REQUEST FOR PROPOSALS
for
CONSULTANT SERVICES
FOR
CHANGE MANAGEMENT AND
CONFLICT RESOLUTION CONSULTANT
for the
HOUSING AUTHORITY OF THE CITY
of
SAN BUENAVENTURA
995 Riverside Street
Ventura, CA 93001

Issued February 18, 2014

SUBMITTAL DEADLINE

Monday, March 24, 2014 at 4:00 p.m.

Housing Authority of the City of San Buenaventura
995 Riverside Street
Ventura, CA 93001

The responsibility for submitting a response to this RFP at the Offices of the Housing Authority of the City of San Buenaventura (the “Agency”) on or before the stated time and date will be solely and strictly the responsibility of the Offeror. The Agency will in no way be responsible for delays caused by the United States Mail delivery or caused by any other occurrence.
INTRODUCTION/BACKGROUND

The mission of the HOUSING AUTHORITY OF THE CITY OF SAN BUENAVENTURA (HACSB), hereinafter referred to as the "Authority", is to provide and develop quality affordable housing for eligible low-income residents of Ventura County and to establish strong partnerships necessary for HACSB customers to achieve personal goals related to: literacy and education; health and wellness; and job training and employment leading to personal growth and economic self-sufficiency.

The Authority has served the needs of low income residents since 1949 with 716 public housing units (ranging from multi-story complexes to single-family units) and 1,501 Section 8 vouchers, and prides itself in providing decent, safe and affordable housing to approximately 2000 low and moderate income families in the City of Ventura. The agency also owns a 5-unit affordable apartment complex. Its associated non-profit owns 25 affordable units. Through tax credit funded partnerships it owns 180 very low-income senior/disabled apartment units and 46 very-low income family units. It has a growing pipeline of real estate development projects including a family farmworker development, one supportive housing development and additional public housing conversions.

We live in a world where “the new normal” is change. New initiatives, project-based working, technology improvements, staying ahead – these things come together to drive ongoing changes to the way we work.

The HACSB is growing and expanding into new programming areas. We recognize that as we change our business model, it is important to acknowledge that these changes will surface cultural dynamics and people differences. It is common to feel uneasy and intimidated by the scale of the challenge. Therefore, there is a need for the HACSB to seek the services of a professionally-trained change management and conflict resolution consultant who will assist us in building a culture of trust and develop skills and use common methodologies that enable employees to discuss differences in a productive and common platform. A change leadership team will be formed.

The agency employs a total of 46 full-time employees with 10 on the management team.

Board Statement

The powers of the Agency are vested in the Board of Commissioners of the Housing Authority.

I. PROPOSAL SUMMARY

The HACSB is committed to building a culture of excellence and accountability. The HACSB is soliciting proposals from professional consulting firms who can provide management consulting services related to organizational change and conflict resolution programming that the HACSB would like to implement. The successful proposer would be expected to develop a comprehensive plan for an organizational change program; design, coordinate and facilitate a series of individual and group development coaching sessions; and, develop a metrics plan to benchmark the effectiveness of this organization change program.

The Authority is requesting proposals from qualified consulting firms or individuals, hereinafter referred to as the "Proposer," to facilitate the Authority’s Management Team toward growth and development during this extreme time of change.
It is the Authority's intent to solicit proposals from Proposers and evaluate their qualifications in order to select the best Proposer. The Authority will seek to contract with the most qualified Proposer as determined by the Authority and award a contract.

II. BACKGROUND INFORMATION/PROJECT DESCRIPTION

A Chief Executive Officer and three Branch Chiefs represent the senior management team responsible for day-to-day management of the HACSB. A number of Sections are organized under the Branch Chiefs, each of which has been created to fulfill a specialized role in management of the HACSB.

The management of the HACSB is developing an ambitious Capital Improvement Program designed to modernize 520 units of the 716 units of public housing and is faced with many challenges in order to complete the projects in a timely and cost-efficient manner. The Capital Improvement Program is tied to tax credits and moving the units to Limited Partnerships structures. The financial, operational, administrative, and workload impacts of these projects will greatly affect HACSB’s employees and their abilities to perform their duties unless the HACSB initiates a program of improving its change management, conflict resolution and organizational effectiveness.

The first Capital Improvements Project occurred in January 2014. In light of this, now is the opportune time to look at the functioning of the organization, its culture and identify ways to better position its workforce to meet the new demands and HACSB’s objectives.

III. PROPOSED OBJECTIVES

3.0 HACSB’s objectives for outcomes of this development and training are:

3.1. High-Performing management team characterized by high levels of skill, communication, trust, and problem-solving who can:
   - Facilitate, mediate and support the conflict resolution process between employees within the HACSB

3.2 Individual and collective leadership assessments to assist with change and conflict management, e.g. Myers-Briggs, Highlands Ability Battery, and Conflicts Dynamics or DISC.

3.3 Increasing productivity amid fast paced and rapidly changing circumstances.

3.4. Creation of an effective method of communication in cross functional teams.

3.5. Change management and staff leadership who can create:
   - A common understanding
   - Inclusion and involvement
   - Organizational ownership
   - Measurable objectives
   - Internal communications plan

3.6. Shared awareness of vision, mission, goals, and objectives.

3.7. Significant and lasting improvement in the HACSB’s internal capacity for change management, innovation and continuous improvement.

3.8 Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.

3.9 Ask for an emotional commitment from these key people.
VI. PROPOSED SCOPE OF WORK

SCOPE OF WORK:

4.0 An agency-wide change management “game plan,” developed in close collaboration with the agency CEO and change leadership team. This should include, at minimum:

4.1 A definition and articulation of the need(s) for change – e.g., the “change message.”

4.2 A leadership development plan to improve the HACSB’s internal change management capabilities at the executive level which may include one-on-one or group development coaching.

4.3 An internal communications development plan to improve the HACSB’s internal communications capabilities.

4.4 A change management program – composed of specific initiatives and actions the HACSB can implement – to mitigate the disruptive effects of major changes already underway and planned for in the near future.

4.5 Set goals to continue building on the momentum we have achieved.

Proposers may recommend additional elements for inclusion in the “game plan.”

V. MINIMUM QUALIFICATIONS

All prospective proposers shall have sufficient qualified personnel and resources to accomplish all the services described herein. The successful Proposer shall be capable of furnishing all necessary professional, technical, and expert services as required to perform the services described in the scope of work.

At a minimum, HACSB anticipates that the key staff will include at least one individual to provide the complete services as outlined in Section IV Proposed Scope of Work. To ensure that the selected consultant is capable of providing an acceptable level of service to HACSB on this project, the following minimum requirements must be met.

The Proposer must demonstrate the knowledge, experience and expertise to work on the project and have a minimum of five (5) years of experience in:

1. Assisting organizations consisting of at least 50 employees to develop and implement organizational change or development programs;
2. Designing and implementing internal communications plans;
3. Providing executive development coaching or leadership training services;
4. Facilitating group teams;
5. Developing metrics for evaluating organizational change programs.

If additional staff will be necessary in order to meet the qualifications, include information on each individual's qualifications, capabilities, and experience as described in Section VI (f) below.

VI. CONTENTS OF PROPOSAL

If your firm is qualified and would like to be considered, please furnish a proposal. The contents of the proposal shall be complete in description, concise in volume and austere in form. The proposal shall be in the format of a written report not to exceed 15 pages with a minimum font size of 11 points. The proposal shall be prepared on 8½” x 11” sheets and presented in three ring binders or spiral/comb bound. Administrative attachments should be submitted as a separate volume. Once submitted, the proposal cannot be altered without prior written consent of HACSB. The proposal should, at a minimum, include the following sections:
a) Transmittal Letter and Title Page: Include a transmittal letter containing a brief statement of the respondent's understanding of the work to be done and an indication of positive interest in performing this work for HACSB. The letter and/or a title page should contain the name of the respondent's firm, a street address for correspondence, and a primary contact for this proposal. Local offices of the firm should be listed where applicable.

b) Table of Contents: Include a Table of Contents listing the various sections included in the proposal.

c) Executive Summary: Each Proposer must include in the proposal an Executive Summary that summarizes important features of the proposal. This summary should include a brief description of the proposer's approach to the scope of work, a description of the project team, and a description of how the proposed team meets the minimum qualifications set forth in this RFP. The Executive Summary should be no more than two (2) one-sided pages.

d) Identification: Identify your firm's primary representative and title, address of headquarters and local offices, telephone and fax numbers and e-mail address. Indicate the business structure of your firm (e.g., whether your firm is a corporation, joint venture, partnership, or sole proprietorship). If appropriate, include an organization chart with the name(s) and title(s) of individual(s) who will be assigned to this project and are employed by the proposing firm.

e) Services and Work Plan: The proposal should include a work plan describing the services, approach, methodology, and schedule proposed for accomplishing the scope of work. In addition, the proposal should indicate how the results of the program will be measured. The proposal should be sufficient in detail to allow an objective analysis of the firm's capabilities and envisioned work plan in comparison with competing firms.

f) Qualifications and Experience: The proposal must include information concerning the qualifications and experience of the proposing individual or firm, including your or your firm's knowledge of, or recent experience in the field of organizational change. A list of specific examples of appropriate experience in any relevant past or on-going projects should be provided.

Specifically, identify the person who would act as the project manager for these services. Describe the professional capabilities, project experience, education, training and present office location of the designated Project Manager. Provide a list of specific examples of the Project Manager's experience in any relevant past or ongoing projects. Describe each project in detail, including when the project was completed and where it is located, the name of the owner or agent including his/her current telephone number and any other appropriate information.

g) Fee Proposal and Estimated Budget: Each Proposer must submit a fee schedule listing the hourly rates for the proposed project manager and all project personnel including those of the sub consultants.

VII. CLARIFICATIONS AND INTERPRETATIONS

Any prospective Proposer desiring an explanation or interpretation of the solicitation, statement of work, etc., must request it in writing soon enough to allow a reply to reach all prospective Proposers before the submission of their offers. Oral explanations or instructions given before
the award of the contract will not be binding. Any information given to a prospective Proposer concerning a solicitation will be furnished promptly to all other registered prospective Proposers as an addendum of the solicitation, if that information is necessary in submitting Proposers or if the lack of it would be prejudicial to any other prospective Proposers. All requests for clarification should be submitted to Nick Birck of the Housing Authority of the City of San Buenaventura, 995 Riverside Street, Ventura, CA 93001, (805) 648-5008 or nbirck@hacityventura.org. Simple clarifications of this RFP may be given verbally. Interpretations that result in a change to the nature of the RFP will be made in writing. Any addendum to the RFP will be on file in the offices of the Housing Authority, posted on the Housing Authority’s web page, and sent to each registered holder of the RFP.

All Such Addenda shall become a part of the Contract, and each responded to the RFP shall be bound by such Addenda, whether or not received by the Respondent.

VIII. REGISTRATION FOR NOTIFICATION OF CHANGES TO REQUEST FOR PROPOSALS

Potential respondents who would like to register with the HACSB in order to receive any changes to the Request for Proposals should email contact information to Nick Birck at nbirck@hacityventura.org using “RFP for Change Management” in the subject line.

IX. EVALUATION AND SELECTION PROCESS

All proposals that adequately contain the information requested in this RFP will be evaluated on the basis of professional experience, qualifications, and services to be performed. HACSB reserves the right to judge, appraise, and reject all proposals. Staff will carefully review the written proposals. A select number of proposers may be invited to give an oral presentation to a panel on their approach to the scope of work, project organization, methodology, experience, and capabilities. The proposers to be interviewed will be notified in writing prior to the scheduled interviews.

The proposals, including any supplemental information requested by HACSB will be evaluated for their overall responsiveness to the requirements of this RFP. Proposals will be evaluated based on the relevant experience and qualifications of the primary and all subcontractors (both the firms and the individuals), the cost to HACSB relative to the proposed services to be provided, the understanding demonstrated in the proposal of the scope of the project, issues related to performing the work, and the process and methodology proposed. All written proposals should be sufficient in detail to allow an objective analysis of the firm's capabilities and envisioned work plan in comparison with competing firms on their own merit if no interviews are held.

The Evaluation Committee will rate each proposer and assign a score for each of the following categories:

**MAXIMUM POSSIBLE POINTS – 105 per rater**

<table>
<thead>
<tr>
<th>Rating Categories</th>
<th>Points</th>
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<tr>
<td>1. Experience and qualifications of the Proposer and the key personnel assigned to this project.</td>
<td>20</td>
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<tr>
<td>2. Demonstrated competence and experience in performing work of similar nature and scope.</td>
<td>15</td>
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3. Involvement and use of MBE/WBE enterprises in this project. MBE/WBE/DBE participation and copy of appropriate certification if utilization is proposed | 10 Points

4. Utilization and/or employment of Section 3 residents in this project. Description of Section 3 utilization if any. | 10 Points

5. Quality and responsiveness of Work Plan as described in proposal including the project organization, approach, methodology, and schedule | 30 Points

6. Proposed Level of Fees – Best Overall Value | 20 Points

7. Client and professional references (at least 3) | Mandatory

8. Certified statement that the Proposer, or any member of the respondent’s proposed staff on this project, is not debarred, suspended, or otherwise prohibited from professional practice by any federal, state or local agency | Mandatory

TOTAL POINTS POSSIBLE 105 POINTS

The final, detailed scope of work, term, conditions, schedule and professional fee for the services will be determined during contract negotiations following the selection process. If a contract with a selected firm cannot be reached during the negotiations, another qualified firm may be asked to enter into negotiations. After contract negotiations, the firm selected will be required to enter into a contract with HACSB to provide the services described in the scope of work. Any selected firm will be required to honor the terms and conditions contained in the contract upon execution of the contract document.

All sub consultants are subject to HACSB approval and HACSB reserves the right to reject, re-evaluate and or re-designate sub consultants in its sole and absolute discretion.

X. SUBMITTAL OF PROPOSALS
Written responses to the RFP must be prepared as specified as to form, content, and sequence as described in earlier sections of this Request for Proposals. No additions or changes to a proposal may be made after the submittal date.

Proposals must be received at the Housing Authority located at 995 Riverside Street, Ventura Ca 93001 on or before 4:00 PM (PST) on Monday, March 24, 2014. Mailed responses must be two (2) single unbound documents and must be clearly marked as “RFP for Change Management Consultant Services”. No facsimile copies will be accepted. Late responses will not be considered.

The proposal shall be signed by the required signatory(ies) authorized to execute legal documents on behalf of the Proposer. All necessary forms and statements for the various miscellaneous provisions explained in this document must be completed, properly signed, and submitted with the proposal.

XI. ACCEPTANCE AND REJECTION OF PROPOSALS
The HACSB reserves the right to waive informalities in any proposals, reject any or all proposals in whole or in part with or without cause, and to accept that proposal which in its judgment best meets its needs. The HACSB reserves the right to reject the proposal of any respondent who has previously failed to perform properly or to complete on time contracts of a similar nature, who is not in a position to perform the Contract, or who has habitually and without just cause
neglected the payment of bills or otherwise disregarded obligations to subcontractors or employees.

XII. PROCEDURE FOR SELECTION OF CONSULTANT
The Housing Authority will evaluate all of the proposals against the evaluation factors stated in this RFP and may invite the highest ranked firm(s) to participate in an interview or may award a contract on the basis of initial offers received, without discussion. Therefore, each initial offer should contain the Proposer’s best terms from a cost or price and technical standpoint. After any interview(s) is (are) completed, the Housing Authority will invite the highest ranked firm to submit a best and final offer (i.e. fee schedule) for consideration by the Housing Authority. If the Housing Authority cannot reach agreement with the highest ranked firm, the Housing Authority may contact the next highest ranked firm and repeat the same procedure. The Housing Authority may continue this procedure until an agreement is reached (if any) with the most qualified firm that provides a fair and reasonable cost. Any contract amount of $100,000 or over will require approval by the Housing Authority’s Board of Commissioners prior to execution of contract.

XIII. PROCEDURE FOR EXECUTION OF CONTRACT
Once the Housing Authority has selected a Consultant from the proposals it receives, the procedures described below shall apply for executing the Contract.
A. Within five (5) working days of selecting a Consultant the Housing Authority shall transmit by first class mail to the Consultant chosen two (2) original Contracts for the Consultant’s review and execution. The Contract will contain certain mandatory provisions including insurance requirements and indemnification and tender of defense clauses.
B. Within five (5) working days of receipt, the Consultant shall execute in duplicate the Contract returning both to the Housing Authority along with proof of required insurance. Failure to return within the five (5) days will be considered a default, and the Housing Authority may either award the Contract to the next most qualified respondent or re-advertise for proposals.
C. Upon receipt of the two fully executed Contracts from the Consultant, the Housing Authority will execute the Contract, retain a copy for its records and return the second to the Consultant, along with a Notice to Proceed.
D. The Consultant shall not commence work on the project without first receiving a Written Notice to Proceed from the Housing Authority. Under no circumstance will the Housing Authority issue a Notice to Proceed before the Consultant has returned the executed Contract and proof of required insurance.
E. The Housing Authority reserves the right to withdraw a contract award prior to the execution of the contract for any reason, including but not limited to the Contractor’s failure to execute the contract within the time specified or provide proof of insurance pursuant to the terms specified.

XIV. Cancellation of the RFP
The HACSB reserves the right to cancel this RFP at any time, for any reason, and without liability if cancellation is deemed to be in the best interest of the HACSB. The proposer assumes the sole risk and responsibility for all expenses connected with the preparation of its proposal.

XV. Collusion
Proposer, by submitting a proposal, hereby certifies that no officer, agent, or employee of the HACSB has a pecuniary interest in this Proposal; that the Proposal is made in good faith without fraud, collusion, or connection of any kind with any other proposer; and that the proposer is
competing solely in its own behalf without connection with, or obligation to any undisclosed person or company.

XVI. Cost of the Proposal

Costs incurred by any proposer in the preparation of its response to the RFP are the responsibility of the proposer and will not be reimbursed by the HACSB.

Proposers shall not include any such expenses as part of their proposals.

All submissions must be received by 4:00 p.m. Monday, March 24, 2014. If the submission is late or lacking information in the required format or in the number of copies required, that firm will be considered “Non-Responsive” and will be eliminated from consideration.
ATTACHMENT “A”

INSURANCE

Before commencing work, the contractor and each of his subcontractors shall furnish the Agency with evidence showing that the following insurance is in force and will cover all operations under the contract:

CONTRACTOR shall purchase and maintain such insurance as will protect itself from claims set forth below which may arise out of or result from the performance of the duties under this Agreement, whether such performance be by itself or by any subcontractor or by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable. The maintenance by the CONTRACTOR and all subcontractors of the following coverage and limits of insurance is a material element of this Contract. The failure of the CONTRACTOR or any subcontractor to maintain or renew coverage or to provide evidence of renewal may be treated by the Agency as a material breach of this contract.

(1) Worker's Compensation and Employer's Liability Insurance.

   (i) Worker's Compensation - The contractor and all subcontractors shall maintain insurance to protect the CONTRACTOR or subcontractor from all claims under Worker's Compensation and Employer's Liability Acts. Such coverage shall be maintained, in type and amount, in strict compliance with all applicable State and Federal statutes and regulations. The policy shall be endorsed to provide a Waiver of Subrogation as respects the Agency, and its consultants, and each of their officers, officials, employees, and agents.

(2) Claims Against the Agency - If any injury occurs to any employee of the CONTRACTOR or any of the subcontractors for which the employee or its dependents, in the event of its death, may be entitled to compensation from the Agency under the provisions of the said Acts, or for which compensation is claimed from the Agency, there will be retained out of the sums due the CONTRACTOR under this Contract, an amount sufficient to cover such compensation as fixed by said Acts, until such compensation is paid or it is determined that no compensation is due. If the Agency is required to pay such compensation, the amount so paid will be deducted and retained from such sums due, or to become due, the CONTRACTOR.

(3) Commercial General and Automobile Liability Insurance - The insurance shall include, but shall not be limited to, protection against claims arising from death, bodily injury, personal injury, or damage to property resulting from actions, failures to act, operations or equipment of the insured, or by its employees, agents or consultants, or by anyone directly or indirectly employed by the insured. The amount of insurance coverage shall not be less than $1,000,000.00 per occurrence with an aggregate no less than two (2) times the required per occurrence limit applying to injury, personal injury, and property damage, or any combination of the three. Any deductibles must be declared to and approved by the Agency. At the option of the Agency, either: the insurer shall reduce or eliminate such deductibles as respects the entity, its officers, officials, employees and volunteers; or the CONTRACTOR shall procure a bond guaranteeing payment of losses and related investigations, claim administration expenses, and defense expenses. Insurance should be provided by a carrier with an A.M. Best rating of A-:VII or higher, with admitted carriers preferred.
Subcontractors shall be required to carry the same type of insurance identified in the prior paragraph but the amount of subcontractor insurance coverage shall not be less than $1,000,000.00 per occurrence with an aggregate no less than two times (2) the required per occurrence limit applying to bodily injury, personal injury, and property damage, or any combination of the three.

The commercial general and automobile liability insurance coverage shall, as applicable, include the following:

(i) An endorsement (see Additional Insureds below) to the commercial liability policy naming the Agency, and its consultants, and each of their officers, officials, employees, and agents, each as additional insureds with respect to any potential liability arising out of the performance of any work under the Contract, and providing that such insurance is primary insurance as respects the interest of the Agency, and that any other insurance other liability protection maintained by the Agency is excess to the insurance required hereunder, and will not be called upon to contribute to any loss unless and until all limits available under the contractor's and subcontractor's insurance policy/policies have been paid.

(ii) "Separation of Insureds" clause.

(iii) Broad Form Property Damage, Personal Injury, Contractual Liability, and Completed Operations coverages, and elimination of any exclusion regarding loss or damage to property caused by explosion or resulting from collapse of buildings or structures or damage to property underground, commonly referred to by insurers as the "XCU" hazards.

(iv) Provision or endorsement stating that such insurance, subject to all of its other terms and conditions, applies to the liability assumed by the CONTRACTOR under the Contract, including, without limitation, that set forth in the Indemnification section.

(4) Employee Dishonesty Bond - CONTRACTOR shall at all times during the contract maintain an Employee Dishonesty Bond with a limit of no less than $50,000 that will respond to claims from the Agency.

Additional Insured: Housing Authority City of San Buenaventura
995 Riverside Street
Ventura, CA 93001