



**APPLETON HOUSING AUTHORITY**

***REQUEST FOR PROPOSAL FOR  
EXECUTIVE SEARCH FIRM SERVICES***

**RFP Date: Wednesday, May 6, 2026  
for the Housing Authority of the City of Appleton**

**Request for Clarifications or Interpretation must be received by  
Friday, May 27 @ 2:00 P.M. CST  
Submission Deadline: Friday, June 26th at 2:00 PM CST  
*Housing Authority of the City of Appleton***

# REQUEST FOR PROPOSAL

## I. INTRODUCTION-Organizational Background

The mission of the Housing Authority of the City of Appleton (AHA) is to foster strong, resilient, and inclusive communities by providing a continuum of high-quality housing options that support self-sufficiency, good quality of life, and the opportunity to thrive.

Chartered by the State of Wisconsin in 1967, AHA is governed by a five-member Board of Commissioners who are appointed by the Mayor of the City of Appleton and confirmed by the Appleton Common Council. AHA's programs are funded and regulated by the U.S. Department of Housing and Urban Development ("HUD") and the State of Wisconsin. To learn more about the AHA and its history, mission, and programs, Respondents are encouraged to visit AHA's website at [www.appletonhousing.org](http://www.appletonhousing.org).

AHA is the largest affordable housing provider providing affordable housing options for over 1,000 low-income households in Outagamie County. AHA's five-member board of commissioners meet monthly. The Secretary-Executive Director is responsible for the day-to-day operations of the Agency. AHA owns one non-profit organization (subsidiary) titled "Neighborhood Housing, Inc." which owns and operates some units of housing.

AHA operates the Appleton Housing Authority as a public housing authority serving the City of Appleton & Outagamie County. AHA administers a range of housing programs, including the Housing Choice Voucher (HCV) Program, Low-Income Public Housing Developments, Project Based Section 8/LIHTC, Mixed Use LIHTC, Family Self Sufficiency Program, VA-VASH, Foster Youth Program, Affordable Homeownership through State of Wisconsin HOME and HCRI Program's and is committed to maintaining high performance standards under federal and state guidelines. AHA is focused on advancing affordable housing developments, responsible stewardship of public resources, strong program compliance, and serving residents with professionalism and care.

## II. SCOPE OF SERVICES

The Housing Authority of the City of Appleton (hereinafter referred to as the AHA) is requesting proposals from Executive Search Firms for the selection of an Executive Director/ CEO. It is intended that the selected firm provide diverse, professional services and perform all requirements necessary to meet the following:

1. Meet with the Board of Commissioners designated Search Committee to develop an understanding of the organization, its needs, and the position of Executive Director to design a strategy for conducting a national search that is limited to candidates with public housing authority backgrounds and/or experience;
2. Perform outreach to major stakeholders of the organization for perspective and feedback to include in the requirements for selection;

3. Review and provide consultation regarding position description, qualifications, and performance standards, as well as relevant community and stakeholder information;
5. Develop key competency areas to evaluate candidates to include a Knowledge, Skills, and Abilities section for responses;
6. Prepare position announcements for review and approval by the Search Committee; identify national sources to reach diverse, highly qualified candidates; place advertisements for the position in appropriate publications and other national forums;
7. Actively recruit individuals meeting the minimum requirements as set forth by the Search Committee;
8. Review résumés to determine those meeting criteria with follow-up telephone or virtual interviews to substantiate the candidates' experience, qualification, and academic preparation when necessary;
9. Confirm the background and experience of candidates to ensure the existence of real estate development, agency management, affordable housing, and other potentially non-traditional backgrounds;
10. Prepare a written summary of the top candidates with candidate evaluation based on the established criteria;
11. Design interview questions and finalize the process for candidate interviews with the Search Committee; coordinate and participate in multiple rounds of interviews of top candidates, either on-site at AHA Headquarters, virtually, or both;
12. Conduct effective criminal, financial, in-depth reference, media, and civil litigation background checks of top candidates;
13. Communicate with all candidates to acknowledge their applications and inform them of their final status in the search;
14. Assist with offer, acceptance, and relocation negotiation, if necessary; and
15. Coordinate weekly meetings with the Search Committee or its representative to provide a progress report throughout the term of contract negotiations.

**1. Insurance Requirements -**

The proposed contract will require that the Consultant provide the following insurance:

<b>COVERAGE</b>	<b>AMOUNTS</b>
Worker's Compensation	Statutory Limit
Comprehensive General Liability	BI \$500,000 per occurrence PD \$500,000 per occurrence \$1,000,000 aggregate
Automobile Liability	BI \$500,000 per occurrence PD \$500,000 per occurrence \$1,000,000 aggregate (single limit policy)
Professional Liability	\$1,000,000

If any insurance is due to expire during the period of work, the Contractor shall not permit the coverage to lapse and shall furnish evidence of continuous coverage to AHA. Furthermore, AHA shall be named as an additional insured with respect to liability coverage and will be given thirty (30) days' notice in advance of cancellation, non-renewal, or material change in any coverage.

**2. Certification of Eligibility** - Certification that Respondent, no member of Respondent or any contractor or subcontractor is pending or actively debarred by HUD or any other federal, state or local government agency.

**3. Additional Information** - Give any additional information not specifically requested previously but considered essential to this proposal. If there is no additional information to present, state in this section: "There is no additional information we wish to present".

**4. Confidential or Proprietary Information**

If a firm includes proprietary information in its response that should not be disclosed, the firm is required to identify this proprietary information. If the firm fails to identify proprietary information, it agrees by submission of its response that those sections shall be deemed nonproprietary and may be made available upon public request after a contract award.

**5. Non-Collusive Affidavit**

The respondent shall not engage in or facilitate a brokered agreement with a separate entity for pricing and awarding leverage. The respondents' submission will be based on their ability to perform this task and their pricing structure alone.

**III. Evaluation Process and Evaluation Factors**

Evaluation will be based on experience, success in similar engagements, understanding of AHA needs, approach, cost effectiveness, and references.

The proposal evaluation process is designed to award the contract, not necessarily to the Respondent(s) of least cost, but rather to the Respondent(s) whose proposal represents the best overall value as determined by an evaluation of the best aptitude score (a combination of qualifications and experience) and price/costs. Evaluations are based upon the evaluation factors and weights specifically established within this RFP.

Respondent(s) must provide all information outlined in the Evaluation Factors (as defined below) for the Respondent's proposal to be considered responsive. The quality of answers rather than length of responses to this RFP is important.

After evaluations, the Evaluation Committee will determine a competitive range. The competitive range includes the proposals that have a reasonable chance of being selected for award considering all aspects of the RFP. AHA will negotiate with the Respondent(s) who fall within the competitive range. If required, only those Respondents within the competitive range may be selected for an oral presentation and/or interview.

The presentation/interview process will be arranged to assist the evaluation committee in differentiating those Respondents within the competitive range. Points may be added or deducted from the Respondent's preliminary score as deemed necessary by the evaluation committee. AHA reserves the right to negotiate the final scope of services, price, schedule and all aspects of this solicitation with all Respondents in the competitive range.

Once negotiations are complete, AHA may establish a date and time for the submission of best and final offers. If a Respondent does not submit a notice of withdrawal of its offer, or a best and final offer, the Respondent's immediate previous offer shall be construed as its best and final offer. The best and final offers shall be evaluated in essentially the same manner as the initial offers unless otherwise specified.

AHA may award Contract pursuant to the outcome of the application of the Evaluation Criteria contained in this RFP. Award shall be to Responsible and Responsive Respondent whose proposal is in the best interest of AHA.

Award shall be subject to formal approval of AHA's Board of Commissioners. Awards may also be subject to approval by HUD. No award may be made to a Respondent whose firm or principals appear on the list of businesses ineligible to receive awards from AHA, or the U.S. Federal government.

AHA reserves the right to reject all proposals and reserves the right to secure services solicited by this RFP by means of a non-competitive procurement in accordance with 2 CFR Part 200.320 (f)(4).

The maximum points that shall be awarded for each of the Evaluation Factors are detailed and described below.

Proposals must include complete information on each of the following criteria in order to enable HACM to make accurate determinations regarding the qualifications of each firm. Each criterion will be weighted as indicated.

<b>Criteria</b>	<b>Weight</b>
<b>Firm's Qualifications</b>	<b>35%</b>
<b>Sample Recruiting Plan</b>	<b>20%</b>
<b>Technical Approach</b>	<b>25%</b>
<b>Cost Proposal</b>	<b>20%</b>

The establishment, application, interpretation and scoring of the above Evaluation Factors (Questions) shall be solely within the discretion of AHA. AHA reserves the right to determine the suitability of proposals based on all of these factors.

**MAXIMUM TOTAL POSSIBLE POINTS ..... 100**

**IV. SUBMISSION DEADLINE**

**Late submissions will not be accepted past June 26, 2026**

**MINIMUM QUALIFICATIONS**

Respondents must demonstrate experience with executive searches in municipal or public housing government sector; knowledge of HUD programs; a successful placement record; strong communications skills; and the ability to maintain confidentiality.

**V. SUBMISSION REQUIREMENTS**

**PROPOSAL SUBMISSION REQUIREMENTS**

Proposals must be clearly marked “RFP – Executive Search Services – ED” and include:

1. Letter of interest: Signed by an authorized officer of the firm.
2. Firm Experience: Detailed history of the firm, specializing in executive search for municipal or public sector housing agencies.
3. Project Staffing: Resumes of the team assigned to this search, highlighting experience in PHA executive recruitment.
4. Proposed Approach & Timeline: A detailed plan outlining the steps, expected timeframes, and strategies for sourcing talent.
5. References: Information on three (3) similar projects within the last four years, preferably for PHAs of similar size.
6. Fee Proposal: A firm, fixed price or not-to-exceed fee, including expenses (e.g., travel, advertising).

Submit: Cover Letter; Firm Qualifications; Relevant Experience; Proposed Approach and Timeline; Fee Proposal; References; and Key Personnel.

Proposals must be mailed, emailed or hand delivered and received by [June 26] and submit to:

Appleton Housing Authority  
Attn: HR Search Committee  
925 W. Northland Avenue  
Appleton, WI 54914  
Email: [EDhiring@appletonhousing.org](mailto:EDhiring@appletonhousing.org)

All expenses associated with the preparation and submission of the proposals to the AHA and participation in interviews shall be solely born by the Proposer. If you are not interested in being considered at this time, we would appreciate a short letter or email to [EDhiring@appletonhousing.org](mailto:EDhiring@appletonhousing.org) from you for our files.

## **VI. GENERAL REQUIREMENTS**

### **1. Interpretations of RFP**

Any questions concerning the proposal, or about clarifications or interpretations of this RFP should be submitted in email via email to [EDHiring@appletonhousing.org](mailto:EDHiring@appletonhousing.org) by 4:00 P.M. (CST). No oral interpretations will be made to any firm as to the meaning of the RFP specifications. No information will be available to any firm regarding the status of their response. However, AHA reserves the right to enter discussion with firms for purposes of clarification or further information.

### **2. Responsibility of Prospective Firm**

AHA shall award a contract only to a responsible prospective firm who is able to perform successfully under the terms and conditions of the proposed contract. A "responsible" prospective firm must:

- a. Have adequate financial resources to fulfil the contract, or the ability to obtain them;
- b. Have a satisfactory record.
- c. Have a satisfactory record of compliance with public policy (e.g., Equal Employment Opportunity); and
- d. Not have been suspended, debarred or otherwise determined to be ineligible for award of contract by the U.S. Department of Housing and Urban Development or any other agency of the U.S. Government.

### **3. Receipt of Proposals**

Proposals received prior to the opening time will be secured. The officer whose duty it is to open them will do so after 2:00 P.M. (CST) on the closing day, and no proposal received thereafter will be considered. No responsibility will be attached to an officer for the premature opening of a proposal not properly addressed and identified.

Respondents are cautioned to allow ample time for transmittal of proposals. Respondents should secure correct information relative to the probable time of arrival to ensure proper delivery.

#### **4. Withdrawal of Proposals**

Proposals may be withdrawn on written request dispatched by the respondent in time for delivery in the normal course of business prior to the deadline for submission. Negligence on the part of the respondents in preparing their proposal confers no right of withdrawal or modification of the proposal after such proposal has been opened.

#### **5. Rejection of Proposals**

AHA reserves the right to reject any and all responses and waive any irregularities and the proposal of any respondent who: 1) has previously failed to perform properly or completed a contract(s) of a similar nature on time; 2) is not in a position to perform the contract, or 3) has habitually and without just cause neglected the payment of bills or otherwise disregarded his/her obligations to subcontractors or employees.

#### **6. Contract Payments**

For the 100% file review work, AHA and Respondent will agree on a performance and payment schedule. Respondent will submit an invoice to AHA itemizing the services performed and cost incurred since the last request for payment. Payment will be made after review of the work product and upon acceptance by AHA of the services performed.

#### **7. Sales Tax**

Pursuant to Section 77.54(9a) of the Wisconsin State Statutes, AHA is exempt from Wisconsin Use and Sales Tax. Respondents, therefore, shall not add State of Wisconsin sales tax or use tax to their proposals, but shall include in their lump sum proposals only the taxes they will be required to pay directly as a consumer, when obtaining materials, etc. to fulfill the contract requirements should they be the successful firm. Firms are, however, responsible for determining the impact of the State of Wisconsin's Sale and Use Tax on their proposal.

#### **8. Request for Proposal**

This RFP is not an offer to buy and must not be assumed as such.

#### **9. Indemnification**

Respondent agrees that it will indemnify, save and hold harmless AHA their officers, employees, members of the Board of Commissioners, or agents, from and against all claims, demands, actions, damages, loss, costs, liabilities, expenses, judgments, and litigation costs, including reasonable attorney's fees, photocopying expenses and expert witness fees, recovered from or asserted against AHA on account of injury or damage to person or property or breach of contract to the extent that such damage, injury, or breach may be incident to, arising out of, or be caused, either directly or proximately, wholly or in part, by an act or omission, negligence or misconduct on the part of Respondent or any of its agents, servants, employees or sub-consultants.

AHA shall tender the defense of any claim or action at law or in equity, arising out of or otherwise related to an act or omission, negligence, misconduct, or breach of contract on the part of the Respondent or any of its agents, servants, employees or subcontractors, to

the Respondent or its insurer and, upon such tender, it shall be the duty of Respondent and its insurer to defend such claim or action without cost or expense to AHA.

#### **10. Wisconsin Public Records Law**

Both parties understand that AHA is bound by the Wisconsin Public Records Law, and as such, all of the terms of this Agreement are subject to and conditioned on the provisions of Wis. Stat. 19.21, *et seq.* Respondent acknowledges that it is obligated to assist AHA in retaining and producing records that are subject to Wisconsin Public Records Law, and that the failure to do so shall constitute a material breach of this Agreement, and that Respondent must defend and hold AHA harmless from liability under that law. Except as otherwise authorized, those records shall be maintained for a period of seven years after receipt of final payment under this Agreement.

#### **11. Legal Obligations**

**Compliance with Law in General.** Respondent shall comply with all the requirements set forth in the Housing and Community Development Act of 1974 and all regulations promulgated pursuant to this Act as contained in 24 CFR 570. Respondents shall also comply with all other applicable federal, state and local laws and ordinances, including Affirmative Action. Respondent shall assure that its subcontractors/consultants comply with all applicable federal, state and local laws and ordinances.

#### **12. Termination of Contract for Cause/Convenience**

If, through any cause, Respondent shall fail to fulfill in a timely and proper manner their obligations under this contract or if Respondent shall violate any of the covenants, agreements or stipulations of this contract, AHA shall thereupon have the right to terminate this contract by giving written notice to Respondent of such termination and specifying the effective date thereof, at 60 days before the effective date of such termination. In such event, all finished or unfinished documents, data, studies, surveys, reports, or other material related to the services prepared by Respondent under this contract shall, at the option of AHA, become the property of AHA. On AHA's option and sole discretion, AHA shall determine and pay for the value of services already performed by Respondent. Notwithstanding the above, Respondent shall not be relieved of liability to AHA for damages sustained by AHA by virtue of any breach of the contract by Respondent.

#### **Termination for Convenience of AHA.**

AHA may terminate this Contract at any time for any reason by giving at least 30 days' notice in writing from AHA to Respondent. If Respondent is terminated by AHA as provided herein, Respondent will be paid an amount which bears the same ratio to the total compensation as the services actually and satisfactorily performed bear to the total services of Respondent covered by this Contract, less payments for such services as were previously made. Provided, however, that if less than sixty percent (60%) of the services covered by this Contract have been performed upon the effective date of such termination, Respondent shall be reimbursed (in addition to the above payment) for that portion of the actual out of pocket expenses (not otherwise reimbursed under the Contract) incurred by during the Contract period which are directly attributable to the uncompleted portion of the

services covered by this Contract. If this Contract is terminated due to the fault of Respondent, Paragraph (VI.C) above, relative to termination, shall apply.

#### **14. Equal Employment Opportunity**

Respondent agrees that there will not be discrimination as to race, sex, sexual orientation, religion, color, age, creed, or national origin regarding obligation, work, and services performed under the terms of any contract ensuing from this RFP.

#### **15. Ethics**

AHA may not enter into a contract, subcontract, or arrangement in which any of the following classes of people has an interest, direct or indirect, during his or her tenure or for one year thereafter: 1) any present or former member or officer of the AHA Commissioners, or any member of the AHA Commissioners immediate family; 2) any employee of AHA who formulates policy or who influences decisions with respect to the contract, or any member of the employee's immediate family or the employee's partner, or 3) any public official, or State or local legislator, or any member of such individuals' immediate family who exercises functions or responsibility with respect to the contract or AHA.