
REQUEST FOR PROPOSAL

For Property Management Services for two to five affordable housing communities of Low-Income Housing Tax Credit properties located in Portland and Gresham, Oregon.

PROPOSALS DUE:

3:00 PM, Friday, January 5, 2018 at
12350 SE Powell Blvd.
Portland, OR 97236

Refer questions prior to December 15, 2017 to:

Kristin Strong by email

kstrong@humansolutions.org

and submit proposals to:

Kristin Strong
Asset Management Director
Human Solutions Inc.
12350 SE Powell Blvd.
Portland, OR 97236

Date Issued: December 4, 2017

Human Solutions Inc.

REQUEST FOR PROPOSALS (RFP) Property Management Services

Issued Date: December 4, 2017

Proposal Due: January 5, 2018

Human Solutions Inc. (H.S.I.) is seeking proposals from qualified property management firms (PM) to manage five of its affordable rental housing communities. Details about the location, size and make-up of each property are located in Attachment A.

Human Solutions Inc. is a private, nonprofit Community Development Corporation that has been providing social services and affordable rental housing for over 27 years in East Portland and Gresham. Human Solutions Inc. has a strong commitment to Diversity, Equity and Inclusivity, and expects the firm we choose to manage our properties to embrace these core values, and our mission. Our portfolio consists of 17 properties with over 700 units. At this time we are looking for a qualified Property Management firm to manage five of the 17 properties. Three of the five properties have commercial space leased to other nonprofit organizations.

Human Solutions Inc. provides resident services for tenants of its communities. The purpose of Human Solutions' Resident Services Program is to provide residents with resources needed to maintain housing stability and prevent evictions. The Resident Services Program:

- Assists residents with access to social, educational, economic or health-related services available at the property or throughout the greater community
- Maintains household stability by improving communications, supporting resident households, and providing crisis intervention
- Creates and encourage a sense of community within the Project.

Responders may elect to propose to manage all of the five communities or as few as two.

PROPOSAL REQUIREMENTS

SECTION I – Not to Exceed 15 pages, 8.5" X 11" white paper

Please respond to the questions listed below:

A. Experience, Fees

1. ***Experience:*** Describe your firm's experience in managing affordable residential rental property, including:
 - This history of your firm and how long you've been in the business of managing affordable rental housing, including how many properties and units you currently manage for nonprofit owners
 - The size of the firm including number of staff, number of units and number of properties under management
 - The territory you cover and number of properties you manage in the general vicinity of this portfolio
 - Describe your experience in managing commercial spaces
 - Describe your track record for performance and compliance
 - Please describe your experience managing the following:
 - Low Income Housing Tax Credit Properties
 - HOME financed properties
 - Oregon Affordable Housing Tax Credit financed properties

- Housing with tenant preferences such as families at risk of homelessness and developmental disabilities or other Special Needs populations
- Your firm’s commitment to Diversity, Equity and Inclusivity as part of the criteria and examples of how your firm demonstrates that commitment.
- How your firm manages properties with diverse resident populations, including many non-native residents that may or may not speak or understand English.
- Smaller properties

2. Owner Communications

Describe your approach and philosophy in managing affordable rental housing. In your answer please address the following:

- How you see the overall role of the owner in the management process.
- Your concept of the ideal relationship between the owner and the property management company.
- Your experience in working with nonprofit owners’ Resident Services staff in assisting residents to achieve housing success.
- What communication protocols will you establish to ensure that key staff supervisory positions interact effectively with H.S.I. Asset Management and Financial Management during times like: lease-ups, re-syndications or refinances, resident relocations?
- What experience do you have in maintaining LEED certified properties or in meeting owner’s expectations for “green” practices?

3. Resident Services and Relations:

Human Solutions enjoys a positive and effective working relationship with property managers at each of our communities, working closely with resident services staff to facilitate distribution of program information and to schedule on-site classes and activities. Human Solutions has established our own “best practices” for how property management and resident services need to interact to provide solid eviction prevention services to residents and at the same time maintain the financial health of the property.

- Property Management and Resident Services meet weekly to discuss pending notices, to identify residents who consistently pay their rent late, and to be specific about where Property Management and Resident Services can work together.
- Property Management completes a Resident Move-in Form and Resident Services Confidentiality Form at lease-up and provides this information to Resident Services.
- Property Management shares all notices with on-site Resident Services staff and the Director of Resident Services.
- Property Management works with Resident Services to implement HSI’s Rental Accommodation Program for appropriate households.
- Property Management provides janitorial services to community spaces, including bathrooms on an agreed upon schedule.

Describe your experience in working with Resident Services programs and staff at other affordable housing communities. Also describe how you will meet the expectations described above.

4. Fees Structure:

- What management fee would you charge and how is it calculated (e.g. percent of net rents, per unit, or incentive fee structure).
- Describe the services covered by this fee

- Describe what services are NOT included in that fee and what other fees you would assess against each property.
- Describe any additional on-going costs that would be paid by Owner
- Describe any one-time costs associated with transferring the portfolio from the existing management firm to your organization. Existing management firms use YARDI or AMSI property management systems.

B. Staffing

1. Generally: Describe your company's general approach to distributing and supervising:
 - On-site Property Managers
 - Field/Regional Supervisors
 - Administrative Office Operations
2. Specifically: Describe your proposed staffing plan for this portfolio. In your answer, please discuss both the field and central office aspects of your proposed staffing plan and specify, but do not limit yourself to:

Centralized Staffing: Please describe the following:

- The maximum number of units and individual properties assigned to each regional property manager
- Do you have a separate compliance officer
- The names of staff to be assigned to portfolio
- How long has each of these staff members has been with your company?
- Where are their offices located?
- How often will a Portfolio Manager be onsite?

Onsite Staffing: Please describe the following:

- Proposed staffing structure for onsite staff
- How you identify and hire onsite staff
- Specialty skills you require
- Would you consider hiring existing on-site staff on a trial basis?
- What role would the Owner play in approving or terminating onsite staff
- Will on-site staff live at the project? If so, what type of apartment will they occupy and how they are compensated for living on-site

C. Repairs

Your firm will manage all maintenance activities for this portfolio, including directly hiring on-site maintenance staff and contracting out for needed services. These costs are then billed to each property on a monthly basis for payment out of the property accounts by the Property Management firm. The onsite manager would be expected to enter maintenance work orders in their standard system and the system would need the capacity to compile periodic reports to track maintenance activities and costs. In addition, the onsite manager would be expected to coordinate periodic preventative maintenance inspections (PMIs) and to coordinate needed repairs with onsite maintenance staff.

1. Repairs:
 - Describe your PMI process

- Describe how tenants are notified of maintenance issued identified during the inspections
- Describe you payment for tenant caused damage is collected prior to tenant vacancy

D. *Marketing, Occupancy and Rent Collection*

1. Marketing:

- Describe you approach to marketing this type of portfolio
- What specific task will the onsite manager regularly perform to market available units?
- What specific activities will the PM perform to support onsite activities?
- Describe how you address marketing in a property with a high vacancy rate

2. Occupancy:

- Describe your tenant screening process
- Describe your move-in/move-out procedures
- Describe any orientation process new residents receive upon initial occupancy
- Describe any after occupancy support tenants receive
- Describe how resident’s grievances are managed
- Describe how resident services are coordinated and delivered
- Describe periodic inspection process to ensure tenants are maintaining their units, including any process for collection of cost for repair before tenant vacates the unit

3. Collections:

- Describe you standard rent collection process.
- What is your average percent “collected rents”?
- What would you expect to achieve for the properties you seek to manage and why?

E. *Compliance, Accounting & Record-Keeping*

1. Compliance: Describe:

- The tenant income certification review process, including who approves final certification packets, and the turnaround time.
- How fiscal reporting to owners and lenders is managed
- How you calculate, propose, and implement rent increases
- How you approach budget development and approvals
- What training is provided to onsite manager about compliance monitoring
- Your annual certification process to ensure timely and accurate re-certifications
- How compliance audits / inspections are handled; specifically, how are findings letters tracked to ensure that responses are delivered on or before due date?

2. Accounting:

- Describe the accounting database and staffing you use to manage the property books and records.
- Describe the internal controls built into your accounting system to ensure accuracy and integrity.
- Do you provide accrual based financial statements for properties where required?

3. *Record-Keeping*: Describe the record keeping procedures for your tenant files. Please specify, but do not limit yourself to:
- Who is responsible for file audits
 - How confidentiality is guaranteed

Section II: Required Attachments [in addition to the allowed 15 pages in Section I]:

ATTACHMENTS

Please include the following documents in your response packet.

- Organizational chart
- Job descriptions for all relevant staff positions
- Property management procedures, including (if available):
 - Proposed screening criteria
 - Proposed collections procedures
 - Fair housing policy
 - Marketing plans
 - Tenant grievance procedures
- Resumes of current lead staff who would staff this portfolio (accountants, field representatives, lead maintenance personnel, property managers)
- Sample monthly financial statement and report to owner (names may be blocked)
- Property Management Agreement form used for similar properties
- Sample Management Plan
- Three client references with contact information

PROJECT SCHEDULE

Following is the schedule of activities for the project:

<u>Task</u>	<u>Date</u>
1. RFP issued	12/4/2017
2. Proposals due to H.S.I.	3:00 PM 1/5/2018
3. Selection of contractor (<i>approximate date</i>)	2/16/2018
4. Contract negotiated and signed	3/15/2018
5. Transfer of information/files from existing to new PM	4/30/2018
6. Transfer of information complete, new PM assumes full responsibilities for PM all activities	6/1/2018 or 7/1/2018

TECHNICAL PROPOSAL REQUIREMENTS

The proposals shall address all items outlined above and shall not exceed fifteen (15) printed pages, excluding attachments, etc. Each proposal page is limited to 8.5 x 11 inches, and text is limited to single-spaced type, minimum 11 font size. Proposal pages may be double-sided but may not exceed the printed page limitation.

DELIVERY OF PROPOSALS

An **original and five (5) copies** of the Proposal **must be submitted by 3:00 P.M. on Friday, January 5, 2018** to:

Kristin Strong
Asset Management Director
Human Solutions Inc.
12350 SE Powell Blvd.
Portland, OR 97236

RE: Property Management Proposal

Any proposal received after the above-specified date and time will not be considered. Electronic submittals will not be accepted.

SELECTION PROCESS

Proposals will be evaluated by a search committee comprised of appropriate H.S.I. staff and advisory committee or board members. Proposals will be evaluated using the following criteria:

Qualifications and Experience.....	60%
Cost of Services.....	30%
Remaining Proposal Content.....	10%
Total Possible.....	100%

MISCELLANEOUS

Firms responding to this proposal do so solely at their expense. H.S.I. is not responsible for any expenses associated with responding to this RFP. If awarded the contract, firms may not invoice for time or costs incurred prior to issuance of the execution of a property management contract.

H.S.I. reserves the right to cancel this request in whole or in part at any time, or otherwise reject any and all submissions for reasons deemed by H.S.I. to be in H.S.I.s best interest.

ATTACHMENT 1 – LIST OF PROPERTIES:

Property Name and Address	Use	Units	Bedroom Mix	Funding Sources and/or Partnerships
Cascade Crossing 10535 E Burnside Portland OR	Family	74 units	16 – One bedroom 32 - Two bedroom 26 – Three bedroom	LIHTC post Year 15
Glisan Commons 555 NE 100 th Ave., Portland OR	Workforce	67 units, in addition to commercial space	4 – Studio 63 – One bedroom	LIHTC (developed in 2014), NOAH, Portland Tax Increment, OAHTC; condo with Ride Connection as partner in commercial space
Greentree Court	Disabled	11 units	11 – Two bedroom	Conventional financing; 7 of 11 units have Section 8 Project based vouchers
Rockwood Building 124 NE 181 st Ave, Gresham, OR	Family	47 units, in addition to commercial space	4 – Studio 19 – One bedroom 19 – Two bedroom 4 – Three bedroom 1 – Employee Unit (two bedroom)	LIHTC (developed in 2011), NOAH; 15 units have Section 8 Project Based vouchers for permanent supportive housing; Multi-service Center located in ground floor commercial space with five nonprofit tenants.
Rosewood Building 18173 NE Couch St Gresham OR	Family	45 units, in addition to commercial space	4 – Studio 19 – One bedroom 19 – Two bedroom 4 – Three bedroom 1 – Employee Unit (two bedroom)	LIHTC (developed in 2015), City of Gresham HOME, 10,000 sq. ft. of ground floor and second floor commercial space leased to Wallace Medical Concern.