

**eliminating racism
empowering women**

ywca

cambridge, ma

**REQUEST FOR
PROPOSALS for
PROPERTY
MANAGEMENT SERVICES**

SUMMARY	2
Mission and background:	2
SECTION 1 GENERAL INFORMATION	2
1.1 THE PROPERTY AND TENANTS	2
1.2 INTENT	3
1.3 TIMETABLE	3
1.4 SITE TOUR AND BRIEFING	3
SECTION 2 SCOPE OF SERVICES	4
2.1 MANAGEMENT SERVICES FOR TANNER RESIDENCE	4
2.2 MANAGEMENT SERVICE FOR REVITALIZATION	5
2.3 COMMON REPORTING	5
SECTION 3 REQUIRED INFORMATION	6
3.1 Qualifications:	6
3.2 General Information	6
3.3 Other Information	7
SECTION 4 MANAGEMENT FEE	7
SECTION 5 REVIEW AND EVALUATION PROCESS	7
5.1 REVIEW PROCESS	7
5.2 TECHNICAL EVALUATION CRITERIA	8
SECTION 6 GENERAL & SUPPLEMENTARY CONDITIONS	8
6.1 AWARD OF CONTRACT	8
6.2 CONTRACT AND CONTRACT EXECUTION	9
6.3 OTHER	9
Figure #1	10
Revitalization LLC	10

SUMMARY

YWCA Cambridge (YWCA) is seeking written Proposals for Property Management Services for our Revitalization LLC (Tanner Residence). The Entity consists of a 103 Single Room Occupancy residences (SRO) and commercial rental space.

Mission and background:

YWCA Cambridge is dedicated to eliminating racism empowering women and promoting peace, justice, freedom, and dignity for all.

Since our founding in 1891, YWCA Cambridge has been an advocate for human rights and has provided safe, affordable housing and support services for women and girls. After the industrial revolution when women and girls were displaced to urban areas in New England to work in inhumane conditions, YWCA Cambridge responded by opening a boarding house and providing supportive services to these young factory workers.

Our founders understood that to become independent, women needed a safe environment in which to learn essential professional and daily living skills. As a result, YWCA Cambridge boarding house was opened in 1911 to give female factory workers a safe place to live and learn life skills appropriate for that era such as penmanship, stenography, etiquette, and dressmaking. YWCA Cambridge founders also participated actively in the labor movement promoting safe working conditions, rest periods and shorter hours for the young women working in the factories.

In addition to our Tanner Residence for single women, YWCA Cambridge operates a 10-bed shelter for homeless families. Taken together, YWCA Cambridge becomes one of largest residential housing providers for women in Cambridge.

SECTION 1 GENERAL INFORMATION

1.1 THE PROPERTY AND TENANTS

YWCA Cambridge occupies two buildings with two clients located at 7 Temple St, Cambridge MA, 02139.

The primary client, Tanner Residence, occupies the stand-alone Tanner Building and the top two floors of YWCA Cambridge's Main building. Collectively "Tanner" is comprised of 103 units for single women who have experienced trauma and are in need of a supportive environment in which to heal and grow. Partnerships with other service providers enable YWCA Cambridge to offer housing for women with mental health and substance use issues, as well as those who are HIV positive. 95% of the residents have incomes at or below the federal poverty level. Each room is furnished with a single bed, desk and chair, dresser, a nightstand and a small refrigerator.

Each floor has shared bathrooms with four communal kitchens located throughout the building. Amenities include a Community Room with cable television, coin-op laundry on premises, outdoor space with picnic tables, common spaces on every floor, vending machines, food donations delivered every Friday, 24-hour staffing, organized activities, and more.

In addition to the SRO, YWCA Cambridge is the commercial tenant who subleases space to local community based organizations in the basement and on the first and second floors of the Main Building.

See Figure #1

1.2 INTENT

- YWCA Cambridge will accept proposals with **Statements of Qualifications** from experienced Property Management organizations to manage our Revitalization LLC.
- Revitalization consists of the Tanner Residence and the common areas in the Main Building.
- The initial contract period shall be for five (5) years, beginning on or about February 1, 2019.
- Specific questions asked of YWCA Cambridge prior to submission of proposals will be shared with all respondents.
- YWCA Cambridge reserves the right to reject any or all proposals and to select the firm which, in its' judgment, best meets the needs of YWCA Cambridge.
- The selection process contemplated by this request for proposals will result in the selection of a firm to manage the Revitalization LLC.

1.3 TIMETABLE

Interested firms should submit their proposal in the format described below to **YWCA Cambridge, 7 Temple St. , Cambridge MA. 02139**. YWCA Cambridge will accept and review proposals on an ongoing basis. The contract will begin on February 1, 2019 or soon thereafter.

1.4 SITE TOUR AND BRIEFING

Interested partners are strongly encouraged to contact YWCA Cambridge for an on-site tour. Please email clyons@ywcacam.org to request a walk-through.

SECTION 2 SCOPE OF SERVICES

2.1 MANAGEMENT SERVICES FOR TANNER RESIDENCE

The respondent will perform all property management services consistent with recognized principles and practices of management of safe, affordable housing. Specific services may include, but may not be limited to the following tasks:

- A. Quick turnover of vacant units to new residences.
- B. Establish a process to ensure minimum 90% occupancy.
- C. Maintain accurate records and tenant files in order to meet the conditions and requirements of funding agencies.
- D. Maintain good tenant relations and meet with tenants as required.
- E. Interact with other staff involved in delivering YWCA Cambridge Housing services so as to coordinate and maximize resources for tenants.
- F. Ensure that the property is well maintained, providing safe and sanitary conditions, making necessary repairs, and responding to tenant complaints.
- G. Hire, train and supervise all employees and contract labor, engage and oversee all payroll and other necessary services, and engage and order all necessary supplies and equipment.
- H. Bill and collect rent from tenants, enforce terms of resident's leases and take appropriate legal action, as necessary.
- I. Perform all necessary accounting functions.
- J. Report to YWCA Cambridge Executive Director and YWCA Cambridge Board of Trustees as needed.
- K. Principal Property Manager will participate in YWCA Cambridge Management Team meetings, as appropriate, to ensure the uniform and consistent delivery of services across inter-programmatic and departmental lines.
- L. Provide a detailed program for preventative and emergency maintenance and repair, including regular inspection of dwelling units, elevators, a schedule for painting and redecorating, and inventory and servicing of all appliances and equipment.
- M. Comply with all state, local, YWCA Cambridge, HUD and other rules and regulations concerning Fair Housing, low income, tax credit, bond, section 8, and other finance rules and regulations.
- N. Be responsive to inspections from financing entities, government entities, insuring entities and all other required inspections. All documentation requested must be provided in a timely manner.

2.2 MANAGEMENT SERVICE FOR REVITALIZATION

Routine contracted services will include, but not be limited to the following:

- A. Exterior Landscape Maintenance
- B. Snow Removal
- C. Trash/Recycling Removal
- D. Custodial Services
- E. Pest Control
- F. Elevator Maintenance
- G. HVAC Maintenance
- H. Security/Life Safety Monitoring
- I. Window Washing
- J. Plumbing Maintenance
- K. Electrical Maintenance
- L. Parking Lot Management Services to include policing and towing of unauthorized vehicles
- M. Parking Lot Maintenance
- N. Interior Plant Maintenance

2.3 COMMON REPORTING

Provide accurate and timely reports, most monthly, to YWCA Cambridge, including:

- A. Monthly Balance Sheet, Income Statement, and Operating Statements
- B. Accounts Receivable
- C. Accounts Payable
- D. Bank Statements & Bank Reconciliations
- E. Schedule of Disbursements and Receipts
- F. Vacancy reports and Collections activity - Tanner
- G. Move-In / Move-Out Reports - Tanner
- H. List of Prepaid Tenants - Tanner
- I. Relevant communication with Cambridge Housing including Waiting List - Tanner and other funding agencies
- J. Cash Flow Report
- K. Police / Incident Reports
- L. Maintenance and Preventative Maintenance Reports as needed
- M. Report on all current and pending Legal Matters
- N. Fiscal Year End Reports and other support for the annual audit
- O. Other requested reports
- P. Establish a budget for the property with YWCA Cambridge's approval and oversee the

administration of the budget. Report quarterly to YWCA Cambridge regarding budget variances with explanations and corrective action, if necessary.

Note: While specifically identified, the offeror will also maintain financial records for the commercial side of Revitalization.

SECTION 3 REQUIRED INFORMATION

YWCA Cambridge requires the following information to assess your firm's experience and professional qualifications.

3.1 Qualifications:

- A. A minimum of ten (10) years experience managing a minimum of 125 units of low-income housing by at least one firm principal.
- B. A minimum of five (5) years experience in managing bond financed, tax credit or HUD regulated property.
- C. Demonstrated experience in multi-unit residential markets.
- D. Working knowledge of building codes, zoning regulations, and permit processes for Cambridge MA.
- E. Strong familiarity with Cambridge Housing Authority and its processes
- F. Knowledge of local, state and federal housing policies and programs.
- G. **Certified Property Management (CPM)** earned by the individual responsible for the day to day management of the site. Additional staff and principal's certification will be considered.
- H. Label qualifications as Attachment 1

3.2 General Information

List of properties currently managed and properties managed at any time during the past three years. Provide the following for each property: Label this submission as **Attachment 2**.

- A. Provide the address of the property(ies) and the project name(s), if applicable.
- B. The total number of units in the project.
- C. Indicate the income levels of the project tenants (i.e. 50/60/80 of median income).
- D. Indicate any government programs used to finance construction (e.g. Low Income Housing Tax Credits, Historic Tax Credits, rental subsidies in place, etc.)
- E. Indicate the date your firm started managing the property(ies) and the date management ended if your firm no longer manages the property(ies).
- F. Provide the property owner(s) name and address, if possible.
- G. Indicate whether the property(ies) can be contacted for references

3.3 Other Information

- A. If there are particular processes you propose to put in place for this project, please include those as **Attachment 3**. A Marketing Plan should be included.
- B. Attach a sample set of reports for a project in your current portfolio that would normally be provided to owners. Label the Report as **Attachment 4**. If at all possible, please choose a property similar to the one described in this RFP.
- C. Attach the most recent audited financial report available for your firm. Label this Report as **Attachment 5**.
- D. Include any other information which may be helpful to the Selection Committee in evaluating your firm's qualifications, including peer reviews within the past three years and any regulatory agency commendation, or disciplinary action or disqualification against the firm or a principal received within the past three years. Also, describe any regulatory action taken by any oversight body against the organization or local office. Label this as **Attachment 6**.

SECTION 4 MANAGEMENT FEE

Due to bond restrictions, management fees are restricted to 5.7% of gross potential rent less vacancy and concessions or Adjusted GPR (AGPR). Management fees escalate 2% per year. AGPR for 2019 amount to \$1,076,000 with total expense before management fee of \$1,052,000. It is expected that Revitalization will produce a positive cash flow.

SECTION 5 REVIEW AND EVALUATION PROCESS

Following the submission of proposals, YWCA Cambridge will review the documents submitted, call references and others who have worked with your firm and evaluate the proposals through a review committee. Firms may be asked to follow up with oral presentations.

5.1 REVIEW PROCESS

It is YWCA Cambridge's intent to select the firm that presents the best combination of experience, capacity, and value in the management of these properties.

- All Proposals will be evaluated individually on the qualifications and experience of the respondent, prior to examining price. The evaluation will consist of a qualitative review of the proposal to determine how it meets the minimum requirements.
- Upon completion of the proposal evaluations for all respondents, the price proposals will be analyzed.
- YWCA Cambridge reserves the right to make the award based solely on the proposals or to negotiate with one or more respondents.
- The Proposals, which have a reasonable chance of being selected for award, will be

considered in the “Competitive Range”.

- YWCA Cambridge may request that Respondents whose Proposals are in the Competitive Range make oral presentations concerning their Proposals to a YWCA Cambridge Evaluation Committee. A YWCA Cambridge representative will schedule the presentations (if necessary) on an individual basis.
- At the conclusion of negotiations, Respondents may be given an opportunity to submit Best and Final Offers before final determination.

5.2 TECHNICAL EVALUATION CRITERIA

YWCA Cambridge will consider the following criteria in the evaluation of an Offeror’s proposal and rank all proposals against the criteria below:

<u>Criteria</u>	<u>Weighting</u>
● Knowledge and understanding of YWCA Cambridge's needs, Cambridge affordable housing issues, and regulations	25
● Company profile/staffing and capacity to complete requirements	10
● Compliance / responsiveness / suitability of the proposal	10
● Price / Cost Proposal	35
● Building maintenance experience	10
● Experience on similar projects in scope in the general region	10
Maximum Possible	100

SECTION 6 GENERAL & SUPPLEMENTARY CONDITIONS

6.1 AWARD OF CONTRACT

The Contract, effective on or about February 1, 2019 shall be awarded to the Offeror submitting the most responsive proposal, price and other factors considered, complying with the specifications contained herein, provided the proposal is in the best interest of YWCA Cambridge to accept. YWCA Cambridge is therefore not bound to accept a proposal on the basis of lowest quoted price alone. The Offeror to whom the award is made will be notified at the

earliest date possible.

6.2 CONTRACT AND CONTRACT EXECUTION

A YWCA Cambridge's standard agreement will be issued. Subsequent to the award, and within ten (10) days after the prescribed forms are presented to them for signature, the successful Offeror shall execute and deliver to YWCA Cambridge the signed agreement. The Request for Proposal and any written correspondence will become part of the Contract and shall be incorporated herein by reference.

6.3 OTHER

- All Offerors submitting a proposal must submit a workforce profile for women and minorities.
- The Offeror shall wholly absorb all costs incurred in the preparation and presentation of the proposal.
- All supporting documentation and manuals submitted with the proposal will become the property of YWCA Cambridge.
- YWCA Cambridge shall be held harmless from any third party legal claims.
- YWCA Cambridge will contract only with the Contractor. Any sub-contractor employed by the Contractor will be the responsibility of the Contractor.

Figure #1

Revitalization LLC

