



Request for Proposal
Preservation Project Manager
Release Date: September 26th, 2019

A. Statement of Purpose

The Supportive Housing Network of New York (the Network) is seeking a Project Manager to assist in a preservation pilot initiative for supportive housing in New York City. The initiative will entail providing assistance to nonprofit owners of supportive housing who wish to develop a preservation strategy, as well as organizing meetings and managing workflows amongst the nonprofits, the Network, and relevant government agencies. The Project Manager will be a key coordinator, who will primarily be focused on the communication amongst various stakeholders, as well as helping providers determine what resources they need to move forward and chart a path for implementation.

This is a multi-year initiative. The contract with the project manager will be for one year, with an option to renew.

Responses should be received by October 25th, 2019. Refer to section E for submission instructions.

B. Background Information

The Network is a membership organization that represents over 200 nonprofit providers and developers of supportive housing across New York State that have collectively created more than 52,000 units of supportive housing. Our membership also includes more than 150 affiliate and corporate members. Founded in 1988, the Network's mission is to increase the public's understanding of supportive housing; share best practices that continually improve supportive housing's effectiveness; and encourage the creation of enough supportive housing to end homelessness among the most vulnerable New Yorkers. The Network works toward these goals through advocacy, training, technical assistance, public education, research, and policy analysis.

Supportive housing in New York arose in response to the needs of the homeless population during the 1970s and 1980s. Visionary nonprofit housing providers across New York City began to develop supportive housing projects during the early 1980s. Building on the early experiences of a few pioneering nonprofit organizations, supportive housing providers purchased and renovated buildings around the city, many old SROs, which might otherwise have been abandoned or converted to market-rate housing. These efforts set the stage for the blossoming of supportive housing throughout New York and around the country during the 1990s. These residences were constructed with diverse combinations of privately fundraised dollars, NYC capital subsidy, NYS Office of Mental Health (OMH) subsidy, NYS Office of Temporary and Disability (OTDA) subsidy, Low Income Housing Tax Credits (LIHTC) and/or HUD funding. Nonprofits obtained services funding through

fundraising originally, then later through contracts from OMH, Department of Homeless Services (DHS), and the Department of Health and Mental Hygiene (DOHMH). Operating funding was bundled with services contracts, or provided through Section 8 or SRO Mod Rehab contracts.

Some of the older supportive housing stock tends to be in areas of Manhattan that are now deemed “high opportunity.” These residences allow extremely low-income people with disabilities to live in neighborhoods that are rich in transit and services. Maintaining these early residences as quality housing for our providers’ tenants is essential to the mission of supportive housing, true “community integration” for those with special needs.

Supportive housing providers have voiced a desire to address the needs of some of the older residences in their portfolios. Providers have identified the following as their goals:

- Address physical repair and rehabilitation needs of buildings.
- Address the needs of tenants in buildings, as many have aged or been diagnosed with new health related issues or disabilities since moving in.
- Have more stability in their streams of operating/rental assistance.

A comprehensive preservation transaction can reposition a supportive housing residence so that it continues to provide a vital resource for homeless New Yorkers, while strengthening nonprofit organizations’ assets. These transactions can also provide additional resources to nonprofits through developer fees while addressing insufficient service and operating funding that may be placing a strain on an organization’s cash flow.

NYC agencies including the Department of Social Service (DSS), the Department of Housing Preservation and Development (HPD), the Department of Health and Mental Hygiene (DOHMH), as well as the NYC Continuum of Care (CoC), have collectively prioritized the preservation of supportive housing residences in NYC. Along with the Network, the agencies have convened an inter-agency working group to assess the needs of providers and propose possible paths to preservation.

C. Tasks to be Accomplished

The Project Manager will be responsible for coordinating the interagency working group and assisting the nonprofit owners to ensure that the strategy for each provides financing to holistically meet their needs and positions them to successfully reach their preservation goals.

We estimate the Project Manager will need to commit approximately 10-20 hours per week to this project. The Project Manager will report to the Network’s Director of Policy and Planning.

Scope of Work

1. Project management
 - a. Triaging providers for preservation assistance, ranked by needs, capabilities, and readiness, with the Network’s guidance;
 - b. Working with City agency staff and nonprofit staff to find the best preservation path for each project in nonprofit owners’ portfolios;

- c. Assembling complete preservation plans for each owner that accounts for service, operating and capital needs in their portfolio;
 - d. Following up with all parties as necessary to ensure project goals are met.
2. Working group management:
 - a. Creating agendas for working group;
 - b. Scheduling meeting dates;
 - c. Organizing calls, meetings and relevant materials;
 - d. Generating next steps for each party;
 - e. Coordinating among internal divisions of agencies to ensure appropriate staff are involved on an ongoing basis in preservation projects;
 - f. Working with City agency staff to assess needs of nonprofit organizations and match needs to potential funding programs.
3. Nonprofit owner/provider assistance (for 4-6 provider agencies)
 - a. Working with owners to assess first steps to prepare for rehab, e.g. physical needs assessment(s), reviewing financial statements, rent rolls and budgets;
 - b. Working with executive leadership and Boards of Directors to ensure buy-in to move forward with preservation plans;
 - c. Helping owners select a path for rehab, either on their own, with a development consultant or in a joint venture;
 - d. Assisting owners in creating a social services plan for each building that will better meet tenants' needs;
 - e. Coordinating among internal divisions of nonprofit agencies to ensure appropriate staff are involved on an ongoing basis in preservation project.
 - f. Consultations and technical assistance for additional nonprofits who have a preservation need, but will not be ready to enter the program in the immediate term.

Requirements

- Five years or more years of professional work experience
- Familiarity with the supportive housing model and the related funding streams
- Exemplary project management skills
- Strong facilitation skills
- Strong writing ability
- Working knowledge of affordable housing finance
- Ability to travel frequently within NYC
- Proficiency in Microsoft Excel
- Experience in nonprofit organizations and/or NYC government is strongly preferred, though not required

Summary of Deliverables

All deliverables are due by the end of the period of performance.

1. Triaged list of four to six providers and their projects eligible for preservation

2. For each provider, a written plan of how the organization will move forward in the next 3 years to complete the preliminary steps to begin preservation on applicable projects.
 - a. Provider organization staff responsible for and involved in each project
 - b. Developer(s) and/or consultant(s) the provider will engage for each project
 - c. Definitive steps for provider to follow in pursuing preservation strategy for each project.
3. An administrative plan outlining how City agencies can keep the supportive housing preservation pipeline moving over the next 5-years after the period of performance.

D. Contract Details

- Period of Performance – one year.
 - Potential start date: January 2020
 - Potential end date: December 2020
 - Possibility to renew contract after one year

E. How to Submit a Proposal

Please submit the following no later than **October 25th** to Cynthia Stuart, Supportive Housing Network of NY, 247 West 37th Street, Floor 18, New York, NY 10018; or cstuart@shnny.org. (Electronic versions welcome.)

1. A project proposal, which describes how you will carry out the deliverables outlined above
2. A summary of your recent and relevant work/projects
3. A firm project estimate of the total fees to be charged
4. Resume
5. Names, phone numbers, and email addresses of relevant professional references

If you have questions, please email them to cstuart@shnny.org.