



SAN ANTONIO HOUSING AUTHORITY, TX  
INVITES YOUR INTEREST IN THE POSITION OF  
PRESIDENT/CEO

## THE COMMUNITY

Approximately 1.5 million people live in the City of San Antonio, the second-largest city in the state of Texas, and the seventh-largest in the United States. Since 1970, population growth and land annexation have doubled the size of San Antonio, which currently spans more than 460 square miles. The city is the county seat for Bexar County and is located in the northern part of South Texas, also known as “the heart of Texas.” As a frontier settlement, San Antonio was reputed to be a beautiful and exciting place with intermingled cultures. Following the introduction of the railway to San Antonio in the 1800s, the city was transformed from frontier settlement to modern, mainstream metropolis.

Key industries supporting San Antonio’s economy include financial services, government, healthcare, and tourism. Each year, more than 20 million tourists visit local attractions and generate millions of dollars in new revenues, creating an overall \$13.6 billion impact in the local economy. The city is also home to several military bases, at which almost 90,000 people are employed, providing an additional effect on the local economy of more than \$5.25 billion. San Antonio is home to several Fortune 500 companies and is the headquarters location for a host of large companies, including Valero Energy; Andeavor; USAA; iHeartMedia; NuStar Energy; CST Brands, Inc., and H-E-B. Other notable companies that maintain sizable presence in the city include Hulu, OCI, Kaco New Energy, Silver Spring Networks, Toyota, Argo Group, EOG Resources, Microsoft, Cogeco Peer1, and Boeing.

Rich in historical ambiance and culture, the city offers residents an abundant selection of pastimes including the River Walk, the Alamo and other historic missions, Sea World, Six Flags Fiesta Texas, the San Antonio Zoo, theatres, museums, landmark hotels, fine dining, festivals, and shopping. For the sports enthusiast, the city is home to the San Antonio Spurs (NBA), San Antonio Rampage (AHL), San Antonio FC (MLS), and the Triple-A Minor League affiliate of the Milwaukee Brewers - the San Antonio Missions.

Characterized by many culturally distinct neighborhoods, the City of San Antonio offers residents a wide variety of affordable housing options. The city is home to more than 30 private and charter schools and 31 higher-education



facilities that include The University of Texas Health Science Center at San Antonio, The University of Texas at San Antonio, Texas A&M University – San Antonio, Trinity University, St. Mary’s University, Our Lady of the Lake, and the University of the Incarnate Word. Transportation options include the San Antonio International Airport, bus and streetcar mass transit, Amtrak national passenger rail service, and an extensive network of major freeways and highways, including I-10, which crosses the country from the East Coast to the West, and I-35, which runs north to Minneapolis.

## THE AGENCY

The San Antonio Housing Authority (SAHA) has provided housing opportunities to San Antonio residents for over 80 years and is among the largest housing authorities in the nation. SAHA was created in 1937 by resolution of the City of San Antonio pursuant to the Texas Housing Authorities Law (Chapter 392 of the Texas Local Government Code) and federal law. Governed by a seven-member Board of Commissioners, appointed by the Mayor of the City of San Antonio to staggered two-year terms, the agency is a quasi-governmental entity that is ruled by municipal law governing conflicts of interest, open public meetings, public information, and rules of conduct for public officials, among many others. The agency is committed to serving individuals and families that earn less than 30 percent of the area median income by providing and preserving public housing units, creating a safer and healthier environment, and improving the quality of life for residents. SAHA’s mission is “to create dynamic communities where people thrive.”

As a nationally recognized leader in the development of innovative and accessible low-income housing, SAHA currently touches the lives of over 57,000 people in San Antonio. The agency owns and manages approximately 6,000 public housing units at 70 properties and 9,000 mixed-income units at 54 properties through non-profit entities and partnerships. The agency administers about 14,000 federal Housing Choice (Section 8) rental assistance vouchers. SAHA has over 600 FTEs, an annual operating budget of \$209 million, and a current value of more than \$500 million in assets.

SAHA has taken an entrepreneurial approach to provide housing and improve neighborhoods throughout the City of San Antonio. The agency has utilized public/private

partnerships and creative financing to fund both housing assistance and the implementation of a comprehensive neighborhood revitalization approach designed to produce jobs, increase the rate of homeownership, and alleviate poverty. In the last five years, 1,296 new housing units in mixed-income communities were built.

SAHA is one of several housing authorities to be selected by HUD to participate in Moving to Work (MTW)—a national project that seeks ways to increase the cost-effectiveness of federal housing assistance, provide families with children an incentive to become economically self-sufficient, and increase housing choices for families. In its ongoing effort to improve service, SAHA has raised standards, enhanced compliance and accountability, streamlined processes, and actively promoted community outreach.

SAHA is currently experiencing tremendous support to advance affordable housing initiatives in the community, including promoting projects through public-private partnerships with affordable housing developers that have a mix of market-rate and subsidized units.

The Mayor's Housing Policy Task Force produced a policy framework, which was subsequently approved by the San Antonio City Council and supports increased spending and improved procedures relative to the affordable housing market. Last year, SAHA's Board approved \$486 million in affordable housing projects through future transactions, tax credits, and bond applications. This funding will help support 14 projects in Bexar County and equates to more than 3,700 housing units, which are expected to open within the next five years.

## THE POSITION

The President/CEO is appointed by and reports to the Board of Commissioners and is responsible for planning, directing, managing, and reviewing all the administrative activities and operations of SAHA; coordinating program services and activities among Housing Authority departments and with outside agencies; ensuring the financial integrity of the organization; representing the Authority's interest to the general public, other agencies, levels of government, and other outside interests; and providing highly responsible and complex policy advice and administrative support to the SAHA Board of Commissioners.

A major focus of the President/CEO is leading the development and implementation of the agency's housing and community development goals, policies, and strategic initiatives.

The President/CEO supervises all SAHA staff including several officers which report directly to the President/CEO: Chief Legal/Real Estate Officer; Chief Operating Officer; Chief Financial Officer; Chief Administrative Officer; and Public Affairs Director.



Essential duties of the President/CEO include:

- Assumes full management responsibility for all Housing Authority services and activities; formulates, implements, and administers policies and procedures.
- Directs and manages the development and implementation of Housing Authority goals, objectives, policies, and priorities; plans, organizes, and directs activities which support the goals and objectives of the Housing Authority; establishes appropriate service and staffing levels; and allocates resources accordingly.
- Selects, trains, motivates, and evaluates all senior management personnel; works with staff to correct performance deficiencies; implements discipline and termination procedures as necessary.
- Reviews and approves reports and other documents that are required by federal, state, and local jurisdictions.
- Represents the Housing Authority to elected and appointed officials of City, County, State and Federal government, and outside agencies, including the U.S. Department of Housing and Urban Development (HUD); explains and justifies Housing Authority programs, policies, and activities; negotiates and resolves sensitive, significant, and controversial issues.
- Attends and participates in a variety of community and industry boards and committees and stays abreast of new trends and innovations in the housing industry.
- Negotiates contracts and solutions involving a variety of administrative, fiscal, and special projects; and analyzes and prepares recommendations on special requests.
- Provides highly responsible policy analysis and directs specific and comprehensive analyses of a wide range of housing policies.

- Attends SAHA Board of Commissioners meetings; directs and oversees the preparation of meeting agendas and supporting materials; presents staff recommendations; and responds to questions and direction from the Board.

The former President/CEO resigned to take a position elsewhere, after serving with SAHA for almost eight years, six of which were in the capacity of President/CEO.



## IDEAL CANDIDATE

The Board is seeking a proven, professional leader of excellent reputation who can effectively lead and manage the agency, enact change, and promote measures designed to increase organizational efficiencies and effectiveness. An individual who is highly skilled in the technical aspects of the role while balancing the importance of connecting with a wide variety of diverse stakeholders is essential.

The new President/CEO must have exceptional leadership and organizational skills and provide clear direction to the agency to achieve its goals and objectives. A visionary who supports the continuous improvement of business processes and services, and can identify long-range objectives and implement strategies and actions to achieve results is needed.

Candidates must have a team-oriented, open management style and promote accountability and set high standards of performance. The selected candidate will build trust and rapport with various stakeholders, including the Board, staff, residents, and partnering/regulatory agencies. A leader who is supportive of staff and encourages ideas, development, and training is essential.

The President/CEO must have solid strategic and business planning abilities and sound financial and budgeting skills. Strong business acumen and management principles, including change management, project management, workforce development, conflict management, and negotiations are needed. Working knowledge of best practices, benchmarking, and performance measures will be valuable. The President/CEO must have exceptional communication and interpersonal skills with an ability to build solid relationships while effectively working in a diverse, fast-paced, demanding environment. The ability to speak Spanish is a plus.

The selected candidate will be honest, ethical, and a person of integrity. Candidates must be personable, approachable, and politically astute. The successful

candidate will be creative and embrace innovation. An energetic, confident individual who demonstrates a professional presence is desired.

A Bachelor's degree in Management, Business or Public Administration, Urban Studies or a related field is required, plus at least ten (10) years of progressively responsible experience in the industry, with five (5) years at an executive level of administrative or operational oversight in housing and community development; a

Master's degree is preferred. Affordable housing finance and development experience, knowledge of public sector regulations and practices, and experience in the real estate industry is a plus.

## COMPENSATION

The salary for the President/CEO is open and dependent upon qualifications. SAHA offers an attractive benefits package. The State of Texas does not have a state income tax.

## TO APPLY

If interested in this outstanding opportunity, visit our website at [www.srnsearch.com](http://www.srnsearch.com) and apply online. Position is open until filled. Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references. References will be contacted only following candidate consent. Final interviews will be held with SAHA. Candidates will be advised of the status of the recruitment following the selection of the President/CEO. Questions regarding this recruitment may be directed to:

**S. Renée Narloch, President**

**S. Renée Narloch & Associates**

**info@srnsearch.com | 850.391.0000**

**www.srnsearch.com**

*Pursuant to Texas Open Records law, applications and resumes are subject to public disclosure. SAHA is an Equal Opportunity/ADA Employer.*



2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309  
723 W. University Ave 100-296, Georgetown, TX 78626