

# NORTHWEST OREGON HOUSING AUTHORITY REQUEST FOR PROPOSALS

## Third-Party Property Management Services

Multifamily Portfolio — Clatsop, Columbia, and Tillamook Counties

**ISSUE DATE:** 3/17/2026  
**DEADLINE FOR QUESTIONS:** 4/8/2026  
**RESPONSES TO QUESTIONS ISSUED:** 4/11/2026  
**DUE DATE:** 4/21/2026 by 5:00pm

**RFP CONTACT:** Hsu-Feng Andy Shaw  
Executive Director  
Northwest Oregon Housing Authority  
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## **Section 1 — Introduction**

The Northwest Oregon Housing Authority (“NOHA” or “Authority”) is a Public Housing Authority (PHA) serving Clatsop, Columbia, and Tillamook counties in Northwest Oregon. Our programs provide housing and rental assistance to families throughout in Clatsop, Columbia, and Tillamook counties through voucher-based subsidies and Authority-owned multi-family and affordable housing communities.

Northwest Oregon Housing Authority, “Owner,” is seeking proposals from qualified individuals and firms “Respondent, Proposer, Management Agent” to provide comprehensive third-party property management services. NOHA considers its third-party property management companies as partners in our work and part of our team working together to improve the lives of people living in third-party property managed properties.

NOHA seeks experienced firms capable of delivering high-quality operational, compliance, and financial performance outcomes across a diverse portfolio including LIHTC, USDA Rural Development, HUD Multifamily, and other affordable housing programs.

## **Section 2 — Purpose**

The purpose of this RFP is to:

- Evaluate qualified third-party property management firms
- Assess operational capabilities and regulatory expertise
- Compare compensation structures
- Identify firms capable of improving key performance metrics, including:
  - Vacancy reduction
  - Timely income certifications
  - Regulatory compliance
  - Financial reporting accuracy
  - Maintenance response times
  - Physical inspection readiness

## **Section 3 — Scope of Properties**

This RFP includes:

- All currently self-managed multifamily properties in Clatsop, Columbia, and Tillamook counties
- Holden Creek — Tillamook County

Northwest Oregon Housing Authority owns, directly or through tax credit Limited Partnerships and Limited Liability Companies, a portfolio of multifamily properties located

throughout Clatsop, Columbia, and Tillamook counties, including the cities of Seaside, Astoria, Warrenton, St. Helens, Nehalem, and Tillamook. A full property schedule is summarized in the table below.

Property Name	City	Units	Regulatory Program	Year Built
<b>Clatsop County, Oregon</b>				
Clatsop Shores Apartments	Seaside	42	Market Rate	2004
Owens Adair	Astoria	46	HUD Multifamily	1980
Owens Adair II	Astoria	50	LIHTC (Section 42)	2026
Tillikum Apartments	Warrenton	8	OHCS Housing Plus	2008
<b>Clatsop County Subtotal</b>		<b>146</b>		
<b>Columbia County, Oregon</b>				
Gable Park Apartments	St. Helens	32	LIHTC (Section 42)	1995
Gable Road	St. Helens	3	Market Rate	1961
<b>Columbia County Subtotal</b>		<b>35</b>		
<b>Tillamook County, Oregon</b>				
Echanie Court	Nehalem	12	USDA RD (Section 515)	1980
Holden Creek	Tillamook	60	LIHTC (Section 42)	2021
Jerry Woodward Retirement Center	Tillamook	10	GHAP	1930
Pine Court	Tillamook	4	Market Rate	1995
<b>Tillamook County Subtotal</b>		<b>86</b>		
<b>Grand Total Unit Count</b>		<b>267</b>		

The Authority reserves the right to award contracts by individual property, by county, for the full portfolio, or not at all.

## Section 4 — Terms and Conditions

### Invitation

Interested firms and individuals who are appropriately licensed with the Real Estate Division of the State of Oregon are invited to submit proposals for any or all of the above projects.

The Authority strongly encourages the participation of disadvantaged business enterprises, minority, women owned, emerging small business and service disabled veteran business enterprises (MWESB SDVBE) in this and all Authority projects, programs, and services, pursuant to ORS 200.090. The work performed will be subject

to the requirements of Section 3 of the Housing and Urban Development Act of 1968. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance shall to the greatest extent feasible be directed to low- and very low-income persons.

### **Proposal Format**

Your proposal must follow the format outlined in Section 6 and must include a cover letter signed by an officer who is legally authorized to enter into a contractual relationship in the name of the Respondent.

### **Rules, Regulations, and Licensing Requirements**

The Respondent and staff must possess all required occupational license(s) required in the State of Oregon. Respondents are presumed to be familiar with all federal, state, and local laws, ordinances, codes, rules, and regulations that may in any way affect the proposed services.

Proposer agrees to maintain accurate fiscal records that conform to generally accepted accounting principles and are in compliance with all District and State public audit and accounting requirements.

Proposer agrees to comply with all applicable Federal, State, District, and local ordinances, statutes, rules and laws governing this project.

### **Term of Management Agreement**

Initial contract term: one (1) year, with up to four (4) one-year renewal options. Each management agreement will include a provision for termination “at will” by the Management Agent or Owner with 30-day written notice. Each agreement will also outline situations where the Management Agent can be terminated immediately “for cause.”

### **Assignment**

The successful Respondent(s) shall not enter into any subcontracts, retain consultants, or assign, transfer, convey, sublet, or otherwise dispose of the ensuing contract, or any or all of its rights, title, or interest therein, without the prior written consent of Northwest Oregon Housing Authority.

### **Equal Opportunity Employment**

Respondents agree that there will not be discrimination as to race, sex, disability, religion, color, age, sexual orientation, creed, or national origin in regard to obligations, work, and services performed under the terms of any contract ensuing from this RFP. Respondents must agree to comply with Executive Order No. 11246, entitled “Equal Employment Opportunity,” as amended by Executive Order No. 13672 and any other amendments, as supplemented by the Department of Labor regulations.

## **Section 5 — Scope of Services**

Selected firm(s) shall provide full-service property management. Management Agent will agree to manage the project(s) in accordance with the highest professional standards for

such property. At a minimum, Agent will carry out the following management activities for each project:

### ***A. Leasing and Occupancy***

Management Agent shall offer for rent and shall rent the housing units in accordance with all applicable regulatory requirements, including LIHTC, OAHTC, USDA Rural Development (RD), HUD, HOME, PBV & PBRA, and any other applicable funding requirements. Specifically, Agent shall:

- Develop and implement marketing and outreach strategies, including creation and submission of Affirmative Marketing Plans and Tenant Selection Plans ensuring non-discrimination across all protected classes.
- Show housing units for rent to all prospective tenants.
- Take and process rental applications, including prospective tenant interviews and background screenings.
- Execute all leases in Agent's name, identified as Agent for Owner.
- Collect, deposit, and disburse security deposits in an account separate from all other accounts and funds.
- Maintain waiting list(s) of acceptable prospective tenants and undertake all arrangements necessary to minimize vacancies.
- Conduct move-in and move-out inspections, recording in writing any damage at each stage.
- Manage delinquency, including counseling tenants, referrals to community agencies, and facilitating eviction of non-paying or non-compliant tenants when necessary.
- Collect when due all rents, charges, and other amounts receivable on Owner's account.

### ***B. Compliance Administration***

Management Agent shall possess the experience and expertise to carry out all compliance functions. Applicable regulatory bodies include Oregon Housing and Community Services (OHCS), USDA Rural Development, and the U.S. Department of Housing and Urban Development. Specifically, Agent shall:

- Perform LIHTC annual income certifications (Section 42).
- Complete USDA Rural Development certifications as required.
- Administer HUD Multifamily compliance requirements.
- Implement and track utility allowances.
- Maintain accurate and complete tenant files.
- Prepare for and support regulatory audits and monitoring visits.

- Create and submit to appropriate agencies all Affirmative Marketing Plans and Tenant Selection Plans ensuring prospective tenants are not discriminated against based on race, religion, national origin, familial status, or any protected class.

### ***C. Financial Management***

Management Agent shall maintain sound financial management practices, including:

- Disburse from the operating account, in accordance with the approved operating budget, all appropriate expenses for services rendered and goods delivered.
- Prepare monthly financial statements, including: Statement of Income and Expenses (monthly and year-to-date); Aged Accounts Receivable with itemized delinquent rents; Aged Accounts Payable; Balance Sheet; Cash Flow Report; Rent Roll/cash receipts; Bank account reconciliations; Paid bills and invoices upon request; Narrative of unusual actions or emergencies; Site staff payroll report; and Operating and capital budget variance report.
- Prepare an annual operating budget for each fiscal year and submit to Owner at least ninety (90) days before the beginning of such fiscal year, including suggested capital improvements and a detailed narrative.
- Conduct budget variance analysis and report on variances.
- Process accounts payable in a timely manner.
- Facilitate owner distributions, where applicable.
- Track and report on replacement reserves; facilitate the process for use and approval of reserve funds for eligible capital repairs on at least a semi-annual basis.
- All bookkeeping, data processing services, and management overhead expenses shall be borne by Management Agent.

### ***D. Maintenance Oversight***

Management Agent shall, at Owner's expense, maintain the project in a decent, safe, and sanitary condition and in a rentable state of repair. Specifically, Agent shall:

- Ensure all properties are well maintained, providing safe and sanitary living conditions, and perform or arrange for necessary repairs in a timely manner.
- Establish and implement a preventative maintenance plan and program.
- Maintain a work order system to systematically respond to all service requests. Emergency requests shall be serviced on a 24-hour-a-day basis. Complaints of a serious nature shall be reported to Owner immediately.
- Contract with qualified independent contractors for major mechanical systems and extraordinary repairs. Obtain written evidence of contractor liability and workers' compensation insurance prior to commencement of work.
- Use at least three (3) competitive bids on all contracts and expenditures exceeding \$2,000.

- Obtain prior written Owner approval for any contract exceeding one year in duration, or any expenditure exceeding \$2,000, except for emergency repairs involving manifest danger to persons or property.
- Conduct physical inspections of properties, common areas, and units at least semi-annually.
- Coordinate capital needs and ensure inspection readiness for NSPIRE, RD, and other applicable inspections.
- Make arrangements for water, electricity, sewage and trash disposal, recycling, vermin extermination, and other necessary services.

### ***E. Reporting & Owner Communication***

Management Agent shall maintain proactive and transparent communication with Owner, including:

- Deliver to Owner by the 15th of each month all reports described under Financial Management above.
- Provide Weekly Community Status Reports, including vacant and on-notice unit details.
- Provide a Monthly KPI Dashboard including key metrics: economic vacancy rate, maintenance response times, compliance status, and collection rates.
- Provide preventative maintenance schedule completion reports.
- Immediately notify Owner of any event or situation that may be of media interest or upon receiving any notice of litigation or suggestion of litigation.
- Investigate and promptly furnish full written reports of all accidents, claims, and potential claims for damages.
- Establish and maintain a system of records, books, and accounts in a manner satisfactory to Owner and in accordance with all regulatory requirements.
- Permit Owner to audit Agent's records at Owner's expense at such reasonable times as Owner requests. Agent shall host and support NOHA auditors.
- Cooperate with service providers; participate collaboratively in regular partner meetings and communicate any cause of concern pertaining to residents or project performance in a timely manner.

### **Personnel**

Management Agent shall employ and supervise competent staff and any independent contractor on behalf of Owner as may be required to operate and maintain the property. Agent shall comply with all local, state, and federal laws regarding employment and employment practices. Management Agent shall pay all employment taxes, fees, benefits, and costs associated with employing individuals associated with the property. All personnel shall be the sole employees of the Respondent under its sole direction, and not employees or agents of Northwest Oregon Housing Authority.

### **Insurance**

Management Agent shall continuously carry public liability (including bodily injury and personal injury), property damage, workers' compensation, automobile, errors and omissions, a fidelity bond, and such other insurance as may be necessary for the protection of the interests of the Owner and the Agent. Policies shall be in amounts commonly carried by reasonable owners of properties of similar type, location, and value, but in no case less than \$2,000,000 combined single limit each occurrence. Owner will require an Additional Insured endorsement upon execution of contract.

### **Fidelity Bond**

Agent may be required to furnish and maintain, at the expense of the Agent, for the duration of this agreement and any extensions thereof, plus thirty (30) days after expiration or termination, a commercial blanket bond in favor of Owner in an amount not less than the sum of (a) two (2) months' potential maximum gross rents for the project plus (b) aggregate tenant security deposits held from time to time. Such fidelity bond shall cover losses discovered by Owner within two (2) years after occurrence and shall contain a written provision that Owner shall be given at least thirty (30) days' prior written notice of cancellation.

## **Section 6 — Proposal Requirements**

Proposals shall be prepared to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Emphasis should be placed on completeness and clarity of content. Proposals should be limited to no more than 10 pages, organized in the following sequence:

### **Cover Letter**

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(Required, not scored)

The cover letter shall:

- Include a brief summary of the organization's qualifications
- Identify a single point of contact (name, title, phone, email) for the RFP review process
- Confirm that all elements of this RFP have been reviewed and understood
- Include a statement of intent and capacity to perform the services as outlined
- Express willingness to enter into an agreement under the terms and conditions prescribed by this RFP
- Be signed by a duly authorized representative; include the signer's name, title, and contact information
- Be limited to one (1) page

### **1. Firm Overview**

Provide an overview of your organization including:

- Years in operation, under current business name and/or license
- Ownership structure (corporation, sole proprietorship, partnership, joint venture, etc.)
- Oregon portfolio: address and telephone number for main office and any branch offices
- Experience in rural markets
- Members of the professional team: name, title, and contact phone number; organizational chart showing positions and reporting relationships
- Describe your organization's philosophy relating to customer service, including your approach when escalations occur with resident relations and how resident-relation conflicts escalate through the chain of command
- Describe the measures you take to promote cultural competency within your organization, including: (a) equity and inclusion trainings offered to employees; (b) policies reflecting inclusion of people from diverse backgrounds in affordable housing; (c) practices encouraging a workforce that reflects the diversity of affordable housing communities

## **2. Regulatory Experience**

Demonstrate your capacity, experience, and qualifications to manage low-income housing and comply with all applicable regulatory programs. Provide:

- LIHTC (Section 42) portfolio size and experience
- USDA Rural Development (Section 515) portfolio size and experience
- HUD Multifamily portfolio size and experience
- Staff certifications (e.g., HCCP, COS, TCS, or equivalent)
- Identify specific staff by title responsible for program compliance and reporting, and describe compliance training opportunities provided to them
- Identify any audit findings, fair housing claims, and material litigation your firm has been involved in for the last five years. Identify any LIHTC properties that have received non-corrected 8823s. Describe your planned effort to comply with fair housing requirements in relation to resident screening.
- Provide at least three (3) current client references, preferably from Clatsop, Columbia, or Tillamook counties, for whom comparable services have been performed. Include names, addresses, and telephone numbers. Preference will be given to references that include at least one (1) recent portfolio transition and one (1) recent LIHTC lease-up for new construction.

## **3. Staffing Model**

Describe your proposed staffing model, including:

- Proposed staffing structure per property and across the portfolio
- On-site vs. centralized staffing approach

- Compliance department structure
- Maintenance staffing structure and after-hours coverage system (describe how 24/7 management coverage is provided)
- The Owner's assigned point-of-contact (portfolio manager or regional manager): region covered, number of sites, number of units, assigned direct support staff, and number of owners served. Describe how backup coverage is provided during absences.
- Describe your philosophy, practices, and experience in coordinating resident services with local service providers for challenging populations, such as chronically homeless, CMI, and veterans.

#### **4. Performance Metrics**

Provide three (3) years of historical data for a comparable portfolio demonstrating:

- Average economic vacancy rate
- Unit turnover time (average days vacant)
- Compliance audit results
- REAC/NSPIRE scores, if applicable
- Collection rate percentage (Net Rent Revenue / Gross Potential Rent)

If your firm currently manages a portfolio of NOHA properties, also provide the same 12-month metrics for that NOHA portfolio. If the comparable portfolio averages are more favorable than your current NOHA portfolio, state your detailed plan to improve performance, including targets and timelines.

Labor, contracts, supplies, utilities, and insurance costs have skyrocketed in recent years. Please describe how your firm is responding to these challenges through innovative thinking and what out-of-the-box recommendations your firm would make to tackle the changing expense landscape.

#### **5. Transition Plan**

Describe your approach to onboarding and transitioning properties to your management, including:

- File audit approach and timeline
- Onboarding timeline from award to full operation
- Staff retention policies for existing on-site personnel
- Property management software platform to be used
- If your response includes USDA RD funded properties, describe your experience managing RD loan and rental assistance financed housing

#### **6. Compensation Proposal**

Provide fee pricing structured as follows:

- By individual property

- By county
- Entire portfolio option

For each pricing option, include:

- Management fee as a percentage of collected rental revenue; describe your method of determination
- Specify what services are covered by the management fee
- Specify personnel and all services that will be charged as direct expenses to the property. All supervisory, bookkeeping/accounting, and clerical expenses, along with all Agent overhead expenses, will be borne by the Agent and not treated as operating expenses of the project.
- If you wish to propose a discount for an award of multiple projects, please include this
- NOHA welcomes creative solutions and will consider any innovative fee model proposal as an alternative to traditional fee models. Please indicate how your alternative model offers a financial incentive or operational benefit compared to traditional fee models.

Please provide sample monthly reports with your response.

## Section 7 — Evaluation Criteria

Proposals will be evaluated by an Evaluation Committee comprised of appropriate Northwest Oregon Housing Authority staff and/or community members. Each proposal will be evaluated based on the following weighted criteria:

Evaluation Criterion	Weight
Regulatory Expertise	30%
Demonstrated Performance Outcomes	25%
Staffing and Transition Plan	15%
Cost Competitiveness	20%
Local/Rural Market Experience	10%
<b>TOTAL</b>	<b>100%</b>

The Committee will evaluate Regulatory Expertise based on demonstrated experience managing LIHTC, RD, and HUD Multifamily portfolios; staff certifications; and compliance track record. Demonstrated Performance Outcomes will be assessed from historical vacancy, turnover, collection, and inspection data. Staffing and Transition Plan will evaluate the proposed staffing model, onboarding approach, and personnel retention.

Cost Competitiveness will assess management fee structures and overall value. Local/Rural Market Experience will consider familiarity with the Northwest Oregon market, rural housing challenges, and existing presence in Clatsop, Columbia, and Tillamook counties.

NOHA reserves the right to conduct interviews prior to making a final selection.

## **Section 8 — Proposal Submission and Selection Process**

### **Submission and Key Dates**

No pre-proposal conference will be held for this request for proposals.

**Deadline for receipt of proposal:** 4/21/2026, 5:00 PM

Please email your proposal and attachments to:

*Executive Director, RFP@nwoha.org*

Please include in the subject line of your email: RFP — Third-Party Property Management Services

Late proposals will not be accepted.

### **Selection Process**

Northwest Oregon Housing Authority will carry out the following process to evaluate proposals and negotiate an agreement for management services. The estimated award date is 5/8/2026.

The Evaluation Committee will rate the proposals according to the weighted criteria outlined in Section 7. Based on those ratings, the Committee will provide NOHA's Executive Director a ranked list of firms that meet the qualifications described in this RFP. Agreements will be negotiated with the top ranked firm(s). If an agreement cannot be reached with the top ranked firm(s), NOHA may then negotiate with other ranked firms. If no agreement can be reached, Northwest Oregon Housing Authority reserves the right to reopen the RFP to any or all projects in its portfolio.

Northwest Oregon Housing Authority shall not be liable for any pre-contractual expenses incurred by any organization in relation to the preparation or submittal of a proposal, including expenses in preparing a proposal, negotiations with NOHA, or costs associated with interviews, meetings, travel, or presentations.

## **Section 9 — Reservation of Rights**

Northwest Oregon Housing Authority reserves the right to:

- Reject any or all proposals
- Select multiple firms

- Negotiate scope and pricing
- Award by county, by individual property, or for the full portfolio
- Reopen the RFP to any or all projects if no agreement can be reached with ranked firms

## **Section 10 — Commenting on or Appealing the RFP Process**

### **Comments**

Respondents may comment on or protest any provisions of this request for proposals that they believe limit competition, and/or may protest any of its specifications or proposed contract terms. Comments should be sent to:

*Hsu-Feng Andy Shaw, Executive Director*  
*Northwest Oregon Housing Authority*  
*147 S. Main Ave, Warrenton, OR 97146*

Comments must be in writing and received at the Northwest Oregon Housing Authority office on or before 4/8/2026. If the comments are determined to be valid, an addendum to the RFP will be issued to all applicants.

### **Appeal Procedures**

Anyone responding to an RFP who is not recommended for award by the Evaluation Committee may appeal the recommendation to the Executive Director. Northwest Oregon Housing Authority's procurement policy describes the right of appeal as follows:

- **A.** Any appeal must be made in writing, be received before the contract is awarded, clearly state the grounds for the appeal, and indicate what condition(s) resulted in the proposal not being recommended for award. Appeals not complying with applicable procedures may be rejected.
- **B.** The appeal must be received not later than seven (7) calendar days after notice of the Evaluation Committee's decision was mailed. Upon receipt, the Responder recommended for award and the Evaluation Committee shall be notified. Both parties shall have three (3) calendar days to respond to the appeal in writing.
- **C.** The department responsible for preparing the RFP shall prepare a written analysis of the appeal and make a recommendation to the Executive Director as to appropriate action.
- **D.** The grounds for appeal are:
  - a. Different criteria were used to evaluate different proposals.
  - b. The Evaluation Committee unfairly applied the evaluation criteria to a proposal.
  - c. A member or members of the Evaluation Committee had a relationship with a Responder that represented a conflict of interest.

- d. The criteria used to evaluate the proposals did not pertain to the services or products requested.
- e. A member or members of the Evaluation Committee demonstrated bias toward a proposal or a Responder.
- **E.** The Executive Director shall evaluate any appeal and state the conclusions and reasons in writing. Any decision to overturn the recommendation shall be based on a finding that one of the grounds for appeal above occurred to the substantial prejudice of the appellant.
- **F.** The appeal procedures set forth herein are directory and not mandatory. Failure to follow or complete the action in the manner provided shall not invalidate the decision.

— *End of Request for Proposals* —