



ADDENDUM NUMBER TWO

March 10, 2021

RFP #21-901-14

ORGANIZATIONAL REVIEW AND ASSESSMENT OF THE HOUSING AUTHORITY OF NEW ORLEANS

THIS ADDENDUM IS BEING ISSUED TO INCORPORATE THE FOLLOWING IN THE REFERENCED REQUEST FOR PROPOSALS

ITEM #1 WRITTEN QUESTIONS RECEIVED

Q1: Could you provide us with organizational charts listing the positions in the departments?

A1: See HANO Organizational Chart, as attached.

Q2: List of properties and number of units and type (RAD, LIPH, PBV, LIHTC, market-rate, etc.)

A2: Refer to attached Property List, as attached.

Q3 How many of the properties are privately managed?

A3: Refer to attached Property List, as attached.

Q4: Does HANO have updated written SOPs (Standard Operating Procedures)?

A4: HANO has Standard Operating Procedures. However, it is unknown what procedures are being requested.

Q5: Does HANO have a union?

A5: No.

Q6: What system(s) of record does HANO use? (IT systems)

A6: Information Technology records are used for financial, tenant, procurement, board, contract, HCVP, emails, etc. Different IT types and databases are used for each.

Q7: Number of vouchers—funding type (state, local, federal)

A7: The number of vouchers and federal funding source is 18,084. Refer to attached Property List, as attached.

Q8: SEMAP or PHAS scores for the past 3 years

A8: PHAS: Standard Performer for the following:

FYE 2015	Standard Performer	77
FYE 2016	Standard Performer	77
FYE 2017	Standard Performer	75

SEMAP Scores for the past 3 years:

FYE 2018	High Performer	130
FYE 2019	High Performer	130
FYE 2020	High Performer	130

HANO's SEMAP score for 2018 and 2019 was 130 points for each year which is a score of 90%. The agency was a high performer for each of these years. HANO's 2020 SEMAP score was based on our 2019 score due to the COVID waiver option.

Q9: Does HANO expect as a deliverable an updated compensation analysis/report for the Authority?

A9: Yes.

Q10: Does HANO expect all job descriptions to be updated and produced as a deliverable?

A10: No. However, HANO does expect the job descriptions and the standard template that is currently in place, be reviewed for recommendations for changes and/or updates (based upon industry standards and trends).

Q11: The RFP references numerous services that can range greatly in scale and effort, depending on the needs of an organization. Examples include Strategic Plan design, staffing analyses, departmental/service reviews, and Gap Analysis. We would like to design and propose a work plan of appropriate scope for HANO's needs. A rough "not to exceed" cap on budget would help guide our design.

Can HANO provide a tentative budget range for this engagement?

A11: No, this information will not be provided.

Q12: Is it possible to receive a draft Q&A addendum with responses to offerors' questions closer to the beginning of March?

A12: No. Draft Addenda will not be provided to Offerors.

Q13: The following forms are not included in the Index of Submittal Documents provided. Please verify that we do not need to include the following forms in the response to the RFP

- Contracting Schedule
- Section 3 Employment and Training Schedule
- Letter of Intent- Subcontractor Commitment Form – (if this needs to be included, do we only list the DBE/WBE or complete one form for each subcontractor, even if they are not section 3 DBE/WBE?)

A13: A Contracting Schedule, and the Section 3 Employment and Training Schedule are required in your response. The Letter of Intent – Subcontractor Commitment Form is also required for all subcontractors, even if the subcontractors are not Section 3 DBE/WBE subcontractors.

Q14: The form that is to be submitted entitled “List of Core Employees”, should we assume this employee list pertains to the employees of the prime contractor/consultant only?

A14: Yes. At this time only the Prime is required to furnish a Core Employee List.

Q15: How do employees currently receive training and is the training targeted to the functional areas?

A15: There are a variety of ways that HANO provides training to employees. Most of the trainings that staff receive is job specific and contributes to professional development and growth initiatives within their current roles and/or functional areas. Agency-wide, required trainings, such as Harassment and Ethics training is facilitated in house and conducted by the HR department. HR utilizes the content within the ADP comprehensive learning management system (LMS) to provide the in-house training .

Q16: Please provide job description samples.

A16: Refer to Job Descriptions, as attached.

Q17: Please provide your current organizational chart.

A17: See HANO Organizational Chart, as attached.

Q18: Please list HANO’s current business applications.

A18: HRIS (HR & Benefits): ADP Workforce Now
Financial System: JD Edwards
Housing Administration System: Emphasys – Elite (software)

Q19: Can the notarized documents that are submitted as the "original" be a fully executed and signed "copy" OR does HANO require a true "wet ink" signed and notarized form in the "original" proposal response?

A19: Copies with the notary seal clearly visible are acceptable.

Q20: We noted the fee proposal form included a section for overhead and profit as a percentage of labor costs. We do not anticipate charging overhead and profit on top of our quoted hourly rates. Is it acceptable to leave this section blank or just to indicate "none".

A20: "None" or "Not Applicable" should be inserted.

Q21: We noticed on the HANO website that there is a submission portal. Due to majority of office staff working from home due to Covid, are we allowed to submit our proposal through your portal.

A21: Proposals shall be submitted pursuant to the Supplemental Instructions to Offerors.

Proposals must be received by the Housing Authority of New Orleans (HANO) in the Office of Procurement and Contracts by 2:00 p.m., local time on Monday, March 15, 2021. All terms and conditions shall remain as stated in the original Request for Proposal. All addenda must be acknowledged.

END OF ADDENDUM NUMBER TWO

HANO / PIC AMP LISTING

GHRMC	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Guste I	LA001015401	82		67				15	0
Guste II	LA001015402	16	16						
Guste High Rise	LA001015301	385	385						
Guste III	LA001015403	155	10	99				46	
Total Unit Count		638	411	166	0	0	0	61	0
HRI	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Lafitte I	LA001005705	134		74				60	
Lafitte II	LA001005706	142		67	40			35	
McComick Barron									
Lafitte Senior	LA001005711	100	30						70
Total Unit Count		376	30	141	40	0	0	95	70
Columbia Parc Residential	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Columbia Parc	LA001008707	466	7	150	160		149		
Columbia Parc IIA	LA001008708	49	1	15	16		17		
Columbia Parc IIB	LA001008709	48		19	13		16		
Columbia Parc III Elderly	LA001008710	120	37					0	83
Total Unit Count		683	45	184	189	0	182	0	83
HANO	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
WB Scattered Sites	LA001099105	16	16						
DT Scattered Sites	LA001099103	29	29						
UT Scattered Sites	LA001099104	40	40						
Florida	LA001022804	52	52						
Total Unit Count		137	137						
Current unit count		1834	623	491	229	0	182	156	153
ACC Only	623								
ACC/LIHTC	491								
Total Public Housing Units	1114								

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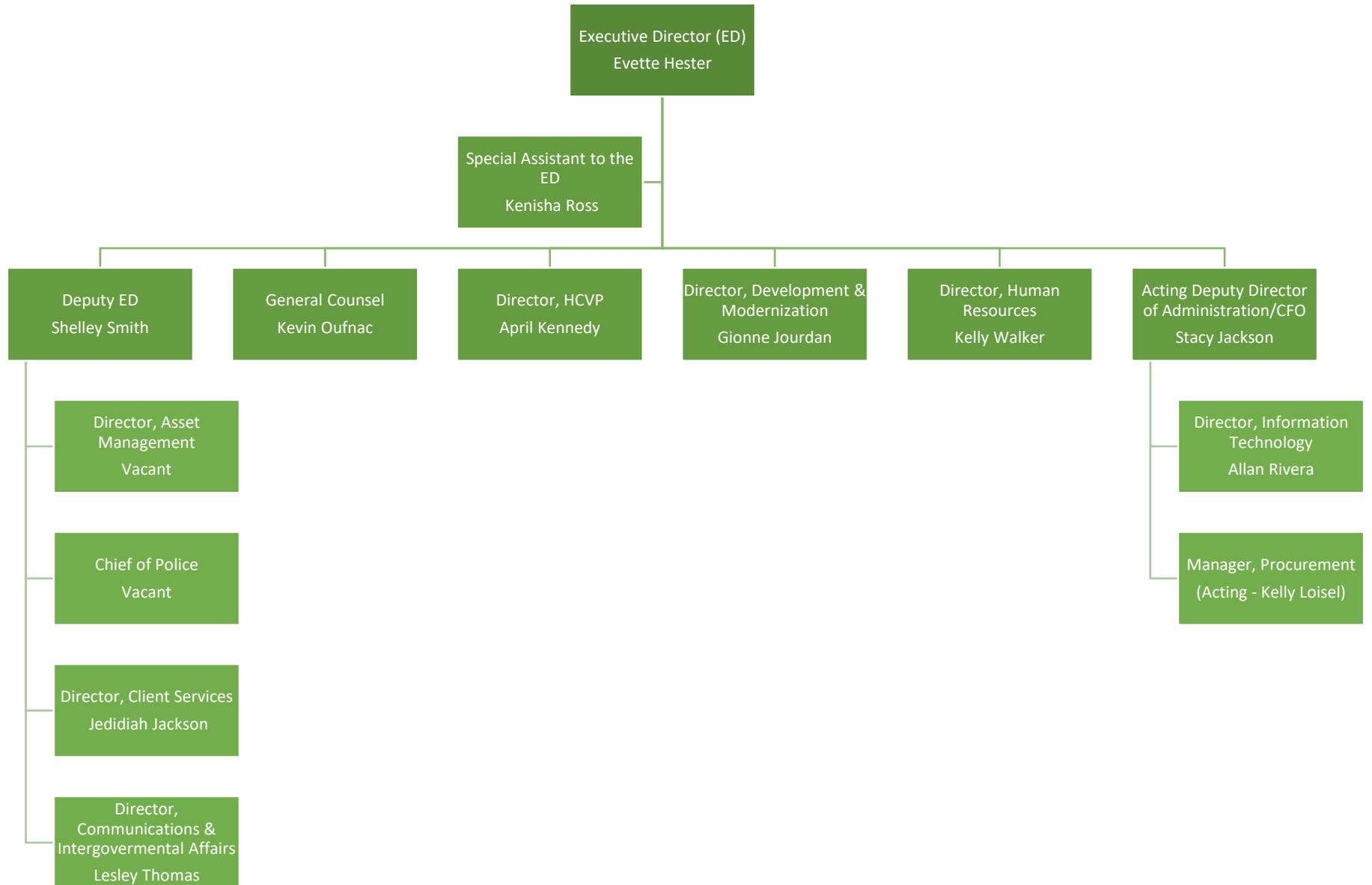
McCormack Baron	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Marrero Commons	LA001007501	250	7	83	92		68		
Marrero Commons IB	LA001007502	160		53	59		48		
Harmony Oaks	LA001002709	460	7	186	144		123		
Total Unit Count		870	14	322	295		239	0	0
HANO	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Fischer I	LA001071601	20		8	12				
Fischer III	LA001072602	103		67	36				
Fischer IV	LA001016603	87	10				70		
Fischer IVA	LA001016604	16	16						
Fischer Senior Village	LA001062101	100	100						
Total Unit Count		326	126	75	48		70		
IRM - The Micheals Group	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
Savoy I	LA001014713	158		43		2		113	
Savoy II	LA001014716	160		46	24		1	89	
Treasure Village	LA001082703	34		3	5			26	
Abundance Square	LA001081702	73		35	11			27	
Total Unit Count		425		127	40	2	1	255	0
HRI	AMP ID	Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
River Garden	LA001058701	296		122			174		
River Garden II	LA001077712	310		60	64		186		
Bienville Basin I	LA001003103	152		56	44		52		
Bienville Basin II	LA001003104	75	4	21	9		41		
Bienville Basin III	LA001003105	105		36	6	11	52		
Bienville Basin IV	LA001003106	164		38	58		17	51	
Bienville Basin V	LA001003107	80		24	8	9	39		
Bienville Basin VI	LA001003108	50		17	33				
Bienville Basin VII	LA001003109	56		31	19		6		
Total Unit Count		1288	4	405	241	20	567	51	0
Current unit count		2909	144	929	624	22	877	306	0
ACC Only	144								
ACC/LIHTC	929								
Total Public Housing Units	1073								

Total Current Unit Count

Total Units	ACC	ACC/LIHTC	LIHTC	Affordable	MKT	PBV/LIHTC	PBV
4743	767	1420	853	22	1059	462	153



Executive & Senior Staff Organizational Chart



HOUSING AUTHORITY OF THE CITY OF NEW ORLEANS POSITION DESCRIPTION

New Position Revision (see below) Exempt Non Exempt

Previous Revision Date: _____

Essential

Approved: _____
Executive Director

Approved: _____
Human Resources Director

Effective Date: 10/01/2020

Position Title: Director of Asset Management

Supervisor: Deputy Executive Director

Department: Asset Management

Requested Revision:

Change of title

Revised qualifications

Expanded qualifications

Revised duties

Expanded duties

Other (Please specify) _____

SUMMARY

Under the general direction of the Deputy Executive Director, the Director, Asset Management will be charged with the fiduciary responsibility of monitoring and protecting the Housing Authority's real estate portfolio comprised of Public Housing, Section 8, Low Income Housing Tax Credit Units, and other mixed-income unit types. In addition, the Director is expected to actively support and engender the development and maintenance of sound asset management practices. The Director will ensure that measures are in place to provide easy identification and diagnosis of problems with investment properties, asset repositioning, and develop action plans aimed at resolution of such problems. The Director is responsible for all activities associated with the day-to-day operations of the Housing Authority's portfolio – including property management and maintenance of the structures, agency owned/operated buildings, facilities, grounds and distribution systems, establishing budgets and monitoring property financial performance; and coordination of admission and occupancy functions for same.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The below statements are intended to describe the general nature and scope of work being performed by this position. This is not a complete listing of all responsibilities, duties and/or skills required. Other duties may be assigned.

- Develop and implement HANO's asset management plans and strategy, communicate expectations and obligations through Deputy Executive Director and departmental management staff, monitor and report on performance to optimize the value of the agency's asset portfolio.
- Defines objectives and execute investment strategy for each asset including leasing, operations, and capital improvements.
- Coordinates leasing, construction and property management departments/contractors to achieve Authority goals and objectives.
- Conducts quarterly internal asset valuations for all properties.
- Interacts with the Development & Modernization department to ensure that asset investment strategy is consistently maintained.
- Collaborates with the Finance Department to ensure accurate reporting, timely data production, operating subsidy preparation, and audit support is maintained.

Director, Asset Management

- Plans, organizes, delegates and monitors implementation programs for all types of maintenance and management activities of HANO's housing units to ensure decent, safe and sanitary housing for the Housing Authority residents.
- Monitors the implementation and progress of new programs for compliance with the Authority's overall goals and objectives.
- Develops and implements departmental policies, standard operating procedures and reports necessary to track public housing assessment system indicators with the goal of maintaining a high performer status.
- Assures departmental compliance with applicable local, state and federal regulations.
- Monitors and assures third-party property managers compliance with contractual agreements and with applicable local, state and federal regulations.
- Prepares monthly, weekly and special reports for the Executive Director for submission to the Board of Commissioners, other departments, and HUD.
- Develops plans, specifications and cost estimates for repairs associated with the maintenance of the Authority's real estate portfolio and monitors contracts accordingly.
- Develops procedures and controls for the various functional activities within the department and provides technical assistance as necessary.
- Responsible for the overall management of Asset Management department's staff. Assigns work to subordinates, provides guidance, monitors their activity, and evaluates job performance and counsels employees.
- Determine, in collaboration with Asset Management team, appropriate frameworks, processes and standards to be applied to the acquisition and disposal of assets, ensuring compliance with sound and agreed financial, legal and commercial principles.
- Responsible for the overall management of the maintenance of HANO's main office and operations building.
- Prepares the annual operating budget and monitors maintenance and management expenditures to stay within budget.
- Develops preventive maintenance programs for dwelling/non-dwelling facilities, grounds, vehicles and equipment, updates as required and monitors on an ongoing basis.
- Determines training needs of Asset Management staff and coordinates/implements staff training activities.
- Obtains and maintains copies of current HUD regulations, federal and state law, and general information concerning the operation of Public Housing, Section 8 New Construction programs and Low Income Housing Tax credit programs.

- Prepares updates to the Public Housing Lease Agreement, the Admissions and Occupancy Policy, Standard Operating Procedures, and Maintenance Charges for review and approval by the Executive Director as needed.
- Attends Resident Advisory Board meetings to provide and/or obtain information and technical assistance.
- Attends departmental and Authority-wide staff meetings and meetings with outside agencies.
- Respond and resolve the complaints and concerns of Authority residents.
- Handles large volume of inquiries, telephone and written correspondence.
- Maintains records required by the Gas Pipeline Safety Act and ensures that the system is maintained in good, safe working condition.
- Keeps abreast of all local, state and federal regulations, codes, ordinances and laws concerning management and maintenance and/or repair and remodeling and obtains such approvals, permits, etc. as required for maintenance or repair/remodeling,
- Monitors and recommends changes in prices affecting charges to residents and others for damages to property.
- Assigns maintenance vehicles, approves vehicle logs and ensures proper markings of vehicles and equipment.
- Performs other duties as assigned.

Supervision Received and Given:

The employee receives assignments from the Deputy Executive Director. Most instructions are broad directives or policy statements. Normally, the employee receives specific instructions only in unusual or sensitive circumstances. The employee initiates and follows through on routine tasks with minimal supervision. Situations that arise which are not covered by instructions are referred to the Executive Director or dealt with independently, depending on the circumstances. Normally, the employee identifies what needs to be done and indicates the priorities, deadlines, and resources available. The employee's work is reviewed regularly for adherence to policies and the attainment of objectives.

The employee monitors the work of subordinates for accuracy, completeness, compliance with policy and achievement of objectives, evaluates staff performance and provides counseling.

Guidelines:

The employee refers to HANO's policies and procedures, and HUD's guidelines regarding Public Housing, Project Based Assistance, Low-Income Housing Tax Credits, and other Rental Assistance programs in performing work. These guidelines cover most job-related situations, although the employee frequently is required to use independent judgment in making decisions. If guidelines do not cover a situation, the employee consults the supervisor or makes a decision based on the circumstances.

Complexity:

The employee performs a wide variety of tasks, which range from routine to difficult and are not closely related. The employee must identify the work that needs to be done, determine how to accomplish it and coordinate, integrate and prioritize a variety of tasks or assignments. The employee must make regular decisions involving usual and unusual circumstances, conflicting data or other non-routine occurrences. Routine work is instructed and problems encountered by the employee do not require extensive analysis to identify them. Tasks frequently have to be coordinated, integrated and/or prioritized. Decisions regarding unusual circumstances may be made by the employee and/or referred to the supervisor for resolution.

Scope and Effect:

The employee's work affects other employees and residents throughout the housing developments and affordable housing communities. Performing work tasks effectively, efficiently and with compassion enhances relationships between residents and the Housing Authority of New Orleans, and provides long-term benefits in the management of the Housing Authority of New Orleans.

Personal Contacts:

The employee's contacts are primarily with management staff, investors, partners, funders, employees, residents and other agencies. The purpose of such contacts is to foster positive and open communication between the Housing Authority of New Orleans and all stakeholders.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

Bachelor's degree in Real Estate Development, Business Administration, Management, Finance, or related field of study. A minimum of ten (10) years of hands-on experience in one or more of the following disciplines: Asset Management, Acquisitions, Underwriting or Property Management, along with an additional five (5) years of managerial experience in supervising an asset management department or division. An equivalent combination of education and experience may be considered.

Technical Skills and Requirements

- Demonstrate considerable independence, evaluative thinking, written and oral communication skills, and operational, leadership and strategic planning skills.
- Thorough knowledge of modern principles and practices of asset/property management.
- Thorough knowledge of federal regulations, State laws and city ordinances governing public and other subsidized housing programs, including but not limited to health and fire regulations, landlord-tenant relationships, leasing of property, eviction, community safety and empowerment programs.
- Thorough knowledge of and a sympathetic understanding of principles underlying the Federal public housing law.
- Ability to plan and supervise the work of others, while facilitating teamwork and building cohesiveness.
- Knowledgeable of municipal and county governments that are related to public housing and tax-credit communities.
- Initiative in the solution of complex asset and property management issues.
- Must have excellent professional judgement.
- Have to capacity to provide support to staff and assistance in training.

- Computer knowledge and office skills.
- Thorough knowledge of coaching and how to work with employees to motivate and empower them to succeed professionally.
- Ability to initiate and coordinate service delivery and follow-up services.
- Experience communicating and working successfully with people from a broad range of socio-economic and cultural backgrounds.
- Ability to prepare, present and communicate ideas in a clear, concise and effective manner, both orally and in writing.
- Ability to develop and implement effective administration and operational procedures.
- Ability to serve as a team-leader.
- Ability to address the public and present information in a clear, concise and convincing manner.
- Ability to deal effectively with situations that require tact and diplomacy, yet firmness.
- Ability to establish and maintain effective and courteous working relationships with other employees, residents, and community agencies and other activities that provide services.
- Demonstrate a broad understanding of operational and investment fundamentals of institutional real estate.
- Certification in Certified Property Manager (CPM), Housing Credit Certified Professional (HCCP) or Public Housing Manager's designation must be attained within the first year of employment.
- **Bondable.**
- Valid Louisiana driver's license.
- Eligibility for Housing Authority of New Orleans fleet auto insurance.

Job Competencies

- Experience in and knowledge of asset management as well as public housing, low income housing tax credit programs, HUD rules and regulations.
- Good knowledge of federal, state and local laws and regulations pertaining to public housing authorities.
- Knowledge of principles, practices, and techniques of budgeting and accounting.
- Good knowledge of the principles, practices and techniques of public housing and mixed income portfolio management.
- Considerable knowledge of the trade skills, methods, materials, tools and equipment and techniques used in maintaining, and repairing dwelling and non-dwelling facilities and grounds.
- Good knowledge of safety precautions, procedures, and equipment used in the maintenance of facilities.
- Knowledge of housing quality standards.
- Ability to read blueprints, plans and specifications.
- Ability to establish and maintain effective and courteous working relationships with other Authority employees and residents and persons outside the Authority.
- Ability to maintain adequate records and prepare clear and concise narrative and statistical reports.

- Ability to analyze intricate data, establish performance metrics, and prepare and monitor complex statistical reports.

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 course of action for the department, staff, and tasks; manages the planning, execution, and achievement of department goals by providing regular communication to staff, tenants, third-party property managers, contractors, and other business partners, and community 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; 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 convey 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 their fair 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.

Problem Solving: Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully; develops alternative solutions; and works well in group problem solving situations. Uses reason even when dealing with sensitive topics and/or irate customers.

Professionalism: Approaches others in a tactful manner; reacts well under pressure; treats others with respect and consideration regardless of their status or position; and accepts responsibility for own actions.

PHYSICAL DEMANDS

The employee's work is performed both indoors and outdoors, and involves numerous visits to housing developments, residents' homes, the offices of other agencies/partners, community centers and meeting halls. The employee may drive lightweight vehicles, and may be required to push, pull and/or lift objects weighing up to and more than 25 pounds, such as boxes of canned food, tables, or a resident who must be helped into and out of a vehicle. The employee will be required to work unusual hours, along with being on-call during non- business hours.

WORK ENVIRONMENT

Work involves the normal risks or discomforts, associated with an office environment, and is usually in an area that is adequately heated, lighted, and ventilated. From time to time, it involves visits to outdoor developments, sites, dwellings or facilities, inspections of structures and/or confrontations with residents, employees and contractor personnel. The employee may be exposed to weather extremes and to the usual hazards associated with housing developments.

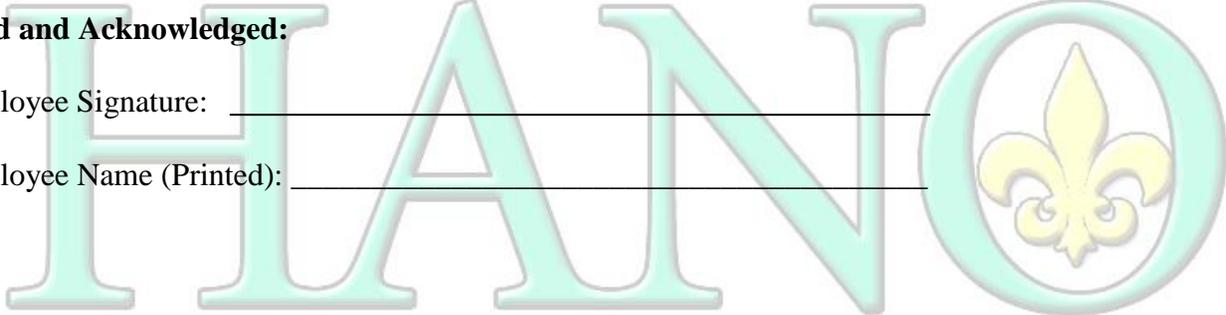
EEO POLICY STATEMENT

HANO provides equal employment opportunity to all individuals regardless of race, color, ancestry, national origin, gender, sexual orientation, marital status, religion, age, physical or mental disability, sex (including pregnancy, childbirth, or related medical conditions), gender identity, or gender expression results of genetic testing, or service in the military or veteran status or any other status protected under applicable federal, state or local law. Discrimination of any type will not be tolerated.

Read and Acknowledged:

Employee Signature: _____

Employee Name (Printed): _____



Housing Authority of New Orleans

HOUSING AUTHORITY OF THE CITY OF NEW ORLEANS POSITION DESCRIPTION

<input type="checkbox"/> New Position	<input checked="" type="checkbox"/> Revision (see below)	<input checked="" type="checkbox"/> Exempt	<input type="checkbox"/> Non Exempt
Previous Revision Date: _____		<input checked="" type="checkbox"/> Essential	
Position Title: Director of Development and Modernization		Approved: _____ Executive Director	
Supervisor: Executive Director		Approved: _____ Human Resources Director	
Department: Development & Modernization		Effective Date: _____ 03/30/20	
Requested Revision:		<input type="checkbox"/> Other (Please specify) _____	
<input type="checkbox"/> Change of title	<input checked="" type="checkbox"/> Revised duties		
<input type="checkbox"/> Revised qualifications	<input type="checkbox"/> Expanded duties		
<input type="checkbox"/> Expanded qualifications			

SUMMARY

Reporting directly to the Executive Director, the Director of Development and Modernization is responsible for the day-to-day direction and management of HANO's modernization and development activities. These activities include the modernization of existing units, creation of public housing, affordable and market rate homeownership and rental units through substantial rehab and new construction, and the creation of homeownership opportunities for HANO clients. The Director of Development and Modernization will ensure measures are in place to provide easy identification and diagnosis of problems with investment properties and develop action plans aimed at resolution of such problems.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The below statements are intended to describe the general nature and scope of work being performed by this position. This is not a complete listing of all responsibilities, duties and/or skills required. Other duties may be assigned.

- Directs, oversees, and manages all aspects of HANO's development and modernization programs to achieve the agency's goals and objectives.
- Recommends the appropriate approach for HANO to take with respect to each opportunity, and for managing the day-to-day implementation of each development, modernization and homeownership project.
- Manages all phases of development and modernization projects, including land purchase and/or partnership, project concept, planning and development, rehabilitation, administration, financing, community management, and marketing.
- Manages, coordinates, and directs all development projects initiated by HANO in real estate development projects conducted by others through agreements with HANO.
- Explores new development projects and implement them in order to better serve HANO's mission and its clients.
- Oversees all aspects of new development, primarily of mixed-finance projects and modernization of existing units.

Director of Development and Modernization

- Establishes project objectives, initial development and modernization concepts, plans and financing; assembles and manages appropriate internal and external development team(s).
- Directs market, financial feasibility, design and other studies necessary and appropriate to the projects and integrates these studies into development plans and proposals.
- Negotiates with public and private sector sources of finance, developers, managers, and others; writes requests for proposals; reviews bids; and oversees mixed-finance compliance requirements.
- Supervises the day to day operations of HANO's non-profit and for profit entities created to develop, own, and manage HANO's mixed finance projects.
- Oversees the planning and management of the Capital Fund Program for the agency.
- Works closely with internal staff as it relates to finance, economic inclusion, workforce development, and other HANO objectives to ensure seamless delivery of asset as it relates to HANO's programmatic and financial objectives.
- Develops and maintains project budgets, operating pro-formas and other analyses necessary to test and monitor financial feasibility of the projects; support the HANO Chief Financial Officer to secure project financing.
- Interacts with the Finance department to ensure accurate reporting, timely data production and audit support is maintained.
- Secures land commitments and directs the coordination of Public approvals.
- Prepares and maintains development and construction schedules; report development progress to HANO management.
- Directs and Manages construction processes, including CM/contractor selection, project bidding, inspections, and payments.
- Develops strategies, concepts and plans for the full development and/or disposition of the HANO owned sites.
- Procures Development Partners and Developers; manages and monitors their progress.
- Works in coordination with procurement to secure professional service contracts (Architect, Engineers, etc.) and coordinates the activities and services.
- Prepares and manages environmental reports.
- Directs, oversees, and manages day-to-day implementation of homeownership projects.
- Directs, oversees, and manages day-to-day operations of HANO's non-profit and for-profit entities.
- Establishes and implements strategic plans for each asset in HANO's real estate portfolio.

Director of Development and Modernization

- Defines objectives and executes investment strategy for each asset including leasing, operations, and capital improvements.
- Conducts quarterly internal asset valuations for all properties.
- Ensures that asset investment strategy is consistently maintained.
- Supervises and assigns work to subordinates, provides guidance, monitors their activity and evaluates job performance and counsel's employees.
- Develops plans and specifications and cost estimates and plans for repairs associated with the maintenance of the HANO's real estate portfolio.
- Develops procedures and controls for the various functional activities within the department and provides technical assistance as necessary.
- Obtains and maintains copies of current HUD regulations, federal and state laws, and general information concerning the operation of New Construction programs and Low Income Housing Tax credit programs.
- Attends departmental and HANO's staff meetings and meetings with outside agencies.
- Keeps abreast of all local, state and federal regulations, codes, ordinances and laws concerning management and maintenance and/or repair and remodeling and obtains such approvals, permits, etc. as required for maintenance or repair/remodeling.
- Prepares monthly, weekly and special reports for the Executive Director for submission to the Board of Commissioners, other departments and HUD.
- Provides regular updates to HANO's Board of Commissioners.
- Monitors Development and Modernization projects for compliance with Davis Bacon, Section 3, and HANO Employment, Training, and Contracting Policy.
- Performs other duties as assigned.

Supervision Received and Given:

The employee receives assignments from the Executive Director. Most instructions are broad directives or policy statements. Normally, the employee receives specific instructions only in unusual or sensitive circumstances. The employee initiates and follows through on routine tasks with minimal supervision. Situations that arise which are not covered by instructions are referred to the Executive Director or dealt with independently, depending on the circumstances. Normally, the employee identifies what needs to be done and indicates the priorities, deadlines, and resources available.

The employee monitors the work of subordinates for accuracy, completeness, compliance with policy and achievement of objectives, evaluates their performance and provides counseling.

Guidelines:

The employee refers to HANO's and HUD's guidelines in performing work. These guidelines cover most job-related situations, although the employee frequently is required to use independent judgment in

making decisions. If guidelines do not cover a situation, the employee consults the supervisor or makes a decision based on the circumstances.

Complexity:

The employee performs a wide variety of tasks, which range from routine to difficult and are not closely related. The employee must identify the work that needs to be done, determine how to accomplish it and coordinate, integrate and prioritize a variety of tasks or assignments. The employee must make regular decisions involving usual and unusual circumstances, conflicting data or other non-routine occurrences. Routine work is instructed and problems encountered by the employee do not require extensive analysis to identify them. Tasks frequently have to be coordinated, integrated and/or prioritized. Decisions regarding unusual circumstances may be made by the employee and/or referred to the supervisor for resolution.

Scope and Effect:

The employee's work primarily impacts the modernization and new development programs of the housing authority and the Authority's residents and non-residents. Successful accomplishment of duties by the employee will result in timely completion of those programs and provide better, more-affordable housing for low-income families in the community.

Personal Contacts:

Contacts are primarily with other Authority employees, federal, state and local governmental officials and representatives and community agencies. The employee has contact with architects, engineers, consultants, contractors and Authority residents. The primary purpose of contacts is to obtain, give or clarify information, plan and provide assistance and resolve problems. Contacts are normally cooperative; however, they may be occasionally antagonistic, unresponsive, or uncooperative contacts.

QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

Bachelor's Degree in Business Administration, Management, Construction Management, Urban Planning, Architecture, or related field of study required, with a minimum of 7 years responsible management of real estate investment portfolios; real estate development, underwriting or finance; and/or real estate asset management/property management. Experience in and knowledge of public housing, low income housing tax credit programs, Davis Bacon and Section 3 compliance, HUD, federal, state and local laws and regulations pertaining to public housing authorities. At least five years of responsible senior level management/supervisor experience is required. Master's degree is preferred. An equivalent combination of education and experience may be considered.

Technical Skills and Requirements

To perform this job successfully, an individual should have above average abilities in the areas listed below:

- Excellent written and verbal communication skills and analytical skills, with the ability to read, interpret, and develop statistical reports and calculations
- Knowledge of principles, practices and techniques of budgeting and accounting.

- Knowledge of the trade skills, methods, materials, tools and equipment and techniques used in maintaining, and repairing dwelling and non-dwelling facilities and grounds.
- Ability to read blue prints, plans and specifications.
- Ability to maintain adequate records and prepare clear and concise narrative and statistical reports.
- Ability to prepare and monitor complex statistical reports.
- Ability to establish short and long term goals and monitor progress to completion.
- Ability to coordinate and oversee a number of projects concurrently.
- Ability to supervise others effectively and collaboratively, reinforcing good performance and dealing firmly but fairly with less than satisfactory performance.
- Ability to communicate with and relate to persons of diverse backgrounds and abilities and to establish and maintain effective working relationships with participants, landlords and the public.
- Ability to deal effectively with situations which require tact and diplomacy, yet firmness.
- Bondability.
- Valid Louisiana driver's license, or must acquire one within 30 days of employment.
- Eligibility to be covered under the Authority's fleet auto insurance.

Job Competencies

- Ability to promptly acquire working knowledge of HANO-specific guidelines, policies and procedures.
- Ability to engage and direct multiple resources to create project focus and direct work delivery.
- Ability to negotiate solutions to complex problems.
- Strong ability to develop and manage budgets.
- Ability to develop positive working relationships with co-workers, subordinates, executive management, third-party management partners, contractors, and vendors.
- Ability to independently identify areas where greater contributions can be made to HANO.
- Ability to be flexible as to work environment and assigned tasks.

BEHAVIORAL COMPETENCIES

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

Leadership: A highly motivated, decisive, forward thinking leader, capable of working independently and in a team environment; provides support and guidance to subordinate staff; motivates and encourages high performance of staff for goal achievement.

Problem Solving: Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully; develops alternative solutions; works well in group problem solving situations; Uses reason even when dealing with sensitive topics and/or irate customers.

Customer Service: Meets/exceeds the expectations and requirements of internal and external customers; manages difficult or sensitive customer situations; responds promptly to customer needs; solicits customer feedback to improve service; responds to requests for service and assistance.

Interpersonal Skills: Focuses on solving conflict, not blaming; maintains confidentiality; listens to others without interrupting.

Teamwork: Balances team and individual responsibilities; contributes to building a positive team spirit; puts success of team above own interests.

Professionalism: Approaches others in a tactful manner; reacts well under pressure; treats others with respect and consideration regardless of their status or position; accepts responsibility for own actions.

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.

While work is principally sedentary, but may involve some physical exertion during on-site visits with residents or staff members, inspections of Authority developments, and construction sites, and facilities. Physical demands may include bending, stooping, bending, standing, walking at construction sites, climbing ladders, lifting up to 25lbs., and exposure to outside elements.

WORK ENVIRONMENT

Work involves the normal risks or discomforts, associated with an office environment, and is usually in an area that is adequately heated, lighted, and ventilated. From time to time, it involves visits to outdoor developments, sites, dwellings or facilities, inspections of structures and/or confrontations with residents, employees and contractor personnel. Work is primarily with use of computer, reading and preparing documents, and meeting deadlines.

EEO POLICY STATEMENT

HANO provides equal employment opportunity to all individuals regardless of race, color, ancestry, national origin, gender, sexual orientation, marital status, religion, age, religion, physical or mental disability, sex (including pregnancy, childbirth, or related medical conditions), gender identity, or gender expression results of genetic testing, or service in the military or veteran status or any other status protected under applicable federal, state or local law. Discrimination of any type will not be tolerated.

Read and Acknowledged:

Employee Signature: _____

Employee Name (Printed): _____