REQUEST FOR PROPOSALS

DATE OF ISSUE: October 21, 2019

TO: Potential Providers of Services

RE: Request for Proposals ("RFP") for Executive Search services that will be used to assist MSHDA in the search, recruitment, and selection of an Executive Director

Quick Reference

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deadline to submit questions about this RFP:</td>
<td>October 23, 2019 4 PM Eastern (Detroit, MI)</td>
</tr>
<tr>
<td>Anticipated date Authority will post answers to questions:</td>
<td>October 25, 2019</td>
</tr>
<tr>
<td>Proposal deadline:</td>
<td>November 4, 2019 4 PM Eastern (Detroit, MI)</td>
</tr>
<tr>
<td>Anticipated contract begin date:</td>
<td>December 2, 2019</td>
</tr>
</tbody>
</table>

I. Services Sought by Authority

The Michigan State Housing Development Authority ("MSHDA" or "Authority") is seeking an organization authorized to do business in Michigan to provide Executive Search services that will be used to assist MSHDA in the search, recruitment, and selection of an Executive Director.

Michigan law allows for veterans’ preference only; however, women-owned, minority-owned, and small businesses authorized to conduct business in the State of Michigan are encouraged to submit proposals.

It is anticipated that a one-year contract may be awarded.

II. Contents of this RFP

- Schedule A Statement of Work, Contract Activities
- Schedule B Pricing
- Schedule C MSHDA Executive Director Job Description
• Exhibit A – Notices to Bidders
• Exhibit B – Submission & Selection
• Exhibit C – Proposal Format
• Exhibit D – Project Personnel Form

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SCHEDULE A
Statement of Work
Contract Activities

1.0 BACKGROUND

The Michigan State Housing Development Authority (MSHDA), established in 1966, provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in community economic development activities, develop vibrant cities, towns and villages, and address homeless issues.

MSHDA’s loans and operating expenses are financed through the sale of tax-exempt and taxable bonds and notes to private investors, not from state tax revenues. Proceeds of the bonds and notes are loaned at below-market interest rates to developers of rental housing, and also fund home mortgages and home improvement loans. MSHDA also administers various federal housing programs.

This RFP is for the procurement of services that will be used to assist MSHDA in the search, recruitment, and selection of an Executive Director.

1.0.1 SCOPE

The Contractor must perform, including but not limited to, the following activities:

a. Support MSHDA in executing a successful search for an Executive Director commencing December 2019, with a target completion date of May 2020.

b. Assist MSHDA in developing a final job description for the Executive Director position. The draft list of requirements is identified in Schedule C.

c. Develop a full solicitation package for national distribution based on MSHDA approved final job description and criteria.

d. Develop and manage the solicitation and distribution plan, including outreach to individuals and networks to identify, inform potential candidates of the opportunity, and encourage high quality candidates for consideration.

e. Manage inquiries and communication regarding the solicitation of candidates.

f. Following submission deadline, conduct review of applicant pool and advise MSHDA on whether pool contains a number of well-qualified applicants, or whether the solicitation should be revised and/or remain open.

g. Facilitate MSHDA in assessing candidates against the approved job description and criteria and makes recommendations for narrowing pool of applicants.

h. Conduct due diligence, including, but not limited to reference and non-reference information gathering on applicants of interest.
i. Assist MSHDA in process of identifying finalists, additional due diligence, information gathering, interview and final decision-making process.

j. Comply with all State of Michigan Civil Service rules and regulations during the search for a classified employee.

1.1 REQUIREMENTS
The Bidder must demonstrate how it will meet the requirements identified in Section 1.0 Scope of this Statement of Work, and at a minimum include the following:

a. The search and recruitment strategy that will be used to meet the requirements identified in Section 1.0, Scope. The strategy must identify the project management process; project breakdown identifying project and sub-project tasks, and resources required; expected frequency and mechanism for updates/progress reviews; process for addressing issues and changes; and individuals responsible for receiving and reacting to requested information.

b. The timeline and milestones identifying all tasks that would be used to meet the time requirements identified in this Statement of Work.

**The Bidder must provide their strategy, timeline and milestones for meeting requirements in Section 1.0 Scope above in response to 1.1. a and b:**


c. The Contractor must demonstrate sufficient knowledge and understanding of affordable housing and financing affordable housing to identify and successfully vet knowledgeable and skilled professional candidates experienced in affordable housing, who can successfully navigate, governance, structure, landscape, policy, political context, culture and environment of affordable housing in Michigan.

**The Bidder must demonstrate their understanding to 1.1. c.:**


d. The Contractor must demonstrate knowledge of Michigan and affordable housing networks to engage in soliciting candidates knowledge and understanding of government-sponsored economic development principles and strategies (e.g., including but not limited to public private partnerships, economic incentives), as well as the economic and cultural revitalization of local and regional communities in Michigan.

**The Bidder must demonstrate their understanding to 1.1. d.:**
2. Acceptance
2.1. Acceptance
MSHDA will use the following milestones to determine acceptance of the Contract Activities:

- MSHDA meets with Contractor to discuss selection process;
- MSHDA meets with semi-finalists and Contractor to discuss final candidate selection;
- Executive Director is hired.

2.2. Final Acceptance
Final Acceptance is when the project is completed and is approved by the Program Manager, according to the requirements. Any intermediate acceptance of sub-deliverables does not complete the requirement of Final Acceptance.

3. Staffing
3.1. Contractor Representative
The Contractor must appoint a Contractor Representative, specifically assigned to MSHDA accounts, who will respond to MSHDA inquiries regarding the Contract Activities, answering questions related to ordering and delivery, etc. (the “Contractor Representative”).

The Contractor must notify the Contract Administrator at least 30 calendar days before removing or assigning a new Contractor Representative.

The Bidder must identify the Contractor Representative:

3.2. Work Hours
The Contractor must provide Contract Activities during the MSHDA’s normal working hours Monday – Friday, 8:00 a.m. to 5:00 p.m. EST, and possible night and weekend hours depending on the requirements of the project.

3.5. Key Personnel
The Contractor must appoint an individual who will be directly responsible for the day-to-day operations of the Contract (“Key Personnel”). Key Personnel must be specifically assigned to the MSHDA account, be knowledgeable on the contractual requirements, and respond to MSHDA inquires within 24 hours.

Contractor’s Key Personnel must be on-site at the MSHDA Board Room, Fourth Floor, 735 E. Michigan Ave., Lansing, MI 48912, during meetings for the selection process.

MSHDA has the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify MSHDA of the proposed assignment, introduce the individual to the MSHDA Project Manager, and provide MSHDA with a resume and any other information about the individual reasonably requested by MSHDA.
MSHDA reserves the right to interview the individual before granting written approval. In the
event MSHDA finds a proposed individual unacceptable, MSHDA will provide a written
explanation including reasonable detail outlining the reasons for the rejection. MSHDA may
require a 30-calendar day training period for replacement personnel.

Contractor will not remove any Key Personnel from their assigned roles on this Contract without
the prior written consent of MSHDA. The Contractor's removal of Key Personnel without the
prior written consent of MSHDA is an unauthorized removal (“Unauthorized Removal”). An
Unauthorized Removal does not include replacing Key Personnel for reasons beyond the
reasonable control of Contractor, including illness, disability, leave of absence, personal
emergency circumstances, resignation, or for cause termination of the Key Personnel’s
employment. Any Unauthorized Removal may be considered by MSHDA to be a material
breach of this Contract, in respect of which MSHDA may elect to terminate an awarded Contract
for cause under Termination for Cause in the Standard Terms. It is further acknowledged that
an Unauthorized Removal will interfere with the timely and proper completion of this Contract, to
the loss and damage of the MSHDA, and that it would be impracticable and extremely difficult to
fix the actual damage sustained by MSHDA as a result of any Unauthorized Removal.
Therefore, Contractor and MSHDA agree that in the case of any Unauthorized Removal in
respect of which MSHDA does not elect to exercise its rights under Termination for Cause,
Contractor will issue to MSHDA the corresponding credits set forth below (each, an
“Unauthorized Removal Credit”):

(i) For the Unauthorized Removal of any Key Personnel designated in the applicable Statement
of Work, the credit amount will be $5,000.00 per individual if Contractor identifies a replacement
approved by MSHDA and assigns the replacement to shadow the Key Personnel who is leaving
for a period of at least 30 calendar days before the Key Personnel’s removal.

(ii) If Contractor fails to assign a replacement to shadow the removed Key Personnel for at least
30 calendar days, in addition to the $5,000.00 credit specified above, Contractor will credit
MSHDA $200 per calendar day for each day of the 30 calendar-day shadow period that the
replacement Key Personnel does not shadow the removed Key Personnel, up to $5,000.00
maximum per individual. The total Unauthorized Removal Credits that may be assessed per
Unauthorized Removal and failure to provide 30 calendar days of shadowing will not exceed
$10,000.00 per individual.

Contractor acknowledges and agrees that each of the Unauthorized Removal Credits assessed
above: (i) is a reasonable estimate of and compensation for the anticipated or actual harm to
MSHDA that may arise from the Unauthorized Removal, which would be impossible or very
difficult to accurately estimate; and (ii) may, at MSHDA’s option, be credited or set off against
any fees or other charges payable to Contractor under this Contract.

The Bidder must identify the Key Personnel, indicate where they will be physically
located, describe the functions they will perform, and provide current chronological
résumés.

3.6. Organizational Chart
The Contractor must provide an overall organizational chart that details staff members, by name
and title, and subcontractors.
The Bidder must provide their Organizational Chart:

3.7. Disclosure of Subcontractors
If the Contractor intends to utilize subcontractors, the Contractor must disclose the following:

a. The legal business name; address; telephone number; a description of subcontractor’s organization and the services it will provide; and information concerning subcontractor’s ability to provide the Contract Activities.

b. The relationship of the subcontractor to the Contractor.

c. Whether the Contractor has a previous working experience with the subcontractor. If yes, provide the details of that previous relationship.

d. A complete description of the Contract Activities that will be performed or provided by the subcontractor.

The Bidder must identify any subcontractors and disclose the information required in 3.7 a-d above:

4. Project Management

4.1. Meetings
The Contractor must attend Meetings, at the MSHDA Board Room, Fourth Floor, 735 E. Michigan Ave., Lansing, MI 48912, during the selection process.

- Monthly Board Meeting

MSHDA may request other meetings, as it deems appropriate.

The Bidder must identify acknowledge acceptance to 4.1:

4.2. Reporting
The Contractor must submit to the Program Manager a final status report for review.

The Bidder must identify acknowledge acceptance to 4.2:
1. The Contractor must provide a pricing schedule for the proposed Contract Activities using the below table. The pricing schedule should be submitted in a modifiable format (e.g., Microsoft Word or Excel); however, you may also submit an additional pricing schedule in a non-modifiable format (e.g., PDF). Failure to complete the pricing schedule as requested may result in disqualification of your proposal.

2. Price proposals must include all costs, including but not limited to, any one-time or set-up charges, fees, and potential costs that Contractor may charge MSHDA (e.g., travel, per piece pricing, and palletizing).

3. The Contractor is encouraged to offer quick payment terms. The number of days must not include processing time for payment to be received by the Contractor's financial institution.

   Quick payment terms: ________ % discount off invoice if paid within ________ days after receipt of invoice.

4. By submitting its proposal, the Contractor certifies that the prices were arrived at independently, and without consultation, communication, or agreement with any other Contractor.

<table>
<thead>
<tr>
<th>Deliverable:</th>
<th>Price:</th>
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<tbody>
<tr>
<td>Fixed Contract Price for all deliverables</td>
<td></td>
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<tr>
<td>*Payments will be made based on the three milestones in Section 2.1, 33.33% after each milestone is completed.</td>
<td></td>
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</table>
### SCHEDULE C
**MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY EXECUTIVE DIRECTOR JOB DESCRIPTION**

<p>| | | |</p>
<table>
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<tr>
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</table>
| 4. | **Civil Service Classification of Position**  
**Senior Deputy Director 20** | 10. | **Division**  
**Executive** |
| 5. | **Working Title of Position (What the agency titles the position)**  
**Executive Director** | 11. | **Section** |
| 6. | **Name and Classification of Direct Supervisor**  
**MSHDA Board of Directors** | 12. | **Unit** |
| 7. | **Name and Classification of Next Higher Level Supervisor** | 13. | **Work Location (City and Address)/Hours of Work**  
**735 East Michigan Avenue**  
**Lansing, MI 48913**  
**Monday – Friday 8:00 a.m. – 5:00p.m.** |
| 14. | **General Summary of Function/Purpose of Position**  
This position functions as Executive Director for MSHDA, responsible for directing activities by formulation and implementation of policies and programs critical to the mission of MSHDA. |   |   |

**For Civil Service Use Only**

| 15. | **Please describe your assigned duties, percent of time spent performing each duty, and explain what is done to complete each duty.**  
**List your duties in the order of importance, from most important to least important. The total percentage of all duties performed must equal 100 percent.** |

### Duty 1
**General Summary of Duty 1**  
Oversee development of policies, programs, plans and strategies in the areas of affordable housing, community and homeless initiatives.

**% of Time**  
25
### Individual tasks related to the duty.
- Facilitate and develop, in conjunction with affordable housing partners, the strategic plan.
- Chair a core group to implement the strategic planning process.
- Work with MSHDA staff to direct the allocation of federal and MSHDA resources.
- Implement policies related to governor’s initiatives.

### Duty 2

**General Summary of Duty 2**

% of Time \( 25 \)

Organize and administer all MSHDA activities pertaining to the business operations of MSHDA.

### Individual tasks related to the duty.
- Develop budget recommendations for legislative proposals.
- Oversee operating and resource budgets.
- Review progress and activity reports to assess effectiveness of operations, and determine action for improvement.
- Establish program objectives, goals, and priorities and determine implementation methods.
- Evaluate management needs and develop strategies to achieve goals.
- Oversee the drafting of legislation affecting the Authority – specifically housing developments, building codes, and other municipal and state regulations related to housing.
- Identify relevant data to assess effectiveness of programs.

### Duty 3

**General Summary of Duty 3**

% of Time \( 25 \)

Administer relationships with the legislature, Governor’s Office, state agencies, municipal officers, HUD officials, local community leaders, members and groups within the housing, building, mortgage lending, and other housing-related public and private agencies.
Individual tasks related to the duty.

- Advise the Executive Office, legislature, Board of Directors, governing boards, or commissions of policy issues and program accomplishments.
- Meet regularly with the Executive Office, Board of Directors, state agencies, local community leaders, and housing-related public and private agencies to seek input on policy issues.
- Work with MSHDA staff to develop a strategic plan to ensure effective communication and coordination with above-named parties.
- Delegate assignments to MSHDA staff to ensure good communication and relationships with Michigan’s housing partners.
- Ensure legislative reports are disseminated as required by the legislature.

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**Duty 4**

**General Summary of Duty 4**

% of Time 25

Select and manage senior management team.

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Individual tasks related to the duty.

- Advise staff in the resolution of sensitive, complex, or precedent setting matters.
- Determine appropriate course of action; assign responsibilities and monitor actions and responses.
- Motivate staff toward the accomplishment of program objectives.
- Direct the activities of the senior management team in the implementation of programs and policies.
- Evaluate the performance of senior management staff.
### Duty 5

**General Summary of Duty 5**

% of Time ______

<table>
<thead>
<tr>
<th>Individual tasks related to the duty.</th>
</tr>
</thead>
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<tr>
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</table>

### Duty 6

**General Summary of Duty 6**

% of Time ______
Individual tasks related to the duty.

16. Describe the types of decisions you make independently in your position and tell who and/or what is affected by those decisions. Use additional sheets, if necessary.

Any agency policy issues related to statutory duties and functions.

17. Describe the types of decisions that require your supervisor’s review.

Issues related to approval of budgets, approval of bonds, and related functions.

18. What kind of physical effort do you use in your position? What environmental conditions are you physically exposed to in your position? Indicate the amount of time and intensity of each activity and condition. Refer to instructions on page 2.

This is a standard office environment setting. Unusual hours and/or travel may be required on occasion.

19. List the names and classification titles of classified employees whom you immediately supervise or oversee on a full-time, on-going basis. (If more than 10, list only classification titles and the number of employees in each classification.)

<table>
<thead>
<tr>
<th>NAME</th>
<th>CLASS TITLE</th>
<th>NAME</th>
<th>CLASS TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Position</td>
<td>Name</td>
<td>Position</td>
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</tr>
<tr>
<td>James Butler</td>
<td>State Office Administrator 17 (fzn)</td>
<td>Jennifer Edmonds</td>
<td>Departmental Manager 15</td>
</tr>
<tr>
<td>Maria Ostrander</td>
<td>State Assistant Administrator 15</td>
<td>Burney Johnson</td>
<td>State Bureau Administrator 18 (fzn)</td>
</tr>
<tr>
<td>Clarence Stone</td>
<td>State Office Administrator 17</td>
<td>Jess Sobel</td>
<td>Departmental Manager 15 (fzn)</td>
</tr>
<tr>
<td>Karen Gagnon</td>
<td>Departmental Specialist 15 (fzn)</td>
<td>Mark Garcia</td>
<td>Departmental Technician 10</td>
</tr>
<tr>
<td>Tiffany King</td>
<td>Departmental Specialist 14</td>
<td>Katie Bach</td>
<td>State Administrative Manager 15</td>
</tr>
</tbody>
</table>

20. My responsibility for the above-listed employees includes the following (check as many as apply):

- [x] Complete and sign service ratings.
- [x] Provide formal written counseling.
- [x] Approve leave requests.
- [x] Approve time and attendance.
- [x] Orally reprimand.
- [x] Assign work.
- [x] Approve work.
- [x] Review work.
- [x] Provide guidance on work methods.
- [x] Train employees in the work.

21. I certify that the above answers are my own and are accurate and complete.

_________________________  ________________________
Signature                  Date

NOTE: Make a copy of this form for your records.

TO BE COMPLETED BY DIRECT SUPERVISOR

22. Do you agree with the responses from the employee for Items 1 through 20? If not, which items do you disagree with and why? Yes.
23. What are the essential duties of this position?
This position functions as the Executive Director of MSHDA and is responsible for overseeing and coordinating all existing housing, multi-family, special housing, LIHTC, and community development.

24. Indicate specifically how the position’s duties and responsibilities have changed since the position was last reviewed.
N/A

25. What is the function of the work area and how does this position fit into that function?
This position is responsible for the overall mission of MSHDA administering state and federal loan programs.

26. In your opinion, what are the minimum education and experience qualifications needed to perform the essential functions of this position.
EDUCATION:
Possession of a bachelor’s degree in any major.
### EXPERIENCE:
Two years of experience as a director of a division.

Two years of experience as a director of a statewide development agency or similar related experience preferred.

**Note:** Equivalent combinations of education and experience that provide the required knowledge, skills, and abilities will be evaluated on an individual basis.

**Note:** Civil Service approval of this position does not constitute agreement with or acceptance of the desirable qualifications for this position.

### KNOWLEDGE, SKILLS, AND ABILITIES:
- Strategic Vision;
- Resource and Program Management;

### CERTIFICATES, LICENSES, REGISTRATIONS:

**NOTE:** Civil Service approval of this position does not constitute agreement with or acceptance of the desirable qualifications for this position.

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I. Notifications to Bidders

A. Revisions to RFP. If, prior to the proposal deadline, the Authority deems it necessary to provide additional clarifying information, or to revise any part of the RFP, supplements or revisions will be provided to all Bidders who have indicated they will submit a proposal. Proposals will then be evaluated based on the terms and conditions of the RFP, any supplements or revisions to the RFP, and the answers to any written questions.

B. Organization Authorized to Transact Business in Michigan. The Bidder must be either a Michigan entity (limited partnership, Limited Liability Company, for-profit corporation or non-profit corporation, etc.) or, if foreign, authorized to do business in the State of Michigan.

Proposals from Sole Proprietors Will Not be Accepted

Questions regarding specific requirements to transact business in the State of Michigan should be referred to or otherwise contact the Michigan Department of Licensing and Regulatory Affairs, Corporations, Securities & Commercial Licensing Bureau at:

http://www.michigan.gov/lara/0,4601,7-154-61343_35413---,00.html.

C. Minimum Internet/Technological Capabilities. The Bidder must have phone, internet, and e-mail access. Internet and e-mail access must be adequate to allow the Bidder to receive, download and upload data, files and attachments from Authority staff. (Current state standards are limited to a functional size of 20 MB).

D. Limits on Liability & Indemnification. The Bidder must review and acknowledge that the Authority will require the Bidder to satisfy the following requirements prior to the execution of a contract with the Authority. If the Bidder has objections, please provide an explanation with your proposal outlining the objection.

If awarded a contract, the Bidder agrees to:

1. Indemnify, defend and hold harmless the Authority, its Board, officers, employees and agents, from and against all losses, liabilities, penalties, fines, damages and claims (including taxes), and all related costs and expenses (including reasonable attorneys’ fees and disbursements and costs of investigation, litigation, settlement, judgments, interest and penalties), arising from or in connection with any of the following:

   a. any claim, demand, action, citation or legal proceeding against the Authority, its employees and agents arising out of or resulting from (1) the services provided ("Services") or (2) performance of the Services, duties, responsibilities, actions or omissions of the Bidder or any of its subcontractors under an awarded contract.

   b. any claim, demand, action, citation or legal proceeding against the Authority, its employees and agents arising out of or resulting from a breach by the Bidder of any representation or warranty made by the Bidder in an awarded contract.
c. any claim, demand, action, citation or legal proceeding against the Authority, its employees and agents arising out of or related to occurrences that the Bidder is required to insure against as provided for in an awarded contract.

d. any claim, demand, action, citation or legal proceeding against the Authority, its employees and agents arising out of or resulting from the death or bodily injury of any person, or the damage, loss or destruction of any real or tangible personal property, in connection with the performance of services by the Bidder, by any of its subcontractors, by anyone directly or indirectly employed by any of them, or by anyone for whose acts any of them may be liable; provided, however, that this indemnification obligation shall not apply to the extent, if any, that such death, bodily injury or property damage is caused solely by the negligence or reckless or intentional wrongful conduct of the Authority.

e. any claim, demand, action, citation or legal proceeding against the Authority, its employees and agents which results from an act or omission of the Bidder or any of its subcontractors in its or their capacity as an employer of a person.

f. any action or proceeding threatened or brought against the Authority to the extent that such action or proceeding is based on a claim that any piece of equipment, software, commodity or service supplied by the Bidder or its subcontractors, or the operation of such equipment, software, commodity or service, or the use or reproduction of any documentation provided with such equipment, software, commodity or service infringes any United States or foreign patent, copyright, trade secret or other proprietary right of any person or entity, which right is enforceable under the laws of the United States.

E. Michigan Freedom of Information Act. All documents submitted to the Authority are subject to the Michigan Freedom of Information Act ("FOIA"). In the event a request for submitted documents is made to the Authority, the Authority's FOIA Coordinator will redact or withhold information and/or documents that are exempt from disclosure under FOIA. See MCL 15.243 et seq. Please note that any requests by non-MSHDA personnel to review proposals will be denied until the deadline for submission of the bids has expired. See MCL 15.243(1)(i).

Please submit FOIA requests to the Authority as follows:

MSHDA FOIA Coordinator
c/o Legal Affairs
Email: MSHDA-FOIA@michigan.gov

F. Preferences. Michigan law accommodates some bidder preferences:

1. Michigan Based Business

2. Geographically-Disadvantaged Business
   All other things being equal, the state of Michigan must give preference to products manufactured or services offered by a Geographically-Disadvantaged Business
Enterprise. It is the goal of the State that 3% or more of contract payments each state fiscal year will be made to certified Geographically-Disadvantaged Business Enterprises by the 2022-23 fiscal year. See Executive Directive 2019-08 (https://www.michigan.gov/whitmer/0,9309,7387-90499_90704-486613--.00.html).

3. Qualiﬁed Service-Disabled Veteran-Owned Businesses
It is the goal of the State to award 5% of total state expenditures for construction, goods, and services to qualiﬁed service-disabled veteran-owned businesses. The State provides a 10% pricing preference for businesses owned by qualiﬁed-disabled veterans. See MCL Section 18.1241 (http://legislature.mi.gov/doc.aspx?mcl-18-1241) and Section 18.1261 (http://legislature.mi.gov/doc.aspx?mcl-18-1261).

G. Submissions Subsequent to Award. As part of an awarded contract, the selected contractor will be required to review and provide and/or acknowledge additional documents including but not limited to:

- W-9 Request for Taxpayer Identiﬁcation Number and Certiﬁcation.
- Proof of proper insurance coverage.
- Retiree Rehire Certiﬁcate, if necessary.

H. Insurance Coverage. The Bidder must maintain and provide evidence, satisfactory to the Authority, of the following minimum insurance coverage:

<table>
<thead>
<tr>
<th>Required Limits</th>
<th>Additional Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial General Liability Insurance</strong></td>
<td></td>
</tr>
<tr>
<td>Minimal Limits:</td>
<td>Contractor must have their policy endorsed to add “the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees, and agents” as additional insureds using endorsement CG 20 10 11 85, or both CG 2010 07 04 and CG 2037 07 0.</td>
</tr>
<tr>
<td>$1,000,000 Each Occurrence Limit</td>
<td></td>
</tr>
<tr>
<td>$1,000,000 Personal &amp; Advertising Injury Limit</td>
<td></td>
</tr>
<tr>
<td>$2,000,000 General Aggregate Limit</td>
<td></td>
</tr>
<tr>
<td>$2,000,000 Products/Completed Operations</td>
<td></td>
</tr>
<tr>
<td>Deductible Maximum:</td>
<td></td>
</tr>
<tr>
<td>$50,000 Each Occurrence</td>
<td></td>
</tr>
<tr>
<td><strong>Automobile Liability Insurance</strong></td>
<td></td>
</tr>
<tr>
<td>Minimal Limits:</td>
<td>Contractor must have their policy include Hired and Non-Owned Automobile coverage.</td>
</tr>
<tr>
<td>If a motor vehicle is used in relation to the Contractor's performance, the Contractor must have vehicle liability insurance on the motor vehicle for bodily injury and property damage as required by law.</td>
<td></td>
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</tbody>
</table>
### Minimal Limits:

$1,000,000 Per Occurrence

Contractor must have their policy: (1) endorsed to add “the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees, and agents” as additional insureds; and (2) include Hired and Non-Owned Automobile coverage.

### Workers' Compensation Insurance

**Minimal Limits:**
Coverage according to applicable laws governing work activities.

**Waiver of subrogation, except where waiver is prohibited by law.**

### Employers Liability Insurance

**Minimal Limits:**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Accident</td>
<td>$500,000</td>
</tr>
<tr>
<td>Each Employee by Disease</td>
<td>$500,000</td>
</tr>
<tr>
<td>Aggregate Disease</td>
<td>$500,000</td>
</tr>
</tbody>
</table>

### Professional Liability (Errors and Omissions) Insurance

**Minimal Limits:**

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Occurrence</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Annual Aggregate</td>
<td>$3,000,000</td>
</tr>
</tbody>
</table>

**Deductible Maximum:**

$50,000 Per Loss

---

I. **Payments to Pensioned Retirees.** 2007 PA 95, MCL 38.68c requires retirees of the State Employees Retirement System (“Pensioned Retirees”) who become employed by the State either directly or indirectly through a contractual arrangement with another party on or after October 1, 2007 to forfeit their respective state pensions for the duration of their reemployment. **Accordingly, any pensioned retiree who provides or renders services pursuant to the contract for which bids will be made under this RFP shall be required to forfeit his or her pension during the term of the contract.**
Proposals must acknowledge and confirm whether pensioned retirees will render services under the contract being sought through this RFP. If the Bidder intends to use a pensioned retiree, the Bidder must submit written confirmation from the pensioned retiree that he or she agrees to forfeit his or her pension during the term of the contract, if awarded. If awarded a contract, the Bidder must submit a copy of the pensioned retiree’s directions to the State of Michigan’s Office of Retirement Services (“ORS”) to withhold the retiree’s pension payments until the end of the contract term by having the pensioned retiree complete a Retiree Rehire Certificate. A copy of the Retiree Rehire Certificate will be required to be submitted prior to executing an awarded contract.

J. Contract Award Approvals. Prior to executing an awarded contract, the Authority must seek and obtain Michigan Civil Service approval. The required forms will be submitted to Civil Service prior to the Authority’s Board approval.

Contracts that equal or exceed $45,000 must be approved by the Authority’s Board. Thereafter, an awarded contract will be forwarded to the selected Bidder with instructions to review and sign it. Upon receiving the signed contract, the Authority’s Procurement Office will submit the contract to a duly authorized signatory for final execution on behalf of the Authority. One fully executed contract will then be returned to the selected contractor.

K. Commencement of Work. Project work shall not commence until execution of a project contract. The selected contractor shall not proceed with performance of the project work or incurring of project costs until both parties have signed the project contract to show acceptance of its terms and conditions.

L. Project Control. The selected contractor will carry out this project under the direction and control of the Authority and its designated Contract Administrator.

M. Applicable Laws. The selected contractor will be required to comply with all Michigan and federal laws, as well as acquire any permits or permission-related documents to provide services being sought.
I. Submission of Questions

- To ensure a fair and impartial process, the Authority’s Procurement Office will only address on time and properly submitted questions.

- Phone calls involving the RFP or related questions will not be accepted. Firms submitting bids shall not contact any Board members or Authority staff.

- All questions and answers related to this RFP will be supplied to Bidders that submitted questions, and/or to organizations providing the Procurement Office with notification of intent to submit a proposal.

A. Due Date. Submit all questions regarding the RFP via email by October 23, 2019 at 4 p.m. Eastern Time (Detroit). Submissions received at 4:01 p.m. are considered late and will not be considered further.

Responses to properly submitted questions will be posted on or around October 25, 2019. The Authority will hold no other question sessions or bidder’s conferences.

B. Delivery of Proposal. Address questions using the subject line Executive Director Search RFP to:

MSHDA-Procurement@michigan.gov

Confirmation of Delivery. The Procurement Office will verify receipt of email and questions to the Bidder within 24 hours. If Bidder has not received verification, the Bidder should verify the email address provided above (i.e., no spaces; hyphen between “MSHDA” and “Procurement”) and resubmit an email asking for verification.

II. Submission of Proposal

- Submitted proposals must respond to and address the tasks, activities, listed requirements and questions outlined in the Scope of Work of this RFP and its attached and incorporated exhibits.

- The Authority shall not be liable for any costs that a Bidder may incur while preparing a proposal.

- The Authority shall not be liable for any costs that a Bidder may incur prior to the complete execution of a contract.

- If the Authority enters into a contract, the Authority’s consideration (payment) shall be limited to the term of the contract.
A. **Due Date.** Proposals responding to this RFP are due **November 4, 2019** at **4 p.m.** Eastern Time (Detroit). Submissions received at 4:01 p.m. are considered late and will not be considered further.

B. **Originals and Copies.** Submit one (1) .pdf version of a proposal via email outlining how the Bidder will provide the activities / services described in the Scope of Work.

C. **Delivery of Proposal.** Direct all deliveries to:

   **MSHDA-Procurement@michigan.gov**

   *Confirmation of Delivery.* The Procurement Office will verify receipt of email and proposal to the Bidder within 24 hours. If Bidder has not received verification, the Bidder should verify the email address provided above (i.e., no spaces; hyphen between “MSHDA” and “Procurement”) and resubmit an email asking for verification.

III. **Selection of Proposal**

The selection of a proposal shall be subject to a review by the Authority’s Legal Affairs Division concerning conflicts of interest and/or participation in Authority programs by the Bidder, its officers, employees, subcontractors or independent contractors.

A. **Selection Criteria.** The Authority will select the proposal based on Selection Criteria listed below:

<table>
<thead>
<tr>
<th>Technical Evaluation Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. History – Record of Successful Execution of State Executive Director search processes or other significant leadership positions; experience/responses provided in Exhibit C.</td>
<td>20</td>
</tr>
<tr>
<td>2. Evidence of successful work and client satisfaction supporting a State board in conducting similar searches.</td>
<td>20</td>
</tr>
<tr>
<td>3. Knowledge of Michigan and national Housing leadership networks to engage in soliciting candidates.</td>
<td>20</td>
</tr>
<tr>
<td>4. Demonstrated ability to support all aspects of the scope of services as identified and requested in Schedule A, Statement of Work.</td>
<td>20</td>
</tr>
<tr>
<td>5. The Contractor’s understanding of the Housing context, governance, structure, landscape, policy, political context and environment of Michigan or similar states.</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Proposals receiving 20 or more technical evaluation points will have pricing evaluated and considered for award

*Note:* The Authority will utilize all Bidder information to determine the best value for the services sought and is not obligated to accept the lowest price proposal.
B. **Proposal Selection.** The Authority’s review may take up to four weeks after the closing date for submitting proposals. The Authority anticipates notifying the selected contractor on or about **November 15, 2019** via e-mail and posting on the Authority’s website; however, the selection and final notice of award will be contingent on approval by the Michigan Civil Service Commission and the Authority’s Board.

C. **Cancellation of Selected Proposal.** The selection of a proposal by the Authority may be cancelled at any time prior to the complete execution of a contract. If the Authority cancels its selection of a proposal, the Authority may repost this or a similar RFP and re-seek proposals. Reasons for canceling the selected proposal may include, but are not limited to, the following:

1. Refusal of Department of Civil Service to process required forms.

2. Refusal of duly authorized Authority signatory to execute the contract.
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
REQUEST FOR PROPOSAL

EXHIBIT C

PROPOSAL FORMAT

I. Overview

• Proposals must be submitted in the format described in this Exhibit C as outlined below.

• There should be no attachments, enclosures or exhibits other than those considered by the Bidder to be essential to a complete understanding of the proposal.

• Each section must be clearly identified with appropriate headings and/or table of contents.

• The proposal should be clear, accurate, and complete, with sufficient detail to enable the Authority to evaluate the services and methods proposed.

II. Headers and Contents

Proposals not including requested information may be viewed by the Authority as non-responsive and not considered further. Bidders are strongly encouraged to review their proposals prior to submission to ensure that all requested information is included.

A. Company Background Information.

1. Legal business name and address.
   [Name]
   [Street Address]
   [City, State, Zip]
   [Phone Number]
   [Website address]

2. The type of entity (e.g., Michigan corporation, Michigan nonprofit corporation, Michigan limited liability company, foreign).
   Note: Prior to contract execution, the selected contractor will be required to provide proof of authorization to conduct business in the State of Michigan.

3. Any applicable “Doing Business As” names.

4. Any branch office, or name and address of registered agent, if applicable.

5. Legal business name of any applicable parent company, and its address.

6. State your business is incorporated in.

7. Number of years in business and number of employees.
8. Has there been a recent change in the organizational structure (e.g., management team) or a change of control (merger or acquisition)?
   (Yes / No)
   If Yes, why and how has it affected your company?

9. Has your company ever been debarred, suspended, or otherwise disqualified from bidding, proposing, or contracting with any governmental entity, including the State?
   (Yes / No)
   If Yes, provide the date, governmental entity, and details surrounding the action.

10. Has your company ever been sued by the State of Michigan?
    (Yes / No)
    If Yes, provide the date, case caption, case number, and identify the court that the case was filed in.

11. Has your company ever sued the State of Michigan?
    (Yes / No)
    If Yes, provide the date, case caption, case number, and identify court that case was filed in.

12. Within the past five (5) years, has your company defaulted on a government contract, or been terminated for cause by any governmental entity, including the State?
    (Yes / No)
    If Yes, provide the date of action, contracting entity, type of contract, and details surrounding the termination or default.

13. Within the past five (5) years, has your company defaulted on a contract or been terminated for cause by any private entity in which similar service or products were being provided by your company?
    (Yes / No)
    If Yes, provide the date of action, contracting entity, type of contract, and details surrounding the termination or default.

14. Does your company have experience working with the State of Michigan?
    (Yes / No)
    If Yes, please provide a list (including the contract number) of the contracts you hold or have held with the State for the last 10 years.

B. Management and Personnel. Answer/Address the following:

1. Authorized Signatory. The Bidder must clearly identify the name and title of an official authorized to commit the Bidder to the terms and conditions of the proposal.
   a. Provide any resolution(s) authorizing the designated official as an approved signatory.
   b. Proposal must include the statement of bid commitment, see Section H below, signed by the approved signatory.

2. Officer and Management Summary. Identify manager(s) and/or officer(s) who will manage the contract if it is awarded:
   a. Provide current contact information including the manager/officer name, title, mailing address, email address, and phone and fax numbers.
b. Provide their resumes or CVs.
c. List their responsibilities and the specific tasks each assigned officer/manager will carry out and the anticipated time frames for each task.

3. Personnel Summary. Identify proposed key project personnel, including job titles, responsible for performing the activities / services described in the Scope of Work.

4. Submit a Certificate Verifying Project Personnel. The form is found in Exhibit D, attached and incorporated into this RFP.

C. Experience.

1. Prior Experience of Bidder. Describe at least 3 relevant experiences from the last 5 years supporting your ability to successfully manage a contract of similar size and scope for the work described in this RFP.
   a. Include sufficient detail to demonstrate the relevance of such experience.
   b. Include descriptions of qualifying experience, including project descriptions, costs, and start/end dates of projects successfully completed.
   c. Include the name, address, and telephone number of the responsible official of the client organization who may be contacted.
   d. The Authority has identified the following qualifications that it believes are necessary for the successful performance and completion of the services described in the Scope of Work:
      i. Experience providing consulting services and recruitment, and selection of an Executive Director.
      ii. Have experienced personnel to perform the services, or have personnel supervised by experienced staff.

2. Experience of Proposed Personnel Assigned to Provide Services. The proposal should describe the education and experience of the personnel who will be assigned to provide the proposed services, including managers who may oversee work of personnel.

3. Examples of Work. The following example of recent work shall be submitted with the Bidder’s proposal:
   a. Recent consultation arrangements related to housing programs;
   b. The scope and nature of consultation related to housing programs;
   d. Any examples of consultation deemed related to the services being sought by the Authority.

4. Professional References. Include professional references who can provide information regarding the Bidder’s prior past performance.

5. Additional Information and Comments. Include any other information that is believed to be pertinent but not specifically asked for elsewhere.

D. Proposed Services.
1. **How Services Will be Rendered.** Address and describe the process used to render the services and how the services will be rendered. This should be an overview of the methodology to be used, based on staff and time frames, to meet the project scope of work and complete the required services within the time frame of the project.

2. **Use of Subcontractors.** If any work will be subcontracted, describe the following:
   
   a. Work that will be subcontracted.
   b. The process used to select the subcontractors.
   c. The subcontractor’s experience and expertise.
   d. The names of the firms/individual(s) who will perform the subcontracted work.
   e. How quality of service will be monitored and ensured.

3. **Standards.** Describe or address the following:
   
   a. The standards that the services will satisfy. (If standards of a professional association will be followed, identify the standards and the association.)
   b. How quality of service will be monitored and ensured.
   c. Whether "best practices" will be followed. (If applicable, identify the organization and/or document establishing such standards.)

4. **Security of Data.** If the services to be rendered require the collection and/or use of confidential and/or personal data, confirm the following:
   
   a. Has your organization established and used a policy to address the security of paper and electronic data?  
   (Yes / No)  
   If No, explain how your organization addresses the security of paper and electronic data.  
   *(Note: Please do not submit a copy of your security policy.)*
   b. Does your policy address the removal of confidential and/or personal data from storage media? (For example, does your firm's policy include the removal or "wiping" of data from hard drives when a computer is no longer used?)  
   (Yes / No)  
   If No, explain how your organization handles confidential and/or personal data.

5. **Copyrighted Materials.** Acknowledge and/or confirm the following:
   
   a. You agree that any and all products produced as a result of this contract shall be the property of the Authority.
   b. You agree that the Authority shall (a) hold a copyright on all materials or products produced under the contract and (b) be allowed to file for a copyright with the United States Copyright Office.
   c. You acknowledge that submitted documents will not contain in part or whole copyrighted materials.

E. **Price Proposal & Budget**

1. **Price Proposal.** All rates quoted in proposals submitted in response to this RFP will be a firm fixed price for the duration of the contract. No price changes will be permitted.
Proposals should reflect per diem rates in effect at the time of proposal submission. State per diem rates are subject to change during the term of an awarded contract. Rates can be found here: [http://www.michigan.gov/documents/dtmb/Travel_Rates_FY18_Jan2018_609896_7.pdf](http://www.michigan.gov/documents/dtmb/Travel_Rates_FY18_Jan2018_609896_7.pdf)

2. **Budget.** Include in the proposal a line item budget identifying all expenses related to the work to be performed. By submitting the bid, the Bidder acknowledges that it bears the risk that its expenses may exceed the proposed amount. The budget should include applicable items, which may include the following:

   a. Staff costs broken down by each individual staff person. Include # of hours, per hour rate, and work assignment.
   b. Lodging costs (based on State of Michigan per diem rates). Description should include when and why lodging is needed.
   c. Meal costs (based on State of Michigan per diem rates). Description should include when and why meals are needed.
   d. Transportation costs (based on standard State of Michigan mileage rate). Description should include type and reason for transportation cost.
   e. Costs of supplies and materials. Description should include items to be purchased and reason for purchase.
   f. Other direct costs. Description should include items to be purchased and reason for purchase.
   g. Total Budget.

F. **Schedule/Timeline.** Bids must include a schedule for delivery of services set forth in the Scope of Work, and cite the proposed deadlines for completing the tasks within the Scope of Work.

Include a timetable indicating how the project will be scheduled.

<table>
<thead>
<tr>
<th>Completed Service/Project Components</th>
<th>Estimated Completion Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G. **Disclosures.**

1. **Interests in Authority Programs.** Authority programs include, but are not limited to, the Housing Voucher Program, any loans where the Authority is the lender, and any grants made by or administered by the Authority.

   a. Does the Bidder, its officers, board members, and employees respectively, have any interests in Authority programs? (Yes / No)
      If Yes, please provide their name, title, and the Authority program for which the interests exist.
   b. If the Bidder intends to use independent contractors or subcontractors to render services, do the independent contractors or subcontractors and their officers, board members, and employees respectively, have any interests in Authority programs? (Yes / No)
If Yes, please provide their name, title, and the Authority program for which the interests exist.

2. **Potential Conflicts of Interests.** Potential conflicts of interest may arise from the Bidder’s officers, employees, members, board members, independent contractors or subcontractors the Bidder will use to render services, if the organization enters into a contract with the Authority.

   a. Is the Bidder currently under contract and/or been awarded a grant from the Authority? (Yes / No)
      If Yes, please confirm whether any potential conflict of interest will exist if the Authority enters into a contract with the Bidder.

   b. Does the Bidder, its officers, board members, and employees, hold a position with another entity that may be under contract or receiving a grant from the Authority? (Yes / No)
      If Yes, include an organizational chart from each entity under contract or awarded a grant from the Authority in which the Bidder or project personnel holds a position. Include each employee’s position and title within the entity. In addition, indicate whether the Bidder or the project personnel is responsible for making financial decisions in his/her capacity and what measures have been implemented to ensure that funds are not commingled.

   THE AUTHORITY RESERVES THE RIGHT TO DEEM A BID NON-RESPONSIVE FOR FAILURE TO DISCLOSE A POTENTIAL CONFLICT OF INTEREST.

3. **Family Members Who Work for Authority.**

   a. Does the Bidder, its officers, board members, and employees respectively, have family members who work for the Authority? (Yes / No)
      If Yes, please provide their name and the name of the family member currently employed at the Authority.

   Rest of Page Intentionally Left Blank
H. Signature Clause to be Signed by Bidder's Authorized Signatory. Insert into the proposal and have the authorized signatory sign the following signature clause at the end of the proposal:

I confirm that I have submitted this proposal on behalf of

________________________________________ in response to the Michigan State Housing Development Authority’s Request for Proposals for Executive Search to assist MSHDA in the search, recruitment, and selection of an Executive Director.

I also confirm that I have read and understand the Authority’s indemnification, copyright, data security and insurance requirements.

By:________________________________________

Its:________________________________________

Date:_______________________________________

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CERTIFICATE VERIFYING PROJECT PERSONNEL OF THE CONTRACTOR/SUBCONTRACTOR

The Contractor/Subcontractor acknowledges that the following personnel are Project Personnel of the Contractor/Subcontractor:

(1) Name__________________________________________________________
    (Print or type name above line)

    Title with Contractor/Subcontractor ________________________________

    Is this person a retiree who receives a pension from the Michigan State Employees Retirement System? Yes _____/No ________

(2) Name__________________________________________________________
    (Print or type name above line)

    Title with Contractor/Subcontractor ________________________________

    Is the person a retiree who receives a pension from the Michigan State Employees Retirement System? Yes_____ /No________

(3) Name__________________________________________________________
    (Print or type name above line)

    Title with Contractor/Subcontractor ________________________________

    Is the person a retiree who receives a pension from the Michigan State Employees Retirement System? Yes_____ /No________

Name of Signatory for Contractor/Subcontractor:

Printed Name: ______________________________________________________
    (Print or type name above line)

Its: __________________________________________________________________

Signature: __________________________________________________________________

Federal Identification Number: ___________________________________________

Pensioned Retirees (2007, MCL 38.68) (12/7/07 Rev)