



... for the people

818 S. FLORES ST.

SAN ANTONIO, TEXAS 78204

www.saha.org

Procurement Department

REQUEST FOR QUOTATIONS

For

Executive Recruiters

For

**HOUSING AUTHORITY OF THE
CITY OF SAN ANTONIO, TEXAS
AND
AFFILIATED ENTITIES**

**RFQ #: 1002-918-85-3135
Closes March 19, 2010 @ 11:00 AM**

Prepared by:

Department of Procurement
of
The San Antonio Housing Authority
818 South Flores Street
San Antonio, Texas 78204

President and CEO..... Lourdes Castro Ramirez

March 2010

Request for Quotes 1002-918-85-3135

- 1.0 SAN ANTONIO HOUSING AUTHORITY (SAHA) CONTACT: All questions pertaining to this quotation shall be addressed to Carl Bottoms, Procurement Supervisor, telephone 210-477-6165, fax 210-477-6167 or e-mail at carlton_bottoms@saha.org.
- 2.0 APPLICABILITY: By submitting a quote (hereinafter referred to as "bid") to SAHA, the firm or individual doing so (hereinafter, "the bidder") is automatically agreeing to abide by all terms and conditions listed herein, including those terms and conditions within the HUD document, *Table 5.1, Mandatory Contract Clauses for Small Purchases Other Than Construction*, HUD Handbook 7460.8 REV 2, Procurement Handbook for Public Housing Agencies, dated 2/2007, and SAHA General Terms and Conditions. These documents may be obtained by contacting Carl Bottoms, Procurement Supervisor, telephone 210-477-6165, fax 210-477-6167 or e-mail at carlton_bottoms@saha.org.
- 3.0 SAHA's RESERVATION OF RIGHTS: SAHA reserves the right to:
 - 3.1 Reject any or all bids, to waive any informalities in the Solicitation process, or to terminate the Solicitation process at any time, if deemed by SAHA to be in the best interest of SAHA.
 - 3.2 Terminate a contract awarded pursuant to this Solicitation at any time for its convenience upon delivery of a 14-day written notice to the apparent or successful bidder.
 - 3.3 Determine the days, hours and locations that the successful bidder shall provide the items or services called for in this Solicitation.
 - 3.4 Reject and not consider any bid that does not, in the opinion of SAHA, meet the requirements of this Solicitation, including but not necessarily limited to incomplete bids and/or bids offering alternate (not including "or equal" items) or non-requested items or services.
 - 3.5 SAHA reserves the right to:
 - 3.5.1 To make an award to the same bidder (aggregate) for all items; or,
 - 3.5.2 To make an award to multiple bidders for the same or different items.
- 4.0 BIDDER'S RESPONSIBILITY: Each bidder must carefully review and comply with all instructions provided herein, or provided within any named attachments.
- 5.0 DEADLINE: Each bidder shall submit his/her proposed costs, prior to the posted deadline, where provided herein. Whereas this is an informal solicitation process, SAHA reserves the right to extend the posted deadline at any time prior to the deadline, if, in the opinion of SAHA, it is in the best interests of SAHA.

- 6.0 **HOLD PRICES/NON-ESCALATION:** By submitting a bid, each bidder thereby agrees to "hold" or not increase the proposed bid prices for a minimum period of thirty (30) days with no escalation. Quantities listed in this Solicitation are for the purpose of determining best pricing per line item.
- 7.0 **PURCHASE ORDER (PO):** SAHA will procure the applicable goods or services by issuance of a PO. PO's will be issued on an as-needed basis only. By submitting a bid, the successful bidder thereby agrees to confirm receipt of the PO in the manner directed by SAHA.
- 8.0 **AWARD CRITERIA:** If an award is completed pursuant to this Solicitation, and unless otherwise instructed by SAHA, an award shall be made to the responsive and responsible contractor that submits the best value to SAHA using price and other the factors listed below.

Contractor will be evaluated based on the following criteria. Please include information that addresses these areas in your response.

- Past Experience in conducting successful nationwide executive searches which resulted in the placement of a candidate in like positions
 - Past experience with public entities to include housing authorities
 - Cost (lump sum) for soliciting, recruiting and screening top 5 candidates for both positions
 - Project manager's qualification and expertise in recruitment and screening candidates for executive positions with public entities
 - Current Client References (within past year)
 - Approach to soliciting, recruiting and screening candidates for these positions.
- 9.0 **COST:** Cost shall be a firm fixed price inclusive of all elements required to deliver the service and the cost proposed shall be fully "burdened" with profit, overhead, and travel.
- 10.0 **BID COSTS:** There shall be no obligation for SAHA to compensate any bidder or prospective bidder for any costs that he/she may incur in responding to this Solicitation.
- 11.0 **ASSIGNMENT OF PERSONNEL:** SAHA shall retain the right to demand and receive a change in personnel assigned by the successful bidder to provide services to SAHA if SAHA believes that such change is in the best interest of SAHA and the completion of the work or provision of the items.
- 12.0 **UNAUTHORIZED SUB-CONTRACTING PROHIBITED:** The successful bidder shall not assign any right, nor delegate any duty for the work proposed pursuant to this Solicitation (including, but not limited to, selling or transferring the ensuing PO or contract) without the prior written consent of SAHA. Any purported assignment of interest or delegation of duty, without the prior written consent of SAHA shall be void and may result in the cancellation of the PO or contract with SAHA.

13.0 Response must be received no later than 11:00AM March 19, 2010. Responses may be hand delivered to:

San Antonio Housing Authority,
attn. Carl Bottoms, Procurement Supervisor,
818 S. Flores, San Antonio, TX 78204.

Faxed to: Attn. Carl Bottoms at 210-477-6167

Emailed to: carlton_bottoms@saha.org

14.0 Invoicing: Invoices shall be sent to: San Antonio Housing Authority, Accounts Payable, P.O. Box 830428, San Antonio, TX 78283-0428 or may be e-mailed to AccountsPayable@saha.org. Contractor shall invoice SAHA within 60 days after the delivery of the goods or service. If contractor fails to invoice within 60 days SAHA reserves the right to not pay the invoice.

15.0 Fair Labor Standards Act: Both parties hereby agree to comply with the provisions of the Fair Labor Standards Act (29 U.S.C. 201, et seq).

16.0 Scope of Work: Contractor shall provide the following services in soliciting, recruiting and screening candidates:

- Contractor shall comply with all applicable federal, state and local laws, rules, regulations and ordinances in providing the services in this proposal and any resulting contract.
- Contractor will directly recruit qualified candidates for the positions of Development Service & Neighborhood Revitalization Officer and Director of Human Resources.
- Contractor shall conduct an aggressive nationwide campaign to identify qualified candidates who possess the minimum qualifications as included on the attached job description, including the preparation and placement of advertisements in appropriate government magazines, professional journals, publications and web-based forms of communication.
- Contractor must prepare advertisements for review and approval by SAHA prior to placement in any media.
- Contractor shall perform preliminary screening of candidates based upon the minimum qualifications of the provided job description by telephone, teleconference or face-to-face interviews.

- Contractor shall further screen the candidates based upon the preferred qualifications of the job description so as to present the five most viable candidates to the President and CEO.
- Contractor shall conduct detailed professional reference checks on all recommended finalists. Contractor shall conduct background checks, to include but not limited to, education, employment, financial/credit, newspaper research, criminal and civil litigation, licenses and certifications on all five finalists.
- Contractor shall present a written report detailing the background, strengths, weaknesses, accomplishments, and references for each recommended finalist to the President and CEO.
- Contractor shall re-initiate the search, at no fee to SAHA, if SAHA does not make a selection from the final slate of candidates due to candidates' incompatibility with SAHA's expectations of the candidates' role, or if the selected candidate leaves employment either through resignation or termination (with or without cause) within one year of placement.
- Contractor shall not solicit the candidates hired resulting from this proposal for any position for a period of two years following the date of appointment to Development Services & Neighborhood Revitalization Officer and Director of Human Resources
- Contractor shall include a link to the SAHA website for capturing resumes and questions.
- ATTACHMENT: Job Descriptions

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Quote Form

RFQ Closes at 11:00AM March 19, 2010

1002-924-64-3135 Executive Recruiters

- 1. Cost to recruit,, screen and present the top 5 candidates for the position of Development Services and Neighborhood Revitalization Officer and Director of Human Resources**

\$ _____

- 2. Reimbursables (not included in fee above with cost associated for each)**

_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

- 2. Sub-Contractors: Proposer shall identify his sub-contractors if any:**

a) _____

b) _____

In submitting this bid, it is understood if written notice of the acceptance of this bid is mailed, e-mailed, or delivered to the undersigned within sixty (60) days after the opening thereof, or at any time thereafter before this bid is withdrawn, the undersigned agrees to execute and deliver the products and/or services described herein. By signature hereon the bidder certifies he has the right and authority to bind the company.

Submitted by: _____ Date: _____
(Firm)

(Signature) (Printed name and title)

(Business address,)

(Phone)

(E-mail)

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DEVELOPMENT SERVICES & NEIGHBORHOOD REVITALIZATION OFFICER

Department: Development Services & Neighborhood Revitalization
Reports To: President and CEO
Pay Grade: 22
Classification: Exempt

SUMMARY

The Officer of Development Services and Neighborhood Revitalization, under the direction of the President and CEO, is responsible for the planning and directing of all aspects of SAHA's office of Development Services and Neighborhood Revitalization. This position oversees a) housing development, community planning, construction and project funding and is responsible for real estate acquisition and divestiture; b) directs neighborhood revitalization activities, c) manages the capital improvement activities at all existing SAHA properties, d) manages existing non-operating facilities and leases; and e) manages process for new construction and acquisitions. Supervises and evaluates the performance of assigned personnel.

JOB DUTIES

- Researches and analyzes changes in the local housing market and economy to determine the affordable housing needs by various socioeconomic and demographic classes and the feasibility for development of housing to meet identified needs.
- Develops partnerships with local funding providers, housing developers and community non-profit entities to maximize coordination of development efforts. Builds partnerships and develops joint projects with entities to expand public housing presence in local communities. Formulates new and creative approaches to housing development.
- Establishes agreements and partnerships with governmental, nonprofit and private entities and coordinates and participates in planning meetings with the City of San Antonio, HUD, businesses, neighborhood organizations, and the SAHA Board of Commissioners.
- Develops financial plans and implements strategies to secure the development and acquisition of affordable and public housing to maintain and augment SAHA's housing assets and portfolios.
- Establishes, maintains and facilitates partnerships with affordable housing developers.
- Prepares and controls department budget.
- Secures funding from public and private sources to finance the development and acquisition of affordable housing projects, including conventional, mixed-income, and mixed-finance capital structures; direct and facilitate the closing of these transactions.

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- Oversees all aspects of the development of new construction, community engagement and planning, rehabilitation and affordable housing urban revitalization projects; such as the preliminary design, construction, lease-up, and stabilization phases; to include site control, title evidence, design development, governing body and administrative or regulatory approvals, ownership structure, environmental analysis and remediation, budget, schedule, legal and regulatory compliance, materials and services contracting, risk management, marketing and public relations, green building techniques/systems and property/asset management.
- Negotiates contracts with developers, sellers, bankers, tax credit buyers, etc.
- Analyzes, negotiates and closes the acquisition of multifamily residential rental properties, public housing units, single-family properties and vacant land, including establishment of underwriting criteria for property acquisition.
- Directs the coordination, planning, and preparation of the (1)-year and (5)-year plans for timely obligation and expenditure of federal capital grant funds or other funds for Public Housing and Non-Profit properties.
- Directs and oversees the Facilities and Construction Services preventive maintenance group performance, quality and financial condition.
- Directs the initiation of procurement for professional services, construction bidding and contract development of modernization contracts.
- Supervises and oversees grant management relating to capital improvements, as well as provide oversight of the capital improvement activities at all SAHA properties.
- Collaborates with other departments and outside agencies and organizations on various issues including those related to code interpretation, plan review, permit issuance, inspections, and administrative matters such as fee collection. Provides staff assistance to the City of San Antonio development officials, stake holders, and local contractors as necessary.
- Attends and conducts a variety of meetings as assigned; maintain SAHA's involvement in national, state and local housing and community development policy discussions and formulation; participate in local, state-wide and national meetings and conferences related to assigned activities.
- Develops and implements guidelines to ensure compliance under policies and procedures for the disposition of single-family houses for ownership, including HOPE VI public housing homeownership and lease-purchase programs, and oversee the SAHA Homeownership program through the development and implementation of strategies for the creation of homeownership opportunities for first-time affordable homebuyers, to include the establishment and coordination of partnerships with area municipal, nonprofit and for-profit entities.
- Oversees SAHA's non-operating facility and lease management activities.
- Manages SAHA's commercial facilities including the Central Office and park, Brazos Street Operations Facility, Tampico Warehouse, and the Springview Sheriff's Substation. Directs staff

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and contractors in the performance of general maintenance, custodial services, and repairs of these facilities; to include structural, electrical, carpentry, HVAC, plumbing, mechanical and landscaping. Prepares annual maintenance budgets for the Central Office Facility, Brazos Street Operations Facility, and Tampico Warehouse.

- Directs a wide variety of various janitorial and custodial duties of routine difficulty involving the cleaning and maintenance of SAHA's facilities.
- Communicates all transaction terms to internal stakeholders and legal counsel.
- Communicates and presents information related to development activities and SAHA mission and goals.
- Other duties as assigned.

MINIMUM REQUIREMENTS

- Bachelor's Degree (B.A.) from an accredited four-year college or university in Business, Urban Planning, Architecture, or related field.
- Ten (10) years or more of progressively responsible experience in a primary role related to multifamily or single family affordable housing development, capital improvement, construction management, civil engineering, housing/building planning, design, construction, rehabilitation and maintenance.
- Five (5) years of supervisory experience in housing development, construction project management, public housing, urban planning, or related field.
- Texas Class "C" driver's license at the time of placement and be insurable by the Housing Authority's liability and fleet insurance carrier.

PREFERRED

- Master's Degree (MBA).
- Prior work experience working with HUD or other public entities related to development and re-development.
- Experienced portfolio of project planning, design, financing, construction and performance.
- Experience with community planning and engagement.
- Experience with tax exempt development activities.

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of current housing and community development methods and principles, financial analysis, real estate and multi-family funding techniques.
- Knowledge of federal, state and local funding programs.

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- Ability to oversee multiple housing projects in various phases of the development process, often utilizing complex funding sources.
- Ability to lead a diverse team of professionals in implementing development and redevelopment initiatives.
- Ability to establish and apply strategic and tactical plans.
- Ability to communicate effectively with funders, elected officials, non profit housing developers, neighborhood groups and community representatives regarding SAHA housing development programs.
- Ability to work independently and perform difficult and complex tasks under the general administrative direction of the President and CEO.

CORE COMPETENCIES

The following personal attributes are considered essential requisites for effective performance of the holder of this position.

- **Problem-Solving Expertise:** Identifying and defining problems/goals including scope and sequence or priorities for attainment; selecting and implementing alternative solution strategies; and supervising resources, constraints, and contingencies.
- **Influencing Capabilities:** Actions designed to assure the achievement of identified objectives in this area of functional responsibilities; accurate analysis of situations with appropriate related follow-up and supervisory approach responses; effective management of interpersonal behavior and/or conflict; demonstrated high level of adaptability required to effectively manage diverse, changing, and even competing task expectations.
- **Supervisory/Administrative Skills:** Basic set of supervisory skills involved in the efficient administration of this function including directing, implementing, motivating/communicating, and evaluation the services it provides for the organization.
- **Planning Orientation:** Demonstrated competency in operational planning processes; ability to understand, and commitment to integrate the contributions to be made through this function; assessing, allocating and supervising the use of resources (material, staff, capital) in a prudent and orderly manner; monitoring, measuring and taking corrective actions required to achieve targeted results.
- **Positive Thinking & Attitude:** Maintains a positive work environment by creating job motivation, remaining enthusiastic about taking on challenges, demonstrating an "I care" attitude, approaching others in a pleasant, happy, and upbeat manner, and always finding the positive aspect of a negative situation; ability to resolve conflict in positive ways.

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- **Communication:** Presents ideas clearly and influentially through various means; identifies/shares important information in a timely manner; appears knowledgeable and confident in communicating information.
- **Work Ethic:** Dependable and meets commitments by exhibiting willingness to put in extra hours or “do whatever it takes” to get the job done. Available and presentable for work on a consistent and timely basis.
- **Organization:** Develops plans to achieve objectives by identifying resources needed, time allocations, and anticipated obstacles. Utilizes planning tools and methods for prioritizing, organization and following through.

PHYSICAL DEMANDS AND WORKING CONDITIONS

- Physical requirements include occasional lifting/carrying of 5 pounds.
- Visual acuity, speech and hearing; hand and eye coordination and manual dexterity necessary to operate a computer keyboard and basic office equipment.
- Subject to sitting, standing, reaching, walking, twisting, and kneeling to perform the essential functions. Working conditions are primarily inside an office environment.

ETHICS

As a public agency, SAHA is committed to maintaining the highest of ethical standards. Applicants selected for employment are expected to perform work responsibilities with the highest degree of integrity, professionalism and honesty, to merit the respect of our co-workers, clients, partners, vendors and the general public. Applicants selected for employment are also expected to serve the public with dedication, concern, courtesy and responsiveness.

The above description reflects the details considered necessary to describe the principal functions of the job and should not be construed as a detailed description of all the work requirements that may be performed in the job.

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DIRECTOR OF HUMAN RESOURCES & EMPLOYEE DEVELOPMENT

Department: Human Resources and Employee Development
Reports To: Public Affairs and Personnel Officer
Pay Grade: 21
Classification: Exempt

SUMMARY

The Director of Human Resources and Employee Development, under the direction of the Public Affairs and Personnel Officer, is responsible for planning, directing, supervising, and coordinating the work activities of subordinates and staff in areas relating to recruitment, employment, compensation and benefits, labor relations, employee training, and employee relations. This position is responsible for coordinating assigned activities with internal departments and outside agencies; and provides highly complex administrative support in the achievement of the San Antonio Housing Authority's mission and objectives. Exercises direct supervision over management, professional, technical and clerical staff.

JOB DUTIES

- Sets the direction and creates vital linkages among programs and departments; leads staff and establishes the objectives necessary to achieve the strategies and mission of the department and agency.
- Directs company compliance with all existing governmental, labor and legal reporting requirements in the areas of Equal Employment Opportunity (EEO), the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), Employee Retirement Income Security Act (ERISA), and the Department of Labor.
- Evaluates the company culture and provides recommendations for changes that will have a positive impact on the achievement of company goals and objectives.
- Analyzes statistical data to identify and determine causes of personnel problems and develops recommendations for improvements in the organization's personnel policies and practices.
- Advises and collaborates with the senior leadership team and other managers, in the various aspects of human resources policies—such as wages, benefits, pensions, and work practices.
- Establishes and maintains effective labor and management relations; isolates and resolves causes for grievances, provides positive direction to management in addressing employee relations matters.

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- Evaluates and directs staffing duties; including understaffing, mediating disputes and administering disciplinary procedures.
- Develops and manages the annual budget for the division and performs periodic cost and productivity analyses.
- Directs the development of hiring process improvements, including the administration and evaluation of new applicant testing and interviews.
- Ensures new employee orientation fosters a positive attitude and a basic knowledge of organizational objectives.
- Establishes and implements short- and long-range departmental goals, objectives, policies, and operating procedures.
- Oversees the agency's strategic training and organizational development activities to meet personal, professional and organizational needs of company employees.
- Monitors all pay practices and systems for fairness, effectiveness and cost containment.
- Recommends improvements in benefit plans, especially new benefits aimed at employee satisfaction and retention.
- Empowers staff and promotes a work environment of service, teamwork and respect.
- Provides staff support to a variety of activities; attends and participates in professional group meetings; and stays abreast of new trends and innovations in the fields of personnel management and rate analysis.
- Other duties as assigned.

MINIMUM REQUIREMENTS

- Bachelor's Degree from an accredited college or university with major course work in Human Resources, Public Administration, Business Administration or a related field.
- Ten (10) years of increasingly responsible professional or executive-level experience in human resources.
- Experience in strategic planning and execution.
- Experience in examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures.
- Certified Professional in Human Resources (PHR).
- Texas Class "C" driver's license at the time of placement and be insurable by the Housing Authority's liability and fleet insurance carrier.

PREFERRED

- Masters Degree from an accredited college or university with major course work in Human Resources, Public Administration, Business Administration or a related field.
- Human Resources management experience in public or private organizations with over 300 employees and a complex work environment.
- Certified Senior Professional in Human Resources (SPHR).

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of contracting and negotiating.
- Knowledge of federal, state, and local employment, wage and salary laws and regulations.
- Knowledge of organizational development theory and practices.
- Knowledge of computerized information systems used in human resources applications.
- Knowledge of organizational cultures and change management best practices.
- Ability to interpret and provide advice on the application of EEO/AA laws.
- Ability to analyze and assess training and development needs.
- Ability to negotiate and manage employee dispute resolution processes.
- Ability to motivate teams to produce quality materials within tight timeframes.
- Ability to simultaneously manage several projects.
- Ability to participate in and facilitate group meetings.
- Ability to prepare and administer a complex departmental budget, and allocate limited resources in a cost-effective manner.
- Ability to research, analyze and evaluate new service delivery methods, procedures and techniques.
- Ability to provide administrative and professional leadership and direction to subordinate staff.
- Ability to communicate clearly and effectively, both verbally and in writing.
- Ability to prepare and present clear and concise administrative and financial reports.
- Ability to establish and maintain effective working relationships with SAHA staff and officials, other government officials, community groups, and the general public.
- Experience in design, development and implementation of salary administration plans and benefit programs.

CORE COMPETENCIES

The following personal attributes are considered essential requisites for effective performance of the holder of this position.

- **Problem-Solving Expertise:** Identifying and defining problems/goals including scope and sequence or priorities for attainment; selecting and implementing alternative solution strategies; and supervising resources, constraints, and contingencies.
- **Influencing Capabilities:** Actions designed to assure the achievement of identified objectives in this area of functional responsibilities; accurate analysis of situations with appropriate related follow-up and supervisory approach responses; effective management of interpersonal behavior and/or conflict; demonstrated high level of adaptability required to effectively manage diverse, changing, and even competing task expectations.
- **Supervisory/Administrative Skills:** Basic set of supervisory skills involved in the efficient administration of this function including directing, implementing, motivating/communicating, and evaluation the services it provides for the organization.
- **Planning Orientation:** Demonstrated competency in operational planning processes; ability to understand, and commitment to integrate the contributions to be made through this function; assessing, allocating and supervising the use of resources (material, staff, capital) in a prudent and orderly manner; monitoring, measuring and taking corrective actions required to achieve targeted results.
- **Positive Thinking & Attitude:** Maintains a positive work environment by creating job motivation, remaining enthusiastic about taking on challenges, demonstrating an “I care” attitude, approaching others in a pleasant, happy, and upbeat manner, and always finding the positive aspect of a negative situation; ability to resolve conflict in positive ways.
- **Communication:** Presents ideas clearly and influentially through various means; identifies/shares important information in a timely manner; appears knowledgeable and confident in communicating information.
- **Work Ethic:** Dependable and meets commitments by exhibiting willingness to put in extra hours or “do whatever it takes” to get the job done. Available and presentable for work on a consistent and timely basis.
- **Organization:** Develops plans to achieve objectives by identifying resources needed, time allocations, and anticipated obstacles. Utilizes planning tools and methods for prioritizing, organization and following through.

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The above description reflects the details considered necessary to describe the principal functions of the job and should not be construed as a detailed description of all the work requirements that may be performed in the job.