



Procurement Department

REQUEST

For

QUOTES

EXECUTIVE RECRUITMENT SERVICES FOR SAHA CHIEF OPERATING OFFICER

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

Date Issued: June 13, 2019

Quick Quote #: 1905-961-30-4926

Closes: June 27, 2019 at 2:00 PM

Prepared by:

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

President and CEO..... David Nisivoccia

INTRODUCTION

Founded in 1937, the San Antonio Housing Authority (SAHA) is one of only 39 public housing authorities throughout the nation with a Moving-To-Work designation from the U.S. Department of Housing and Urban Development. The designation provides agencies with administrative and programmatic flexibility to test innovative, locally-designated housing and self-sufficiency strategies. SAHA assists nearly 26,000 households in San Antonio through three major housing programs: Housing Choice Voucher, Public Housing and Mixed-Income Housing Programs.

SAHA empowers and equips families to improve their quality of life and achieve economic stability through the Agency's commitment of funding for resources such as education, employment and job training, through collaborative efforts with local partners.

SAHA VISION

Create dynamic communities where people thrive.

SAHA MISSION

The San Antonio Housing Authority provides quality affordable housing that is well integrated into the fabric of neighborhoods and services as a foundation to improve lives and advance resident independence.

SAHA STRATEGIC GOALS

1. Empower and equip families to improve their quality of life and achieve economic stability.
2. Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service.
3. Preserve and improve existing affordable housing resources and opportunities.
4. Strategically expand the supply of affordable housing.
5. Transform core operations to be a high performing and financially strong organization.
6. Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents.

WHO SAHA SERVES

- SAHA provides housing assistance to more than 65,000 children, adults and senior citizens.
- More than 50 percent of the individuals served are younger than 18 years old.
- Nearly one-half of our client heads of households are elderly or disabled.
- Families in SAHA's federally-funded rental assistance programs earn an average median income of \$9,672 annually.
- 75 percent of program participants are Hispanic, 18 percent are African American and 6 percent are Non-Hispanic white.

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SAHA PROGRAMS

Public Housing

SAHA owns and manages 6,137 public housing units at 70 properties referred to as Housing.

Housing Choice Voucher

SAHA administers rental vouchers to 13,997 San Antonio families through the Housing Choice Voucher (HCV) program, commonly referred to as Section 8, and other related programs.

Mixed-Income Housing

SAHA provides 7,975 mixed-income units at 46 properties through nonprofit entities and partnerships.

SUPPORTIVE SERVICES THROUGH PARTNERSHIPS

SAHA partners with more than 150 social service agencies to provide education, training and medical services to clients.

The Moving-to-Work Program focuses on promoting self-sufficiency, achieving agency program efficiencies and increasing housing choices for low-income residents in San Antonio. SAHA operates a Jobs Plus program in both the West and East sides of San Antonio, which incorporates intensive case management, supportive services, such as child care assistance, job skills training, personal development and job placement services.

IMPACT ON THE LOCAL ECONOMY

- Annual operating budget of \$185.7 million
- Leverages \$151.4 million annually in federal resources
- \$91.3 million in direct payments to private property owners (landlords)
- Employs more than 525 individuals with an annual payroll of \$33.1 million
- Contracts with hundreds of consultants, contractors and vendors annually totaling \$30.5 million
- In the last five years, 1,215 new housing units have been built in mixed-income communities with a value of \$159 million
- Existing real estate assets valued at more than \$500 million

1.0 The Housing Authority of the City of San Antonio, Texas, and its affiliated entities (the “San Antonio Housing Authority or SAHA”) is seeking quotes from qualified professional firms that possess a vast level of experience with conducting executive searches designed to identify a qualified and diverse pool of applicants for the position of Chief Operating Officer.

The search firm should specialize in, or have considerable experience in, recruiting executive professionals for public/governmental entities, particularly housing authorities, and possess extensive nationwide recruitment experience for Executive Officer level recruitments. The proposing firm must demonstrate that it, or its principals assigned to the project, have successfully completed searches similar to the one specified in the Scope of Work.

2.0 SAN ANTONIO HOUSING AUTHORITY (SAHA) CONTACT: All questions or request for documents pertaining to this solicitation shall be addressed to:

Steven Morando,	Director of Procurement
Telephone:	(210) 477-6171
Email:	steven_morando@saha.org

3.0 APPLICABILITY: By submitting a bid, the bidder is agreeing to abide by all the terms and conditions listed herein, including those terms and conditions within HUD Handbook 7460.8 REV 2, Procurement Handbook for Public Housing Agencies, dated 2/2007 and HUD Table 5.1, Mandatory Contract Clauses for Small Purchases Other Than Construction.

4.0 SAHA's RESERVATION OF RIGHTS: SAHA reserves the right to:

- 4.1** Reject any or all bids, to waive any informalities in the solicitation process, or to terminate the solicitation process at any time, if deemed by SAHA to be in its best interest.
- 4.2** Terminate a contract awarded pursuant to this solicitation at any time for its convenience upon delivery of a 30-day written notice.
- 4.3** Determine the days, hours and locations that the successful bidder shall provide the items or services called for in this solicitation.
- 4.4** 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.

5.0 BIDDER'S RESPONSIBILITY: Each bidder shall carefully review and comply with all instructions provided herein, or provided within any named attachments or addenda.

6.0 DEADLINE: Bids are due at the time and date posted herein. SAHA reserves the right to extend the posted deadline at any time prior to the deadline.

7.0 QUESTIONS: All questions or request for information concerning this solicitation must be submitted in writing eight (8) days prior to the closing deadline.

8.0 HOLD PRICES/NON-ESCALATION: By submitting a bid, the bidder agrees to "hold" or not increase the bid prices for a minimum period of ninety (90) days. Quantities listed in this solicitation are for the purpose of determining best pricing per line item. Contractor shall field verify all quantities and dimensions.

9.0 METHOD OF AWARD: SAHA may, at its sole discretion, procure the applicable goods or services by issuance of a PO or execution of a contract. By submitting a bid, the successful proposer agrees to accept the PO or execute the contract.

10.0 FEES and FORMS:

10.1 FEE: All fees are all-inclusive of all related costs that a proposer will incur to provide the noted goods or services in compliance with this solicitation, including, but not limited to: employee wages and benefits, clerical support, travel and lodging, overhead, profit, licensing, insurance, materials, supplies, tools, equipment, long distance telephone calls, document copying and motor vehicle fuel, all costs shall be fully burdened.

10.2 FORMS: Bids shall be submitted utilizing the bid/fee forms included herein. Submission on forms other than the SAHA forms may result in disqualification of the response. Any bidder attached or included Terms and Conditions (T & C) are subject to acceptance by SAHA at its sole discretion.

11.0 AWARD CRITERIA: Award shall be made to the responsive and responsible contractor that submits the best value to SAHA using price and other factors, as identified below:

- **Experience, Background and Qualifications of the firm and its key personnel assigned to this project**
- **Project Approach/Plan for this recruitment**
- **Quality of Recruitment Advertisements and Communications Tools**
- **Extent to which the services meet SAHA's requirements**
- **Any relevant criteria contained herein**

11.3 SUBMITTAL REQUIREMENTS: The response shall include the following and be labeled accordingly:

1. Profile of Firm Form:

The Profile of Firm Form captures general information regarding the firm submitting a proposal in response to this solicitation. The document is required and must be completed and included in the response.

2. W-9 Form:

Submit a completed and signed W-9 Form and include an email address or fax number.

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3. Experience and Qualifications:

Provide information regarding the firm's role in providing the scope of services and resumes of no more than two (2) pages per person on the capabilities, experience and qualifications of each Consultant, or if the Consultant is part of a team, the qualifications of team members. Resumes should include name, title, education, brief overview of professional experience, and licenses or professional affiliations of the Consultant (and each team member, if any). Also, a summary should be submitted that is no more than one (1) page detailing the unique qualifications of any sub-consultant.

4. Prior Similar Experience/References:

Provide a list of projects in which the firm has performed services similar to those sought in this solicitation, to include position titles of recruitments and at least three (3) current and/or previous projects in the last five (5) years with the following additional detail:

Name and address of client (to include City and State)

General scope of the assignment

Duration of assignment

Firm's role in project

Project outcome

Client's point of contact (name, phone number and email address)

5. Project Approach

Provide a detailed plan explaining how the Respondent would complete this project, as described in the Scope of Services. The proposed plan should contain a detailed scope of services along with a schedule of milestones sufficient to be inserted into the final contract. The plan should provide, at a minimum, itemized tasks, the required resources, and a proposed timeline.

Responses shall include at least 3 sample or previously used advertisements, job announcements, and brochures used by the firm in similar recruitment projects.

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6. Fees:

Provide a fixed fee for a “turnkey” completion of the project, as described in the scope of services. The fee shall be inclusive of all expenses, including travel if any. SAHA may consider progress payments related to completion of deliverables and milestone tasks throughout the term of the project; however, proposed payment methods must be provided with the response. Also, SAHA will not consider compensation proposals with fees being requested prior to services being delivered.

12.0 BID COSTS: SAHA shall not compensate any bidder for any costs that may be incurred in responding to this solicitation.

13.0 ASSIGNMENT OF PERSONNEL: SAHA retains the right to demand and receive a change in personnel assigned by the Contractor to provide services to SAHA, if SAHA believes that such change is in its best interest.

14.0 UNAUTHORIZED SUBCONTRACTING 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.

15.0 LICENSING REQUIREMENTS: By submitting a bid the successful bidder certifies that he/she possess and will, prior to issuance of a PO or execution of a contract, present to SAHA, proof and/or certification of any licensing or certification requirements:

15.1 No known licensing or certifications are required to SAHA’s knowledge.

16.0 PERMITS: Not Applicable.

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17.0 INSURANCE: Contractor shall present to SAHA prior to PO issuance or execution of a contract, proof of insurance compliant with the requirements below.

Professional Liability	Required Limits
SAHA and its affiliates must be named as a Certificate Holder. This is required for vendors who render observational services to SAHA such as appraisers, inspectors, attorneys, engineers or consultants.	\$1,000,000
Business Automobile Liability	Required Limits
SAHA and its affiliates must be named as an additional insured and as the certificate holder. This is required for any vendor that will be using their vehicle to do work on SAHA properties.	\$500,000 combined single limit, per occurrence
Workers Compensation and Employer's Liability	Required Limits
Workers' Compensation coverage is Statutory and has no pre-set limits. Employer's Liability limit is \$500,000. Workers' Compensation is required for any vendor made up of more than two people. A Waiver of Subrogation in favor of SAHA must be included in the Workers' Compensation policy. SAHA and its affiliates must be a Certificate Holder.	Statutory \$500,000
Commercial General Liability	Required Limits
This is required for any vendor who will be doing hands on work at SAHA properties. SAHA and its affiliates must be named as an Additional Insured and as the Certificate Holder.	\$1,000,000 per accident \$2,000,000 aggregate

18.0 INVOICING: To help insure timely payments and unless utilizing a progress payment schedule, invoices shall be sent to the following address:

Accounts_Payable@saha.org

If contractor lacks electronic invoicing capability, they may send invoices to:

**San Antonio Housing Authority,
Accounts Payable,
P.O. Box 830428,
San Antonio, TX 78283-0428**

Contractor shall invoice SAHA within 60 days after the delivery of the goods or service. If contractor fails to invoice within 60 days SAHA, reserves the right to not pay the invoice. In an effort to be more efficient, SAHA processes all payments electronically. Contractors will be required to complete a direct deposit form. SAHA's standard payment terms are net 30 days.

19.0 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).

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20.0 Indemnification. The Contractor shall indemnify and hold harmless SAHA and its officers, agents, representatives, and employees from and against all claims, losses, damages, actions, causes of action and/or expenses resulting from, brought for, or on account of any bodily injury or death of an employee of the Contractor, its agent, or its subcontractor of any tier received or sustained by any persons or property growing out of, occurring, or attributable to any work performed under or related to this Agreement, resulting in whole or in part from the negligent acts or omissions of the Contractor, any subcontractor, or any employee, agent or representative of the Contractor or any subcontractor. **CONTRACTOR ACKNOWLEDGES AND AGREES THAT THIS INDEMNITY CONTROLS OVER ALL OTHER PROVISIONS IN THE AGREEMENT, SURVIVES TERMINATION OF THIS AGREEMENT.**

Contractor shall indemnify and hold harmless SAHA, their agents, consultants and employees from and against any and all property damage claims, losses, damages, costs and expenses relating to the performance of this Agreement, including any resulting loss of use, *but only to the extent caused by the negligent acts or omissions of Contractor*, its employees, sub-subcontractors, suppliers, manufacturers, or other persons or entities for whose acts Contractor may be liable.

21.0 SECTION 3: 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.

22.0 EPA REQUIREMENTS: Not Applicable

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23.0 GENERAL CONDITIONS:

23.1 WARRANTY: Standard of Care. Consultant's personnel assigned to the Projects shall possess sufficient skills and professional expertise as required to satisfactorily meet all obligations and requirements of this Agreement. SAHA retains the right to reject or require Consultant to remove any employee whose qualifications or performance in SAHA's good faith and reasonable judgment do not meet the standards established by both parties as necessary for performance of the Services hereunder. SAHA reserves the right to participate in the interviewing process and review of resumes of personnel who are being considered by Consultant as key persons for assignment to the Project. Consultant agrees that it will obtain SAHA's written consent prior to the assignment of any individual to the Project. Consultant shall also ensure that an individual selected for assignment to the Project shall not be removed from the Project or reassigned except for termination of employment, death or serious illness, or a bona fide family emergency, and that an individual who is assigned to the design phase shall also be assigned to the construction management phase of the Project absent a removal for cause as required herein.

23.2 OR EQUAL: Not Applicable

23.3 Acceptance of work by SAHA is required prior to payment. Acceptance will be based on adherence to the specifications, best industry practice and inspection by SAHA personnel.

23.4 Contractor shall supply all materials, labor and equipment necessary to complete the requirements of this solicitation unless otherwise specified in this solicitation.

23.5 Responses may be hand delivered to:

**San Antonio Housing Authority
Attn: Steven Morando, Director of Procurement
818 S. Flores, San Antonio, TX 78204**

or

Emailed to: steven_morando@saha.org

24.0 Scope of Work is Attachment A

25.0 ADDITIONAL INFORMATION

25.1 SAHA will be responsible for directly reimbursing reasonable travel and lodging expenses incurred by candidates that are selected for an in-person interview and that live outside a 100 mile radius of San Antonio, Texas. These expenses are not considered part of the expenses incurred by the contractor as defined in **paragraph 10.1 - FEE.**

- 25.2 SAHA desires a fixed fee for the search and recruitment services.
- 25.3 SAHA expects to complete the selection process within the next 4-6 months.
- 25.4 SAHA will consider progress payments to the selected vendor, however, SAHA will not make advance payments. The progress payments will be made based on the deliverables and the associated milestones agreed to by SAHA and the selected vendor.
- 25.5 The position is vacant and has been unfilled since 2015. The incumbent subsequently was selected as the SAHA President and CEO.
- 25.6 SAHA intends to award a contract to one firm for this project. Once the contract has been executed by both parties, the awarded firm will have exclusivity to successfully complete the project. SAHA does reserve the right to cancel the contract, if necessary or in the best interest of SAHA.
- 25.7 The awarded firm is being compensated for the work they perform under this contract. For any work that is completed, work product and information collected will become the property of SAHA.
- 25.8 This type of solicitation is limited to a cap of \$50,000. Responses above this amount cannot be considered utilizing this solicitation method.
- 25.9 Contact or discussions with anyone other than the point of contact listed above or their explicit designee is strictly prohibited.
- 25.10 The compensation range for the Chief Operating Officer is currently \$111,716.80 to \$173,472.00. This range is currently under review as part of the SAHA Compensation and Pay Range Study.

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Quote Fee Sheet
Quick Quote Closes on June 26, 2019 at 2:00 PM
1905-961-30-4926

State Law limits procurements using this method of solicitation to \$50,000.00 or less.

1. **Fee:** Provide a fee for the scope of services set forth in your proposal. The fee shall be inclusive of all expenses expected to be incurred by the contractor, including travel if any. SAHA will not consider compensation proposals with fees being requested prior to services being delivered. If progress payments are desired please include a suggested schedule tied to deliverables and milestones.

Item	Cost
Fixed Fee	\$
Days to Complete Project	Calendar Days

2. **Additional Information:** See scope for submittal requirements.
3. **Sub-Contractors:** Proposer shall identify their subcontractors, if any:
 - a) _____
 - b) _____

Acknowledge Receipt of Addenda

Addendum #1 _____ Date: _____

Addendum #2 _____ Date: _____

_____ Signature	_____ Date
_____ Printed Name	_____ Company
_____ E-mail address, if available	_____ Fax
_____ Phone Number	_____ Fax

Bidder's Certification

By signing below, Bidder certifies that the following statements are true and correct:

1. He/she has full authority to bind Bidder and that no member Bidder's organization is disbarred, suspended or otherwise prohibited from contracting with any federal, state or local agency,
2. Items for which Bids were provided herein will be delivered as specified in the Bid,
3. 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.,
4. Bidder agrees that this bid shall remain open and valid for at least a period of 90 days from the date of the Bid Opening and that this bid shall constitute an offer, which, if accepted by SAHA and subject to the terms and conditions of such acceptance, shall result in a contract between SAHA and the undersigned Bidder,
5. He/she has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with this Bid,
6. Bidder, nor the firm, corporation, partnership, or institution represented by the Bidder, or anyone acting for such firm, corporation or institution has violated the antitrust laws of the State of Texas or the Federal Antitrust laws, nor communicated directly or indirectly the bid made to any competitor or any other person engaged in such line of business,
7. Bidder has not received compensation for participation in the preparation of the specifications for this IFB,
8. **Non-Collusive Affidavit:** The undersigned party submitting this bid 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 SAHA or any person interested in the proposed contract; and that all statements in said bid are true.
9. **Child Support:** Pursuant to Section 231.006 (d) of the Texas Family Code, regarding child support, the bidder certifies that the individual or business entity named in this bid is not ineligible to receive the specified payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate.
10. **Lobbying Prohibition:** The Contractor agrees to comply with Section 1352 of Title 31, United States Code which prohibits the use of Federal appropriated funds to pay any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with any of the following covered Federal actions: the awarding of any Federal contract; the making of any Federal grant; the making of any Federal loan; the entering into of any cooperative agreement; or the modification of any Federal contract, grant, loan, or cooperative agreement.
11. **Non-Boycott of Israel:** SAHA may not enter into a contract with a company for goods and services unless the contract contains a written verification from the company that; (i) it does not Boycott Israel; and (ii) will not Boycott Israel during the term of the contract. (Texas Government Code chapter 2270) by accepting these General Conditions and any associated contract, the CONTRACTOR certifies that it does not Boycott Israel, and agrees that during the term of this contract will not Boycott Israel as that term is defined in the Texas Government Code Section 808.001, as amended.
12. **SB 252:** Prohibits a government entity from awarding a contract to a company identified as Iran, Sudan, or a Foreign Terrorist Organization as identified on a list maintained by the Texas Comptroller of Public Accounts. By signature hereon bidder certifies that it is not affiliated in any manner with the businesses on this list

_____ Signature	_____ Date	
_____ Printed Name	_____ Company	
_____ E-mail address if available	_____ Phone Number	_____ Fax

ATTACHMENT A

Scope of Work/Specifications

The Firm will be responsible for delivering the services identified below. The tasks listed represent the minimum services expected to be performed under the executive search for the SAHA Chief Operating Officer.

- Firm shall attend a kick-off meeting in person with SAHA's Executive Leadership Team (ELT) to understand the role, responsibilities, qualifications, and experience needed for the position of Chief Operating Officer.
- Firm shall conduct an aggressive nationwide recruitment strategy to identify a qualified and diverse pool of potential qualified candidates who possess the minimum qualifications, as included on the attached job description (**Attachment B**).
- Firm must prepare advertisements for placement in appropriate government magazines, professional journals, publications and web-based forms of communication. All advertisements, communications and marketing tools must be reviewed and approved by SAHA prior to placement in any form of media.
- Firm shall assist SAHA in identifying an ideal candidate profile and strategy for carrying out the recruitment process. This includes, but is not limited to, reviewing the agency strategic plan, priorities and goals (**Attachment C**), organizational structure (**Attachment D**), client demographics (**Introduction**), budget (**Introduction**) and confer with the Executive Leadership Team (ELT) to identify the appropriate qualities and skill set for SAHA's Chief Operating Officer.
- Firm shall create and develop a timeline to include established search deadlines and a timetable for providing regular updates on progress.
- The firm must develop and be prepared to provide a complete list of all applicants that were obtained either through their efforts or provided directly to SAHA.
- Firm shall perform a preliminary screening of all candidates to include interviewing, as appropriate, based upon the minimum qualifications of the attached job description by telephone, teleconference, or "facetime" interviews. Resumes for all candidates meeting the minimum qualifications shall be provided to SAHA.

- Firm shall further screen candidates so as to present the 6 most viable candidates for SAHA's consideration. Firm shall provide a written report detailing the background, strengths, weaknesses, accomplishments, and professional reference checks for each of the recommended finalists.
- Firm shall on behalf of SAHA, respond to all candidates who apply and shall coordinate the interviews for the top six (6) candidates identified by SAHA, to include, but not limited to, the development of interview itineraries and travel arrangements.
- Firm may be requested to provide their suggested interview questions and rating format for use by the SAHA interview team.
- Firm shall notify the candidates not selected for this position.
- Firm shall conduct a background check on the selected candidate, to include, but not limited to, education, employment (three reference checks), financial/credit, newspaper research, criminal and civil history, licenses and certifications.
- Firm shall assist with offer negotiations with the final candidate.
- Firm shall conduct a one-time additional executive search in accordance with the specifications set for above, at no fee to SAHA, if SAHA does not make a selection from the final slate of candidates, due to candidates' incompatibility with SAHA's expectations of the candidates' role, or if the selected candidate leaves employment either through resignation or termination (with or without cause) within one year of placement.
- Firm shall not solicit the candidate hired resulting from this solicitation for any position for a period of at least two years following the date of appointment.
- Firm shall include a link to SAHA's website for capturing resumes and questions.

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ATTACHMENT B

Job Description

Chief Operating Officer



POSITION DESCRIPTION

Position Title:	Chief Operations Officer	Created By:	J. Rodriguez
Reports to:	President and CEO	Date Revised:	05/21/2019
Direct Reports:	Multiple	Approved By:	
FLSA Status:	Exempt	Pay Grade:	24

Summary:

The Chief Operations Officer assists the President and CEO in advancing the mission of SAHA. This position provides leadership in the development and implementation of the agency's housing goals, policies and strategic initiatives. Oversees the administration of the agency's public housing, assisted housing, and mixed income communities, as well as its community development initiatives, resident initiatives and security. The Chief Operations Officer will report to the President/CEO, supervise approximately 380 staff and provide oversight for a budget of approximately \$160 million.

Essential Duties and Responsibilities:

The position duties and responsibilities listed below describe the general nature and scope of work. Other responsibilities, duties, and skills may be required and assigned, as needed. These essential functions require presence in the workplace on a regular basis and regular attendance must be maintained.

- Lead, direct and provide oversight of SAHA's core housing operations including: Section 8 Housing Choice Voucher Program, Special Programs such as Homeless Housing, Public Housing, Mixed Income Communities, Security, and Community and Resident Initiatives.
- Establish strategic and operational goals, cross-departmental projects and objectives in support of the agency's mission, priorities, and strategic initiatives.
- Anticipate business, financial, funding, and regulatory changes and trends in order to ensure the organization plans accordingly.
- Make sound decisions on resource allocations to ensure the financial integrity and viability of the agency's budget.
- Actively participate in real estate management, acquisition and related activities in support of the agency's strategic affordable housing preservation and expansion goals.
- Maintain strong positive relationships with state and federal agencies and community partners and stakeholders.
- May be assigned (by CEO) to communicate with members of Congress, federal, state and local governmental officials, resident organizations, community organizations, business firms and news media regarding agency matters.
- Assist in leading, supporting and formulating the agency's future direction and support tactical initiatives.
- Advocates for and drives decision-making and discussion that helps create medium-term and long-term organizational improvement.
- Reviews key strategic priorities and helps translate them into strategic plans, strategic goals, and operational objectives.
- Understands and reports project performance against goals and helps the organization take corrective action when necessary.

- Motivates and leads a high performing management team; attracts, recruits and retains required members of the senior team not currently in place; and, provides mentoring as a cornerstone to the management career development program.
- Fosters a success-oriented, accountable environment within the agency.

Department Oversight:

Federal Housing Programs

Assisted Housing Programs

- Oversee the direction and coordination of the activities of the Assisted Housing Programs Department (approximately 13,000 vouchers) including the Housing Choice Voucher Program, Moderate Rehabilitation Program, Shelter Plus Care and other Special Programs, such as Homeless Housing, as well as the Inspections unit.

Public Housing

- Oversee the formulation, development, direction, administration and management of the activities of the Public Housing portfolio (approximately 6,000 units). Responsibilities include admissions and occupancy, maintenance activities, execution of the annual capital improvement budget, and grants administration and monitoring.

Beacon Communities

- Oversee the direction of Beacon Communities programs that includes property management, maintenance, and oversight of approximately 3,000 units. Ensures the monitoring of budget performance, vacancies, staffing, regulatory requirements, and client satisfaction.

Community Development Initiatives

- Oversee the Community Development Initiatives department in their performance of consultative and technical work in the planning, development, and implementation of the agency's community economic development programs, designed to integrate SAHA's housing, economic and social development goals.

Security

- Oversee the Security department with responsibility for maintaining a safe and secure environment for clients and employees, managing security operations and security personnel, coordinating with local law enforcement agencies and neighborhood groups to enhance safety and security at SAHA housing communities, and developing and implementing comprehensive safety plans in collaboration with property management operations.

Behavioral Competencies

This position requires the incumbent to exhibit the following behavioral skills:

Leadership: Provides direction to people and/or projects by clearly and effectively setting a course of action for the department, staff, and tasks; manages the planning, execution, and achievement of department goals by providing regular communication to staff and stakeholders.

Commitment: Sets high standards of performance; pursues aggressive goals and works hard/smart to achieve them; strives for results and success; conveys a sense of urgency and brings issues to closure; and persists despite obstacles and opposition.

Customer Service: Meets/exceeds the expectations and requirements of internal and external customers; identifies, understands, monitors and measures the needs of both internal and external customers; talks and acts with customers in mind; and, recognizes working colleagues as customers.

Effective Communication: Ensures important information is passed to those who need to know; conveys necessary information clearly and effectively orally or in writing; demonstrates attention to, and conveys understanding of, the comments and questions of others; and listens effectively. Demonstrates the ability to develop audiovisual presentations to both internal and external audiences.

Responsiveness and Accountability: Demonstrates a high level of conscientiousness; holds oneself personally responsible for one's own work; and does a fairMa share of work. Complies with procedures and understands the importance of maintaining and managing confidential and proprietary information.

Teamwork: Balances team and individual responsibilities; exhibits objectivity and openness to others' views; gives and welcomes feedback; contributes to building a positive team spirit; puts success of team above own interests; supports everyone's efforts to succeed; attends, supports, and participates in all team building exercises and events.

Continuous Improvement and Innovation: Seeks the continuous improvement of technological business processes and services; explores out-of-the-box methods and is open to experimenting with new ideas; uses data, knowledge, and strategic decision-making to generate new and innovative solutions.

Education and Experience:

Required:

- A Bachelor's degree in Business, Finance, Urban Planning, Economics, Public Administration or a related field is required. A Master's degree is preferred.
- A minimum of 15 - 20 years experience with increasing responsibility, including public housing authority operational oversight in housing, community development or a related industry.
- Must have the ability to learn and use cloud applications such as Google GSuite applications to include but not limited to: Google Chrome Browser, Gmail, Drive, Calendar, Docs, Sheets and Slides. Understanding document sharing and collaboration in the cloud. Experience and proficiency with Microsoft Office 365, cloud accessible applications to include but not limited to: One drive, Outlook, Word, Excel and Powerpoint or MAC or PC desktop equivalent is acceptable.
- Successful completion of a criminal history background check, education, and work history verification, and drug screening test.

Preferred:

- Ability to learn cloud technologies such as LucidChart for diagram , workflow and chart drawing. Experience with Vizio or equivalent is acceptable. Basic understanding of Virtual Private Network (VPN) access to connect to internal business systems.

License and Certifications:

Must have the ability to earn certifications as required by assigned tasks, including:

- Housing Choice Voucher Executive Management Certification
- Public Housing Executive Management Certification
- Texas Class "C" driver's license at the time of placement and insurable by SAHA's fleet and liability insurance carrier.
- Must have the ability to earn certifications as required by assigned tasks.

Technical Skills:

To perform this job successfully, the candidate should have:

- Very strong analytical and problem-solving capabilities
- Strong strategic and business planning abilities
- Strong organizational and leadership skills

- Strong financial and accounting skills
- Knowledge of principles and practices of multifamily and affordable housing development, operation, and maintenance
- Strong ability to plan, develop and implement strategies, policies, and procedures to effectively organize and control all aspects of a Public Housing Authority
- Knowledge of organizational cultures and change management best practices
- Strong ability to simultaneously manage multiple complex projects
- Ability to establish and maintain effective working relationships with SAHA staff, the Board, elected and other officials, community groups, and the general public

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

To perform this job successfully, the employee is frequently required to remain in a stationary position. Daily movements include sitting; standing; operating computers and other office equipment; moving about the office; and attending onsite and offsite meetings. The employee must be able to communicate via email and verbally via telephone. The employee must occasionally transport up to 25 pounds.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Office environment The noise level in the work environment is usually moderate
High level of interaction with external/internal clients
May be required to work at different properties or sites for interim periods to support business needs
Outside environment Subject to environmental elements when conducting visits to various sites or participating in outside events.

ADA STATEMENT

In compliance with the Americans with Disabilities Act, the San Antonio Housing Authority will make reasonable accommodation to the known disability of a qualified applicant or employee to enable people with disabilities to enjoy equal employment opportunities, if it would not impose an “undue hardship” on the operation of the employer’s business.

ETHICS

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

Continued next page

DISCLAIMER

The above information on this description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities and qualifications required of employees assigned to this job.

This position specification is not an employment agreement or contract. Management has the exclusive right to alter this position specification at any time, without notice.

ATTACHMENT C

Strategic Plan



STRATEGIC PLAN

Leadership Training
March 8, 2019

TODAY

2

Strategic Plan History

- » Vision, Mission, Strategic Goals 1–6

Implementation

- » Specific strategies and implementation focus
- » Dashboard and Scorecard

Strategic Plan Update

OPPORTUNITY **LIVES HERE**
#SAHAGOALS



GOAL 1

Empower and equip families to improve their quality of life and achieve economic stability



6

IMPLEMENTATION FOCUS

PROMOTE SELF-SUFFICIENCY

- Increase the number of households transitioning to self-sufficiency every year
- Increase the number of households making progress toward self-sufficiency every year

PROVIDE EMPLOYMENT & INCOME SUPPORT

- Increase the percentage of work-able adults working part time or full time
- Increase the median earned income of adults working full-time

SUPPORT EDUCATION SUCCESS

- Increase the percentage of adults with HS degree or equivalent
- Increase the percentage of adults with professional degrees



GOAL 2

Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service



7

IMPLEMENTATION FOCUS

EMPLOYEE RETENTION

- Decrease employee turnover rate

ORGANIZATIONAL DEVELOPMENT

- Invest training dollars as budgeted

PERFORMANCE EVALUATIONS

- Increase the percentage of performance evaluations completed on time

RECRUITING/HIRING

- Decrease time to hire

WELLNESS PROGRAM INVESTMENT

- Increase wellness program investments
- Increase employee participation in wellness events



GOAL 3

Preserve and improve existing affordable housing resources and opportunities



8

IMPLEMENTATION FOCUS

CAPITAL IMPROVEMENTS PLANNING AND IMPLEMENTATION

- Obligate funds on time
- Increase percentage of contracts expended on time
- Increase units of housing preserved
- Decrease number of offline units

DISPOSITION OF SINGLE FAMILY DWELLINGS

- Increase number of Section 32 homes sold
- Increase number of rental properties sold

DISPOSITION OF UNDERPERFORMING ASSETS

- TBD

WORK ORDER MANAGEMENT

- Increase percentage of work orders closed within 2 days
- Increase percentage of emergency work orders completed within 4 hours



GOAL 4

Strategically expand the supply of affordable housing

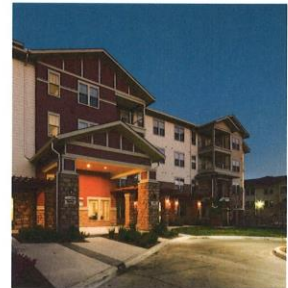


9

IMPLEMENTATION FOCUS

CONSTRUCTION OR ACQUISITION OF NEW UNITS

- Decrease per unit costs
- Increase number of units acquired or built
- Increase number of affordable units acquired or built



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#SAHAGOALS



GOAL 5

Transform core operations to be a high performing and financially strong organization



10

IMPLEMENTATION FOCUS

FINANCIAL PERFORMANCE

- Net Operating Income (NOI)
- Debt Service Coverage Ratio
- Average Housing Assistance Payment (HAP)

HOUSING CHOICE VOUCHER SCORECARD

- HCV Scorecard score meets 90% target

MAINTAIN EXISTING NUMBER OF HOUSEHOLDS SERVED

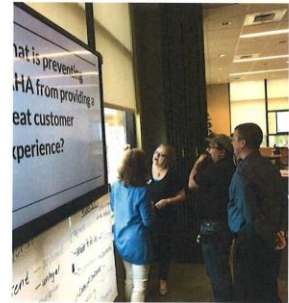
- Maintain total number of households served
- Ensure number of MTW households served matches HUD's target

OCCUPANCY

- Increase percentage of units occupied

UNIT QUALITY

- Increase PHAS Score (both HUD annual and SAHA monthly)



GOAL 6

Develop a local and national reputation for being an effective leader, partner and advocate for affordable housing and its residents



11

IMPLEMENTATION FOCUS

MAINTAIN TRUST AND AUTHORITY WITH STAKEHOLDERS

- Increase the number of agency awards
- Increase the number of speaking or published opportunities in SAHA's six thought leadership areas: Homelessness Prevention; Affordable Housing; Neighborhood Revitalization; Quality of Life; Sustainability; Technology/Digital Inclusion

MEDIA COVERAGE

- Increase positive media coverage



OPPORTUNITY **LIVES HERE**
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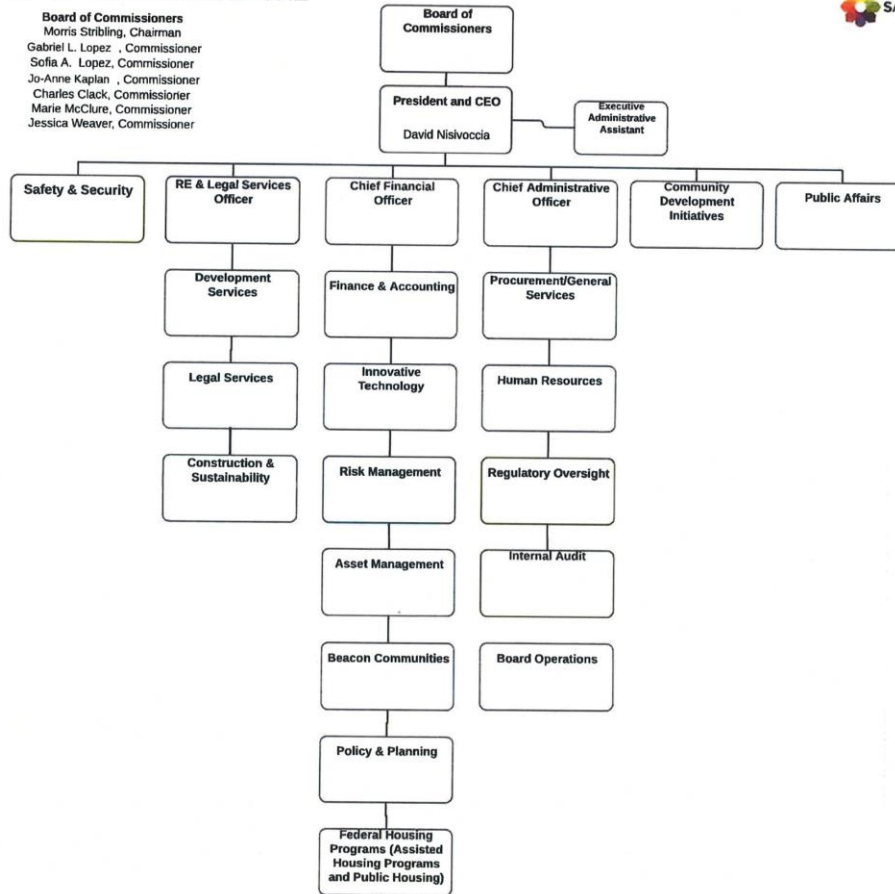


ATTACHMENT D

Organizational Structure

SAHA ORGANIZATIONAL STRUCTURE

Board of Commissioners
 Morris Stribling, Chairman
 Gabriel L. Lopez, Commissioner
 Sofia A. Lopez, Commissioner
 Jo-Anne Kaplan, Commissioner
 Charles Clack, Commissioner
 Marie McClure, Commissioner
 Jessica Weaver, Commissioner



ATTACHMENT E
HUD & Other Forms

TABLE 5.1 MANDATORY CONTRACT CLAUSES FOR SMALL PURCHASES OTHER THAN CONSTRUCTION

The following contract clauses are required in contracts pursuant to **24 CFR 85.36(i) and Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act**. HUD is permitted to require changes, remedies, changed conditions, access and records retention, suspension of work, and other clauses approved by the Office of Federal Procurement Policy. The PHA and contractor is also subject to other Federal laws including the U.S. Housing Act of 1937, as amended, Federal regulations, and state law and regulations.

Examination and Retention of Contractor's Records. The PHA, HUD, or Comptroller General of the United States, or any of their duly authorized representatives shall, until three years after final payment under this contract, 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 audit, examination, excerpts, and transcriptions.

Right in Data and Patent Rights (Ownership and Proprietary Interest). The PHA shall have exclusive ownership of, all proprietary interest in, and the right to full and exclusive possession of all information, materials, and documents discovered or produced by Contractor pursuant to the terms of this Contract, including, but not limited to, reports, memoranda or letters concerning the research and reporting tasks of the Contract.

Energy Efficiency. The Contractor shall comply with all mandatory standards and policies relating to energy efficiency which are contained in the energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub.L. 94-163) for the State in which the work under this contract is performed.

Procurement of Recovered Materials

(a) In accordance with Section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act, the Contractor shall procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition. The Contractor shall procure items designated in the EPA guidelines that contain the highest percentage of recovered materials practicable unless the Contractor determines that such items: (1) are not reasonably available in a reasonable period of time; (2) fail to meet reasonable performance standards, which shall be determined on the basis of the guidelines of the National Institute of Standards and Technology, if applicable to the item; or (3) are only available at an unreasonable price. (b) Paragraph (a) of this clause shall apply to items purchased under this contract where: (1) the Contractor purchases in excess of \$10,000 of the item under this contract; or (2) during the preceding Federal fiscal year, the Contractor: (i) purchased any amount of the items for use under a contract that was funded with Federal appropriations and was with a Federal agency or a State agency or agency of a political subdivision of a State; and (ii) purchased a total of in excess of \$10,000 of the item both under and outside that contract.

Termination for Cause and for Convenience (contracts of \$10,000 or more).

(a) The PHA may terminate this contract in whole, or from time to time in part, for the PHA's convenience or the failure of the Contractor to fulfill the contract obligations (cause/default). The PHA shall terminate by delivering to the Contractor a written Notice of Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Contractor shall: (1) immediately discontinue all services affected (unless the notice directs otherwise), and (2) deliver to the PHA all information, reports, papers, and other materials accumulated or generated in performing the contract, whether completed or in process.

(b) If the termination is for the convenience of the PHA, the PHA shall be liable only for payment for services rendered before the effective date of the termination.

(c) If the termination is due to the failure of the Contractor to fulfill its obligations under the contract (cause/default), the PHA may (1) require the Contractor to deliver to it, in the manner and to the extent directed by the PHA, any work described in the Notice of Termination; (2) take over the work and prosecute the same to completion by contract of otherwise, and the Contractor shall be liable for any additional cost incurred by the PHA; and (3) withhold any payments to the Contractor, for the purpose of set-off or partial payment, as the case may be, of amounts owned by the PHA by the Contractor. In the event of termination for cause/default, the PHA shall be liable to the Contractor for reasonable costs incurred by the Contractor before the effective date of the termination. Any dispute shall be decided by the Contracting Officer



818 S. FLORES ST. SAN ANTONIO, TEXAS 78204 www.saha.org

Procurement Department

PROFILE OF FIRM FORM (Page 1 of 2)

(1) Prime ___ Joint Venture/Partner ___ Sub-contractor ___ (This form shall be completed by and for each).

(2) Legal Name of Firm: _____

dba if applicable: _____

Telephone: _____ Fax: _____

Street Address, City, State, Zip: _____

(3) Identify Principals/Partners in Firm

Name	Title	% of Ownership

(4) Please indicate the operating structure of your company.

Publicly Held Corporation
 Privately Held Corporation
 Government Agency
 Non-Profit Organization
 Partnership
 Sole Proprietorship

(5) Proposer's Diversity Statement: You must check all of the following that apply to the ownership of this firm and enter where provided the correct percentage (%) of ownership of each:

Minority- (MBE), or Woman-Owned (WBE) Business Enterprises qualify by virtue of 51% or more ownership and active management by one or more of the following:

African American
 **Native American
 Hispanic American
 Asian/Pacific American
 Hasidic Jew
 Asian/Indian American

_____ % _____ % _____ % _____ % _____ % _____ %

Woman-Owned (MBE)
 Woman-Owned (Caucasian)
 Disabled Veteran
 Caucasian American (Male)
 Other (Specify):

_____ % _____ % _____ % _____ % _____ %

(6) Is the business 51% or more owned by a public housing resident? ___ Yes ___ No. If yes, provide name and address of the public housing facility:

Facility Name: _____

Facility Address: _____ City: _____

(7) SWMBE Certification Number: _____

Certification Agency: _____

(NOTE: A CERTIFICATION/NUMBER IS NOT REQUIRED – ENTER IF AVAILABLE)

(8) Federal Tax ID Number: _____

(9) City of San Antonio Business License No.: _____

(10) State of Texas License Type and No.: _____

HOUSING AUTHORITY OF THE CITY OF SAN ANTONIO, TEXAS (210-477-6059)

V5/16/2013



PROFILE OF FIRM FORM (Page 2 of 2)

(11) Has your firm or any member of your firm been a party to litigation with a public entity? If yes, when, with whom and state the circumstances and any resolution.

(12) Has your firm or any member of your firm ever sued or been sued by the San Antonio Housing Authority or its affiliated entities? If yes, when and state the circumstances and any resolution of the lawsuit.

(13) Has your firm or any member of your firm ever had a claim brought against because of breach of contract or nonperformance? If yes, when and state the circumstances and any resolution of the matter.

(14) Debarred Statement: Has this firm, or any principal(s) ever been debarred from providing any services by the Federal Government, any state government, the State of Texas, or any local government agency within or without the State of Texas? Yes No

Initials _____

If "Yes," please attach a full detailed explanation, including dates, circumstances and current status.

(15) Disclosure Statement: Does this firm or any principals thereof conduct business with any country or organizations listed as a Designated Foreign Terrorist Organization on the list maintained by the Texas Comptroller of Public Accounts. Yes No

Initials _____

(16) Verification Statement: The undersigned Offerer hereby states that by completing and submitting this form he/she is verifying that all information provided herein is, to the best of his/her knowledge, true and accurate, and agrees that if the SAHA discovers that any information entered herein is false, that shall entitle the SAHA to not consider nor make award or to cancel any award with the undersigned party.

Initials _____

(17) 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 _____

Signature Date Printed Name Company

HOUSING AUTHORITY OF THE CITY OF SAN ANTONIO, TEXAS (210-477-6059)

V5/16/2013