

SAN ANTONIO HOUSING TRUST



REQUEST FOR PROPOSALS

FOR

STRATEGIC PLANNING CONSULTANT

REQUEST FOR PROPOSALS

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SUMMARY

The San Antonio Housing Trust is accepting proposals to develop a Strategic Plan that aligns with the City of San Antonio's Mayor's Housing Task Force Recommendations, For Everyone Home Initiative, Strategic Housing Implementation Plan, HUD Consolidated Plan, and other local housing efforts to establish Key Performance Indicators, Strategic Outcomes, and Programmatic Actions, Resource Allocation within the framework of a *robust public engagement process* to guide the San Antonio Housing Trusts investments, tools, and partnerships in affordable housing over the next five years.

Statement of Purpose: The San Antonio Housing Trust provides opportunities to support affordable housing projects, programs, and initiatives in the form of loans, grants, and partnerships. We are committed to creating and preserving housing that is primarily affordable, accessible, attainable, and/or sustainable to residents within the City of San Antonio; and to support community development efforts that build and sustain neighborhoods, empower residents, and provide for positive equitable outcomes.

BACKGROUND

There are four entities that perform different functions to carry out the objectives of the Trust (the "Trust entities"). The Trust is seeking a firm to provide legal services to the following four entities.

1. Housing Trust Fund

The Trust is a fund established with a \$10 million corpus by the City of San Antonio governed by a Board of Trustees appointed by the San Antonio City Council. The Board of Trustees reviews and recommends decisions to the full San Antonio City Council on the Housing Trust Fund. The Trust earns interest from an established corpus, revenue generated from prior loan repayments, funds sourced from the other Trust entities, funds sourced from the City, and donations. The Board recommends funding for affordable housing initiatives based on proposals received from sponsors responding to a request for funding proposals during an open and competitive, solicitation process.

2. Foundation

The day-to-day administration of the Housing Trust Fund and its affiliated entities is performed by the San Antonio Housing Trust Foundation, Inc. initially formed in 1991, as a Section 501(c)(3) non-profit organization, under contract with the City of San Antonio. The Foundation provides administrative support for all the Trust entities. Staff provides recommendations for grants and low interest loans for projects and initiatives designed to support the City of San Antonio's efforts to produce, preserve, and protect affordable housing.

3. Finance Corporation

An entity formed by the Trust for the sole purpose of issuing private activity bonds to support the development or preservation of affordable housing projects. The Texas Low Income Housing Tax Credit Program requires applicants to have a reservation induced by bond inducing entities. The San Antonio Housing Trust Finance Corporation (SAHTFC) was

formed by the City of San Antonio in 1997 to act as a financial pass-through entity to issue bonds to provide lower than market rate financing for affordable single and multi-family housing.

Public Facility Corporation

The San Antonio Housing Trust Public Facilities Corporation (SAHTPFC or PFC) is a tool utilized by the Trust to create new affordable housing opportunities through partnerships with the development community. The PFC typically acts as the General Partner and the developer a Limited Partner. This structure allows a property tax exemption which reduces operating expenses and sales tax exemption which reduces building costs thus allowing an affordable housing project to be financially feasible. In exchange, the community receives both affordable units and a financial return to support other affordable housing initiatives. On December 10, 2009, the City Council adopted Resolution 2009-12-10- 0038R authorizing the creation of the San Antonio Housing Trust Public Facility Corporation pursuant to Chapter 303 of the Texas Local Government Code. Only cities, counties, school districts, housing authorities, and certain special districts have the authority to create a PFC under Chapter 303 of the Texas Local Government Code.

Governance Re-alignment

On June 10, 2021, the City of San Antonio approved changes to the governance structure and operations of the San Antonio Housing Trust, San Antonio Housing Trust Foundation, San Antonio Housing Trust Public Facility Corporation, and the San Antonio Housing Trust Finance Corporation to better balance the collective skills, interests, and authorities of the board members and thus promote unified policy development, perspective in decision making, and an enhancement of transparency. The new board structure is anticipated to be finalized in September 2021. The Five-Year Strategic Plan shall be one of the major first efforts of the newly re-structured board.

SCOPE OF SERVICES

The San Antonio Housing Trust Foundation, Inc. seeks proposals from experienced Strategic Planning Consultants that includes a detailed methodology on how the consulting firm will design the Strategic Planning Process to include the following goals for this Five-Year Plan:

- Ensure an inclusive and equitable Public Engagement Process
- Review completed local systematic Affordable Housing Plans, Assessments, and Initiatives.
- Review and conduct research on other housing programs and models for addressing affordable housing challenges in other large cities.
- Establish Key Performance Indicators & Strategic Outcomes
- Identify Key Strategic Partnership Opportunities
- Recommend Policy and Programmatic Actions
- Recommend Resource Allocation of current and future SAHT Tools and Resources

TERM

The Foundation shall seek a completed Strategic Plan within six (6) months of commencement.

EVALUATION CRITERIA

Submissions shall be evaluated based on a 100-point scale demonstrating competence, experience, knowledge, qualifications, price, minority/women owned businesses, and location of the professional service as follows:

- Respondent's specific record and experience relevant to the above Scope of Services such as working preferably with similar housing related public or nonprofit entities. **30 Points**
- Professional qualifications of the individuals who will perform the work (including subcontracted personnel). **20 Points**
- Respondent's price proposal to carry out the scope of services provided above. **20 Points**
- Respondent's experience in completing inclusive and equitable public engagement in both English and Spanish. **10 Points**
- Respondent's certified minority-and women-owned business enterprises and/or the employment of minority group members and women in the performance of the Trust Contract. **10 points**
- Respondent's local office location, access, and availability to the Trust entities **5 Points**
- Respondent's insurability and status of current work **5 points**

EVALUATION PROCESS

This is an open-ended Request for Proposals, therefore, there is no prescribed due date for submissions. All suitable proposals will be reviewed by the Foundation on an ongoing basis as received until such time as the Board approves an award. After a proposal is received, the evaluating team shall commence a review to determine if the proposal meets the minimum score of 70. If so, staff will present the proposal to a Foundation Subcommittee for consideration.

- Foundation may call upon anyone deemed necessary to assist with the evaluation.
- Foundation may obtain information from references.
- Foundation may contact the proposed respondents for the purpose of obtaining additional information or clarification during the evaluation period.
- Foundation shall evaluate each Qualification Package received, in accordance with the factors identified above.
- Foundation shall reserve the right to request written clarification and references.
- The Foundation may score based solely upon the evaluation of the Statement of Qualifications package. Any subsequent written clarifications required, and reference information obtained.

If based on the review of the Qualifications Packages the Foundation deems it necessary to interview respondents to determine the most responsive proposal, the Foundation may identify more than one respondent to be interviewed.

If recommended, the Foundation staff will notify the most responsive respondent in writing. Upon notification, the parties will attempt to negotiate scope and extent of work to be performed, time for performance, compensation/fee structure, and other terms. If terms on the fee structure cannot be negotiated, the evaluation committee reserves the right end negotiations. Final adoption of the successful Respondent will be contingent upon approval from the appropriate Trust entity Boards.

TIMELINE

This is an open-ended Request for Proposals, therefore, there is no prescribed due date for submissions. All suitable proposals will be reviewed by the Foundation on an ongoing basis as received until such time as the Board approves an award.

STATEMENT OF PROPOSAL

The information in the Respondent 's Statement of Proposal in this Package shall be presented in the same order and sequence as outlined below.

1. Organizational Information

Describe the Respondent's name, principals, ownership organization, address, contact information, year established, former names, and identify home or branch office making submittal. Include: Name, Location, and description, and contact Person and telephone Number.

2. Key Personnel

The Respondent shall provide a resume for key personnel that will be assigned to the Trust. The information for each individual must include the following: Name, Area(s) of Expertise, Years of Experience, and Professional Licenses(s), if applicable.

3. Resource Utilization Plan

Workload Status Based on the Respondent's current workload and staffing, indicating the current percentage of capacity at which the Respondent is operating. Indicate the current backlog (if any) of key personnel assignments in months.

4. Experience and Qualifications

The Respondent shall list examples of the Respondent 's record and experience related to the submitted Scope of Services.

5. Statement of Work

Provide the description and approaches to the work to be performed in the Scope of Services.

6. Timeline

Provide a description of monthly activities expected during the term of the contract.

7. References

Provide at least three references. References must include: Name & Location, Respondent's role and responsibility. Project description and reference phone contact information.

8. Claims/Performance/Insurance/Bonding

- a. If the Respondent currently involved in litigation or arbitration based on its work, briefly describe the nature of the claim.
- b. If the Respondent has ever been terminated from an assignment for non-performance, please briefly explain.
- c. Is the Respondent currently carrying General Liability, Workers Compensation, Professional Liability and Errors and Omissions insurance, and will it continue to carry such insurance for the duration of the contract term?

9. Minority and Woman Owned Business

- a. Provide documentation that the Respondent is a minority or women-owned business enterprise and/or will have the employment of minority group members and women in the performance of the Trust Contract.

10. Price Proposal

- a. Provide the proposed fee, pricing structure, and invoice schedule. Please include a cost per hour per position along with estimated number of anticipated hours for completed the scope of work. The Price Proposal may include additional or alternative services available.

Costs for preparing the RFP Package and any subsequent materials or presentations shall be the sole responsibility of the prospective Respondent.

SUBMISSION REQUIREMENTS

The Submission Package will include the following components as shown:

- *One Page Transmittal Letter*
The letter shall provide the names, title, address (physical and mailing) and telephone number of the official contact and shall be numbered if more than one page.
- *Statement Concerning Insurance*
Confirmation that the Respondent has in place general liability insurance, worker's compensation, and professional liability insurance.
- *Statement Concerning Conflict of Interest*
Disclose those interests of the Respondent that would impede with or interfere in the carrying out the duties and responsibilities of the proposal.
- *Statement of Proposal*

The entire Submission Package shall stand alone and include full responses to all RFP instructions. The Submission Package must not exceed 25 pages of 8 ½" X 11" paper.

The Respondent shall submit one (1) electronic copy of a signed Submission Package submitted via email or file share link.

Submission may also be delivered electronically online via e-mail to Nicole Collazo, Assistant Director at nicolec@saht.org under the following heading

SUBMISSION PACKAGE FOR STRATEGIC CONSULTANT ENCLOSED

Note: If the Respondent is a Joint Venture firm, then documentation of its incorporation may be requested.

The Foundation reserves the right to reject any and all qualifications received in response to this request. The Foundation is not obligated to award a contract solely based on this request or to otherwise pay for information solicited. Information received will be considered contractual in nature and will be used in validation and evaluation of qualifications and in any subsequent contractual agreement.

All data and information submitted by the Respondents in response to this RFP may become public information, as provided by the Texas Open Records Act, Texas Government Code. The Foundation does not assume responsibility for asserting legal arguments for confidentiality on behalf of the Respondent.