

**AMENDMENT OF SOLICITATION**

**DATE:** January 7, 2019  
**AMENDMENT NO:** 01  
**ISSUED BY:** Memphis Housing Authority Contracting/Purchasing Department  
**SOLICITATION NO:** EX 19-R-0000506; RFP for Management/Agency Review  
**DATE ISSUED:** December 19, 2018

The above-numbered solicitation is amended as set forth below. Offerors must acknowledge receipt of this amendment by submitting a signed copy with their proposal or fax or email it to the Contracting Office. Fax No. (901) 544-1299, email. [dwalker@memphisha.org](mailto:dwalker@memphisha.org).

**Pursuant to the RFP information issued December 19, 2018 the listed information is updated:**

Questions were submitted for additional details and clarification. The Responses provided is amended to the listed solicitation.



David Walker,  
Contracting Officer

\_\_\_\_\_  
Prospective Offeror (Signature)

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Business Name



## Questions and Responses

EX 19-R-00506; RFP for Management/Agency Review

1. Part IV Work Statement, Objectives, General (RFP Page 13) states “the mission statement shall be reviewed for accuracy and revised if necessary”

Question: Will a review and possible revision to the mission statement also be part of the strategic planning that MHA will be undertaking?

In November 2018, MHA issued a solicitation for a Strategic Planning Consultant to facilitate the development of a business plan for an affiliate nonprofit organization that is being developed. This will be a distinct planning process that will include the creation of a mission and vision statement, short and long-term goals and objectives, program initiatives and budget targets that are separate from MHA.

2. Have there been any previous in-depth reviews of the management of the Housing Authority? If so, when were the reviews conducted and by whom?

Yes. Within the last six years, MHA has had agency reviews (of various scopes) conducted by Nan McKay, Strum & Associates (no longer in business), and the Schiff Group (in no certain order).

3. Part IV Work Statement, Objectives, Tasks, C (RFP Page 14) discusses gaining an understanding of the relationship between MHA and the affiliate 501c(3) development entity.

Questions: How long has the affiliate 501c(3) development entity been operational? Are there reports or data pertaining to its operation?

The 501(c)(3) entity is currently being formed. Recommendations on the relationship between MHA and the nonprofit will be taken under advisement to ensure that a mutually supportive affiliate connection exists between the two organizations.

4. Part IV Work Statement, Objectives, Tasks, D (RFP Page 15) discusses benchmarking.

Question: For the purpose of comparing MHA's executive organization structure are there Housing Authorities that MHA typically benchmark itself against?

We typically benchmark against other large, high performing PHAs that are offering similar programs. Examples: Metropolitan Development Housing Agency, Knoxville's Community Development Corporation, the Tampa Housing Authority, and Indianapolis Housing Agency.

5. Part IV Work Statement, Objectives, Tasks, F (RFP Page 15) states "based on recommended and approved changes, provide development coaching to executive team to enhance performance and efficiency."

Question: For the purpose of determining timeline and costs should this deliverable be factored into #5 timeline for implementation and #10 fees for additional services on page 16?

Yes.

6. Part IV Work Statement, Objectives, Tasks, G (RFP Page 15) discusses a salary survey.

Question: For the purpose of conducting a salary survey, which positions in the MHA organizational chart are considered Executive level positions: The Chief Executive Officer direct reports and the Chief Operating Officer direct reports?

Yes.

7. Part IV Work Statement, Objectives, Tasks, M #6 (RFP Page 16) states "Produce a Standard Operating Procedure Manual, Finance Department Manual and produce other Department manuals as needed."

Questions: Is there an existing Standard Operating Procedure Manual and Finance Department Manual or is the consultant expected to produce new manuals? Also, is the development of manuals to take place as part of implementation assistance after submission and acceptance of the final report?

Both manuals currently exist. The consultant will review and revise the manuals to ensure that they are in compliance with Federal, State and local laws and meet best practices and industry standards for similar sized PHAs. The estimate for this deliverable should be included as an additional service after the final report has been submitted.

8. Part IV Work Statement, Objectives, Tasks, M #7 (RFP Page 16) discusses a review of computer systems.

Questions: What computer systems are currently being used? How long have MHA's existing computer systems been in use and what are the date(s) of the most recent upgrades or updates?

The most recent computer upgrade started in November 2018 with a forecast completion date end of January. The OptiPlex 750 is past end of life and will be out of circulation (obsolete) at the end of the upgrade.

Desktops models are listed below:

- Dell OptiPlex 3050
- Dell OptiPlex 3020
- Dell OptiPlex 3010
- Dell OptiPlex 750

Laptop models:

- Dell Latitude 5580
- Dell Latitude 5280
- Dell Latitude 5590

We have a mixture of Windows 7 and Windows 10 Operating systems. All users will be on Windows 10 by the end of January as well.

The public housing software is Visual Homes. Mid-year we will be moving to a web-based software, Voyager, which is supported by Yardi.

Our email system is Office 365, which is a cloud base application. The office suite consists of Excel, Word, PowerPoint, Access, One Drive, One-note, Publisher and Skype. Adobe products include: DC Reader and Acrobat 9, 10, and 11

Also, we are in the process of upgrading our Data Circuit which should be complete by the middle to end of February.

9. Part IV Work Statement, Objectives, Tasks, M #9 (RFP Page 16) states "Work with Department Heads to implement recommendations."

Question: Over what period of time is the consultant expected to work with the Department Heads?

The implementation period will depend on the depth and complexity of the recommendations that are outlined in the final report. MHA expects reasonable implementation timelines to be offered based on each identified recommendation.

10. Part IV Work Statement, Objectives, Tasks, M #10 (RFP Page 16) refers to addition services.

Questions: What are MHA's expectations about the additional services the consultant may provide? Specifically, what additional services are envisioned?

Refer to Page 16; Section M of the RFP: Final Report. To recapitulate, the consultant will deliver a final report to MHA summarizing data gathered and make recommendations to improve the overall operation of the agency. Any recommended activities that may require an extended time to implement and may require technical assistance, can be listed as an additional service.

11. How much has MHA budgeted for this project?

A definitive budget amount has not been set for this project. MHA will consider proposed pricing from respondents along with other scoring criteria outlined on Pages 11-12.

12. Can MHA provide us with the number of staff and their associated positions in each department?

There are currently 92 employees at MHA. See the document titled MHA Employee Positions for further detail.

13. Can MHA confirm the departments included in this study? Within each department, can MHA list/define the workflows/processes to be studied? Having a better idea on the departments and specific workflows will give us a clearer picture on the level of effort required to complete the assessment.

An org chart has been provided that outlines departmental structures across the agency. All departments will be included in this study. MHA is seeking proposals from experienced consultants that are familiar with the typical workflow of public housing agencies.

14. For outsourced functions, what is the desired tasks or outcomes MHA want the consultant to accomplish?

The overall desired outcome of the management/agency review is a final report that offers recommendations to improve the operational efficiency and financial health of the agency. Both in-house and outsourced functions should be considered in determining these recommendations.

15. Under "Tasks" G. *"Use existing salary databases, or if necessary, conduct a salary survey to evaluate the Memphis Housing Authority's Executive level positions/salaries with comparative organizations/external markets agencies. If appropriate based on findings, recommend changes to salaries."*:

**Questions: 1) Could the respondent submit separate pricing for both options – A) Using internal database only or B) Conducting a salary survey and include internal salary database?**

Yes. However, the respondent must choose one pricing option that will be included in the final estimate.

**2) Does MHA have job descriptions developed for the executive positions needing a compensation analysis?**

Yes.

16. 6. *"Produce a Standard Operating Procedure Manual, Finance Department Manual and produce other Department manuals as needed".*

Usually, procedure manuals are priced and developed following an organizational review, as it is difficult to determine a cost associated with developing the manuals until processes in place are evaluated

Questions:

**1) Would MHA approve either of the following: A) Submitting a cost for the management and agency study with executive compensation analysis without the cost for department procedures manuals?**

No.

**2) Or, adding an estimate cost as a separate item in the response?**

This item can be listed and priced as an additional service.

Notarized Forms -

**Question: Does MHA want completed and notarized forms from the lead consulting firm, or do they require notarized forms from the partners or sub-contractors as well?**

**Also, do the HUD forms only need to be completed by the lead consulting firm, versus partners or sub-contractors submitting the forms as well?**

Please complete all HUD forms that apply to your organization as the lead consulting firm only. The forms do not have to be notarized and will be waved as a formality. Please list all sub-consultants you intend to use for this project on the "List of MBE/WBE Subcontractors and Subconsultants" page.