



Request for Qualifications (RFQ) for Portfolio Preservation Planning for the City-Funded Affordable Housing Portfolio

Questions & Answers

May 29, 2026

On April 17, 2026, the Office of Housing (OH) issued a Request for Qualifications seeking consultants to develop portfolio preservation plans for its affordable rental housing portfolio. Below are responses to questions submitted by prospective consultants via email. We are providing this detail to help inform RFQ submissions, however the final scope of the consultant contracts will be refined once consultant(s) and housing providers have been matched.

Policy Objectives

1. How will OH use the final deliverables in future capital allocation or policy decisions?

The preservation plans will identify and assess operating and financial challenges, as well as deferred maintenance and larger capital and preservation needs. While a single plan will be prepared for each selected organization, individual properties may be highlighted for specific and individually tailored recommendations. The assessment may be used to inform the Office's investment and preservation strategies for the future.

2. Is the primary objective:

- **extending asset life,**
- **reducing operating costs,**
- **improving resident outcomes,**
- **decarbonization/compliance,**
- **or prioritizing future investments?**
- **or other?**

As a public funder, the primary objective of this portfolio preservation planning initiative is to proactively identify and respond to the operating, financial, and capital challenges affecting the City-funded affordable housing portfolio to preserve long-term housing stability and affordability for residents.

Preservation needs and strategies will vary by property and organization and may include operational improvements, capital reinvestment, recapitalization, debt restructuring, or

other preservation interventions. This work is intended to help inform the Office of Housing's future preservation and investment strategies and support the long-term stewardship of limited public resources and affordable housing investments.

3. How does OH balance preservation investment against new development opportunities?

With the [2025 Multifamily NOFA](#), OH awarded \$64 million for new production, \$33 million for preservation, and \$58 million for stabilizing debt restructuring. While we have not yet decided what allocations will be in 2026, it is likely that there will be a similarly balanced approach between investments in new and existing projects. This portfolio preservation planning initiative will help inform how the Office of Housing balances new investments in affordable housing.

4. Does OH have target thresholds for acceptable operating cost increases or debt capacity?

The City is currently exploring different industry standards for the portfolio. Because several key operating costs exist outside of our control, this is very difficult to establish, especially with rapidly rising insurance costs. We are looking across the full portfolio and recent historical expenses to understand average per unit operating costs. Debt capacity also varies by project type and sponsor and is assessed on a case-by-case basis. For example, OH and local funders finance Permanent Supportive Housing with no debt, while other housing types are financed differently.

5. Which stakeholders will have the greatest influence over acceptance of the final recommendations?

The Office of Housing, as contract holder and public funder, will work collaboratively with the housing organizations and other public funders throughout the process to receive, assess, and determine implementation of recommendations.

6. Can OH clarify the primary audiences for the final deliverables and how the City expects different stakeholder groups to use the information produced through this effort?

The primary audiences for the final deliverables are the Office of Housing and the specific housing organization that the plan is being created for. We recognize that some findings and recommendations will focus on actions appropriate for individual organizations to take internally (e.g., renegotiating contracts with vendors, work with other investors, etc.) and others will focus on actions that involve OH actions (e.g., providing debt relief, capital reinvestment, or, at the extreme, property disposition). Because the work of OH is public, it is also likely that we will need to report out to other public funders, policymakers and elected officials who have a vested interest in any policy or programmatic changes that the Office of Housing implements.

7. How should the consultant evaluate preservation impacts on housing stability and displacement prevention?

Preservation plans should prioritize recommendations that prevent displacement of residents. We also recognize that disposition is sometimes necessary to maintain portfolio

health. We are seeking consultants who can help evaluate when disposition is warranted and the costs and benefits.

Contracting

- 8. Could you clarify how consultants will be contracted and compensated through this initiative? Specifically, would the OH contract directly with and pay the consulting team, or would the housing organizations themselves hold the consulting agreements and compensate the consultants from OH funds?**

Consultants will contract with the Office of Housing directly, which will manage all invoicing and payments. OH will work collaboratively with the consultant team(s) and organizations to develop final deliverables and recommendations.

- 9. Our team currently has existing relationships and/or engagements with some of the housing organizations. If we choose not to respond to this RFQ, would that have any impact on our ability to independently work with these organizations outside of this preservation planning initiative moving forward?**

No, OH is supportive of ongoing, independent engagements between consultants and organizations to improve operating and financial capacity.

- 10. What is involved in the Preservation planning contract process (Sept – Oct timeline)? Is there a standard contract for selected consultants? Will the scope of work be specific to the matched client's needs?**

Once a consultant and housing organization have been matched, during the contracting stage the City will work collaboratively with both parties to refine and finalize the scope of work and budget so that it reflects the housing organization's needs. The City uses a standard consulting contract. The Office of Housing will hold and fund the contract for consulting services.

- 11. For the List of Housing Providers on the Portfolio Preservation Planning, how does the City determine which organizations are the best fit for each consultant hired to support their sustainability and preservation efforts?**

The City will work collaboratively with housing providers to identify the best consultant match based on factors such as cost, capacity, and housing provider preference. This RFQ process will create the roster of qualified consultants from which housing providers can indicate their preference. OH will work with consultants and providers collaboratively to ensure the best matches possible, understanding that not all parties may be able to pair with their first choice. This approach is intended to ensure meaningful engagement and shared investment in outcomes.

- 12. For the selection criteria, is there an in-person or video interview process?**

Not at this stage but we reserve the right to hold interviews later during the matching process.

Scope of Work

13. Are any of the properties currently subsidized with HUD Section 8, HUD PRAC, or HUD PBV rental Assistance?

Yes, some of the properties may be subsidized with HUD subsidies. This is going to vary across the portfolios of the different housing organizations.

14. The RFQ does not appear to include a review of the overall financial health of the organization as part of the consultant's scope. Is this intentional, or does the Office of Housing conduct its own assessment separately? We ask because an organization's long-term viability can be significantly impacted by factors beyond property-level performance, such as whether projected developer or asset management fees are being realized, or whether receivables shown on the balance sheet are realistically collectible. In some cases, these issues can materially affect the organization's ability to sustain operations and support its housing portfolio.

While the RFQ focuses on the city-funded affordable housing portfolio, organizational health is relevant to that assessment. The Scope of Work (on page 3) requests recommendations to improve housing providers' organizational operations alongside their property performance, and the Office of Housing expects the portfolio assessment will provide meaningful insight into organizational health as well.

As noted below, under question 27, each analysis is intended to holistically understand each provider's portfolio, not to audit their organization. We recognize that agency-wide financial indicators can have a material effect on the ultimate sustainability of an agency's portfolio, but for purposes of this body of work we are asking the consultants principally to focus on physical, operational, and financial issues specific to component properties within each agency's portfolio, and items that are not easily identified through review of existing organizational audits.

15. The RFQ notes that a portion of the available funding is to be allocated directly to the organizations to support staff effort. In light of that, could OH clarify the anticipated division of responsibilities between the consultant team and organizational staff? For example, is OH assuming that organizational staff will perform a substantial portion of the "boots on the ground" work, such as unit inspections, file gathering, tenant data collection, or preparation of accurate and consistent financial reporting? Or should consultants assume responsibility for independently conducting and validating much of this work? Understanding the expected level of organizational participation is important, as the amount of work performed directly by the organization will materially impact the consultant hours, staffing structure, and overall scope required to complete the engagement effectively.

OH is assuming that housing organization staff will conduct the data collection work described while the consultant will provide review, analysis, and assessment of the data and the systems/processes deployed to produce the data.

16. Has OH considered including, as part of the consultant scope, a final report or memorandum identifying broader systemic issues observed across the participating organizations, along with potential policy or programmatic recommendations?

A consultant is welcome to address broad systemic issues in their analysis, however OH has not included this in the consultant scope because individual consultants may only work with one or a few organizations. OH will synthesize broader policy or programmatic recommendations once all of the portfolio preservation plans are completed.

17. Are there existing asset management standards or scoring systems the City wants incorporated?

OH is planning to apply portfolio performance and compliance benchmarks during an upcoming annual review of properties. These benchmarks are generally informed by AHIC standards. OH can provide these benchmarks to the selected consultant(s).

18. How should the consultant evaluate tradeoffs between capital cost and long-term performance?

This is going to depend on the specific housing organization being evaluated because one organization may clearly need one more than the other. While public funders' financial constraints may limit our ability to invest sufficiently to guarantee a property's optimal long-term performance, we hope that cost-benefit considerations will inform the consultant's recommendations, particularly around capital reinvestment. We also expect that, upon deeper review of project, financial, and organizational performance, priorities will emerge, and may either be formed into concrete recommendations for near-term investment (up to including specific funding amounts and types) or be broadly used to inform medium-term investment and policy choices.

19. Are there specific funding sources or financing tools OH wants analyzed?

OH is seeking assessment, analysis, and recommendations for action. Recommendations may include specific funding sources or financing tools, but this planning effort is not meant to be an evaluation of those tools. OH welcomes consultants with experience in specific financing tools to bring recommendations forward. OH staff and housing organizations also have expertise with financing tools, which will contribute to any recommendations that are developed.

It would be helpful for consultants to assess and identify potential preservation pathways, such as refinancing, recapitalization, phased rehabilitation, debt restructuring, or disposition.

20. How should recommendations account for uncertainty in future federal or state funding?

Consultants should be aware of the funding environment but not necessarily plan for every worst-case scenario. OH will provide guidance if a project or organization faces significant funding threats, though we do not anticipate that will be a major component of that analysis at this time, as public funders are working separately to address major funding threats. Consultants should be clear and transparent around their assumptions underpinning their recommendations.

21. Is OH interested in identifying opportunities for:

- **phased investments,**
- **refinancing,**
- **recapitalization,**
- **and/or public-private partnerships?**

Yes. A consultant is welcome to explore or recommend these financing strategies as part of their evaluation, as also described in question #19.

22. Does OH expect the selected consultant to coordinate directly with property owners and management entities as part of the assessment and planning process?

Yes. This will take a collaborative effort.

23. What existing property condition, capital needs, or energy performance data will be available?

This is going to vary considerably across housing organizations. Some data may not be available or some reports like capital needs assessments may need to be commissioned and/or updated.

24. Is the City looking more for technical analysis expertise, strategic planning capability, or implementation-oriented recommendations?

OH is seeking portfolio preservation planning consultants to analyze and identify issues across a cross section of OH's affordable housing portfolio, establish a timeline and strategy for addressing identified preservation needs, and advise OH as it establishes plans for future public investment. This is more of a technical analysis and implementation-oriented effort.

We recognize that consultants will bring different types of expertise and this will be a benefit because the housing organizations participating in this work have differing needs. For example, providers facing operational challenges such as vacancy or rent arrears may benefit most from consultants with property management and financial analysis backgrounds, while providers with aging properties with significant capital needs may require preservation expertise. We are developing a roster of consultants that can address these varying needs.

25. What are OH's expectations for the consultants around milestones and reporting throughout the process?

We will outline more detailed expectations for milestones in the final contract, but we expect to be actively involved throughout the entire process including the initial matching of consultants with housing organizations, development of consultant scope of work, review of key deliverables, and completion of the contract term. Examples of key milestones include a formal project kickoff, regular progress check-ins, and a final report, recommendations and accompanying presentation.

26. Will there be an implementation plan per organization or per property within the OH portfolio?

The plan should be prepared at the organization level, with recommendations that apply across the portfolio. The consultant should recommend priorities wherever possible and identify broader trends and issues across the portfolio to inform organization-wide recommendations.

27. Under the second bullet point of the Scope Of Work section of the RFQ, it states that each preservation plan should set forth recommendations "to improve the housing provider's organizational operations..." We understand the ordinary definition of "organizational operations" to include accounting, finance, governance, and potentially other areas outside the scope of affordable housing preservation planning. May we assume that by "organizational operations" you mean operations directly related to the oversight and management of affordable housing properties?

Yes. The goal of this work is to holistically understand each provider's portfolio, not to audit their organization. We expect the analysis may highlight broader trends or issues that should be addressed at the organization level (for example, hiring for certain positions). Please also see the response to question 14.

28. Preservation planning requires looking at an organization's whole portfolio to prioritize needs. Will the funds available for this work be eligible to be used to analyze properties not funded by the Office of Housing but within the portfolio of an organization that owns other properties funded by OH?

Yes. Where funding allows, OH would like the full housing portfolio to be examined holistically, including properties without City funding, as these affect the organization's overall portfolio health. At the same time, it is expected that the majority of recommendations for investment will be applied toward city-funded housing.

29. Is the scope of work for the RFQ to create the preservation plans or does it include their creation and implementation by Q4 2027?

At this time, the scope of work should focus on the creation of the plans. OH would like to deploy recommendations as soon as possible but has not established a deadline for doing so at this point.

Fee Estimate

- 30. The RFQ requests a fee estimate for preparation of a single preservation plan. Given the likely variation in property conditions, organizational capacity, and portfolio complexity, do you have any guidance or expectations around how consultants should approach developing a reasonable fee estimate at this stage of the process?**

Consultants should do their best to provide a fee estimate based on comparable past work and their professional judgment. We recognize that portfolios, organizational capacity, and property conditions will vary across housing providers, and that consultants do not yet have all the information needed to develop a precise estimate at this stage. To assist with scoping, we have provided the list of housing providers and the number of OH-funded properties within each portfolio upon request. Consultants are encouraged to clearly state any assumptions underlying their estimate, including per-building or per-unit hourly consulting expectations and costs. The final fee schedule can be refined at the contracting stage once a specific housing provider is matched with a consultant and more detailed information is available.

- 31. The RFQ requires us to provide a cost estimate for a single preservation plan for a housing organization. The scope of work involved in doing a preservation plan is variable. Our intention is to describe an assumed scenario and provide a fee estimate based on that. Is that an acceptable approach? Alternatively, could you provide an example scenario for us to build our cost estimate on?**

Yes, this is an acceptable approach. Or the consultant may select 1-2 sample housing organizations from the RFQ and provide a cost estimate for working with those organizations.

- 32. Preservation planning often requires ordering capital needs assessments and other physical condition testing, which would be provided by third parties. Will there be funding available to pay for these costs?**

Please include the cost of third-party reports as a line item in your fee estimate. Funding availability for these costs will vary depending on the specific housing provider and property, but OH prefers to include those costs in the consultant budget

- 33. We typically order Physical and Capital Needs Assessments (PCNAs) for properties we evaluate, and the client orders and pays for the PCNA directly at our direction. In this case, would the City expect/desire that we directly engage for the PCNAs for the property(s), and include that cost in our proposal, or will the properties be able to directly engage for that critical report?**

Please include the estimated cost of PCNAs in your submission. Some organizations may already have PCNAs on file, though they may require updates. For those needing a new or

updated PCNA, one could be ordered. Once under contract, the consultant and housing organization can confer and negotiate on who takes the lead on ordering a PCNA. While the exact number of PCNAs required is difficult to predict at this point, an estimate for what they would cost would be helpful for the RFQ submission.

RFQ Submission Materials & Eligibility

34. Is there a recommended format for the recommendation letter from past client? Are there particular items that should be included in the letter?

There is no prescribed format required for the recommendation letter. The letter should speak to the consultant’s relevant experience and their ability to deliver the requested portfolio preservation planning services.

35. We are not planning to use subconsultants for this work because we have the capacity and expertise in-house. How do you suggest we address the WMBE Inclusion Plan form requirement?

Because the City has annual goals for WMBE inclusion in consulting and purchasing contracts, this form is required for any City procurement process with contracts exceeding \$410,000 and must be included with your submission. While contract amounts have not been pre-determined, this information is relevant for the review of submissions. Please complete the form with information about your firm as the primary consultant. You may use the narrative section of the form to indicate that you do not intend to use subconsultants.

36. For the requirement, “Experience preparing at least three preservation plans in the past seven years for affordable housing organizations,” should this be interpreted as experience limited to plan development, or does it need to extend through execution—such as closing and post-closing activities?

This is a minimum qualification and should be interpreted as experience with plan development alone.

37. For the WMBE Inclusion Plan, I don't have a Contract Number and Title? Where do I find this information?

You can leave this part of the form blank for now.

38. For the WMBE Inclusion Plan, since we only have two employees, what are the specific requirements for incorporating WMBE goals into this consulting project?

The City has annual goals for WMBE inclusion in consulting and purchasing contracts. This form is required for any City procurement process with contracts exceeding \$410,000 and must be included with your submission. The form is used to inform progress towards the City’s goals.

Please complete as much of the form as you can with your firm's details. It is OK to leave some sections blank or indicate that they are not applicable, since this is not for strict compliance at this phase of the process.

39. We anticipate that the contract will be below \$410,000. Do we need to submit the WMBE Inclusion Plan?

Yes, please see responses to earlier questions on this topic.

40. Does the WMBE form apply if we are a non-profit organization? Should I answer based on our board/leadership?

Yes, please complete the form to the best of your ability. It is OK to leave some sections blank or indicate that they are not applicable.

41. The Consultant Questionnaire asks about our business history. "Provide and/or attach a list of contracts your local firm held in the past five years, with sufficient detail for the City to understand the depth and breadth of your experience, with a particular emphasis on contracts with public agencies." It says if we have many contracts we can simply list them. Our intention is to provide a list of contracts in the past five that relate to the work involved in this RFQ, with sufficient detail for the City to understand the breadth/depth of our relevant experience. Is this sufficient? It would be burdensome to provide a complete list of every contract our firm had in the past five years.

Yes, this would be sufficient but please indicate whether the provided list is exhaustive or a subset of all relevant past contracts.