



**HOUSING AUTHORITY  
OF THE CITY OF SANTA BARBARA**

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May 6, 2026

SUBJECT: Request for Proposal for Compensation Plan Study

Dear Interested Party:

The Housing Authority of the City of Santa Barbara is inviting proposals from qualified firms to conduct a compensation study. Proposals are due no later than **5:30PM on June 2, 2026**. Proposals will be held in confidence until negotiations are completed and a contract is awarded.

Proposals should be prepared in accordance with the attached instructions and will be evaluated on the criteria listed herein. Proposers are encouraged to describe the particular benefits and strengths of their services. A contract will be negotiated with the proposer that provides the most qualified and best services for the most reasonable value as determined by a Housing Authority proposal review team.

Questions or inquiries regarding the Request for Proposal should be directed to Tiffany Carter, Human Resources Manager at (805)897-1040 or [tcarter@hacsb.org](mailto:tcarter@hacsb.org).

HOUSING AUTHORITY OF THE  
CITY OF SANTA BARBARA

[Rob L. Fredericks \(May 6, 2026 09:43:39 PDT\)](#)

ROB FREDERICKS  
Executive Director/CEO

# **REQUEST FOR PROPOSAL**

*CLASSIFICATION AND COMPENSATION PLAN STUDY*



**Housing Authority of the City of Santa Barbara**

808 Laguna Street

Santa Barbara, CA 93101

Rob Fredericks, Executive Director/CEO

**Issue Date: May 6, 2026**

**Closing Date: June 2, 2026**

## **REQUEST FOR PROPOSAL**

### **Introduction**

The Housing Authority of the City of Santa Barbara (HACSB) is seeking responses to this Request for Proposal (RFP) from qualified consulting firms to enter into an agreement for updating our current salary schedule and total compensation practices. Professional services include conducting an objective market review of the Housing Authority of the City of Santa Barbara's classification and compensation plan and making recommendations for changes.

### **Background**

The Housing Authority of the City of Santa Barbara is an award winning public agency that provides decent, safe, and affordable housing to low income households living in the city of Santa Barbara. HACSB owns and operates 1,535 units and administers 3,031 Section 8 Housing Choice Vouchers. HACSB has a workforce of approximately 62 employees with 29 general classifications and 10 management/supervisory classifications, organized into the 5 departmental functions: Administration, Finance, Housing Management, Property and Development and Resident Services. HACSB does not have bargaining units.

### **Overview**

The Housing Authority's last external classification and compensation study was completed in 2021. The purpose of the classification and compensation plan study is to address changes in the Housing Authority's operations and staffing since then, which may have affected the type, scope, and level of work being performed as well as ensure the Housing Authority's total compensation package is market competitive and internal equity is maintained. Our goals and objectives are as follows:

1. Attract and retain qualified, high performing employees with the skills and adaptability needed to support the agency's growth and success, while positioning the organization to effectively respond to evolving operational and workforce trends, future challenges and technological advancements;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes;
6. Maintain a competitive position with other comparable government entities and private employers within the same geographic area; and
7. Align compensation strategy with budgetary guidelines.

The consultant will initiate the study with a kickoff meeting involving Human Resources and the Management Team to outline the process, scope, and deliverables. Work will be conducted in close coordination with the Human Resource Manager, with input from Department Heads and key personnel as needed. The consultant will provide regular updates and incorporate stakeholder feedback throughout the process, and may be required to be on-site at the Housing Authority's offices in Santa Barbara, California and present final findings to the HACSB Board of Commissioners.

### **Scope of Services to be Provided by Consultant**

The services the consultant will provide will include but not necessarily be limited to the following:

- 1) Consultant to review current compensation structure and policies. Consultant to understand current challenges in recruiting and retaining employees and recommend and identify a competitive market position that the Housing Authority can strive to maintain.
- 2) Consultant to recommend comparable labor markets, including both private and public sector employers, and establish appropriate benchmarking standards and positions.
- 3) Consultant to provide for a comprehensive evaluation of every job within the Housing Authority within the organization for internal equity purposes. Consultant to review current job classification system and propose recommended strategies for the Housing Authority; consultant to evaluate and recommend changes, if any, to hierarchical order of jobs using objective evaluation system.
- 4) Consultant to review and update position descriptions as needed to uniformly reflect the distinguishing characteristics, essential job functions, qualifications, and working conditions. Consultant to conduct interviews and/or job audits as appropriate.
- 5) Consultant to develop and conduct a comprehensive compensation and benefits survey; consultant to compile and analyze data.
- 6) Consultant to recommend appropriate salary ranges for each position and any needed changes to benefits based on classification study, market analysis, internal equity considerations and best practices.
- 7) Consultant to identify potential pay compression issues and any significant individual or group compensation inequities and provide potential solutions.
- 8) Consultant to identify career ladders/promotional opportunities as deemed appropriate.
- 9) Consultant to make recommendations related to other key compensation practices including exemplary performance awards, bilingual premium pay, promotional increases, and cost of living adjustments.
- 10) Consultant to provide recommendations for integrating the compensation plan with the performance management rating system, clearly defining how merit increases and exemplary performance awards are determined and tied to annual performance review outcomes and ensuring consistent application across the organization.
- 11) Consultant to recommend implementation strategies including calculating the cost of implementing the plan.

### **Resources**

HACSB will provide copies of all pay ranges, position description, compensation and benefit policies and any other available in-house information requested by the selected consultant that may be required to complete the study.

### **Proposal Requirements**

Proposer shall submit their written proposal to Tiffany Carter, Housing Authority City of Santa Barbara, 808 Laguna Street, Santa Barbara, CA 93105.

- 1) Statement of Work: Provide a statement describing the scope of work as consultant understands it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings, and develop recommendations as requested. Provide a sample of reports and/or other correspondence.
- 2) Qualifications: A statement of the qualifications and experience of the firm on projects that are similar in scope and nature. Identify who will be the project manager and names of key staff assigned if awarded. Summarize the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff's experience with public sector compensation. List the address, e-mail address, and telephone number of the office from which the services are to be provided.
- 3) Structure and Content of Work: Provide a detailed breakdown and description of the specific steps, services, and study products that will be provided. Describe how the final product will be structured and presented upon completion. Firms may elect to include any innovative methods or concepts that might be beneficial to the Housing Authority of the City of Santa Barbara.
- 4) Work Schedule: Work plan schedule including completion time for major tasks and overall time frame for completion. It is expected that the work will commence as soon as possible after the contract is awarded and the final study and recommendations be completed by February 1, 2027.
- 5) References: Include the name, address, telephone number, and e-mail address for contact persons at three (3) other public entities, preferably housing authorities for which comparable services have recently been rendered.
- 6) Cost of Services: Provide a total cost estimate, including any travel expenses, if any, and "not to exceed" amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work.
- 7) Final Product: Provide a statement that the proposer agrees to provide a final report, tables, schedules, job descriptions, charts, spreadsheets, salary surveys, and other materials necessary for the implementation and maintenance of the compensation/classification system. Proposal must be signed by a representative of the firm with appropriate signature authority to commit the firm to the quoted prices and all terms and requirements stated in the RFP.
- 8) Use of Artificial Intelligence (AI) Tools: Proposers to disclose the extent to which artificial intelligence (AI) or automated tools will be used in the performance of the work described in this RFP. The disclosure shall include the general purpose of such tools and any associated risks or limitations. The consultant shall ensure that all work products are reviewed and validated by qualified personnel; and use of AI tools complies with all applicable data privacy, security, confidentiality, and legal requirements as well as the Housing Authority's Policies governing use of AI.

An engagement for classification and compensation plan services may consist of only a portion of these services. The Housing Authority of the City of Santa Barbara reserves the right to select the appropriate services that best meet the agency goals for the particular position and needs. If the Housing Authority selects only a portion of the services, a reduction in fees will be negotiated based on the effort requested.

This request for information does not, under any circumstance, commit the Housing Authority of the City of Santa Barbara to pay any costs incurred by any proposer in the submission of qualifications. The proposer is responsible for all costs associated with response to this request.

**Criteria and Selection**

After HACSB staff has reviewed the proposals, final selection will be determined. The successful contractor will be required to enter into an agreement for professional services with the Housing Authority of the City of Santa Barbara.

Proposals will be evaluated using the following criteria:

- Quality and thoughtfulness of the proposal. 20%
- Related experience of the firm and key staff with similar studies. 25%
- References, credentials, and/or recommendations from past clients. 20%
- Costs associated with developing, preparing, and presenting the study. 20%
- Ability of firm to provide services requested as well as work plan schedule and availability. 15%

The comparability study must meet all applicable federal and state laws and regulations. Deadline to submit proposals and credentials is 5:30 p.m. on June 2, 2026 at the address listed below. All proposals should be addressed to:

Housing Authority of the City of Santa Barbara  
Attn: Tiffany Carter  
Human Resources Manager  
808 Laguna Street  
Santa Barbara, CA 93101

Any questions regarding this Request for Proposal shall be directed to Tiffany Carter at [tcarter@hacsb.org](mailto:tcarter@hacsb.org) or (805) 897-1040. The Housing Authority of the City of Santa Barbara reserves the right to reject any or all proposals, to waive any informalities in the solicitation process or to terminate the solicitation process at any time, if deemed by the Housing Authority to be in its best interest.

*The Housing Authority is an equal opportunity employer and contracting agency. The Housing Authority of the City of Santa Barbara does not discriminate against anyone on the basis of race (including protective hairstyles such as braids, locs, and twists, and hair texture), religion (including religious belief, observance, dress or grooming practices), creed, color, sex, sex stereotype, pregnancy, childbirth or related medical conditions (including breast feeding), age (40 years or over), sexual orientation, gender, gender identification and expression, transgender status, transitioning employees, physical or mental disability, medical condition (including cancer), genetic characteristics, genetic information, family care, reproductive health decision-making, marital status, registered domestic partner status, enrollment in any public assistance program, status as military, or as a veteran or as a qualified disabled veteran, status as an unpaid intern or volunteer, ancestry, citizenship, national origin, protected medical leaves (including a request for or approval of leave under applicable leave of absence laws), domestic violence victim status, status as a victim or family member of a victim, political affiliation, reproductive health decision-making, use of cannabis while off-duty and away from the workplace, any combination of those characteristics, or any other classification protected by law ("Protected Characteristics"). HACSB also prohibits discrimination based on the perception that anyone has any of those Protected Characteristics or any combination of Protected Characteristics, or is associated with a person who has or is perceived as having any of those Protected Characteristics or any combination of Protected Characteristics. HACSB does not use an Automated-Decision System ("ADS") or selection criteria that discriminates against an applicant or employee or class of applicants or employees based upon a Protected Characteristic, or any combination of Protected Characteristics. HACSB does not discriminate or retaliate against an employee for exercising or attempting to exercise their rights under Workplace Know Your Rights Act.*






# RFP Compensation Study May2026

Final Audit Report

2026-05-06

Created:	2026-05-06
By:	Tiffany Carter (tCarter@hacsb.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAA0EHiluSeZljpqpQLchHsxy0YHtWHXUWg

## "RFP Compensation Study May2026" History

-  Document created by Tiffany Carter (tCarter@hacsb.org)  
2026-05-06 - 4:35:00 PM GMT- IP address: 70.168.93.114
-  Document emailed to Rob L. Fredericks (RFredericks@hacsb.org) for signature  
2026-05-06 - 4:35:40 PM GMT
-  Email viewed by Rob L. Fredericks (RFredericks@hacsb.org)  
2026-05-06 - 4:43:25 PM GMT- IP address: 70.168.93.114
-  Document e-signed by Rob L. Fredericks (RFredericks@hacsb.org)  
Signature Date: 2026-05-06 - 4:43:39 PM GMT - Time Source: server- IP address: 70.168.93.114 - Signature Appearance Selected: DRAW
-  Agreement completed.  
2026-05-06 - 4:43:39 PM GMT