

**CONSULTANT TO CONDUCT A SALARY AND JOB DESCRIPTION COMPARABILITY  
STUDY**

**FOR**

**THE HOUSING AUTHORITY OF COLUMBUS, GEORGIA**

**TO: Prospective Offerers**

**SUBJECT: Request for Proposals (RFP)**

Separate sealed proposals will be accepted from consulting agencies to provide a Salary and Job Description Comparability Study for The Housing Authority of Columbus, Georgia. The Proposals will be submitted and received at the Central Office for the Housing Authority of Columbus, Georgia (HACG) until 4:00 PM EST on the 15th day of December 2017.

**The Housing Authority of Columbus, Georgia  
1000 Wynnton Road  
P.O. Box 630  
Columbus, Georgia 31902-0630  
Attn: Susan McGuire, Manager Human Resources**

# **The Housing Authority of Columbus, Georgia**

## **Salary and Job Description Comparability Study**

### **REQUEST FOR PROPOSALS**

**Issue Date: November 15, 2017**

**1000 Wynnton Road \* Post Office Box 630  
Columbus, Georgia 31902-0630  
Tel: 706-571-2800 \* Fax 706-571-2864  
Instructions on Preparing  
The Request for Proposals**

## REQUEST FOR PROPOSAL

November 15, 2017

### Salary and Job Description Comparability Study

**The Housing Authority of Columbus, Georgia (“HACG”) is requesting proposals from firms interested in providing salary and job description services.**

The Housing Authority of Columbus, Georgia requests proposals from qualified consulting firms to provide services to conduct a comprehensive Salary Comparability Study for all non-contract administrative and maintenance positions. In addition, a review and update of existing position descriptions and a comparison of benefits practices shall be included as part of the study. This study is to utilize other PHAs of similar composition and complexity of programs such as the **Moving To Work Program**, the Rental Assistance Demonstration Program, mixed finance developments, mixed finance, management of traditional public housing, LIHTC, PBRA and affordable market rate properties. Private real estate management and development companies may also be used as comparable as appropriate.

The Authority employees 127 full time employees.

The Housing Authority is governed by a seven-member Board of Commissioners who are appointed to a five-year term by the Mayor of the City of Columbus. The programs operated by the Housing Authority are funded by programs through the U.S. Department of Housing and Urban Development (HUD), local and state grants and rental income.

1. Timetable:

- A. Written proposals and all accompanying information are to be received no later than **December 15, 2017, by 4:00 P.M.** in triplicate copies to the following:

The Housing Authority of Columbus, Georgia  
**Attention:** Susan McGuire, Manager, Human Resources  
PO Box 630  
Columbus, Georgia 31902-0630

**B. Hand Deliver To:**

The Housing Authority of Columbus, Georgia  
**Attention:** Susan McGuire, Manager, Human Resources  
1000 Wynnton Road  
Columbus, Georgia 31906

HACG, in accordance with Executive Order 11625 and 12138, encourages participation by businesses owned and operated by minorities and women.

**2. Questions About the RFQ:**

It is your responsibility, prior to submitting your proposal, to ensure you have all necessary information. Any prospective respondent desiring an explanation or interpretation of the solicitation must submit a written request (email is preferred) by Monday, December 4, 2017 to allow a written response in the form of an addendum on HACG's website to reach all the prospective respondents prior to the date of submission. HACG will not accept any requests, in any form, submitted after 4:00 P.M. on December 4, 2017. Oral explanations or instructions given will not be binding. Any information given to a Prospective Respondent concerning a solicitation will be furnished to all other Prospective Respondents. Responses to all inquiries in the form of an addendum will be posted to the Housing Authority's website at [www.Columbushousing.org](http://www.Columbushousing.org).

**3. Form of Proposal:**

Your proposal should respond to the specific questions outlined in the RFP and should be in written format.

An Executive Summary of the main points should be submitted at the beginning of your proposal.

**4. General Conditions:**

HACG reserves the right to disqualify a respondent from consideration that is deemed to have contravened the terms of the RFP.

Any cost associated with the preparation of this bid is the sole expense of the bidding firm.

5. Selection:

The Authority reserves the right to accept or reject any or all proposals as it deems in its own best interest. In addition, the Authority reserves the right to waive any formalities or technicalities as it deems in its own best interest.

1. Please provide the name, address, telephone and fax numbers, web address and email address of respondent.
2. Briefly describe the ownership, history and philosophy of your company.

6. PROPOSAL SUBMISSION:

Vendors are required to submit one (1) original and two (2) copies of their proposal to the Authority's representative listed below no later than the date and time specified below. Proposals shall follow the format listed in this RFP and shall include sufficient information to communicate the vendor capabilities to provide the services.

The proposals shall be submitted no later than 4:00 p.m., local time, eastern time, on December 15, 2017, to the following:

Susan McGuire  
Manager, Human Resources  
The Housing Authority of Columbus, Georgia  
Post Office Box 630  
1000 Wynnton Road  
Columbus, Georgia 31902-0630  
Telephone: 706-571-2800  
Fax: 706-571-2864

**7. SCOPE OF SERVICES:**

Although the Authority has attempted to identify all of its needs, the following scope of services may or may not be comprehensive. The Authority encourages proposing firms to consider the scope of services requested and propose services that meet the long-term needs of the agency. Specific services to be provided must include, at minimum, the following:

**Update Position Descriptions**

The Authority's current position descriptions must be updated. The respondent is required to provide the necessary services that will result in an updated position description compliant with current labor law and consistent with Authority policy.

Services shall include the following:

- ◆ Interviews with a representative group of staff members (a minimum of one person per position) to identify discrepancies in the listed job duties. Although written surveys are permissible, they shall not replace one-on-one interviews.
- ◆ Interviews with supervisory staff to verify that information provided by individual employees is consistent with the organizational objectives of the agency.
- ◆ Development of a new position description for each administrative and maintenance position. At a minimum, the descriptions shall include:
  - Position Overview
  - At-Will Employment Statement
  - Duties and Responsibilities
  - Required Knowledge and Abilities
  - Performance Standards
  - Minimum Education, Training, and/or Experience
  - Physical Requirements
  - Any Special Requirements
  -
- ◆ Provide draft positions to the Authority for review. These shall be provided electronically in order to allow for internal distribution.
- ◆ Incorporate comments from the Authority's review and provide final position descriptions.
- ◆ Provide all position descriptions in electronic format using Microsoft Word. The files shall be fully accessible to the Authority for future editing.

## **Salary Comparability Study**

No less than three (3) agencies and no more than five (5) agencies will be utilized and those will be determined at the onset of the project.

The Authority is requesting that the methodology used takes into account differences in positions at each entity. This includes position scope, responsibility, relative hierarchy, educational requirement and other similar measurements. The Authority does not desire a simple average of data for agencies using published databases; rather, a true comparison of position requirements. At a minimum, the services shall include the following:

- ◆ Interviews with a representative group of staff members (a minimum of one person per position) to identify discrepancies in listed job duties. Although written surveys are permissible, they shall not replace one-on-one interviews.
- ◆ Interviews with supervisory staff to verify that information provided by individual employees is consistent with the organizational objectives of the agency.
- ◆ Identify comparison agencies with operations that are similar in complexity, scope of operations, and geographical area and assess the effectiveness of their current compensation system.
- ◆ Collect data from comparison agencies including scope of operations, diversity of programs, organizational structure, current position classifications, current pay ranges, and other operational data necessary to evaluate the positions as well as consideration of incentive or bonus pay plans.
- ◆ Compare each Authority position with a position at each comparable entity, where a valid comparison exists, using a pre-defined evaluation criteria. Adjustments using objective criteria must be a feature of the evaluation system.
- ◆ Recommend new ranges outlining minimum, midpoint, and maximum pay for each position.
- ◆ Recommend a methodology for placement of each employee into the proposed ranges. Assist the Authority with the assessment of financial impact.
- ◆ Provide recommendations regarding the ongoing maintenance of the compensation system.

## **Benefits Review**

As part of the Comprehensive Salary Study, the respondent must provide a comparison of benefits practices between the Authority and the comparable entities. This is intended to ensure that the Authority's benefits practices are competitive and generally consistent with the industry practice. At a minimum, the services shall include the following:

- ◆ Compile data from the Authority regarding benefits to determine data required from comparable entities.
- ◆ Survey comparable entities regarding their benefits practices including annual leave, sick leave, paid time off, holidays, leave carry-over, insurance practices (health, dental, life, etc.), retirement plans, leave buyback, and other similar benefits.
- ◆ Provide a comparison of benefits for all agencies.
- ◆ Provide recommendations for any changes or enhancements to the Authority's benefits package.

Respondents are encouraged to supply hourly rates for any services that may be requested that are outside this scope of services.

## **8. VENDOR QUALIFICATIONS:**

The Authority is soliciting proposals from qualified vendors that are knowledgeable in PHA operations, the legislative and funding environment, and sound operational and business planning. All respondents must be incorporated firms providing services to PHAs or similar agencies and must have been operating for a minimum of five (5) years. Additional vendor requirements are as follows:

- ◆ Vendors must maintain (and provide evidence of) Worker's Compensation insurance.
- ◆ Vendors must maintain (and provide evidence of) General Liability insurance in the amount of \$1,000,000 at minimum.
- ◆ Vendors must maintain (and provide evidence of) Professional Liability insurance in the amount of \$1,000,000 at minimum.

Vendors must also present a summary of the firm's qualifications in providing services similar to those being requested to PHAs in the last five (5) years. In addition, the proposals shall contain brief resumes of the proposed staff. Although subcontractors are not prohibited, the Authority desires to establish a relationship with a firm that is knowledgeable in the above areas and work with staff that is employed by the firm to allow for future access to the proposed consultants.



The vendor is encouraged to present any or all information needed for the Authority to make an informed decision and note which information is considered to be confidential in the proposal.

The proposal shall also include a detailed description of the project approach as well as a definition of on-site and off-site hours by proposed staff members. All costs shall be presented on a flat fee basis by service; however, the calculation must include the hourly rate and estimated travel by proposed phase. Hourly rates for additional services not included in the scope must be presented for each level of staff. Proposal format should be in the following general format:

- ◆ Scope of Services
- ◆ Fee and Payment Schedule (Flat Fee)
- ◆ Vendor Qualifications
- ◆ References

All proposals must remain valid for a minimum of ninety (90) days.

## 9. EVALUATION CRITERIA

The Authority has defined the evaluation criteria for the selection of the successful vendor. Although cost is important, it is not the sole determining factor. The evaluation criteria is defined as follows:

<u>Criteria</u>	<u>Points</u>
General Responsiveness to RFP and Completeness of Proposal	20
Understanding of the Required Scope and Approach to Providing Services	20
Firm's Knowledge of PHA Operations and Experience in Providing Services Similar to those Requested.	20
Qualifications of Proposed Staff	20
Cost of Services	<u>20</u>
<b>Total Possible Points</b>	<b>100</b>

**NON-COLLUSIVE AFFIDAVIT**

**AFFIDAVIT**

State of \_\_\_\_\_ )  
County of \_\_\_\_\_ ) ss.

\_\_\_\_\_ being first duly sworn  
deposes and says:

That he/she is \_\_\_\_\_ of the party making the foregoing proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price of affiant or any other bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other bidder, or to secure any advantage against the HOUSING AUTHORITY OF COLUMBUS, GEORGIA or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

Signature of: \_\_\_\_\_  
Bidder, if the bidder is an  
Individual;

\_\_\_\_\_  
Partner, if the bidder is a  
Partnership;

\_\_\_\_\_  
Officer, if the bidder is a  
Corporation;

Subscribed and sworn to before me  
this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
My Commission \_\_\_\_\_, 20\_\_.