

# Request for Proposals: Implementation Partner – RIVER Program

**Issued by:** Palatka Housing Authority (PHA)

**Issue Date:** [January 30, 2026] • **Questions Due:** [February 13, 2026] • **Proposals Due:** [March 3, 2026] • **Anticipated Award:** [March 31, 2026]

---

## 1) Purpose

The Palatka Housing Authority (PHA) is seeking an **Implementation Partner** to lead the end-to-end coordination and successful rollout of the **RIVER Program**—which transforms current U.S. Department of Housing and Urban Development (HUD) Qualified participants into small-property landlords (1-4 units). The Partner will serve as the single accountable lead, coordinating all vendors (developer, contractor, curriculum provider, etc.) and PHA staff to deliver the program on time, on budget, and in full compliance with all HUD regulations and local procurement requirements.

The Partner is a **coordinator and manager of accountability**, not a self-performing developer or general contractor.

---

## 2) Scope of Services: Key Workstreams

The Partner will be responsible for overseeing the following areas, ensuring quality, schedule, and compliance milestones are met across the entire delivery team. Proposals must include a detailed workplan, timeline (Gantt), staffing, and risk register for each workstream.

### A. Approvals and Program Structure

- **Objective:** Secure all federal and local approvals, and establish a clear, compliant pathway from program launch to ownership transfer while protecting long-term affordability.
- **Key Tasks:**
  - Develop a **single approvals roadmap and calendar** (e.g., PHA Board actions, HUD submissions, plan amendments).
  - Recommend the best **rent-assistance** (e.g., PBV/HCV) structure and timing to protect residents during and after the sale.
  - Draft all key program documents, including affordability covenants and non-purchaser protections.
  - Maintain a live, audit-ready **Compliance Library** for all HUD cost principles and local procurement rules.

## B. Development Oversight and Quality Control

- **Objective:** Work with the selected developer and contractor to ensure the construction of small multi-unit properties meets **quality standards**, stays **on schedule**, and adheres to the **approved budget**.
- **Key Tasks:**
  - Chair and manage a standing "delivery meeting" with the full development team, tracking progress and driving risk resolution.
  - Establish and track **design and quality guardrails** that align with long-term maintenance and training needs.
  - Manage **vendor procurements** (A/E, GC, etc.), enforcing Section 3/MBE participation and workforce goals.
  - Oversee **construction controls** (change orders, pay applications, draw processes) and confirm lease-up readiness for program operations.

## C. Rental Finance Modeling and Program Transition

- **Objective:** Model the financial viability of the asset across its two regulatory phases and design the compliant workflow for this transition, ensuring participant financial stability and continuity of tenancy for the remaining residents.
- **Key Tasks:**
  - **Phase 1 Model (Pre-Sale - Public Housing):** Create a detailed financial model for the four-unit property reflecting **Public Housing (PH) rules** for rents, tenant income calculations, and operating expenses.
    - *Context:* The RIVER participant lives in one unit as a PH resident; the other three units are also PH occupied.
  - **Phase 2 Model (Post-Sale - Owner + PBV):** Create a detailed financial model for the property reflecting the **Owner-Occupant status and Project-Based Voucher (PBV)** rules for the three rental units, including PBV contract rents, applicable tenant utility allowances, and operating assumptions.
    - *Context:* At closing, the RIVER participant becomes the owner-occupant and exits PHA programs; the other three units transition from PH to PBV.
  - **Transition Workflow:** Design the comprehensive handoff plan, making assumptions explicit for: effective dates of conversion, required HUD/PHA inspections/approvals, resident communications, and continuity of occupancy.

## D. Program Operations and Participant Management

- **Objective:** Operate RIVER as a high-accountability training and ownership-onboarding platform from recruitment through transfer.
- **Key Tasks:**
  - Lead or coordinate the delivery of a **credentialed landlord curriculum** that aligns with HUD standards and focuses on compliance, property management, and asset stewardship.
  - Design and implement an **equity-centered selection process** and case management protocols for participants.

- Define **participant reserve targets** and the savings schedule that builds "skin-in-the-game" without undue financial burden.
- Manage the **ownership onboarding** process and post-transfer support plan.
- Manage all **program delivery vendors** (curriculum, outreach, etc.), maintaining clear scopes, performance scorecards, and reporting compliance.

## E. Data, Reporting, and Audit Readiness

- **Objective:** Implement durable, user-friendly systems that make RIVER "audit-ready every day".
- **Key Tasks:**
  - Design a simple data system to track key information (units, participants, training completions, reserves, and rent status).
  - Produce a **monthly dashboard** and performance report for PHA leadership, covering schedule, budget, risks, and participant outcomes.
  - Manage the **Risk & Issues Log** with clear owners and mitigation steps.
  - Ensure all documentation, workflows, and reporting align with **HUD and local audit standards**.

## 3) Minimum Qualifications

- Successful leadership of at least three mixed public/mission-driven housing implementations spanning **approvals through stabilized operations**.
- Documented experience **coordinating multi-party teams** (PHA, developer, contractor, property manager, consultants) and holding them to shared schedule/budget goals.
- Proven experience modeling and forecasting **rental rates and compliance** across both **Public Housing** and **HCV/PBV** programs.
- Demonstrated capacity to deliver or coordinate **landlord curriculum, participant case management workflows**, and compliant data/reporting systems.

## 4) Proposal Requirements (10 pages maximum, excluding appendices)

1. **Approach:** Clear grasp of the RIVER model and a detailed plan for **coordinating the team** and controlling schedule, budget, quality, and compliance on track.
2. **Workplan & Timeline:** Detailed workplan for the first 90 days and through the first ownership transfers, including key risks and mitigations.
3. **Team:** Roles, time commitments, and relevant résumés for key personnel; identify any subconsultants.
4. **Similar Projects:** Brief case studies with outcomes and references demonstrating coordination and accountability.
5. **Budget & Pricing:** Milestone-based fixed fee with assumptions; policy for reimbursables.

6. **Sample Tools:** One-page examples (dashboard, risk log, budget report, **rental pro forma excerpt**).

---

## 5) Evaluation

Criterion	Weight	What We Will Look For
<b>Program Coordination &amp; Approach</b>	25%	Clear plan for managing the multi-party team and keeping goals on track.
Approvals and Compliance Strategy	15%	Practical approvals roadmap and audit-ready systems.
Development Oversight Depth	15%	Controls for quality, budget, and schedule (no self-performance).
<b>Rental Finance Modeling &amp; Transition</b>	15%	<b>Credible financial models for both PH and PBV phases, and a robust workflow to manage the compliance and resident transition.</b>
Program Operations & Outcomes	15%	Credentialed curriculum, clear participant process, and readiness plan.
Data & Reporting Systems	10%	Usable dashboards and audit-ready data tracking.
Price and Value	5%	Cost-effectiveness and milestone alignment.

---

## 6) Term, Compensation, and Key Terms

- **Initial Term:** [24 months] with option renewals aligned to program phases.

- **Compensation:** **Milestone-based payments** with holdbacks/retainage tied to accepted deliverables and performance targets.
- **Key Personnel:** Changes to named key staff require PHA approval.
- **Intellectual Property (IP) Ownership:** All work product and data systems delivered under this contract are the **exclusive property of PHA**.

---

## 7) Submission Instructions

- Submit **one PDF proposal** to **[wmthomas@palatkaha.org]** by **[March 3, 2026, 4:00 PM ET]**.
- Questions must be submitted in writing to **Ms. Willie Mae Thomas** at **wmthomas@palatkaha.org** by **[February 13, 2026]**.
- An optional pre-proposal conference will be held on **[February 16, 2026 at 10:00 a.m est]**, at 400 N. 15<sup>th</sup> St, Palatka, FL 32177 and on zoom. Zoom Link can be found on the PHA website under procurement at: [www.palatkaha.org](http://www.palatkaha.org)