INTRODUCTION

The YWCA Glendale is requesting proposal from professional consultants to provide affordable housing consultant services. The RFQ aims to attract professional Owner’s Representatives who have a thorough understanding of developing affordable housing with non-profit based organizations. Applicants must have the experience, technical resources, and capacity required to represent owners in community/stakeholder engagement, project management, planning and developing affordable housing.

OWNER & PROJECT BACKGROUND

YWCA Glendale Lexington office is home to our Domestic Violence Service Center (the “Center”), recreation programs and serves as a facility for Head Start preschool. The Center offers comprehensive, wrap around services that women and their children need to develop lasting independence from abusive situations. At the Center we provide case management services, peer counseling, clinical therapy, legal services, childcare/children’s program, educational outreach, training and education as well as vocational English and second language programs for Armenian and Spanish-speaking women. We have a small recreation program that consists of a summer camp and aquatics program. YWCA closed its pool in December 2017 in order to seek longer term stability and partnerships to develop much needed affordable housing units and parking.

In 2015, YWCA Glendale partnered with RED Architectural Group and presented to the City of Glendale a proposed 40-50-unit affordable housing project on the YWCA’s site where the gymnasium and natatorium are located. The project currently is envisioned as a 4-story building of 40-50 units comprised of 1- and 2-bedroom units, with a few 3-bedroom units. The YWCA Glendale will seek to occupy the ground floor with its social services programs and other activities. A 2-level subterranean garage providing parking for approximately 68 vehicles is proposed. The main, 2-story, 14,000sf, original YWCA building built in 1940 is intended to remain and be renovated for YWCA’s continued use.

YWCA Glendale intends to form a joint venture structure with a housing developer to partner in the development and operation of an affordable housing project with supportive services for low-income individuals and families with a focus on individuals who have experienced domestic violence and other physical or mental trauma. YWCA Glendale will partner with the developer to develop a 40-50-unit supportive housing and service programing space on its property.

Due to the historical significance of the YWCA, the City of Glendale requested that the Historical Assessment process commence to determine the status of the buildings to aid the YWCA in establishing the strategy for addressing the historic elements of the project. In July 2019, YWCA Glendale contracted with Architectural Resources Group to provide Historic Preservation Consulting Services related to the potential housing development. Although the building, which was constructed in phases from the 1930’s to the 1950’s, has not been formally designated, it appears it may be eligible for historic designation due to the significance of its original architecture and its contributions to the social and cultural fabric of Glendale. A historic resources assessment report to determine whether the building is eligible, and a project impact analysis is expected to be completed by mid-November.
Scope of Services

A. Development Program

- Facilitate and assist Owner in creating development goals and objectives that align with the Owner’s mission or other organizational objectives.
- Collaborate and assist Owner with establishing a viable development program. For example: Residential: identifying the number of units; type of units; target population; design, construction, operating objectives; related services or programs to be coordinated with Project; or, Non-Residential: square footage; types, uses and location/adjacencies of spaces; target market; design, construction, operating objectives; related services or programs to be coordinated with Project.
- Coordinate with Owner in establishing viable financial objectives consistent with the Owner’s short- and long-term investment plans.
- Document the Owner’s program decisions. Said report shall be identified as the Development Program.

B. Project Management

- Prepare Request for Qualifications/Proposals and/or Scope(s) of Work for Housing Development Partner.
- Assist with the selection process.
- Draft, review, and negotiate MOU agreements for housing development services and construction in coordination with and upon final approval by Owner’s Legal Counsel.
- Manage contractor agreements on Owner’s behalf.
- Collaborate with Owner’s legal counsel to advise Owner on real estate related matters including, but not limited to, financing and investment; development, partnership and ownership structures; and public/private development agreements.
- Organize and ensure appropriate project development documentation.
- Advise Owner on development and program related matters, including, but not limited to, financing strategies; development partnerships; affordability; design; market study; contracts; and operating costs.
- Develop and implement a reporting structure to provide Owner with a project schedule, general progress and status of work completed, budgets, and documentation of decisions during all phases of the development process.
- Inform Owner of critical issues that must be addressed with immediacy, as well as document important decisions in the development process.
- Assist Owner in negotiations and transactions with financial partners and investors and coordinate said negotiations with Owner’s relevant legal counsel.
- Generally, consult with Owner in securing and negotiating predevelopment and development financing instruments.
- Assist and advise Owner in obtaining all necessary pre-construction approvals, including, but not limited to, planning and zoning; environmental remediation; historic preservation; accessibility; and energy performance.
- Collaborate with Owner in public meetings and communication materials in connection with obtaining approvals for the Project.
SKILLS AND EXPERIENCE
Experience as an Owner’s Representative or an Affordable Housing Consultant on at least two prior projects of similar size and scope is required. Owner’s Representative should have experience within the housing and development requirements of the City of Glendale or comparable city agency.

QUALIFICATIONS/PROPOSAL FORMAT AND CONTENT
The proposal should consist of the following:

- Cover letter
- Resume
- Summary of current and completed projects complete with contact information
- Capacity of identified staff to meet Project requirements within current workload and schedule
- Three professional references
- Rate sheet should include:
  - Hourly rate for development work (maximum of $2,000 per month),
  - Hourly rate for project management
  - Total monthly fees not to exceed $2,500 per month
  - Any other expected or potential expenses

CONSIDERATION OF MINORITY, SMALL BUSINESS AND WOMEN-OWNED BUSINESS
Positive efforts shall be made by the YWCA of Glendale to utilize small businesses, minority-owned firms, and women’s business enterprises, whenever possible. The following steps shall be taken in furtherance of this goal:

1. Ensure that small business, minority-owned firms, and women’s business enterprises are used to the fullest extent practicable.

2. Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small business, minority-owned firms and women’s business enterprises.

3. Consider in the contract process whether firms competing for larger contracts tend to subcontract with small businesses, minority-owned firms and women’s business enterprises.

QUALIFICATIONS/PROPOSAL EVALUATION
A selection committee comprising YWCA staff, board members and housing advisory committee members will evaluate the qualifications and proposed fees. The selection process will be conducted in two phases.

In the first phase, the selection committee will score the applicants according to specific criteria designated. The criteria for Phase I:

- professional background and demonstrated technical capability
- current and recently completed affordable housing project experience that demonstrates the applicant’s ability to manage projects of similar size and scope
- capacity to meet needs of Project requirements within current workload and schedule
- experience with City of Glendale or comparable city agency housing and development requirements.
- proposed hourly and monthly fees.
Based on the total scores of the selection committee, 1 to 3 applicants will be selected (comprising the short-list) to participate in the second phase. A site visit, presentation, and interview with the selection committee will be scheduled for participants of the second phase.

YWCA Glendale staff will conduct reference checks of short-listed candidates prior to interviews. When YWCA Glendale is prepared to proceed with the services of an Owner’s Representative, the staff will initiate negotiations with the highest-ranking applicant. YWCA Glendale reserves the right to cease negotiations with the selected applicant if, in the sole discretion of YWCA Glendale, no agreement can be reached to the satisfaction of both parties.

YWCA Glendale reserves the right to reject any proposal for any reason, including but not limited to the following reasons:

- The submission of proposals does not contain all the information requested
- The applicant is not qualified to perform the services, as determined by the scored ranking of the proposal
- YWCA Glendale decides to withdraw this Request for Qualifications/Proposals and seek a sole source contract
- The applicant qualifications are received after the designated deadline
- Acceptance of applicant qualifications would entail a violation of law or City codes

Tentative Selection Process Schedule:

- Friday, September 27, 2019  Post RFQ/RFP for Owners Representative
- Friday, October 18, 2019  Proposals due at YWCA Glendale
- November 4, 2019  Interview & Presentation
- November 22, 2019  Selection

SUBMISSION OF QUALIFICATIONS/PROPOSAL

Please submit proposal via email to:
Cynthia Maher, Executive Assistant
E: Cynthiamaher@glendaleywca.org
Subject line: Owner's Rep RFQ

If you have any questions please contact Cynthia Maher, Executive Assistant at 818-242-4155 or email:cynthiamaher@glendaleywca.org