

HOUSING AUTHORITY OF THE CITY OF HARTFORD



REQUEST FOR PROPOSAL (RFP) 1610-11

FOR

**RESIDENTIAL PROPERTY MANAGEMENT SERVICES**

Released: December 29, 2011

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Request for Proposal Issued	December 29, 2011
Pre-proposal conference	January 11, 2012
Deadline for Questions	January 17, 2012
Posted Addenda w/Questions and Answers	January 24, 2012
<b>Proposal due Date and Time</b>	<b>February 7, 2012</b>
Evaluation Period (tentative)	February, 2012
Award	End of February 2012
Anticipated Contract Effective Date	March 1, 2012

## SECTION 1 INTRODUCTION/BACKGROUND

### 1.1. INTRODUCTION

The Housing Authority of the City of Hartford hereafter referred to as the ("Authority"), intends to contract with a qualified Residential Property Management Firm to provide a full range of property management services for its Westbrook Village and Chester Bowles Park Apartment Communities located at 22 Mark Twain Drive, Hartford, CT. The term of contract will be for two years with provision to renew for 3 additional one year periods.

### 1.2. BACKGROUND ON THE AUTHORITY

The Housing Authority of the City of Hartford located at 180 Overlook Terrace, Hartford, CT 06001 is established by Connecticut General Statute to provide safe, decent and sanitary housing to low and moderate income residents. Authority is governed by a five (5) member Board of Commissioners appointed by the Mayor of the City of Hartford. The "Authority's" day to day operations are directed by its Executive Director, Alan E. Green.

The "Authority" is funded primarily by the United States Department of Housing and Urban Development. It is the third largest public housing provider in Connecticut. Its housing portfolio includes more than 1,770 high-rise and low-rise apartments throughout the City of Hartford. The "Authority's" communities are comprised of low and moderate income residents including seniors, families, singles, refugees, recent immigrants to Connecticut and people with special needs. The "Authority" has approximately 75 employees with an operating budget of \$31 million.

More Information on the "Authority" and its initiatives can be found at [www.hartfordhousing.org](http://www.hartfordhousing.org) .

### 1.3 BACKGROUND ON WESTBROOK VILLAGE AND CHESTER BOWLES PARK

West Brook Village and Chester Bowles Park (Westbrook/Bowles) are state-financed public housing developments set on roughly 140 acres adjacent to the Blue Hills and Upper Albany Neighborhoods in Hartford, CT. They abut the University of Hartford and are on, or near, major city arteries.



WESTBROOK/BOWLES SUMMARY PROFILE:

Age: Built in the 1950  
Overall Condition: Physically deteriorating (in need of revitalization)  
Number of Units: 770  
Style: Townhouse (1-3 bedroom units)  
Entry Location: From interior hallway  
Baths: 1 - 1.5  
Lease Length: One year  
Rent Amount: 390-579  
Security Deposit: One month  
Included: Gas, Trash pickup, Water, Lawn Care  
Appliances: Not Included (Gas Stove Hook up provided)  
Parking: Yes (1 space allotted)

Sidewalks, Emergency Exits, Dumpsters

1.4 SCHEDULE OF SOLICITATION AND AWARD

Request for Proposal Issued	December 29, 2011	
Pre-proposal conference	January 11, 2012	at 10:00AM
Deadline for Questions	January 17, 2012	at 4:00PM
Posted Addenda w/Questions and Answers	January 24, 2012	at the end of business day
<b>Proposal due Date and Time</b>	<b>February 7, 2012</b>	<b>at 4:00PM</b>
Evaluation Period (tentative)	February, 2012	
Award	End of February 2012	
Anticipated Contract Effective Date	March 1, 2012	

## SECTION 2 INSTRUCTIONS TO RESPONDENTS

### 2.1. PRE-PROPOSAL CONFERENCE

A Pre-proposal conference will be held in the 2<sup>nd</sup> Floor conference room of the "Authority's" on Wednesday, January 11, 2012 at 10:00 AM. The purpose of the conference is to answer all questions concerning the RFP and to schedule on-site assessments, if requested. All bidders are urged to attend this pre-proposal conference to assure a complete understanding of the "Authority's" requirements. The "Authority" is seeking as much information from respondents as possible to assure a successful outcome on this RFP. An addendum will be issued following the pre-proposal conference which will summarize the questions and answers addressed at the conference.

### 2.2. QUESTIONS AND COMMUNICATION

***All questions must be put in writing via email*** to [bids@hartfordhousing.org](mailto:bids@hartfordhousing.org) by the deadline stipulated. The intent of this requirement is to assure that all respondents are in receipt of the same information and to allow the "Authority" sufficient time to answer all questions in an Addendum to this RFP. An Addendum will be issued answering all questions on January 24, 2012. It is the responsibility of each Respondent to check the "Authority's" website: [www.hartfordhousing.org](http://www.hartfordhousing.org) for a copy of all Addenda issued for this RFP.

**All questions are due by 4:00 pm on Tuesday, January 17, 2012**

**Addendum answering all questions will be posted on: January 24, 2012**

***NOTE: Any solicitation or lobbying directed to any "Authority" staff or the Board of Commissioners is prohibited and is grounds for disqualification of Respondent's proposal.***

#### RFP CONTACT

**Attn: RFP 1610-11**

The Housing Authority of the City of Hartford  
180 Overlook Terrace  
Hartford, CT 06106  
Email: [bids@hartfordhousing.org](mailto:bids@hartfordhousing.org)

### 2.3. PROPOSAL DEADLINE AND DELIVERY

One (1) original and three (3) copies of your sealed proposal must be delivered to the following location no later than

**4:00 PM on Tuesday, February 7, 2012.**

The outside of the package must be clearly marked with:

From: (Responder's Name and Address)

Enclosure: "RFP 1610-11 for PROPERTY MANAGEMENT SERVICES"

Housing Authority of the City of Hartford

180 Overlook Terrace, Hartford, CT 06106

## 2.4. PROPOSAL FORMAT

Proposal responses should contain four (4) sections: An Executive Summary, a Technical Proposal, a Price Proposal and required Attachments. A summary of requirements for each section follows:

### **Section 1 – Executive Summary**

Submit a letter on your company letterhead, signed by an authorized agent for the company. The letter should provide a brief history of your firm, provide the name and contact information for the person responsible for responding to questions concerning the proposal, describe generally your firm's experience with Public Housing/Policy and incorporate, by attachment:

**Client References.** Include three (3) references for which you have provided a similar scope of work. Include contact name, address, and phone number. Provide a description and value of the work performed.

**Litigation History.** Respondents must declare any litigation history with the "Authority" or its affiliates. For the purpose of this proposal the term "affiliates" means: other Public Housing Authorities, HUD, the City of Hartford or the State of CT. The "Authority" may, in its sole and absolute discretion, choose not to consider Proposals received from Respondents who are currently in or have threatened litigation with the "Authority" or any of its affiliates, depending on the nature of the litigation.

**Organizational Chart.** Provide an organizational chart highlighting credentials, qualifications, and role of key staff and subcontractors who will be involved in the work.

**Licenses/Certification.** Submit confirmation that staff undertaking the work is properly licensed to practice Real Estate and Property Management in the State of CT. The "Authority" reserves the right to require proof of licenses prior to award.

**EEO and Affirmative Purchasing Statement.** Submit your EEO Policy Statement as well as a description of your firm's experience in promoting the utilization of small businesses including minority and women owned businesses in your subcontracts. Discuss the methods you used to encourage the participation of small business on other property management contracts, e.g., method of sourcing, organizations and data bases utilized, etc.

## **Section 2 – Technical Proposal**

Submit a clear and concise reply to RFP Section 3, Scope of Services.

Provide a description of your proposed management program which demonstrates your approach to each function, i.e., Physical Plant, Financial, Risk Management, Marketing, and Administrative functions.

Your description should include the staffing levels you recommend for the property; your approach to cost containment, quality assurance, tenant relations, and community involvement.

## **Section 3 – Fee Proposal.**

Submit a complete Fee Proposal indicating any and all costs associated with performing the Scope Services in response to Section 4, Fee Proposal.

Respondents may, by way of separate exhibit, offer alternate price proposals if such price proposal demonstrates cost containment, increased revenues, management efficiencies, performance incentives, etc. The "Authority" reserves the right to accept or reject alternate proposals, whatever is deemed to be in its best interest.

## **Section 4 – Attachments**

Provide in this section all of the attachments required in your Executive Summary (Section 1):

- Client References
- Litigation History
- Organizational Chart
- Licenses/Certificates
- EEO Policy Statement
- Affirmative Purchasing Efforts

### **2.5. RIGHT TO VERIFY INFORMATION**

The "Authority" reserves the right to verify any and all information provided in the Proposal. If there is evidence of misleading or false information, the "Authority" may, in its discretion, reject the Respondent's submittal.

### **2.6. EVALUATION OF PROPOSALS**

All Proposal Submissions will be reviewed to determine if the proposal substantially complies with the requirements and procedures contained in this RFP. Respondents that are not in substantial compliance with not be considered further.

Remaining submissions will be evaluated by a selection panel against the criteria noted below: Each criterion will be assigned a score with the highest achievable score being 150

EVALUATION CRITERIA	POINTS
A. General Background and Experience (Executive Summary Section 1) .....30 (Background and experience as residential property managers, capacity to perform, references; integrity; knowledge of public housing and public policy laws)	
B. Management Approach (Technical Response Section 2).....30 (Overall management approach to each major function as evidence by respondent’s response to the Scope of Services Management/Physical Plant Financial and Risk Management, Administrative, Marketing (10)	
C. Competitiveness of Proposed Fees (Fee Proposal Section 3).....30 (Competitiveness of Proposed Fees with preference afforded to simplicity of pricing structures)	
D. Socio-economic Consideration (EEO/Affirmative Purchasing).....30 (EEO employment practices; affirmative purchasing in subcontracting with small businesses including minority and women owned business and overall community involvement in the management approached as evidenced in the eeo/affirmative purchasing attachments and technical response.	
E. Geographic Location .....30 (Respondent’s proximity to the Westbrook/Bowles property as described in its management approach; the location of its main office (preference given to the State of CT).	

The maximum achievable score is 150 points. Respondents must meet a minimum score of 120 points to be considered for award.

## 2.7. INTERVIEWS

A selection panel may interview the highest scoring respondents (typically the highest 3 unless it is in the “Authority’s” best interest to interview more). Initial scores may be adjusted based upon the outcome of interviews. Authority reserves the right to make award based solely upon written proposals, therefore, respondents are urged to provide a complete response with their best and final offer.

## 2.8 AWARD

Upon approval of the “Authority’s” Board of Commissioners, a contract will be negotiated with the respondent(s) whose proposal is determined to be most advantageous to the “Authority”. The “Authority” reserves the right to make a “no award” on all or any part of this Request for Proposal and to negotiate the extent of services provided (upward or downward) in any Service Area.

## 2.9. CONDITIONS

a. **Contract Required.** A contract will be required with the successful respondent(s). This Request for Proposal, the Respondent's proposal response and the contract will form the entire agreement between the Property Manager and the "Authority".

The attached Contract for Residential Property Management Services will serve as the basis for negotiation between the "Authority" and the Successful Respondent; therefore, Respondents are required to review the contract and make mention in their response of any exceptions to the contract proposed.

b. **Term of Contract.** The term of contract will be for two (2) years commencing on or about March 1, 2012. The contract may be renewed one year at a time for 3 additional years upon mutual consent of both parties.

c. **Additional Services.** In the event additional services are required that have not been awarded as a particular service area, the "Authority" will have the sole and exclusive right to allocate the service to a firm under contract or seek the services on the open market, whichever is deemed to be in its best interest.

d. **Right to Reject or Waive.** Authority reserves the right to reject any or all proposals and to waive minor technicalities in the Request for Proposal. All such waivers will be at the sole discretion of the "Authority". The "Authority" may reject without further consideration, any respondent(s) whose proposal is lacking in critical information such that the "Authority" cannot score the proposal without requiring additional information.

e. **Additional Information.** The "Authority" may request additional information and clarification after the submittal deadline and during interviews with the highest ranking respondents.

f. **Negotiation.** The "Authority" reserves the right to negotiate with respondent(s) to enter into the best and final offer or to accept the Respondent(s) written proposal as the best and final offer, whichever is deemed to be in the best interest of the "Authority".

g. **Disqualification.** Any solicitation or lobbying to any "Authority" staff or Board of Commissioners concerning the outcome of this proposal is strictly prohibited and is grounds for disqualification from the proposal process.

h. **Signing Authority.** The person signing the proposal on behalf of the Respondent must be authorized to commit the Respondent in contractual matters and to conduct negotiations or on behalf of the respondent.

i. **Proposal Costs.** All costs associated with the submission of proposals including meetings and interviews will be borne by the Respondent.

j. **Insurance/Fidelity Bond.** The Successful Respondent is required to carry automobile insurance, Errors and Omissions, Commercial General Liability Insurance with per occurrence limits not less than 1 million.



k. Contract Approval. All contracts may be subject to approval by the "Authority's" Board of Commissioners, the State of CT and/or U.S Housing and Urban Development Agency.

l. Socio-Economic Consideration. A Respondent that receive points for subcontracting with small businesses according to federal, state and/or local socio-economic preference programs and fails to follow through on the plan will be considered in default of the contract and subject to contract cancellation.

### SECTION 3 SCOPE OF SERVICES

The Housing Authority of the City of Hartford (referred to as the "Authority's") is seeking a full range of Property Management Services for state-owned public housing properties known as Westbrook Village and Bowles Park (Westbrook/Bowles). The townhouse apartment dwellings (770) are situated on approximately 140 acres on and surrounding 22 Mark Twain Drive, Hartford, CT.

The Scope of Services is not intended to be a specific list of tasks, but rather a general guideline as to the types of functions and scope of responsibility required of the successful Property Manager.

The entire procurement procedure and contract award will be subject to any and all applicable Federal, State, Municipal and "Authority's" laws, regulations, and policies. The Property Manager selected will be required to comply with all applicable Federal, State, and Municipal, laws regarding Public Housing, Fair housing, bidding, contracting, and any other related regulations and policies. In addition, the Property Manager will be required to review and comply with all rules and regulations of the "Authority".

The following includes the scope of services that the "Authority" typically expects management companies to provide:

#### Physical Plant

- Physical inspections of the property.
- Development and implementation of a comprehensive maintenance program.
- Handling or coordinating outside and/or in-house professional services from architects, engineers and others with expertise on technical issues.
- Performing preventative maintenance, including safety, environmental, and energy management systems.
- Writing bid specifications for building services such as janitorial, engineering, security, etc.; awarding contracts and supervising the work.
- Approving or recommending approval of capital improvements in excess of \$5,000 as well as performing life-cycle costing analyses or feasibility studies of these improvements as appropriate.
- Recommending programs for alteration and modernization to enhance property's marketability and competitiveness.

### Financial

- Maintaining financial records and submitting financial reports as required by the Authority.
- Approving and disbursing expenses for ordinary operating needs as approved in the annual budget.
- Increasing net operating income and enhancing the value of the property by maximizing income and controlling expenses.
- Implementing an aggressive rent collection program.
- Preparing, analyzing, and/or approving annual operating budget(s) and interim statement of operations reports.
- Performing present value analyses on leases.
- Analyzing or preparing program operating statements (including financial) and, when appropriate, recommending changes or taking action.
- Analyzing actual vs. planned variances and establishing a program for correcting unfavorable variances.
- Provide assistance by reviewing and evaluating ad valorem tax assessments and recommending possible appeals to reduce or correct assessments.
- Analyzing the cost of major equipment purchases and recommending possible alternatives to purchasing.
- Provide financial calculations and reports as required by the "Authority".
- Provide valuation services detailing opinions of property value for owner-use, owner-investor clients, and the "Authority".

### Risk Management

- Authorizing or recommending levels of insurance coverage for properties.
- Maintaining adequate levels of insurance.
- Composing and/or implementing a risk management program.
- Investigating claims relating to accidents, vandalism or property damage, and recommending action and/or submitting claims for payment to insurance carrier.

### Marketing

- Preparing and implementing *Management, Marketing and Tenant Selection Plans*. (Note: *Plans* are prepared according to the "Authority" approved outlines, which will be provided to selectees.)
- Handling marketing, promotion and leasing programs based on a local market analysis.
- Advertising vacancies through selected media and contacts.
- Developing and implementing of resident retention programs.

### Administrative

- Providing or arranging for the provision of required services to residents.
- Maintaining community goodwill.
- Computerizing all property data and providing computerized reports as required by the "Authority".
- Investigating and responding to inquiries from the public sector concerning the property and/or preparing reports required for compliance with current or future laws and public policies.
- Developing or recommending changes to standard legal form documents (i.e., leases, rules & regulations, contract forms, etc.)
- Completing certifications of tenant eligibility, subsidy documents, etc. as required by the "Authority" and other governmental agencies.
- Negotiating, executing, and administering leases to ensure compliance with all policies, procedures, terms and conditions.
- Handling day-to-day operations of a property including supervising staff, administering contracts, and conducting unit and property-wide inspections.
- Hiring, instructing, and maintaining personnel to staff the property, and purchasing supplies as needed for proper operation.
- Performing energy audits, and recommending and implementing conservation programs.
- Providing purchasing and work order systems, authorizing and paying bills, and maintaining computerized records for quick reference.
- Paying reasonable and necessary insurance premiums and taxes.

- Performing other duties as deemed necessary by the "Authority".

#### **SECTION 4 FEE PROPOSAL**

Respondents are required to submit a complete fee schedule inclusive of all costs associated with delivering the full range of Property Management Services described in the Scope of Services. Any and all costs not specifically provided for in the proposal response will be borne by the respondent.

- Propose a monthly fixed fee per unit (770 units)
- In addition to the monthly fixed fee, propose a percentage of gross revenues collected per month
- Identify all other costs associated with the management services described in the Scope of Services

Respondents may, by way of separate exhibit, offer alternate price proposals if such price proposal demonstrates cost containment, increased revenues, management efficiencies, performance incentives, etc. The "Authority" reserves the right to accept or reject alternate proposals, whatever is deemed to be in its best interest.

**COST PLUS PROHIBITED.** Respondents are cautioned that cost plus a percentage of cost is not allowed, therefore, mark-ups for project expenses will not be an acceptable submission.

**FEES TO REMAIN FIRM.** Fees must remain firm for the duration of the contract.