



**Analysis of Employee Compensation in
connection with Merit Increases and
Performance Bonuses**

Request for Proposal (RFP)

July 21, 2022

**Responses due August 12, 2022,
by 4:00 p.m. C.S.T.**

**Pre-Proposal Conference
August 8, 2022 --10:00 a.m. C.S.T.
Virtual Meeting via Zoom**



CENTRAL IOWA REGIONAL HOUSING AUTHORITY (CIRHA)
Employee Compensation in connection with
Merit Increases and Performance Bonuses
Request for Proposal (RFP)

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July 21, 2022

The Central Iowa Regional Housing Authority (CIRHA, the Agency) is seeking proposals from qualified consulting firms experienced in the review and analysis of our merit increases and performance bonus compensation systems.

Copies of the Request For Proposals (RFP)-CIRHA will be available upon request to vanessa.bakerlatimer@cityofames.org. or available at www.cirhahome.org under "Request for Proposals" (if downloaded from website, please send a notification to vanessa.bakerlatimer@cityofames.org).

Proposals are due no later than 4:00 p.m. C.S.T., August 12, 2022. **All proposals shall be submitted electronically using PDF format. All Proposals should be sent to the following email: www.rfp-cirha@cityofames.org**

Once your request has been received, you will be sent a link to attend a virtual pre-proposal conference that will be held via Zoom on August 8, 2022, at 10:00 C.S.T. Attendance at this meeting will be considered in the evaluation of the proposals.

Consulting Firms shall aggregate their questions and requests for clarifications and submit them to via e-mail to Vanessa Baker-Latimer at vanessa.bakerlatimer@cityofames.org. Submissions should be no later than 4:00 p.m. C.S.T. on August 4, 2022. Such requests for clarification, and Executive Committee's responses, will be supplied by August 10, 2022 by e-mail to all consulting firms that have received copies of the Request for Proposals (RFP), without identifying the source of the inquiry.

A Review Committee will review and evaluate the submittals (see detailed information on page 7).

The Agency reserves the right to reject any and all proposals, or any part of any proposals, or to waive informalities or defects in proposals, as the Executive Committee of the Agency deems to be in the best interests of the Agency.

Cordially,

Craig Armstrong

Craig Armstrong, Chairperson
CIRHA Executive Committee

Introduction

The Central Iowa Regional Housing Authority (CIRHA, the Agency) is an independent, not-for-profit public corporation governed by the U.S. Department of Housing and Urban Development (HUD), established to administer various types of housing assistance programs funding provided by the Department of Housing and Urban Development (HUD) throughout a six-county area in central Iowa. The six-county area consist of Boone, Dallas, Jasper, Madison, Marion, and Story, excluding the cities of Knoxville & Pella in Marion county. The Agency also owns and operates public housing units in the following cities: Adel, Boone, Colfax, Melcher-Dallas, Newton, Perry, Redfield, and Woodward. As a Public Housing Agency for these counties and municipalities, CIRHA provides substantial housing assistance to lower-income qualified families and individuals in a non-discriminatory manner, encouraging self-sufficiency. As of June 1, 2022, the Agency employs eleven (11) full-time benefited employees to serve up to 1,084 Section 8 Housing Choice Voucher households and 132 units of public housing. The Agency operates on an annual budget of approximately \$6.1 M.

Currently the CIRHA has a merit, cost of living and bonus system tied exclusively to the Agency's annual job performance evaluation process. The bonus pay system, based on longevity, was established in 2007. The Executive Committee approves the merit and cost of living increases. The last merit increase, which amounted to a 3% increase across all positions, was made for fiscal year 2021-2022 that began in October.

CIRHA is soliciting proposals from qualified consulting firms, experienced in the review and analysis of salary and overall compensation systems. Our desire is to obtain a Consulting Firm who will assist the Agency in reviewing its existing compensation and merit system including all benefits, analyze the current jobs performed by employees, determine the correct market pay for each position, establish the market value of the employee benefits package, and provide a market analysis of the total compensation package including salary and benefits. We expect the consulting firm to make recommendations for improvements to the existing system or implementation of a new compensation system along with any adjustments to pay and benefits that may be needed (e.g., referral bonus, signing bonus, flexible work hours, remote work, other incentives/benefits etc.).

To be considered, a consulting firm must be a full-service consulting firm with expertise in evaluating pay scales, benefits, job descriptions and market pay/benefit analyses. The consulting firm should be able to provide references from other comparable housing authorities, municipalities and/or government agencies where similar work was performed.

The consulting firm must provide a proposal with maximum cost for the project based on the project as described herein. To the extent desired, additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this Request For Proposals (RFP).

The Agency is not responsible for any costs incurred by the consulting firm in preparation of a proposal. CIRHA reserves the right to negotiate with the consulting firm submitting proposals in order to obtain the most favorable terms, conditions and pricing for the Agency as determined by the Agency in its sole discretion. Also, as deemed in the best interests of the Agency by the Executive Committee, CIRHA reserves the right to reject any or all parts of the proposals.

Scope of Work

The successful consulting firm will be required to meet with the Executive Committee at the initiation of the study and provide a written presentation to the Executive Committee at the conclusion of the study. CIRHA expects ongoing and open communications between designated Agency representatives and the consulting firm over the course of the study. All products and recommendations must comply with applicable State and Federal laws and enhance the Agency's ability to obtain and retain qualified personnel.

The Central Iowa Regional Housing Agency will provide the following information to the **successful consulting firm**:

- All existing job descriptions
- All wage and salary schedules
- All employee benefit schedules
- CIRHA Personnel Policies
- CIRHA Organizational Chart
- Job Performance Evaluation document

Services to be Provided:

1. The Consulting Firm will review the current job descriptions and compensation system and determine whether a new compensation system would be needed to assure internal equity and external competitiveness.
2. Conduct a comprehensive survey of external regional labor markets impacting market competitiveness for all positions in the Agency.
 - a. This shall include public sector and private sector jobs with the same essential duties and functions.
 - b. This will include a review and market analysis of salary and benefits.
 - c. Make recommendations for changes to current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness.
 - d. The method in which to perform this analysis is to be determined by the Consulting Firm but should be based on wages and benefits established for the 2022 fiscal year.
 - e. The consulting firm will provide the Agency with the final compensation study and proposed salary structure, electronically and in paper form.
3. Design and implementation strategy for any updated compensation system with the lowest financial impact and greatest gain to positions that fall outside of a designated range. The implementation plan should contain the total cost for implementation. The consulting firm will provide the Agency with the implementation strategy.
4. If the compensation system is implemented, provide training to the Review Panel on the utilization and maintenance of the system. Additionally, provide necessary documentation and other materials for the Agency to maintain the system independently of the consulting firm following the implementation of the job evaluation/compensation plan. Provide CIRHA with electronic copies of training materials and policies and procedures for the maintenance of the system.
5. As an option, provide a proposal for an annual review and update of the market analysis for each position including a description of the factors to be reviewed, methodology, final report, and staff training.
6. Provide pricing for future individual job description grading on an as-needed basis.

Technical Qualifications for Proposals

Part 1: Project Understanding and Approach

- Describe your understanding of the project, goals, and constraints.
- Describe your approach to analyzing and completing the analysis.
- Proposed timeline for completion
- Description of the firm's errors and omissions coverage, including amount of coverage

Part 2: Firm's Experience and Qualifications

- Firm's Information: Submittal must show general company information including, but not limited to the following:
 - Legal name of firm
 - Description of the firm
 - Firm's qualifications and experience based on similar projects
- Design Team Information: Submittal must show the following information including but not limited to the following:
 - Proposed team covering all disciplines including subconsultants
 - Qualifications and experience of each team member related to similar projects
 - Firm statement of team commitment to this project
 - Analysis team's past experience with similar projects, experience with other public and /or governmental agencies.

Note: The firm may not change team members listed in submission unless authorized by the Executive Committee.

Part 3: References

- Reference List: Submittal must include a reference list for similar projects as proposed in this RFP. Provide the following information for each reference:
 - Project name and address
 - Basic description of project
 - Budget projections vs. actual project cost
 - Project timeline and your success in adhering to it
 - Contact person name, title, telephone number, and e-mail address

Attachments B, C & D must be included with response.

Part 4: Price/Fee Proposal

- Total fees should be broken out for:
 - Professional Services
 - Technical Services
- Describe in detail additional fees the CIRHA may incur.
- A description of the firm's pricing structure or approach to pricing for additional services in the form of hourly or project rates, or another format typical for the firm that will allow the Executive Committee to evaluate overall costs.

Note: No markup will be allowed for reimbursable expenses.

Selection Procedures

A Review Committee comprised of representatives from CIRHA Executive Committee will review and evaluate the submittals. The goal of the review committee is to identify the Firm that is the most qualified and provide a project for best interest of the CIRHA.

The Executive Committee may elect to interview firms based on their qualifications. Award of contract will be based on scores from the qualification evaluation and interview if deemed necessary. Criteria for evaluating the qualifications are listed below. (Incomplete submissions will not be evaluated)

Evaluation Criteria

Criteria for Proposal Evaluation		Maximum Points
Project Understanding/Responsiveness	Project background research, understanding of project goals & constraints, knowledge of design specifications & procedures, preparation of submittal. Level of interest and communication abilities	15
Key Personnel/Design Team Experience	General structure of design team, use of sub-consultants, specific task assignments	10
Previous Experience including with related agencies and/or local, state, or federal governments- entities working in Iowa	Quality of previous work, past experience with quasi-government contracts, similar project experience, experience with design requirements, work with within Public Housing Agencies or other Federally funded programs.	20
Project Approach	Evaluation of alternatives, creativity, accuracy in cost projections	20
References	Current or past relationships with similar projects and organizations	15
Proposed project design/letting schedule	Current workload and commitments of key staff and sub-consultants. Meets the goals for the project, proposed schedule for platting, design & bidding, ability to meet schedules, feedback from references	20

After final selection, the Review Committee will meet with the selected Firm for the purpose of negotiating an agreement that is acceptable to both parties. Form of Contract will be created that finalizes terms and conditions. In the event that the parties do not achieve an acceptable agreement, the Executive Committee reserves the right, at its sole discretion, to negotiate with other RFP respondents. The recommendation of the review committee will be submitted to the Executive Committee for appropriate awarding authority for the appropriate action.

Section 4: Federal Contract Provisions

The work to be performed under this contract is subject to the following Federal mandates:

Attached provisions outlined in HUD 51915-a

Proposal Instructions

All Electronic proposals must be received by the Review Committee, Central Iowa Regional Housing Authority, by 4:00 p.m. C.S.T., August 12, 2022. Proposals shall be sent to www.rfp-cirha@cityofames.org

It is CIRHA's intention to enter into a contract as soon as practicable after the proposals are evaluated. The successful consulting firm shall enter into a contract with the Central Iowa Regional Housing Authority Agency within ten days of the notification of award or as soon as practicable thereafter as determined by the Executive Committee. Work is anticipated to begin on or by September 30, 2022 for a target completion on or before January 31, 2023.

Proposals will be evaluated on several factors including the consulting firm's understanding of the engagement to be performed, previous relevant experience of both the consulting firm and the individuals on the team performing studies of this nature, the consulting firm's attendance at the pre-proposal conference, the consulting firm's ability, and the flexibility to "customize" their services to meet CIRHA's needs and the associated costs (see page 7).

The proposal should include the resumes of the members of the team and references from other municipalities or government agencies where similar work was performed.

The Agency reserves the right to reject any and all proposals, or any part of any proposal, or to waive informalities or defects in proposals, as the Executive Committee of the Agency shall deem to be in the best interests of the Agency. By submitting a proposal, each consulting firm is ensuring that complete confidentiality of all Agency information will be maintained by all consulting firm personnel.

By submitting a proposal, each consulting firm is ensuring that they are an Equal Opportunity Employer and that their employees and applicants for employment are not discriminated against because of their race, creed, color, sex, sexual orientation, gender identity, gender expression, genetic information, or national origin. By signing a contract with CIRHA, the successful consulting firm guarantees that they comply, or will comply with the above provision and all other applicable state and federal laws regarding public contract work and agrees to indemnify and hold the Central Iowa Regional Housing Agency harmless from any claims or damages incurred against or by the Central Iowa Regional Housing Agency resulting from any non-compliance by the successful consulting firm.

By submitting a proposal, each consulting firm is declaring that they are not in arrears to CIRHA for debts or unpaid invoices or any other obligation to the Agency.

Attachment

HUD Form 51915-A