



Commissioners

Curt Kreun, Chair
Joan Johnson, Vice Chair
Bret Weber
Jeremy Morris

**Grand Forks Housing Authority
Requests Proposals For
Professional Consulting Services to Conduct 360 Evaluation Surveys for Executive
Leadership Team**

August 15, 2022

INTRODUCTION

The Grand Forks Housing Authority (“GFHA”) is seeking proposals from experienced consultants to assist with its current performance review process by developing and facilitating 360 Evaluation Surveys. Evaluations will be conducted for 5 executive staff members to obtain feedback from the employee’s executive-level peer group, direct reports, and supervisor where applicable. The consultant will collect, analyze, and disseminate the findings and make recommendations at three levels: intradepartmental, interdepartmental and overall, for the executive-level team.

BACKGROUND & AGENCY OVERVIEW

Established in 1967, Grand Forks Housing Authority (GFHA) serves as the primary provider of affordable housing in Grand Forks County, North Dakota. GFHA provides a home for over 2,100 families each night through its 1,484 Tenant Based Rental Assistance Vouchers and 719 managed, affordable apartment units. GFHA is a SEMAP High Performing Housing Authority and regularly receives high scores on the REAC inspections of its managed properties.

The 719 affordable apartment units GFHA manages are included within 22 different properties. The properties include those owned by for profit entities and not for profit entities as well as three properties that are owned directly by the GFHA. GFHA is the Managing Agency for Nelson County Housing Authority’s 25 public housing units. GFHA owns only 36 units, including the 7 SRO units of Cornerstone Transitional Housing. GFHA also owns the Ruth Meier Adolescent Center that is leased and operated by NEHSC. It should be noted that there is no ‘Public Housing’ in Grand Forks County.



The 22 properties managed by GFHA have been developed using various HUD programs to include Section 236, Section 221.d.3. and 221.d.4 New Construction, Section 202 (elderly), Section 811 (disabled), National Housing Trust Fund, HOME and CDBG, Section 42 of the IRS Code, i.e., LIHTC Program and Rural Development Section 515 Program. Most of the properties have assistance tied to the units (Project Based Rental Assistance) and many of the remaining units have GFHA Housing Choice Vouchers assigned to the unit. GFHA provides the leasing/rental services, the property asset management, and the property maintenance for most of the properties. Included in the properties GFHA manages are units in Thompson, Larimore, Buxton and Aneta.

GFHA, created by North Dakota Century Code, is guided by 5 volunteer Commissioners appointed by the Mayor of Grand Forks City. In 1992 Grand Forks County and the City of Grand Forks entered into an agreement whereby the Housing Authority of the City of Grand Forks would operate within the entire County of Grand Forks. In February of 2020, through a Joint Powers Agreement, GFHA became the management and administration agency for the Nelson County Housing Authority's Public Housing with Terry Hanson being appointed Executive Director of that agency. The twenty-five public housing units owned by NCHA are located in Lakota, Michigan, Petersburg, Tolna, McVillage and Aneta.

In the early 1990s GFHA staff moved their work beyond the provision of affordable housing to improving each family's potential to reach self-sufficiency. GFHA's family self-sufficiency program, LAUNCH, consistently helps 100 or more families work toward self-sufficiency each year, often using their escrow accounts for home ownership. Opened in 1992 the LaGrave Learning Center became the first Neighborhood Networks Center in HUD's Rocky Mountain Region. GFHA staff went on to provide after-school programming, workforce training, social activities for the elderly, and more at each learning center. Today the Housing Authority operates six learning centers, providing access to information and technology for residents living in GFHA managed property and the surrounding community. In June of 2018, with the help of the City of Grand Forks and Grand Forks Housing Authority, Grand Forks Homes' learning centers were designated as EnVision Centers by US Department of Housing and Urban Development Secretary Ben Carson. The first EnVision Centers in HUD Region VIII. Also in 2018, Grand Forks Housing Authority became a participant in the ConnectHome USA program.

GFHA provides Resident Service Coordination in all of the nonprofit properties that it manages. GFHA was the first North Dakota housing authority to implement the HUD HCV Homeownership Program.

GFHA's staff of over seventy persons provides affordable housing, client services, property maintenance, financial administration and asset management for approximately 72% of all HUD affordable housing in Grand Forks County. When there are no major developments underway, GFHA's annual operating budget approximates \$12 million.

Current City of Grand Forks CDBG funded projects managed by GFHA include the addition of a learning center and interior renovation of the Ruth Meier Adolescent Center, a \$1.3 million project. GFHA is also currently the co-developer of Jackson Flats Community, a 40-unit elderly (62 years and older) affordable housing community located on 36th Ave S, Grand Forks.

SCOPE OF SERVICES

Agency-wide, there are currently seventy-two approved positions for the fiscal year ending December 31, 2022. GFHA promotes staff from within whenever possible. The agency conducts performance reviews for its staff, as necessary. The performance reviews are used to award merit increases to employees rather than solely providing cost of living adjustments. The performance reviews are based on the direct supervisor's observation and knowledge of the employee's performance. GFHA is seeking another tool that can be used to provide feedback that is more comprehensive from the employee's peers with the ultimate goal of identifying individual opportunities for improvement and development, continuing to enhance the work culture throughout the agency, and to attract and retain employees.

The scope of the 360 Evaluation Surveys will focus on 5 executive staff at GFHA in the following positions:

1. Executive Director
2. Executive Administrator
3. Finance, HR and IT Manager
4. Maintenance Manager
5. Client Services Manager

GFHA is seeking a consultant to obtain meaningful and candid feedback from each of the 5 employee's executive level peer group, direct reports, and supervisor(s) where applicable. The feedback should be well rounded and pertain to their work and/or position at the agency. The information obtained from this feedback will be utilized to provide a baseline for performance improvement where identified and to establish individual goals and training to help develop the employee and to ensure the health of the organization. Furthermore, the consultant should identify any common themes/concerns found amongst individual employees, within work groups or departments in addition to any other trends or gaps that are discovered from this process. The consultant will make recommendations to GFHA based on the feedback provided and offer best practices for addressing any concerns and for implementing future initiatives based on our current baselines.

In addition, at the onset, the consultant is expected to explain the process and purpose of the 360 Evaluation Surveys to the participants, and to answer questions. The consultant will also provide a written summary of the data received from the anonymous interviews along with a report of common themes, trends, or gaps. If requested, the consultant may also be required to provide an Executive Summary of the findings to GFHA's Board of Commissioners during one of its bi-monthly meetings.

DELIVERABLES:

- Written report of methodology used to complete the survey.
- General summary of findings to include common themes, trends, or gaps.
- Executive Summary of the findings.

- Recommendations for individual training goals or areas for development based on respondent feedback.
- Recommendations for best practices to implement as a result of the findings.
- Recommendations for strategies to further enhance the culture at GFHA and to help attract and retain employees.
- A bid price that includes the entire costs associated with developing and facilitating a 360 Evaluation Survey and a contact person that will be the liaison between GFHA and the consultant.
- Schedule for Completion, noting any expected variances from the timeframes listed below.

TIMEFRAMES FOR COMPLETION

All consultants interested in responding to this Request for Proposals must submit their proposal to Tina Hoffart, Finance, HR, and IT Manager, by 12:00 Noon CDT on Monday, September 12, 2022. After the proposals are received, proposals will be reviewed from September 12, 2022 to September 26, 2022. After the proposals are reviewed, telephone interviews may be conducted on September 27 through September 30, 2022 for the top 2 or 3 respondents based upon cost, experience, soundness of plan, and ability to meet time requirements. On October 6, 2022, GFHA will make recommendations to the Board of Commissioners to proceed with a consultant. If a consultant is selected, a Notice to Proceed will be issued. Following issuance of the Notice to Proceed, the consultant will have nine (9) calendar weeks to conduct the 360 Evaluation Surveys and provide a draft report of the initial findings. GFHA will then have 1 calendar week to review this draft and discuss any questions or comments with the consultant. The consultant will then have 2 calendar weeks to address any revisions and provide a final report to GFHA by December 29, 2022. Training and development goals based on the survey results will be incorporated in the 2023 annual performance appraisals scheduled for delivery in the First Quarter of 2023.

ITEMS TO INCLUDE IN THE PROPOSAL

- Company Name and Address.
- Contact information including phone numbers, fax numbers, and e-mail addresses.
- Years in business.
- Biographical information on consultant's staff assigned to handle this project.
- Brief statement of the methodology to be used to complete the project.
- Amount of time anticipated to meet/discuss the process with staff. (Over what period of time (hours, days, weeks, etc.).
- Additional information needed from GFHA to conduct the 360 Evaluation Surveys.
- At least three (3) references of other public housing authorities or other entities for whom you have provided 360 Evaluation Surveys for in the past two (2) years.
- Cost estimate for the study.
- Timeline for completion of 360 Evaluation Surveys
- MWBE and Section 3 participation

EVALUATION FACTORS

In selecting a consultant to complete the survey, the following factors will be considered:

Required Items:

- Completeness and responsiveness of the proposal.
- Timely receipt of proposal.
- Capacity to meet the timelines and required documentation.

Other Factors:

- Soundness of approach - statement of how the surveys will be completed (40%)
- Experience and References (25%)
- Fairness of price (20%)
- MWBE and Section 3 Participation (15%)

Additional Information: If you have questions or need additional information, you may call Tina Hoffart or Terry Hanson at 701-787-9431 or 701-787-9437, respectively. All responses to the RFP must be received by the Grand Forks Housing Authority by 12:00 Noon CDT on Monday, September 12, 2022. Any proposals received after this date and time will not be considered. The physical mailing and email address is as follows:

Grand Forks Housing Authority
Attention: Tina Hoffart, Finance, HR, and IT Manger
1405 1st Ave N
Grand Forks, ND 58203
thoffart@thegfha.org