



... for the people

818 S. FLORES ST.

SAN ANTONIO, TEXAS 78204

www.saha.org

Procurement Department

**REQUEST FOR QUOTATIONS  
For**

**IT Systems GAP Analysis  
For**

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

**RFQ #: 1010-920-65-3366  
Closes 12:00 Noon, February 1, 2011**

Prepared by:

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

President and CEO..... Lourdes Castro Ramirez

December 2010

## Request for Quotes 1010-920-65-3366

- 1.0 **SAN ANTONIO HOUSING AUTHORITY (SAHA) CONTACT:** All questions pertaining to this quotation shall be addressed to Charles Bode, Asst. Director of Procurement, telephone 210-477-6703, fax 210-477-6167 or e-mail at charles\_bode@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*, and HUD Handbook 7460.8 REV 2, Procurement Handbook for Public Housing Agencies, dated 2/2007 which are incorporated by reference. For copies of these documents contact the above named purchaser.
- 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 the SAHA to be in the best interest of the 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 award to the same bidder (aggregate) for all items; or,
    - 3.5.2 To make 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, 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 sixty (60) 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 and/or services by issuance of a PO and/or a contract. 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 factors listed below.**

**Past performance, IT consulting experience, availability, and completion timeline and the items listed in the Statement of Work (SOW).**

**9.0 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.**

**10.0 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.**

**11.0 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.**

**12.0 LICENSING REQUIREMENTS: By submitting a bid the successful bidder thereby certifies that he/she possess and will, prior to issuance of a PO by SAHA, present to SAHA, proof and/certification of the following:**

**12.1 If applicable, local business license or permit issued by the City of San Antonio,**

**12.2 If applicable, a copy of the bidder's license issued by the State of Texas licensing authority allowing the bidder to provide the services or products as detailed herein,**

**13.0 SPECIFICATIONS /SCOPE OF WORK FOR THIS SOLICITATION:**

**13.1 The selected contractor shall perform the GAP Analysis of the identified SAHA IT System components as specified in the attached Scope of Work.**

**13.2 Response must be received no later than 12:00 Noon, February 1, 2011.**

**13.3 Responses may be hand delivered to:**

**San Antonio Housing Authority,  
attn. Charles Bode, Asst Director of Procurement,  
818 S. Flores, San Antonio, TX 78204.**

**13.4 The contractor shall secure and pay for all permits, fees, and licenses required for the proper execution and completion of the work.**

**13.5 The contractor shall observe and comply with all federal, state, county, and city laws, codes, ordinances, rules and regulations in accomplishing the work.**

**13.6 The full description of the work is in the attached Scope of Work.**

**13.7 Contractors pricing shall be all inclusive of all costs required to complete the analysis and all of its deliverables.**

**14.0 INSURANCE: The following table details the standard liability policies with the required limits and waivers of subrogation required by SAHA of all contractors performing work on SAHA property.**

<b>Business Automobile Liability</b>	<b>Required Limits</b>
<b>SAHA must be named as an additional insured and as the certificate holder</b>	<b>\$500,000 combined single limit, per occurrence</b>
<b>Workers Compensation and Employer's Liability</b>	<b>Required Limits</b>
<b>Worker's Compensation coverage is Statutory and has no pre-set limits. Employer's Liability limit is \$500,000 A waiver of Subrogation in favor of SAHA must be included in the Workers' Compensation policy. SAHA must be named as an Additional Insured on the Employer's Liability and be a Certificate Holder on both.</b>	<b>Statutory \$500,000</b>
<b>Commercial General Liability</b>	<b>Required Limits</b>
<b>This is required for any vendor who will be doing hands on work at SAHA properties. SAHA must be named as an Additional Insured and as the Certificate Holder.</b>	<b>\$1,000,000 per accident \$2,000,000 aggregate</b>

**15.0 WARRANTY: All services and goods provided pursuant to this RFQ and the resulting contract shall be covered by the most favorable commercial warranties given to any customer for same or similar supplies or services, but in any event such goods and services shall be warranted for at least a period of two (2) years unless specified otherwise herein.**

- 16.0 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](mailto:AccountsPayable@saha.org). Contractor shall invoice SAHA within 90 days after the delivery of the goods or service. If contractor fails to invoice within 90 days SAHA reserves the right to not pay the invoice.**
- 17.0 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).**
- 18.0 Davis-Bacon Act: For all construction contracts awarded in excess of \$2,000 when required by Federal Grant Program legislation, Contractor hereby agrees to comply with the Davis-Bacon Act (40 U.S.C. 276a to 276a-7) as supplemented in Department of Labor Regulations (29 CFR Part 5) and the wage decision enclosed herein or the latest revision in effect at wage decision lock-in date.**
- 19.0 Training and Employment Opportunities for Residents in the Project Area (Section 3, HUD Act of 1968; 24 CFR 135)**
- (a) The work to be performed under this contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3). The purpose of section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.**
  - (b) The parties to this contract agree to comply with HUD's regulations in 24 CFR Part 135, which implement section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the Part 135 regulations.**
  - (c) The contractor agrees to send to each labor organization or representative of workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.**
  - (d) The contractor agrees to include this section 3 clause in every subcontract subject to compliance with regulations in 24 CFR Part 135, and agrees to take appropriate action, as provided in an**

**applicable provision of the subcontract or in this section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR Part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR Part 135.**

- (e) The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR Part 135 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR Part 135.**
- (f) Noncompliance with HUD's regulations in 24 CFR Part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.**

**Remainder of this page left blank intentionally.**

**Quote Form (Page 1 of 2) : Due by 12:00 Noon February 1, 2011**

**1a. Deliverables Pricing:**

<b>Pricing Sheet</b>		
<b>Deliverable No.</b>	<b>Deliverable Name</b>	<b>Price</b>
1.	Statement of current service levels	
2.	Interview of Executive and Senior team	
3.	Gap analysis	
4.	Findings and recommendations	
5.	Final Report	
6.	Presentation and discussion of findings	
7	Weekly Status Reports	
8	Bound Presentation Copies	

Delivery in \_\_\_\_\_ days.

**(Failure to enter a delivery time will subject bidder to completion in 90 days. Days are defined as calendar days.)**

**1b. Hourly Pricing: Show pricing for each person that will be used for the project and identify their area of expertise.**

Name	Title	Rate
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**i.** \_\_\_\_\_

**ii.** \_\_\_\_\_

**iii.** \_\_\_\_\_

**iv.** \_\_\_\_\_

**v.** \_\_\_\_\_

**vi.** \_\_\_\_\_

**vii.** \_\_\_\_\_

**Quote Form (Page 2 of 2 )**

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

a) \_\_\_\_\_

b) \_\_\_\_\_

Non-Collusive Affidavit: The undersigned party submitting this proposal hereby certifies that such bid is genuine and not collusive and that said bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly sought by agreement or collusion, or communication or conference, with any person, to fix the bid price of affiant or of any other bidder, to fix overhead, profit or cost element of said bid price, or that of any other bidder or to secure any advantage against the SAHA or any person interested in the proposed contract; and that all statements in said bid are true.

**Initials** \_\_\_\_\_

In performing this contract, the contractor(s) shall comply with any and all applicable federal, state or local laws including but not limited to: Occupational Safety & Health, Equal Employment Opportunity, Immigration and Naturalization, The Americans with Disabilities Act, State Tax and Insurance Law, and the Fair Housing Act.

**Initials** \_\_\_\_\_

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)

**STATEMENT OF WORK (SOW)  
FOR  
SAHA IT GAP ANALYSIS**

***Information Technology  
Assessments and Planning***

***San Antonio Housing Authority***

*December 2010*

**Statement of Work (SOW)**  
**SAHA IT GAP ANALYSIS**  
**San Antonio Housing Authority**

**1. Introduction**

The San Antonio Housing Authority (SAHA) requests responses from qualified firms to conduct a management assessment of the major areas of functional responsibility. This assessment will specifically compare the existing delivery model to the system expectations as defined by the Executive and Senior Management Teams. The resulting “gap” analysis shall provide recommended and optional solutions considering existing staff, equipment, outsourcing possibilities, and available expertise which will result in a more robust integrated delivery model. The goal is to provide an agile, innovative, and reliable information technology system that enhances the user’s experience and productivity.

**2. Background**

SAHA provides housing assistance to over 65,000 children, adults, and senior citizens. Given the demand for affordable housing, SAHA is focusing on three priorities: 1) Improve the quality of life for our clients, 2) Preserve and expand affordable housing through community development and revitalization, and 3) Strengthen our basic services and systems. SAHA’s impact on the local economy includes employment of approximately 600 employees, contracts with over 4,000 contractors, and an operating budget in excess of \$182 million. Additionally, in the last three years nearly 3,000 new housing units in mixed-income communities have been built with an estimated value of \$284 million. SAHA’s existing real estate assets are valued at over \$500 million. The scope of SAHA’s business creates a high degree of fiscal and regulatory complexity that requires reliable, advanced, and responsive IT systems.

The IT staffing model at the San Antonio Housing Authority is currently based primarily on a five day, forty hour, work week. The Information Technology Department currently has thirteen (13) IT professionals with varied skill sets and years of experience. User expectations have changed to the extent that a service delivery model which includes round-the-clock, seven days a week coverage, and support is expected and probably required.

SAHA is requesting a fully articulated definition of user expectations and the concomitant service levels for each of its major systems. The “gap” for each system should be defined, and options (including cost estimates) to fill the gaps explained. For each “gap,” the vendor should present a proposed solution or solutions.

**Statement of Work (SOW)**  
**SAHA IT GAP ANALYSIS**  
**San Antonio Housing Authority**

**3. The project sponsor is the Chief Financial Officer (CFO).**

**4. Scope**

- I) Perform a gap analysis of each of the following systems:
  - a) Operational support and function of Email (Outlook)
  - b) Operational support of the Desktop (MS Office)
  - c) Operational support and function of the Help desk
  - d) Operational support of J.D. Edwards ERP
  - e) Operational support of Emphasys (housing software)
  - f) Operational support and function of Avaya Telecommunication Voice over Internet Protocol System (VoIP)
  - g) Operational support and function of Mobile communications (Blackberry, etc.)
  - h) Operational support and function of Document archival
  - i) Operational support and function MS SharePoint
  - j) Operational support and function of Network (central office/internet access/communications to properties)
  - k) Operational support and function of Electrical power outages (IT Disaster plan and capability)
- II) Clearly articulated statement of current service levels of systems provided in (3.I).
- III) Interview of Executive and Senior team (approximately 15 interviews) to determine expectations of service level for (3.I).
- IV) Clearly articulated definition of gaps between expectations determined in (3.III) and current operations as defined in (3.II).
- V) Clearly articulated options to overcome gaps including estimated costs. The options will define service delivery model(s) that will provide results as articulated by the Senior Team.

**5. Deliverables:** Deliverables shall be provided in hard copy (one each) and electronic (two each on CD or DVD) and produced and readable using MS Word, PowerPoint and Project Version 2000 or later.

- I) Deliverables will include:
  - a. Statement of current service levels for items in (3.I)
  - b. Interview summary and key recommendations (3.III)
  - c. Conduct comprehensive gap analysis (3.IV)
  - d. Findings and specific recommendations, including, but not limited to:

**Statement of Work (SOW)**  
**SAHA IT GAP ANALYSIS**  
**San Antonio Housing Authority**

- i. Industry benchmarking (3 similar PHA/Public entities) of key recommendations.
    - ii. Definition of recommended service delivery model
    - iii. IT system management structure
    - iv. System integration specifics
    - v. Proposed plan of action
    - vi. Timeframe to execute recommendation
    - vii. Cost to implement recommendation.
  - e. Preliminary presentation and discussion using MS Power Point of all findings and recommendations for the Executive & Senior Team and IT steering Committee.
  - f. Final Report & presentation including a prioritized summary and estimated costs of recommended options for all gap remedies and a timeline of recommended gap solutions. Findings will be presented to the SAHA Senior Team, President & CEO, IT Steering Committee, and Board of Commissioners.
  - g. 30 Bound hard copies for use in the Final Presentation
- II) Written weekly progress reports provided to the CFO, Director of IT and the IT Steering Committee each Friday noon for the duration of the work.
- III) The CFO will complete a review of each submitted deliverable within five days of the date of receipt. If not rejected by the close of business on the fifth day the deliverable will be deemed accepted.
- IV) A kickoff meeting will be held at a location and time selected by the CFO where the Vendor and its staff will be introduced to the Senior Team, IT Steering Committee, and/or the President & CEO of the agency.
- V) Final Report and Briefing/presentation shall be conducted on site at SAHA for the President & CEO, Senior Team, IT Steering Committee, and/or the Board of Commissioners.

**Statement of Work (SOW)  
SAHA IT GAP ANALYSIS  
San Antonio Housing Authority**

<b>Delivery Schedule ( T= start date specified by SAHA)</b>				
<b>No.</b>	<b>Item</b>	<b>SOW Paragraph</b>	<b>Due Date</b>	<b>Recipient</b>
1	Statement of current service levels	3.II	T+15	CFO
2	Interview of Executive and Senior team	3.III	T+30	CFO
3	Gap analysis	3.IV	T+45	CFO
4	Findings & Recommendations	4.I.d	T+75	CFO
5	Preliminary presentation/discussion of findings	4.1.e	T+90 approx	Executive, Steering Committee & Sr. Teams
6	Final Report-Presentation	4.I.f	T+100 approx	As Spec.
7	Weekly Status Reports	4.II	Each Friday	CFO
8	Bound Presentation Copies	4.I.h	T+100 approx	CFO

**6. Reports and Meetings**

- I) The Vendor is required to provide the CFO, IT Director and IT Steering Committee with weekly written progress reports of this project. These are due by the noon on every Friday each week throughout the life of the project
- II) The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.
- III) The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.
- IV) The Vendor will be responsible for conducting weekly status meetings/briefings with the CFO, IT Director and IT Steering Committee. The meetings will be held on Friday at a time and place so designated by the CFO. The meetings can be in person or over the phone at the discretion of the CFO.

**7. Period of Performance**

The project is not expected to exceed 90 days from the Notice to Proceed through the presentation of final results. The briefing of the Executive and Senior teams and the IT Steering Committee and presentations may occur at a later date depending upon schedule conflicts.

**Statement of Work (SOW)**  
**SAHA IT GAP ANALYSIS**  
**San Antonio Housing Authority**

**8. Invoices**

The Vendor may submit invoices for each completed deliverable upon acceptance. Invoices must describe the work completed during relevant period. Payments will be made after acceptance of the work and/or deliverable and within thirty days of receipt of a valid invoice.

**9. Customer/Vendor-Furnished Equipment and Work Space**

The vendor will be provided a work desk (area), telephone, access to the network, and the current IT hardware & software necessary to complete the analysis. Contractor shall provide their own laptop or PC.

**10. Vendor Response/Proposal**

- I) All written proposals must be phrased in terms and language that can be easily understood by non-technical personnel (e.g., laypersons without subject matter expertise)
- II) The Response/Proposal must be in the following formats unless specified otherwise herein: One (1) hard copy marked "Original" and three (3) exact copies less pricing information.
- III) The Vendor must demonstrate its knowledge and expertise of the environment (e.g., platforms, software, applications, network, tools, etc.) for which work is to be performed
- IV) All items of this agreement shall be done in accordance with the advertised requirements and SAHA terms and conditions.
- V) Agreement to confidentiality and legal statements:
  - a. Contractor/s shall be required to sign a non-disclosure and confidentiality agreement as they may be exposed to information during the work that is confidential or proprietary in nature.
  - b. Examination and Retention of Contractor's Records: SAHA, HUD, or Comptroller General of the United States, or any of their duly authorized representatives shall, until three years after final payment under all contracts executed as a result of this solicitation, have access to and the right to examine any of the Contractor's directly pertinent books, documents, papers, or other records involving transactions related to this contract for the purpose of making audits, examinations, excerpts and transcriptions.

**Statement of Work (SOW)  
SAHA IT GAP ANALYSIS  
San Antonio Housing Authority**

- VI) Vendor staff capabilities specific to this SOW:
  - a. Organization chart
  - b. Management team resumes
  - c. Key personnel resumes
  
- VII) Vendor's services capabilities:
  - a. Outline of capability to deliver the required services, including process, functional and technical expertise
  - b. Agreed-on SOW for deliverables-based services
  - c. Project plans for project services or transition
  
- VIII) Project management plan addressing the tasks specified in the SOW

**11. Pricing**

The main purpose of this section is to detail the pricing for the deliverables-based services. Vendors shall provide a summary of any assumptions and exclusions. This table is included on the Quote page which must be completed and returned in the original (hard copy) response.

<b>Pricing Sheet</b>		
<b>Deliverable No.</b>	<b>Deliverable Name</b>	<b>Price</b>
1.	Statement of current service levels	
2.	Interview of Executive and Senior team	
3.	Gap analysis	
4.	Findings and recommendations	
5.	Final Report	
6.	Presentation and discussion of findings	
7	Weekly Status Reports	
8	Bound Presentation Copies	

Vendors are required to provide the hourly rates for each position to be utilized to conduct the analysis. This will be used as a point of reference by SAHA when evaluating the pricing submitted for the SOW and for any additional work, if requested, by SAHA in relation to the analysis.

**Statement of Work (SOW)**  
**SAHA IT GAP ANALYSIS**  
**San Antonio Housing Authority**

**12. Response Submission Requirements**

- I) SOW schedule of events:
  - a. Deadline for questions: Seven (7) days prior to response deadline.
  - b. Deadline for answering questions: Five (5) days prior to response deadline
  - c. Response due date: See RFQ pages
- II) Address for response submission: See attached RFQ form section 13.
- III) Number of copies: 1 bound and tabbed hardcopy with original signatures and 3 exact copies less price information.
- IV) Mandatory response contents:
  - a. Vendor's Organizational chart
  - b. Management & Key personnel resumes
  - c. Management plan, outline of capability to deliver the required services, including process, functional and technical expertise, and history of similar projects
  - d. Project plan addressing the tasks specified in the SOW
  - e. Pricing in original (hardcopy) only.