50 Points Available)			
Oral Presentation (50 Points Available)			
Score from written Proposal (100 Points Available)			
Final Score (200 Points Available)			

I. PROPOSED DEADLINE

The deadline for receiving proposals is 4:00 p.m. on April 15, 2010.

Proposals should be signed by an authorized individual to bind the firm, and must be valid for at least 60 days to allow sufficient time for evaluation. Although proposals may be opened and reviewed prior to the closing date, proposals will not be disclosed to competing firms or to the public until after the award of the contract. The award of the contract will not necessarily be based on the highest score or lowest maximum fee proposed. The HACY reserves the right to select portions of one proposal based on the fee quoted for each component.

Please submit 3 copies of the proposal to:
 Lupe Smith Lewis
 Human Resources Manager
 Housing Authority of the City of Yuma
 420 S Madison Avenue
 Yuma AZ 85364

J. CORRESPONDENCE REGARDING THE RFP

All questions or requests for information should be directed to via email or fax:

Lupe Smith Lewis
 Human Resources Manager
 Housing Authority of the City of Yuma
lupes@hacy.org
 Fax: 928-376-0399
 420 S Madison Avenue
 Yuma AZ 85364

The HACY reserves the right to reject any or all proposals. The HACY will not be liable for, nor pay any cost incurred by responding firms relating to the preparation of proposals or the making of presentations.

An explicit provision of the RFP is that any oral communication is not binding on the HACY's proposal processed or award of the contract.

K. PAYMENTS AND ACCEPTANCE OF WORK

Payment shall be made following acceptance by the Executive Director. In all cases, payment shall only be made upon acceptance by the Executive Director of satisfactory products and progress. Progress reports are considered prescribed products. The determination of whether products are satisfactory is at the sole discretion of the Human Resource Manager, Deputy Director, and the Executive Director.