



HOUSTON
HOUSING AUTHORITY

Transforming Lives & Communities

RESOLUTION NO. 3594

At the meeting of the Houston Housing Authority Board of Commissioners, **December 13, 2022**, the following resolution was moved by **Andrea Cooksey** and seconded by **Kris Thomas**:

Resolution: That the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to negotiate, execute and make necessary changes and corrections to a contract not to exceed \$1,075,000 for a maximum 3-year contract; allocated to Edgemere Consulting Corporation in the amount not to exceed \$675,000 and Du & Associates in the amount not to exceed \$400,00. The contract term is one (1) year, with HHA having the option of extending the contract two (2) additional years, pursuant to the memorandum from Cheryl Rivers, Interim Vice President of HCVP, dated November 29, 2022, David A. Northern, Sr., President & CEO.

A true and accurate copy of the vote is listed below, and a true and correct copy of the Resolution that was approved is attached hereto.

Name	Aye	No	Abstain	Name	Aye	No	Abstain
L. Snowden, Chair	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	M. Miller*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Kirkendoll, Vice Chair*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A. Cooksey	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Thomas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	S. Ballard	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Absent: K.Kirkendoll and M.Miller

(SEAL)



DocuSigned by:
David A. Northern, Sr.
9E0B1D8C1AF04AA

David A. Northern, Sr., Secretary
HHA Board of Commissioners



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REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item

Consideration and/or action to authorize the President & CEO or designee to execute a contract for Consulting Services to Edgemere Consulting Corporation and Du & Associates.

2. Date of Board Meeting: December 13, 2022

3. Proposed Board Resolution:

Resolution: That the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to negotiate, execute and make necessary changes and corrections to a contract not to exceed \$1,075,000 for a maximum 3-year contract; allocated to Edgemere Consulting Corporation in the amount not to exceed \$675,000 and Du & Associates in the amount not to exceed \$400,00. The contract term is one (1) year, with HHA having the option of extending the contract two (2) additional years, pursuant to the memorandum from Cheryl Rivers, Interim Vice President of HCVP, dated November 29, 2022, David A. Northern, Sr., President & CEO.

4. Department Head Approval Signature DocuSigned by:
Cheryl Rivers
3DE403DEA128441 Date: 12/7/2022

5. Statement regarding availability of funds by VP of Fiscal Operations

Funds Budgeted and Available Yes No Source _____

VP of FO Approval Signature DocuSigned by:
Mike Rogers
3F007AD47107420 Date: 12/7/2022

6. Approval of President & CEO

Signature DocuSigned by:
David A. Northern, Sr.
0E0B1D8C1AFC44A Date: 12/7/2022



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MEMORANDUM

TO: DAVID A. NORTHERN, SR., PRESIDENT & CEO
FROM: CHERYL RIVERS, INTERIM VICE PRESIDENT OF HCVP
SUBJECT: CONSIDERATION AND/OR ACTION TO AUTHORIZE THE PRESIDENT & CEO OR DESIGNEE TO EXECUTE A CONTRACT FOR CONSULTANT SERVICES TO EDGEMERE CONSULTING CORPORATION AND DU & ASSOCIATES
DATE: NOVEMBER 29, 2022

This memorandum recommends that the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to take all necessary actions to negotiate, execute and make necessary changes and corrections to award a contract for Consulting Services; to two (2) firms.

BACKGROUND:

HHA continually seeks opportunities to enhance and/or expand its capacity to deliver optimal services to "improve lives by with quality, affordable housing options, and other wrap-around services." In 2022, a new executive campaign titled "Trust the Process" was launched, offering five (5) guiding pillars for transforming HHA:

- 1) Create a positive and uplifting culture, internally and externally
- 2) Instill a business mindset while creating stable and structured operations with streamlined processes and services
- 3) Promote a client-first mindset by improving customer service and client wait times
- 4) Enhance and maintain vendor and landlord relationships by building solid and cohesive partnerships
- 5) Be a better partner with stakeholders and clients by encouraging communication and positive outcomes

To achieve these principles, industry-related expertise is desired to expand HHA's knowledge base. Consultant services will provide technical assistance in strengthening existing processes while also creating new systems, such as:

- Modifying workflows to implement Tiered-Rent Policies (Moving-To-Work)
- Improving the effectiveness of HVCP processes (expediting leasing of vouchers, navigation, etc.)
- Exploring innovative options to Expand Affordable Housing
- Pursuing strategies to continue converting to a Paperless System and new Software

On September 2022, HHA issued a Request for Proposal (RFP) 22-42 soliciting proposals from qualified consulting services with verifiable experience in affordable housing. Interested firms were required to

demonstrate expertise in developing policies, procedures, and workflows related to information technology, quality control, administrative compliance, staff training, and system design. HHA seeks to enter into a contract with selected vendors for an initial period of performance of one (1) year, with an option to extend two (2) additional years; in one (1) year increments.

ADVERTISEMENT:

A legal notice advertising RFP 22-42 for Consulting Services was posted in the Houston Chronicle, Forward Times Newspapers, and the Houston Business Journal.

It was also posted on HHA's website, along with HHA's Procurement Department e-mailing the solicitation to Firms on its Bidder's List and list maintained by the City of Houston's Office of Business Opportunity and to the Houston Minority Supplier Development Council.

Interested parties were also able to access RFP 22-42 by going to the websites of the City of Houston Office of Business Opportunity ("OBO"); the Greater Houston Black Chamber of Commerce ("GHBC"); the Houston Minority Supplier Development Council ("HMSDC"); the Houston Chapter of the National Association of Minority Contractors ("NAMC"); and to the Houston Office of the United States Small Business Administration ("SBA").

EVALUATION PROCESS:

The following HHA staff served on the evaluation committee to review four (4) responsive proposals received:

1. Cupid Alexander – Senior Vice President
2. Cheryl Rivers – Interim Vice President, Housing Choice Voucher Program
3. Gary Baxter – Director of Housing Choice Voucher Program

Evaluation/Selection Criteria	Maximum Score
Offeror's qualifications and experience in performing similar work and record of performance, including prior work with HHA.	40
Methodology / Project Plan	15
Proposed Fees	35
Cost Control	5
M/WBE Participation	5
Total Points Possible	100

After each scoresheet was submitted the totals were tabulated as follows:

Rank	Firm/Company	M/WBE	Evaluation Rating
1	Edgemere	N/A	94
2	Du and Associates	M/WBE	82
3	Neutral Grey	M/WBE	68
4	Jaime R. Wright	M/WBE	57

References for Edgemere and Du and Associates were checked and returned positive. It was determined that neither firm had any conflicts of interest, was not on HUD's Debarment List, nor currently list as a subject in an investigation.

The committee determined that the most responsive bidders recommended receiving a contract for are Edgemere and Du and Associates.

DESCRIPTION OF WINNING PROPOSALS

Edgemere

Edgemere Consulting Corporation has provided management, consulting, training, and technical assistance services to Public Housing Authorities and other affordable housing providers since 1993. In 2015 thru 2019, Edgemere was selected to provide Consulting Services for the Housing Choice Vouchers Programs (HCVP). In 2020, Edgemere was selected again by HHA to provide consultant services for several strategic initiatives, including a successful application for MTW designation; the agency's first MTW Supplement submission; development of staff training materials; assistance with the successful Choice Neighborhoods Planning grant; and various HUD and City submissions related to replacement housing for Clayton Homes. Most recently, Edgemere has worked with HHA's management team and staff on the FY 2023 Annual PHA Plan and MTW Supplement, revisions to the Administrative Plan and Admissions and Continued Occupancy Policy, and other initiatives.

Edgemere Consulting Corp. (Edgemere) has provided management, consulting, training, and technical assistance services to Public Housing Authorities and other affordable housing providers since 1993. Our primary focus is the provision of technical assistance to agencies administering Public Housing, the Housing Choice Voucher Program (HCVP), Moving to Work (MTW), Rental Assistance Demonstration (RAD) conversions, and other affordable housing and related supportive service programs. Their primary goal is to support clients in achieving excellence, operational efficiency, and regulatory compliance in the administration of these vitally important housing programs. Edgemere provides a wide range of technical assistance services tailored to meet each client's needs, including:

- Policy analysis and development, including Administrative Plans, Admissions, and Continued Occupancy Policies, Impact Analysis, MTW Plans, and Reports
- Proposal development for Choice Neighborhoods, Jobs Plus, other major federal programs
- Strategic planning services
- Management assessments related to public housing, HCVP, and supportive service programs
- Productivity tools development, including staff resource guides, online forms, and other software tools and materials
- Customized staff training curriculum development and administration
- Quality control initiatives, including file reviews and the development of software monitoring tools

Du and Associates

Du & Associates, Inc. (D&A) is a minority woman-owned professional consulting firm founded in 1996 that specializes in asset management, RAD advisory services, project-based contract administration, compliance consulting, staff development and training, innovative information technology solutions, financing and underwriting, property management consulting, MTW consulting, performance tracking, process improvement, and other consulting services to the multifamily affordable housing industry.

D&A has extensive public housing administrative and operational experience through direct administration and oversight of public housing programs over several decades. D&A's staff and specialized contractors are industry experts in HUD's multifamily project-based rental assistance (PBRA), public housing, and housing choice voucher (HCV) programs, including project-based vouchers (PBV), as well as other assisted housing programs such as the low-income housing tax credit (LIHTC), Section 202, and various FHA Insurance programs.

ENGAGEMENT:

Services provided by two (2) selected Consultants will be requested and scheduled in coordination with the Senior Vice Presidents. The request will have to demonstrate how and why consultant services are needed to address specific projects with clear deliverables within a reasonable timeframe. Staff requests will also be required to be submitted in advance to allow an appropriate assignment based on the type of requested assistance. As consultant services are assigned, the firms will not exceed their allotted budget authority as indicated below:

Contractors	Annualized Average Totals	Maximum Contract Total (3-year)
Edgemere	\$225,000	\$675,000
DU & Associates	\$133,334	\$400,000
TOTAL	\$358,334	\$1,075,000

RECOMMENDATION

Accordingly, I recommend that the Board considers this resolution, which states:

Resolution That the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to negotiate, execute and make necessary changes and corrections to a contract not to exceed \$1,075,000 for a maximum 3-year contract; allocated to Edgemere Consulting Corporation, in the amount not to exceed \$675,000 and Du & Associates in the amount not to exceed \$400,00. The contract term is one (1) year, with HHA having the option of extending the contract two (2) additional years, pursuant to the memorandum from Cheryl Rivers, Interim Vice President of HCVP, dated November 29, 2022, David A. Northern, Sr. President & CEO.